



Building a high-performance culture



Founded over 40 years ago by Michael Lambe, M Lambe Construction Ltd (MLC) has built a reputation for providing industry-leading civil engineering solutions to clients across the Midlands in the UK.

Providing exceptional value for money and high-quality service, they have unparalleled industry experience and expertise.

Fundamental to their approach is the belief that their greatest strength is passionate and dedicated staff, something that's reflected in their 'Three Pillars': Purpose, People, Performance

Opportunity

MLC MD Michael Lambe was keen to develop his directors, senior management – and ultimately everyone – into high-performing teams in a high-performing organisation in what can be quite a demanding industry.

Although in construction, people are fully aware of the need to be very clear and direct in terms of their work, Michael felt there was an opportunity for the team to develop a better understanding of their own approach, how colleagues perceive them, how to get the best out of one other and generally improve their understanding of different ways of working.

With organisational values of Integrity, Collaboration and Sustainability, and Michael's highly collaborative approach, this was always going to be a people-first initiative, so it proved...

Approach

Just over six years ago, Michael invited a TMS-accredited external consultant to work with the directors. As part of the programme, everyone completed their own Team Management Profile (TMP). This profile with its focus on developing honesty and understanding about yourself, was a perfect match for Michael's objectives, and was enthusiastically received.

The Team Management Profile was a superb platform for helping the team be open and honest with each other. Michael was particularly keen to get views from all the team on the way forward for the business, and their team sessions generated lots of new ideas and energy.

As a result of the sessions and their new approach to working together, the team was able to set a clear direction and engage the wider business in developing systems and processes to deliver key objectives.

From that point on, the TMP and the Team Management Systems (TMS) language has played a key role in MLC's people-centric approach – starting as soon as someone joins the organisation.

As a key element of their induction programme, a day is spent using the TMP to focus on personal effectiveness and leadership. These regular programmes are open to anyone in the business, whatever their level, from apprentice to senior manager, giving everyone the opportunity to learn about themselves and how they can develop.

Using the TMP means the senior leadership team doesn't need to explain that there are new and different ways of working together. People experience it firsthand, learning about their own preferences, that there's no good or bad approach, and that there will always be some conflict in a team - but it's about making it a healthy conflict.



In MLC, there's a clear preference towards the Thruster-Organiser sector. Knowing this, Michael wants to ensure there's a balanced approach, encouraging people to proactively step back and see if there's another, better way of doing things.

The TMP is also used extensively across MLC to help further develop intact teams, on a one-to-one basis, and within talent discussions, where it's used to explore where an individual might like to flex and develop to grow within the business.

And although Michael himself drives the advocacy of the organisational approach to developing a high-performance culture, he's a firm believer in going where the energy is, so it's very much an opt-in approach at all levels.

Everyone understands that it's not just what the company does that's important, but how it does it – with everyone working towards one common goal no matter what level they're at in the business.

The TMS language has become a shorthand in MLC that reinforces their core values.

Outcome

Six years on, MLC is a very different company.

Michael set out to fulfil his vision of an organisation with an open and honest culture, where people could voice their opinions and challenge the business to improve continually – something he refers to as 'radical candour'.

Construction is very much about learned behaviours, so it can take a long time to make changes, but MLC has demonstrated the power of people to make change happen. By modelling Michael's collaborative approach across the business, MLC now harnesses the energy and engagement of the whole team to solve problems and achieve key business goals.

With the TMP at the heart of their approach, MLC has developed a well-balanced team focused on achieving results - results they're certainly delivering. In a challenging market, they've seen continued growth, remain recognised as a 3-star World Class place to



Team Management Wheel

work through the Best Companies B-Heard survey, and are an employer of choice in the industry, voted No. 1 construction company.

The TMP continues to be a key element of their approach, and Michael sees it continuing as a cornerstone of the organisational culture.

And what about the top team where it all started? They're now directors, helping Michael deliver his vision across the organisation to continue delivering business success through a high-performance culture – with people at its heart.

“
Implementing the TMP has been transformational for us. It began with our directors and is now utilised by every employee. This approach fosters a culture of openness and continuous improvement based on the best methods for achieving results.”

Michael Lambe,
 Managing Director, M Lambe Construction

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