

ANNEX E – iBuildSG Leadership Engagement and Development (LEAD) Framework

Background

The **iBuildSG LEAD framework** was launched to support leadership development for the sector.

It was recommended by young leaders of the industry, guided by the iBuildSG Tripartite Committee, consisting of Trade Associations and Chambers (TACs), IHLs and Professional Boards.

Objectives & Outcomes

The objective of the iBuildSG LEAD framework is to nurture a core group of committed and forward-thinking industry leaders to drive sustained industry transformation efforts. The framework builds leadership capacity at various levels:

- i) **Industry level** - builds collective stewardship and network for leaders to foster stronger collaboration across the construction value chain.
- ii) **Firm level** - supports firms in developing talent and growing their leadership pipeline so each firm has the bench strength to grow domestically and abroad.
- iii) **Individual level** - helps industry practitioners build up their competencies to advance the sector, and recognises those with outstanding contributions.

Programme Partners

Structured training programmes within the framework are anchored by SMU and SUTD as academic partners, with recognition from the Singapore Economic Development Board (EDB) and SkillsFuture Singapore (SSG) under the national SkillsFuture Leadership Development Initiative (LDI) for the BE Sector.

In addition, the iBuildSG LEAD framework will cross recognise existing leadership programmes offered by industry partners and synergise efforts with professional development bodies in alignment with professional progression pathways and the national SkillsFuture leadership development framework.

Structure of the Framework

There are both structured and informal programmes, which includes two bespoke structured training programmes, the LEAD Horizon Programme and the LEAD Milestone Programme, complemented by a broader Insights@LEAD channel.

Target Audience	Young, emerging leaders nominated by firms for leadership pipeline.	enterprise-level leaders who are part of the C-suite team within the organisations
Programmes	<i>LEAD Horizon Programme for young emerging leaders</i> Covering the following areas: <ul style="list-style-type: none">• Innovative Mindset & Agility• Commercial Awareness• Personal Effectiveness• Core Technical Competencies	<i>LEAD Milestone Programme for enterprise-level leaders</i> Covering the following areas: <ul style="list-style-type: none">• Strategic Leadership• Sustainable Enterprise Growth• Harnessing Transformation• Accelerating Growth
	Insights@LEAD <ul style="list-style-type: none">• iBuildSG LEAD Summit• Case Study Teams• Learning Journeys• BuildSG Leadership Forum	

LEAD Horizon Programme

Designed for *young emerging leaders* nominated by firms for leadership pipeline, the LEAD Horizon Programme aims to cultivate better commercial awareness and a more innovative mindset open to new ideas and technologies; build personal effectiveness; and convey the importance of integration and collaboration across different disciplines. The programme comprises an 8-day Executive Development Programme conducted by the Singapore Management University (SMU), complemented by a 4-day workshop-based Innovation Bootcamp conducted by SUTD to lead competency building in innovation. There will also be out-of-classroom project work to allow participants to put into practice what they have learnt from the workshop. The entire training programme provided by SUTD carries subject credits stackable towards SUTD's ModularMaster programmes, which in turn facilitates the prospective further up-skilling of the participants.

The inaugural run of the LEAD Horizon Programme commenced in Aug 2019. The iBuildSG LEAD BCA-SMU Executive Development Programme was scheduled from 29 Aug to 27 Sep 2019, followed by the SUTD-BCA Innovation Bootcamp from 10 Oct to 22 Nov 2019. Industry leaders from the BE sector have been invited to anchor and facilitate key topics to enhance the programme with industry contextualisation. To enable cross learning from other industries, inspiring innovators and disruptors from non-BE sectors have also been invited as guest speakers on emerging topics.

About 25 participants from the 1st cohort of the LEAD Horizon Programme commenced training since Aug 2019, where they were nominated by firms from

across the value chain representing a good mix of Developers, Consultants, and Builders as well as representatives from the public sector. The profile of the attendees are mainly aged 35 and below, where the programme facilitates good opportunities for the cultivation of cross learning as well as builds a strong network of next generation leaders for better integration and collaboration to drive the BE sector forward.

The next run of the iBuildSG LEAD BCA-SMU Executive Development Programme is tentatively scheduled in March 2020.

LEAD Milestone Programme

Designed for *enterprise-level leaders* who are part of the C-suite team within their organisations, the LEAD Milestone Programme focuses on the development of cohesive and progressive enterprises through fostering stronger collaboration to catalyse industry transformation. This programme's intent is to support senior leadership succession in firms and TACs and provide an important opportunity to foster cohesion amongst the future leaders of industry. It will also offer an important touchpoint to build shared perspectives for industry transformation. The programme comprises a 6-day Advanced Management Programme conducted by SMU and a 9-day Overseas Immersion that includes collaboration with Imperial College London as well as best-in-class visits targeting high growth regions such as in China and India.

The inaugural run of the LEAD Milestone Programme will commence in Oct 2019, with the iBuildSG LEAD BCA-SMU Advanced Management Programme scheduled from 31 Oct to 29 Nov 2019.

Insights@LEAD

The Insights@LEAD platform aims to provide opportunities for long-term engagement, alignment and recognition of all BE leaders in the LEAD community.

- **iBuildSG LEAD Summit:** Annual Event to bring together all leaders on the LEAD framework together for learning through keynote sessions with thought leaders, networking luncheons and dialogue sessions with Political Office Holders or Public Sector senior leadership, for insights into policies, trends and directions.
- **LEAD Case Development Initiative:** Initiative facilitating knowledge building via the formation of case study teams and iBuildSG study teams. Case study teams comprise younger members on the framework grouped with senior leaders and relevant resource persons from the industry to support the gathering of the collective wisdom of the industry into case studies for sharing. iBuildSG study teams consist of younger members on the framework, researching and addressing BE topics requiring industry perspectives, as part of leadership development under the LEAD Horizon structured training programme.
- **Learning Journeys:** Tailored for members of the LEAD Framework, to build capability via experiential learning. Includes local and overseas learning

journeys in areas of enterprise leadership, internationalisation, innovation leadership etc.

- **BuildSG Leadership Forum** provides a platform where pertinent ITM topics and challenging BE issues are discussed by Industry Thought Leaders and attended by Leaders from the different sectors within the built environment. The sharing is aimed at bringing the BE community together and moving the industry ahead.