

Annex A: Factsheet on the iBuildSG LEAD framework

Background

To achieve the outcomes of the Construction Industry Transformation Map (ITM), workforce development plays a crucial role in supporting and catalysing industry transformation. BCA has undertaken various initiatives to build a skilled and competent workforce. These initiatives include:

- (i) Implementation of strategies to attract and retain BE personnel, develop skills and competencies, and uplift jobs.
- (ii) Development of a skills framework to identify skills and competencies for progression within the sector
- (ii) Development of a leadership framework to groom a core group of industry leaders

To support leadership development for the sector, BCA has partnered the industry to develop a new **iBuildSG Leadership Engagement and Development (LEAD) framework**.

The iBuildSG LEAD framework will complement the Skills framework in developing horizontal skills to coordinate efforts and cultivate a collaborative environment to achieve ITM goals. Whilst the Skills Framework currently being developed with the respective TACs aims to chart vertical skills, a robust leadership development framework will develop the cross-cutting skills required to drive and sustain industry wide transformation through collaboration.

Participation in the programmes is via partnership with industry firms.

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

Programme Partners

The iBuildSG LEAD framework is co-owned by industry and developed in consultation with key **Trade Associations and Chambers (TAC)s**, supported by the **Professional**

Boards. 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 Built Environment Sector.

To augment the local training programmes, and to build international networks, BCA will also partner leading global universities/organisations to organise overseas immersion programmes and learning journeys.

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

Structure of the Framework

The structured framework is a joint effort with industry to build up impactful, collective leadership through both structured and informal programmes. The framework consists of three key leadership building platforms, which includes two bespoke structured training programmes, LEAD Horizon Programme and LEAD Milestone Programme and Insights@LEAD

i) 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 SMU, complemented by a 3-day workshop-based Innovation Bootcamp conducted by Singapore University of Technology and Design (SUTD) to lead competency building in innovation. There will also be out-of-classroom project work to allow participants to put into practise what they have learnt from the workshop. The entire training programme provided by SUTD carries subject credits stackable towards SUTD's ModularMaster programmes, which can in turn lead to Master's programmes and facilitate the prospective further up-skilling of the participants.

ii) 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 is intended 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

iii) Insights@LEAD

The Insights@LEAD platform aims to provide opportunities for long-term engagement, alignment and recognition of all built environment 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 built environment 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.

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 	