



***Mark Hardcastle***

*GBL E-Skills Story*

## Our definition of “e-skills”

- The implementation of effective business systems is about striking the balance between the Corporate requirement for a controlled and auditable environment and providing simple to use, value add systems to the user
- If the balance can be struck the increase of peoples “e-skills” just becomes part of their day to day working life



## Who We Are

- **Gleeson Building Ltd (GBL)**
- **National building contractor**
- **£ 200m turnover**
- **Wholly privately owned**
- **450 staff**
- **40 locations**
- **Born from MBO 01/08/05 from MJ Gleeson plc**



## History

- **MBO effective 01/08/05**
- **Inherited unstable, inflexible environment**
- **No consistent business process and therefore no business systems**
- **Even backbone of ERP / HR did not work efficiently**



## Business Strategy

- **Open**
- **Visible**
- **Auditable**
- **Ultimately to provide ability to manage information effectively**



## IT Strategy

- **...to enable and support the business strategy**  
**...which ultimately means the introduction of new effective IT systems**  
**...which means increasing staff's e-skills**

## **Solutions implemented**

- **New ERP – heavy on commercial**
- **New HR/Payroll + Self Service**
- **Migrated from Novell to Microsoft**
- **New Corporate Intranet & Website**
- **New Business Management System**
- **New Information Management system – integrated Portal / Intranet / CRM / Supply Chain / Document Management / Archive / email management**



## Challenges Faced

- **We are a construction company !**
- **Last industry to embrace technology**
- **Wide range of people – mindset, skill and adaptability & the old “not another IT system”**
- **For us sheer volume of systems and ultimately the culture change they bring**

## How do we approach e-skills ?

- Training is actually at the bottom of the list !
- Key areas are:
  - Communication
  - Selection and implementation
  - Business Ownership

# How do we approach e-skills ?

## 1. Communication

- **Large change programme initiated prior to introduction of process changes and new systems**
- **Publication of a very clear business strategy**
- **Publication of a very clear IT strategy**

# How do we approach e-skills ?

## 2. Selection and implementation

- **Very clear and public business case**
- **Selection committee made up of business and IT**
- **Implementation teams including champions**

# How do we approach e-skills ?

## 3. Business Ownership

- Top - down
- Demonstrate business benefits
- Ownership by business – Rolls Royce vs Mini

# How do we approach e-skills ?

## 4. Training

- Move away from “traditional training” into “engagement by the project team”
- We go to user rather than user coming to us
- Still got to have more traditional documentation / workshops

## How do we approach e-skills ?

Ultimately:

**“get staff to buy into the system and talk about its arrival before it is implemented”**