

Second cohort  
workshop event.  
Overcoming the  
skills challenge  
for growth



# Clean Heat Accelerator

12<sup>th</sup> September 2024

# Objectives for the day

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- Start to think about the workforce skills (both soft and hard) and resources you need to scale in the sector
- What are the actions you can take to build those capabilities? Take away at least 2
- Consider also capabilities amongst the management team
- Understand support available in the market that you could access.
- Network! You may find joint activities

# Agenda for the day

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Time	Topic
09:45 – 10:15	<b>Introduction to the day</b>
10:15 -11:45	<b>Appreciation of individual styles</b> Profile management team – how do we apply this to our everyday work?
11:45 – 12:45	<b>Overview of initiatives, support available and perspectives on skills-building in the market</b> Panel speakers with Q&A and discussion: EST, Warmworks, SNIPEF
12:45 – 13:20	<b>Lunch and networking break</b>
13:20 -14:30	<b>Tours: Skills Academy &amp; MSIP Innovation Labs</b>
14:30 -15:50	<b>Building organisation capabilities</b> Practical workforce planning
15:50 – 16:00	<b>Close and takeaways</b> Followed by optional visit to Innovation Hub

# Biggest workforce and skills challenges?

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Scottish Enterprise and Carbon Limiting Technologies  
Clean Heat Accelerator

## **Workshop Session – Appreciating Different Styles**

Thursday 12<sup>th</sup> September  
10:15 – 11:45am

# Facilitator



Scott McCrory-Irving MCIPD  
He / him / his  
HR Consultant  
Change HR Ltd

My colleague Christine O'Ready  
attended a previous accelerator  
event



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# Session aims

- Learn more about a model of individual “styles”
- Share our experience with different styles
- Be able to appreciate how everyone has different styles
- Better understand how to apply this knowledge in daily work (and life!)



# Questionnaire



You have a blend of both **Cautious** and **Supportive** traits. Your **Cautious** traits are probably a little stronger than your **Supportive** traits.

Some words that describe you are:

- Critical thinking,
- Careful,
- Committed to quality, and
- Helpful.

You are **reserved**, and you probably prefer individual or small group interaction to large social settings. You probably like to work alone or with one or two other people on projects and tasks using proven practices and focused on quality.

**Disclaimer:** this model comes from [DISC Personality Styles \(discinsights.com\)](https://discinsights.com). We are not trained psychologists, and we intend to refer to this model for the value it can have in thinking about your management, leadership or general work style, rather than any individual psychological assessment or advice.

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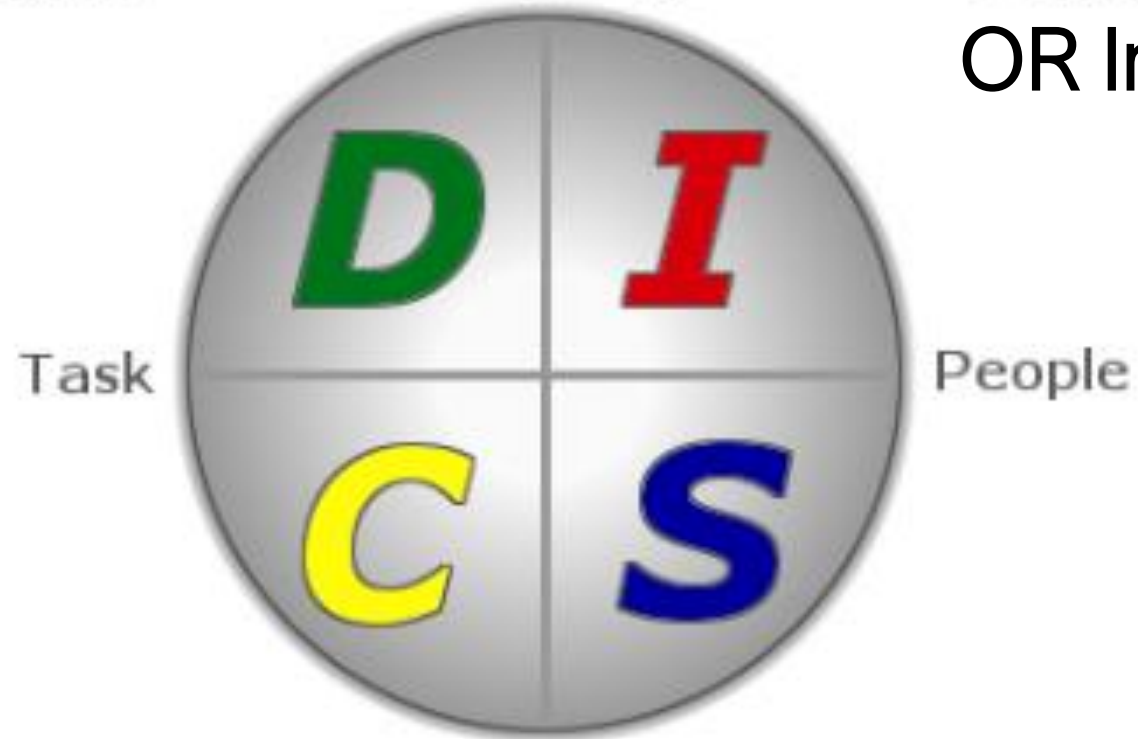


# Introducing the model of individual styles

***Dominant***

Outgoing

***Inspiring***  
OR Innovative



***Cautious***

Reserved

***Supportive***

OR Conscientious

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# Points to note

- These are **tendencies** rather than certainties
- BUT your typical style does tend to come out under pressure
- As we talk through each in turn, consider if yourself or people you know exhibit these behaviours under pressure

# Dominant traits

## Traits:

- Outgoing and task-focused

## Could be described as:

- Decisive (a “doer”)
- Problem-solver
- To the point

## Mainly concerned with:

- Results
- Efficiency
- The bottom line

## Might come across as:

- Blunt
- Impatient
- Rude

## Often found:

- Leadership roles (MD, CEO)

# Interacting with Dominant styles

- Provide the **key** information (what is the point?)
- Skip the small talk
- Be honest
- Give them independence
- Don't take it personally

[Find out more about interacting with d-styles here](#)

# A Dominant style in action



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# Inspiring / Innovative traits

## Traits:

- Outgoing and people-focused

## Could be described as:

- Livewire
- Sociable
- Innovative
- Multi-tasker

## Often found:

- Design or creative roles
- Sales roles

## Mainly concerned with:

- Creating exciting ideas
- Interacting with people
- Bringing people together

## Might come across as:

- Easily distracted
- Disorganised
- Chatterbox

# Interacting with Inspiring / Innovative styles

- Let them speak
- Use lots of examples
- Keep things moving
- Provide people for them to work with
- Focus on taking action

[Find out more about interacting with i-styles here](#)



# Supportive traits

## Traits:

- Reserved and people-focused

## Could be described as:

- Reliable
- Patient
- Efficient
- Attentive

## Often found:

- Assistant roles
- Service roles
- Management roles

## Mainly concerned with:

- Keeping things running smoothly
- Collaborating with others
- Peace and safety

## Might come across as:

- Unwilling to get involved
- Passive / abdicating responsibility
- Resistant to change

# Interacting with Supportive styles

- Build rapport with them
- Ease them in
- Show your appreciation
- Keep group sizes small
- Tell them the how and the why

[Find out more about interacting with s-styles here](#)

# Cautious / Conscientious traits

## Traits:

- Reserved and task-focused

## Could be described as:

- Analytical
- Logical
- Risk-averse

## Mainly concerned with:

- Accuracy
- Details
- Procedure

## Might come across as:

- Overthinker
- Bureaucratic
- Over-critical

## Often found:

- Compliance roles
- Finance

# Interacting with Cautious / Conscientious styles

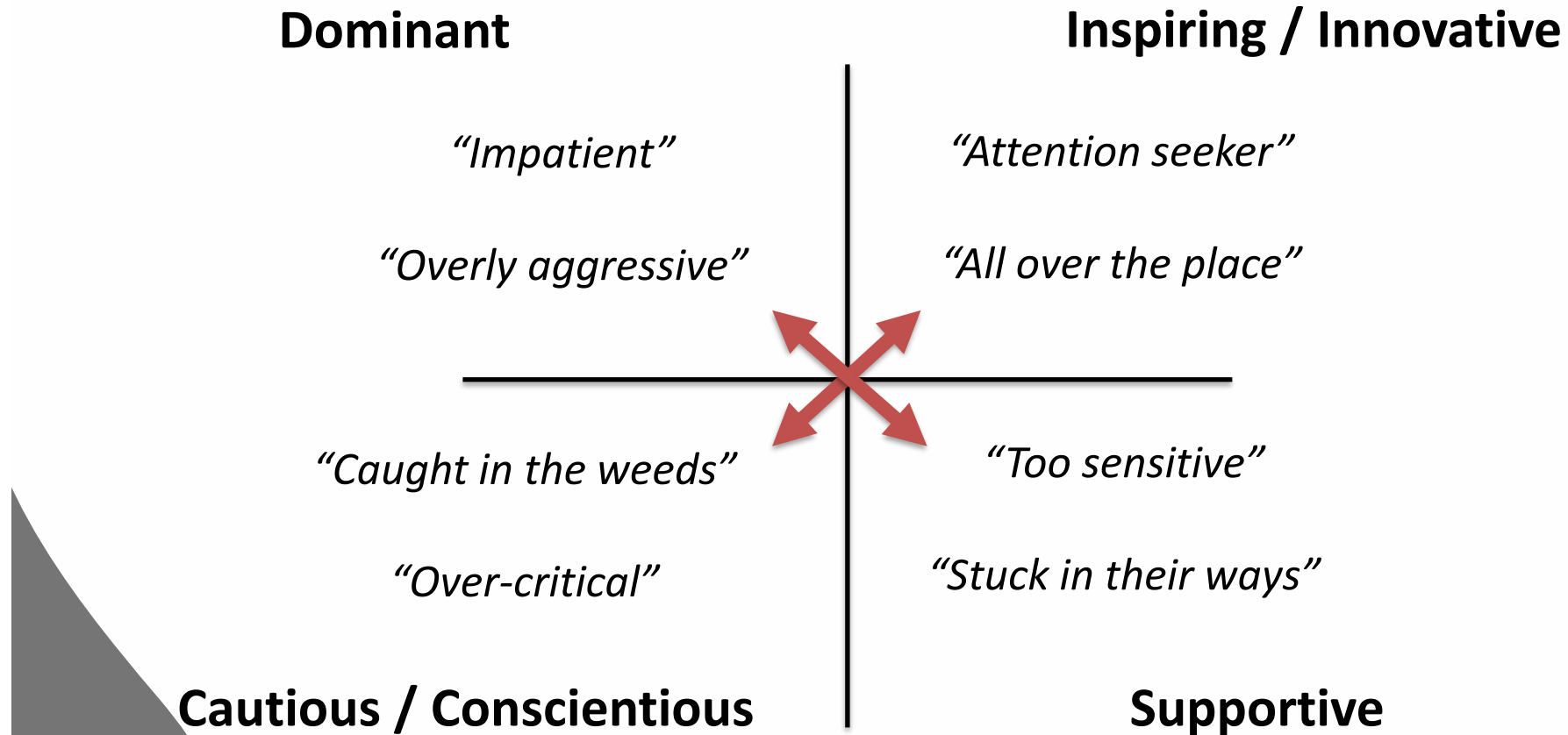
- Give them details
- Provide a plan
- Let them get on with it
- Utilise their skills when troubleshooting
- Focus criticism on “next time”

[Find out more about interacting with c-styles here](#)

# Reflection

- Anyone want to share examples of themselves (or others)?
- Discuss how a D / I / S / C style might behave when under pressure

# Typical conflict

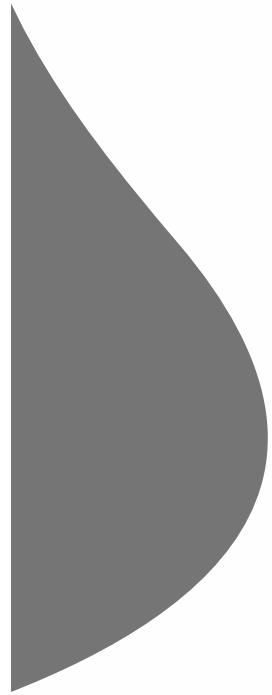
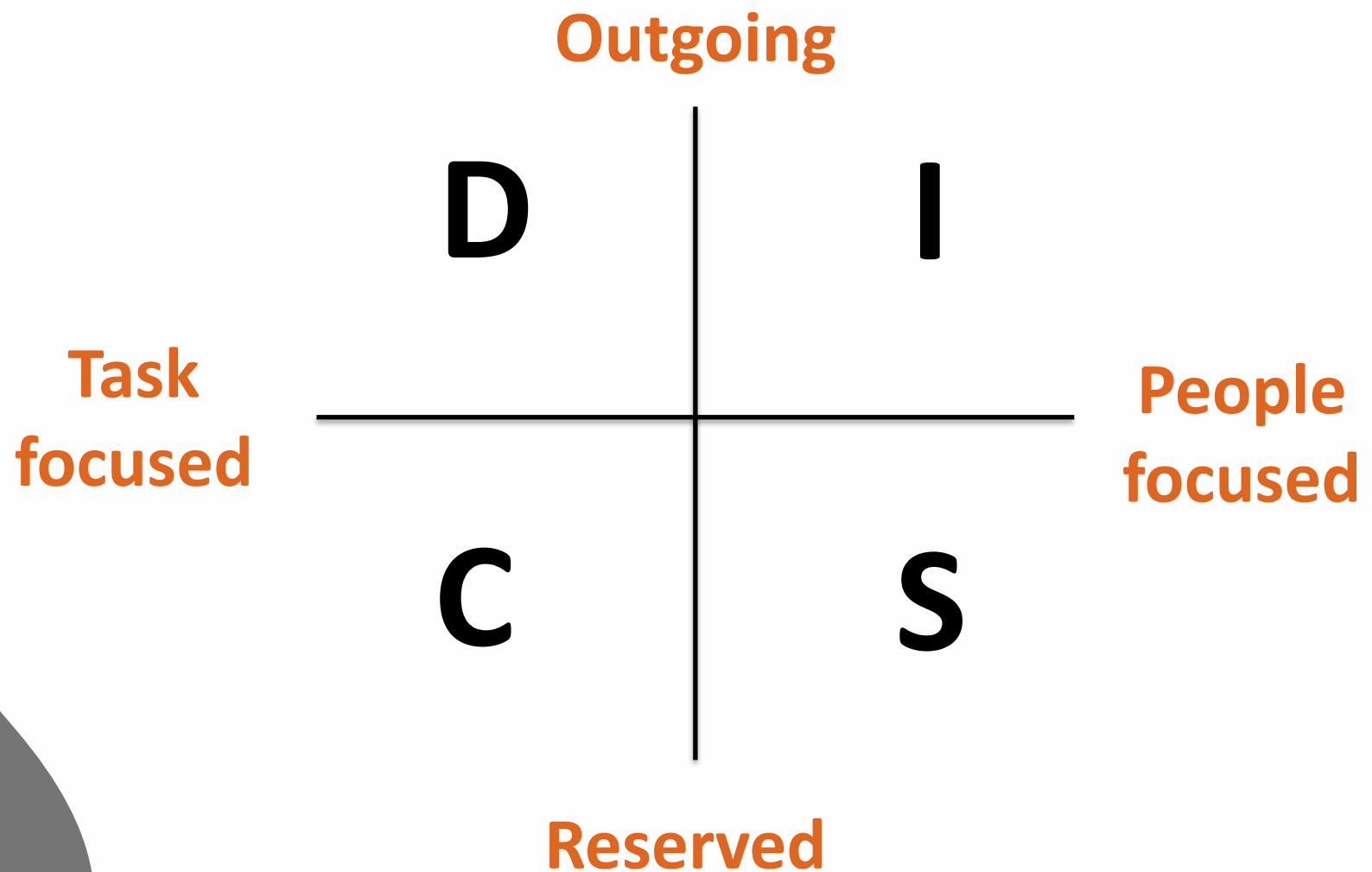


- High performing people are able to “flex” between the 4 styles!

# General tips

- Put yourself in their shoes
- Reflect their wording (e.g., “think” or “feel”)
- [When the situation allows for it] ask them!





# Exercise



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# How can I tell what style someone is?

- As you have seen, it can be difficult to neatly categorise people
- Use your **people skills, instincts** and **experiences with each person** to judge what approach works best
  - With potential customers, often little to work on
  - Colleagues have more room for trial and error
- People are complex – combine these tools and approaches for best results

How can I  
apply this  
to life?

There are two types of  
people in the world:

1) people who need to  
relax before doing chores

2) people who need to do  
chores before they can  
relax

And they marry each  
other



Thank you!

See you at 2:30

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# Together we can make the difference.



Scott McCrory-Irving MCIPD

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[scott@changehr ltd.co.uk](mailto:scott@changehr ltd.co.uk)

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# Initiatives, support available and perspectives on skills-building in the sector

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A blue circular logo with a green border containing the text "Clean Heat Accelerator" in white.

Clean Heat  
Accelerator

## Panel speakers with Q&A and discussion:

- Energy Saving Trust – Rachel Comrie
- Warmworks – John Renwick
- SNIPEF – Scott Sanford



# Building skills for Net Zero

Rachel Comrie

12.09.2022

4



# Scottish Government policy

## Heat in Buildings Strategy

- Local Heat and Energy Efficiency Strategies (LHEES) promoting community heating and renewables installation in all sectors.
- Scottish Government consultation new Energy Efficiency Standard For Social Housing (EESH) to new standard with zero carbon metrics
- New Build Heating Standard 2024: new build homes to use 'zero direct emissions systems' for heating and cooling

## Heat in Buildings Bill (2024)

Proposals for domestic properties include setting a Heat in Buildings Standard, which consists of two main parts:

- **Prohibition on the use of polluting heating systems** after 2045 and progressively at certain 'trigger' points before then
- Make sure that homes meet a reasonable **minimum energy efficiency standard** by the end of 2028 (private rented sector) and end of 2033 (owner-occupiers).

### Heat in Buildings Strategy

Achieving Net Zero Emissions in Scotland's Buildings



Scottish Government  
Riaghaidh na h-Alba

### Delivering Net Zero for Scotland's Buildings

Changing the way we heat our homes and buildings

A Consultation on proposals  
for a Heat in Buildings Bill  
November 2023





# Green Heat Installer Engagement Programme

- [Procurement guide](#)
- [Case studies to encourage the industry to upskill](#)
- [Webinars](#)
- [Clean heat installer toolkits](#)
- [MCS Certification Fund](#)

Green Heat Installer Engagement Programme:  
procurement guidance

energy  
saving  
trust

## Bid better for public sector contracts

A practical guide for small businesses wanting to access public contracts.

### Free webinar

energy  
saving  
trust

Join us to hear about  
PAS2030 and TrustMark  
registration

Wednesday 14 February 4:30 - 5:30pm



energy  
saving  
trust

### Energy Saving Trust toolkits



#### Insulation toolkit

Find out everything you need to know about becoming an insulation installer in Scotland.

Explore >



#### Heat pump installers toolkit

Find out everything you need to know about becoming a heat pump installer in Scotland.

Explore >



# Government funding and installer requirements

Funded measure	Funding available	Installer requirement	Qualifications
<b>Renewable technologies</b>	HES Grant and Loan SME Grant and Loan Private Rented Sector Landlord Loan CARES funding	<b>MCS certification</b>	<a href="#">Installer skills matrix</a> <a href="#">MCS approved training courses</a> that meet the MCS competency requirements: <a href="#">BPEC</a> , <a href="#">Daikin</a> , <a href="#">LCL</a> , <a href="#">NICEIC</a> , <a href="#">OFTEC</a> Training requirements (heat pumps) include: SVQ3 domestic plumbing and heating at SCQF level 7, Water byelaws/regulations, Domestic vented and unvented hot water storage
<b>External wall insulation</b>  <b>Internal wall insulation</b>  <b>Room-in-roof insulation</b>  <b>Floor insulation</b>	HES Grant and Loan SME Grant and Loan Private Rented Sector Landlord Loan	<b>TrustMark</b>	<a href="#">Installer skills matrix</a> SQA level 3 award in energy efficiency measures for older and traditional buildings (qualification if working on pre-1919 buildings) SQV in Insulation and Building Treatments (Construction) at level 5 SVQ Insulation and Building Treatments (Construction) level 6
<b>Flat Roof Insulation</b>	Building skills for Net Zero		

# Green Champions Training - free CPD Certified online training

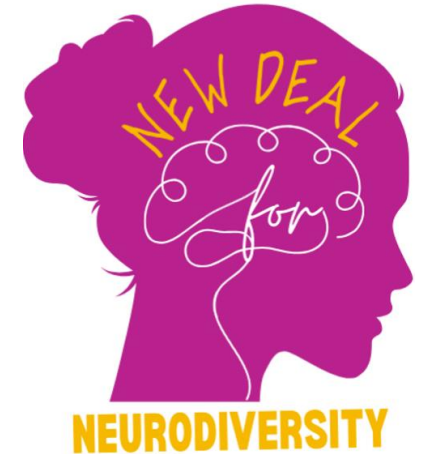
- Unlock your organisation's potential for resource efficiency
- Learn new skills and tools to improve your organisation's environmental performance and save money



**Green  
Champions  
Training**

# Continuous upskilling and development

Soft skills	Technical
Business gateway	Manufacture training
Unconscious bias	SELECT
Introduction to Coaching	SNIPEF
Diversity and Inclusion	CITB
Leadership and management	
Introduction to Neurodiversity	
Electrical Industries Charity	
LinkedIn learning	



**energy**  
saving  
trust

Thank you







# Warmer Homes Scotland

## Community Benefits

John Renwick  
Communities Manager  
September 2024





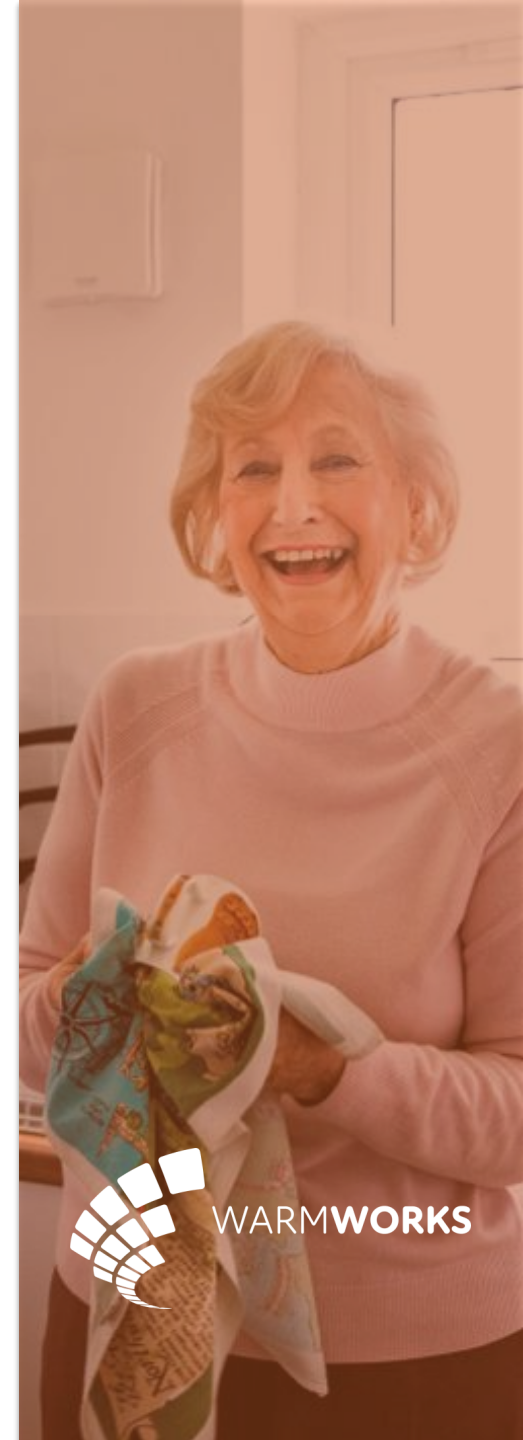


# About Warmworks

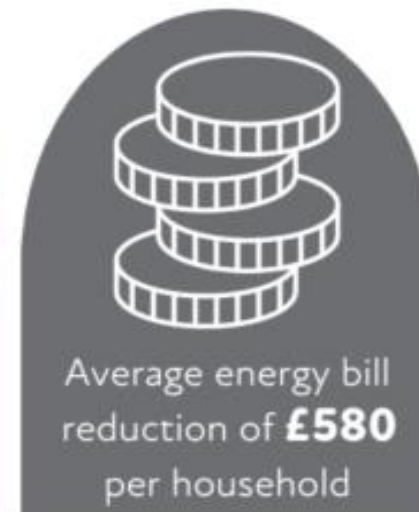
Warmworks was founded in 2015 as a joint venture partnership between **Energy Saving Trust, Changeworks and Everwarm.**

We are committed to providing affordable warmth to homes, families and communities across the country. Since 2015, we have supported more than **36,000 people** to better manage their energy use and live warmer, happier, healthier lives.

We are the Managing Agent of the Scottish Government's national fuel poverty scheme, [Warmer Homes Scotland](#) to reduce carbon emissions and the transition to a net zero society.



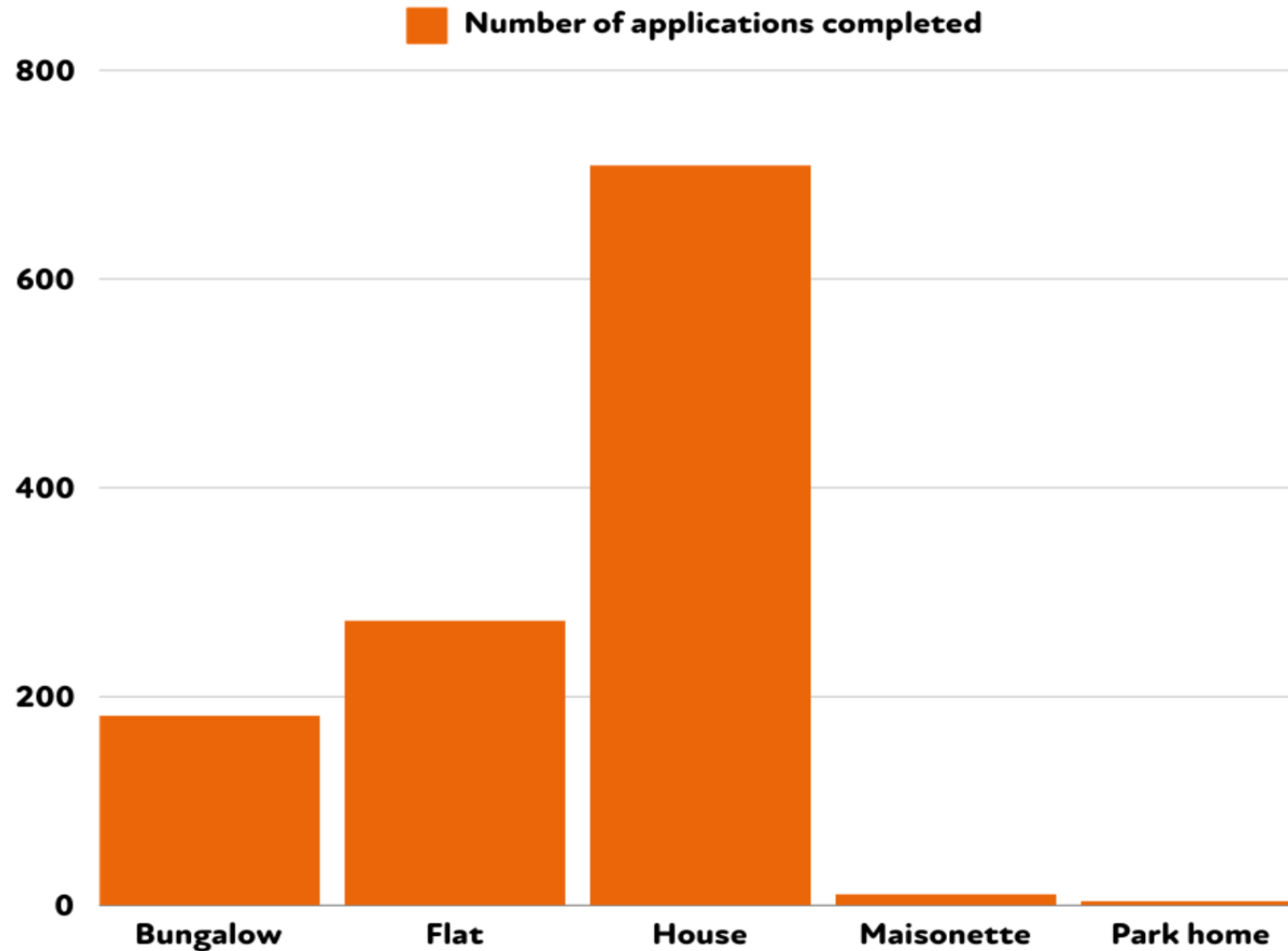
# Highlights and Headlines



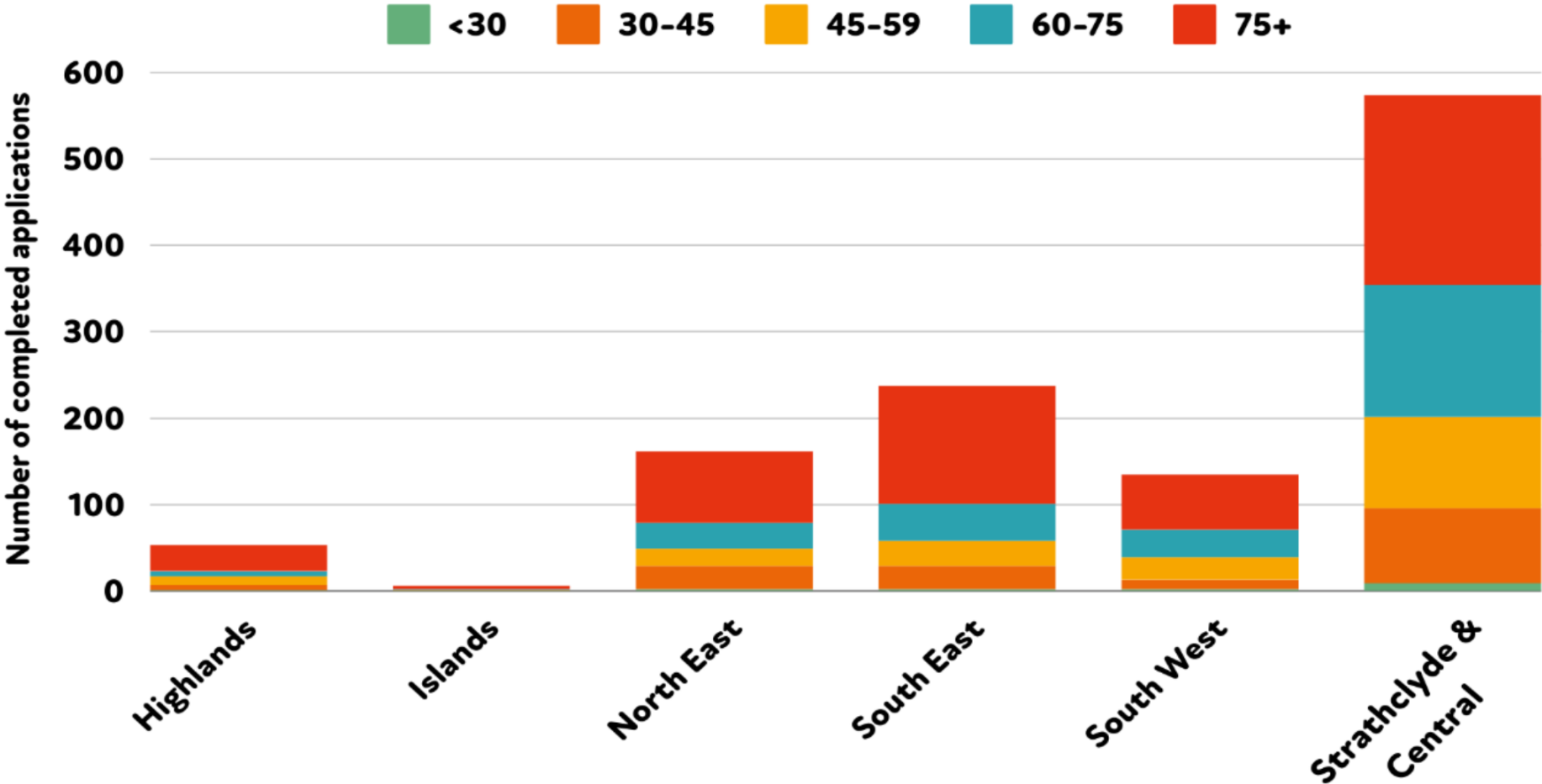
“IMPACT”

Warmer Homes  
Scotland scheme  
over the last 6  
months

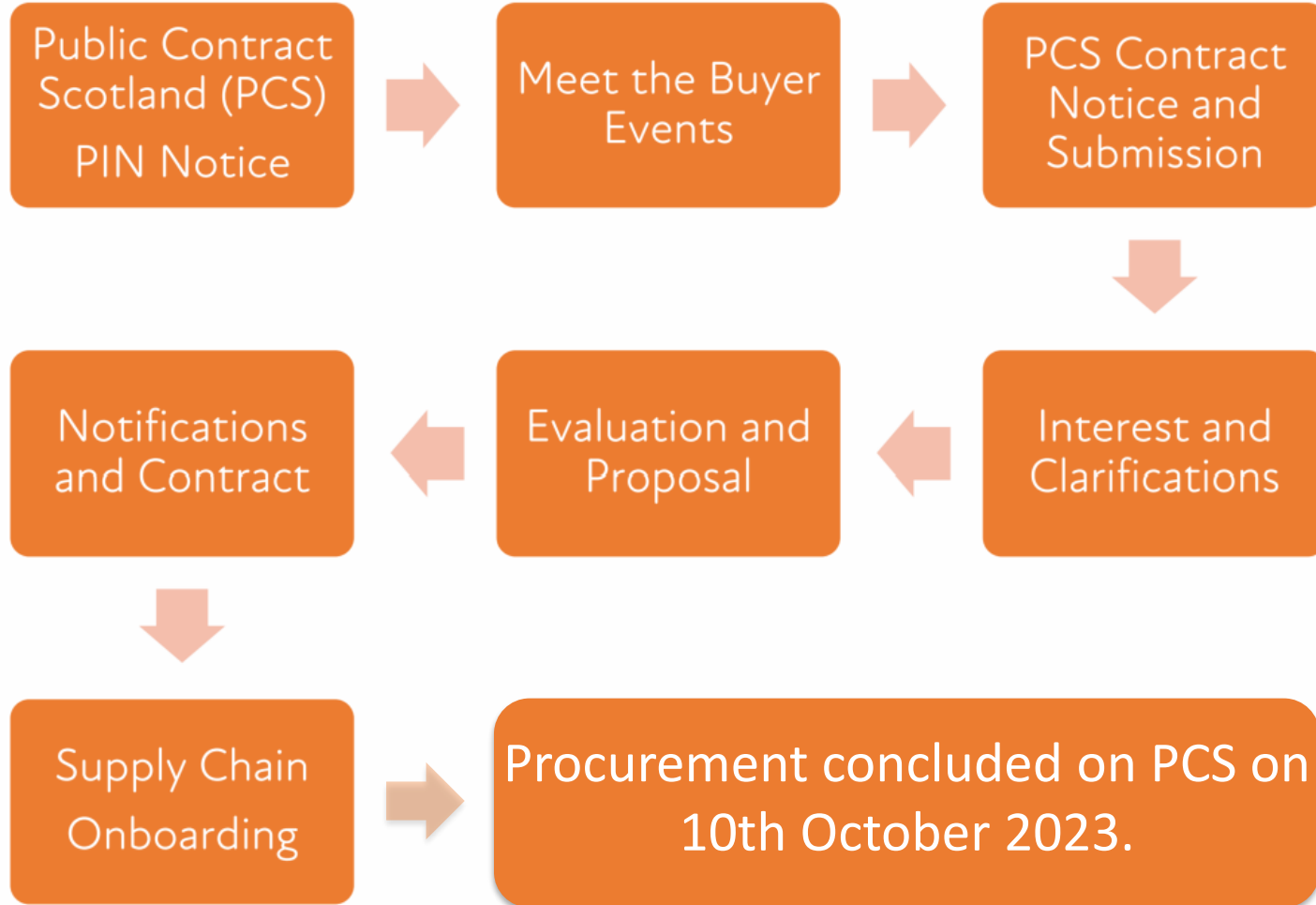
# Properties Types



# Location & Age of Applicants



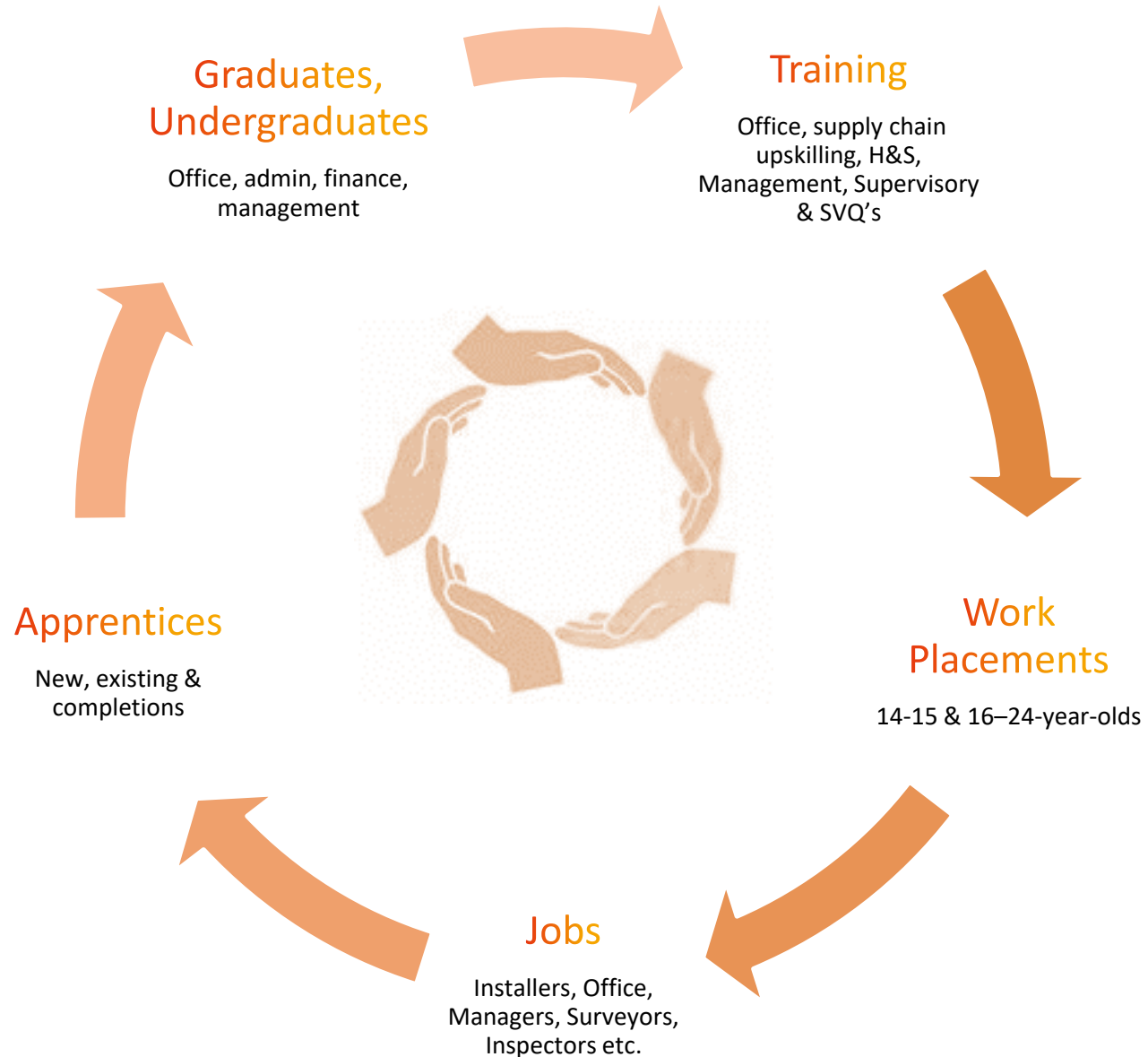
# The Procurement Process



**139 notes of interest were received, from Scottish organisations (88%)**

**Warmworks issued 34 contracts to suppliers.**

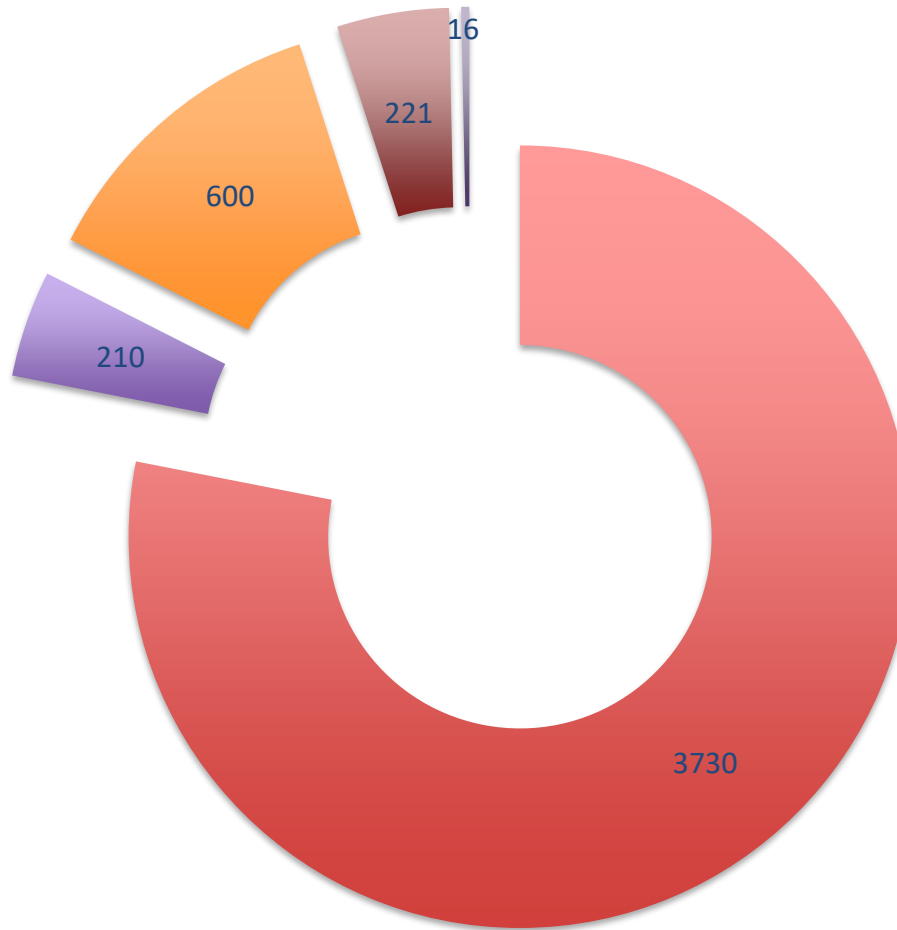
# Skills Themes



**WHS**  
2023 - 2028

# Warmer Homes Scotland KPI's

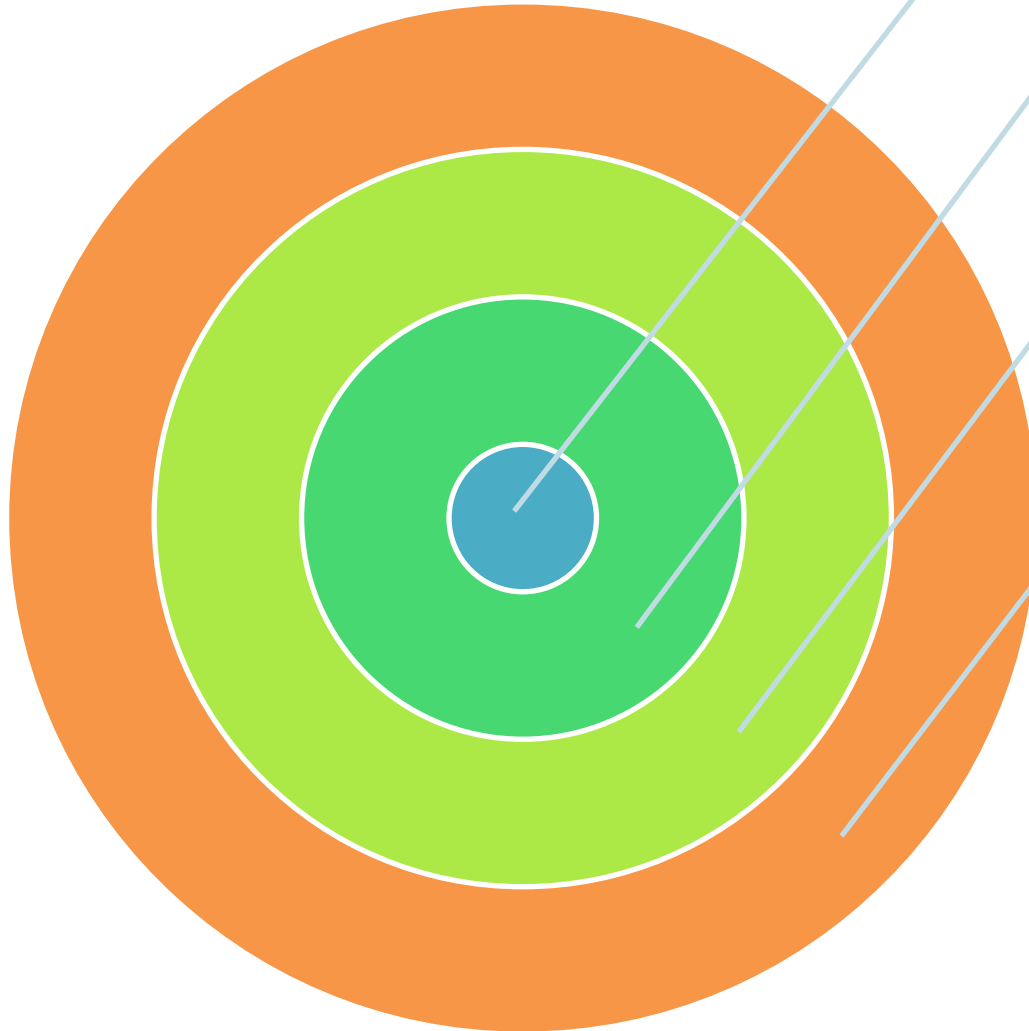
- Training
- Work Placement
- Jobs
- Apprentices
- Graduates



**WHS**  
2023 - 2028



# How are we going to achieve this?



Key Performance Indicators (KPI's) specific to each supply chain company

Training & Development Plans (3 – 4 Years)

Evaluation & Monitoring  
"Skills Development Portal" Quarterly reporting

Quality Assurance  
Performance Management System (PMS) 15% score card

**WHS**  
**2023 - 2028**





Graduate positions

Work experience

Career change

Apprenticeships

Jobs

Mentoring

# Warmstart

- Supporting people into the energy industry
- Accessing opportunities
- Building green skills

# Questions ?

**John Renwick**  
**Communities Manager**  
07586 990146  
[John.renwick@warmworks.co.uk](mailto:John.renwick@warmworks.co.uk)



# Overcoming the skills challenge

**Scott Sanford**

**Technical Services & Skills Manger**

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# Technical upskilling

**Know what skills & courses you need.**



**Choose provider wisely – Sign up to pass or sign up to learn.**

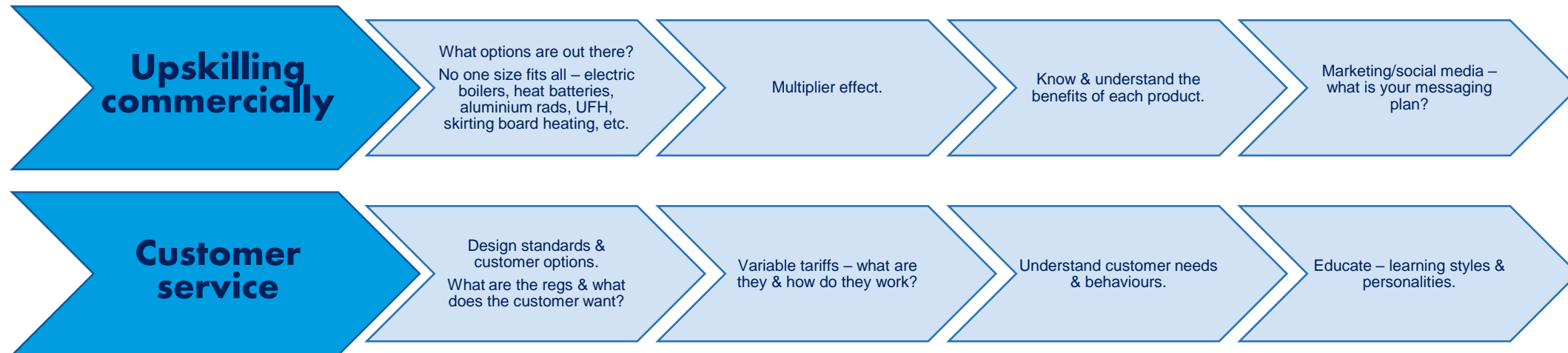


**Be passionate to get it right.**

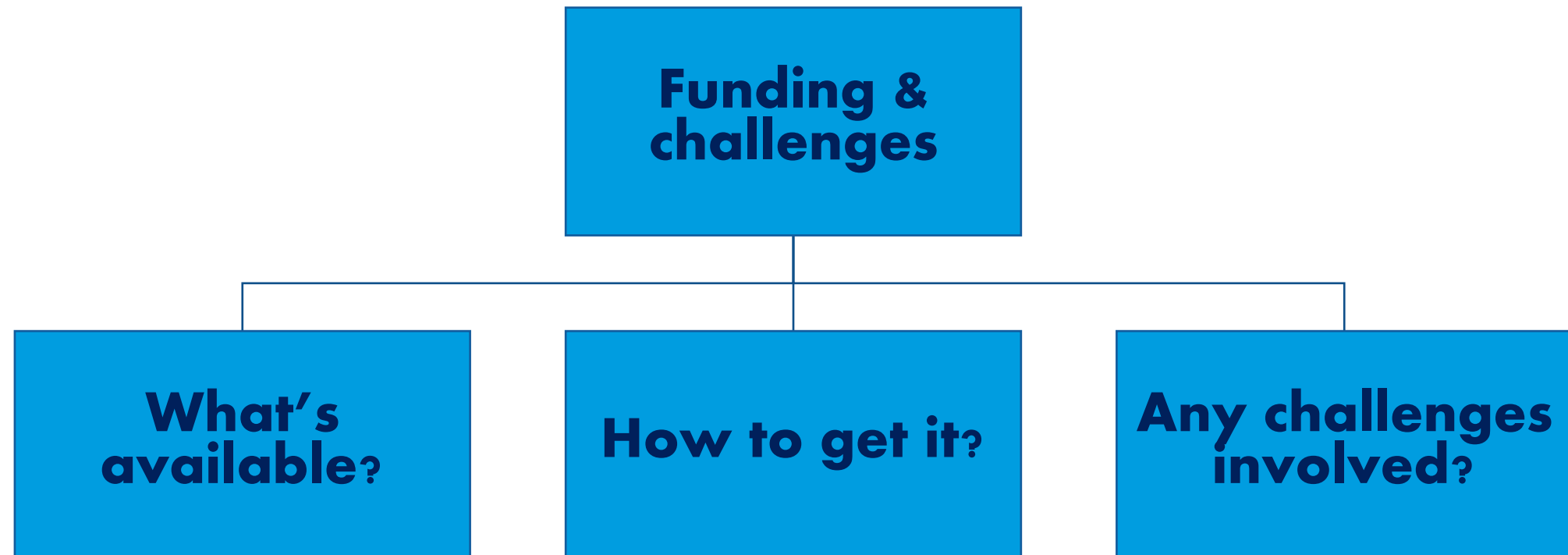


**Choosing the right design software.**

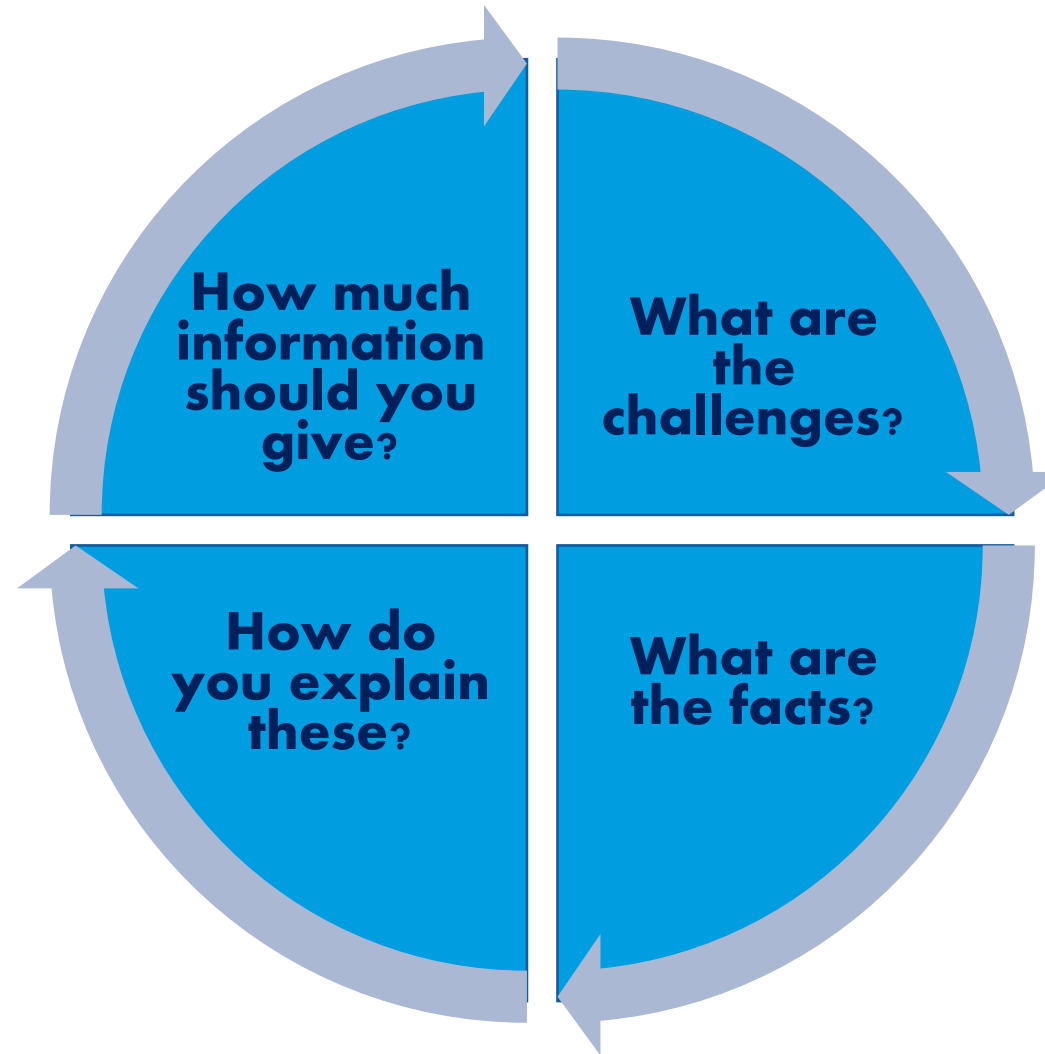
# Commercial Upskilling



# Funding & Support



# Misinformation & uncertainty



# Who are SNIPEF & what do we do?



# PluggedIn

# Tech Talks





# Panel discussion

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Lunch,  
networking  
break and tours



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# Workforce planning - ChangeHR

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# Takeaways from the day

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Reflections?

Any actions as a result of the discussions or exercises?



# What is next

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- Virtual sessions restart – next week on growing your organisation, building on today’s discussions
- Short survey – Please complete so we can adjust the next 8 weeks’ activity according to feedback
- Growth plans
- Final in-person event either 20<sup>th</sup> or 21<sup>st</sup> November in Edinburgh.

Innovation Hub visit



Close



# Clean Heat Accelerator