Deloitte.

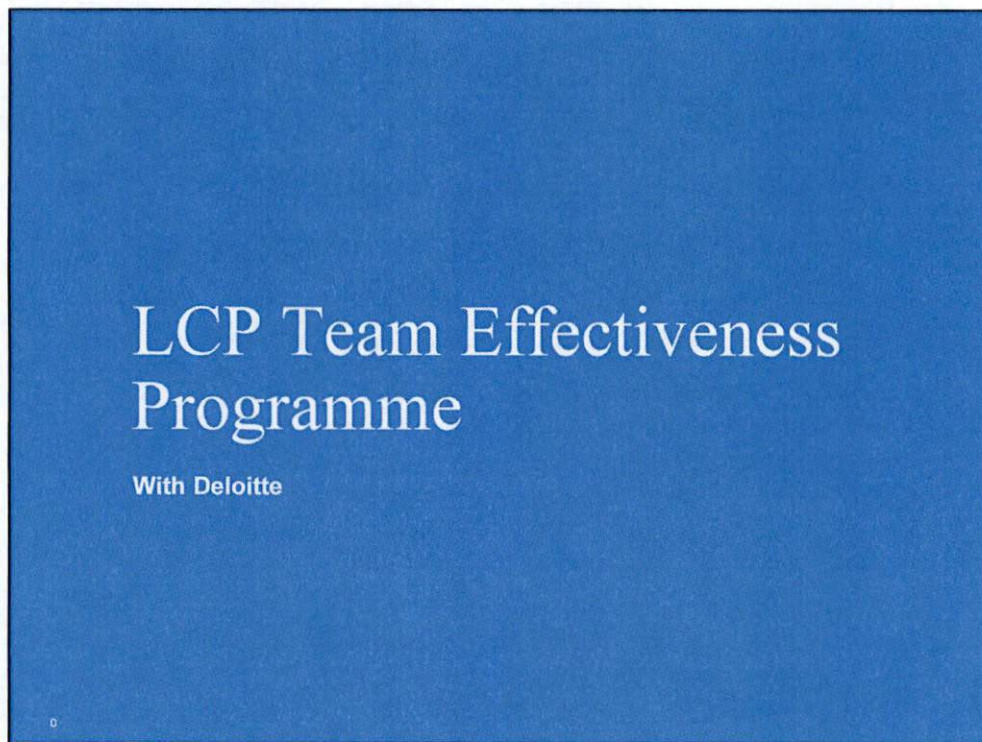## Lower Churchill Project
Team Effectiveness Programme

Phase 2 - Setting the Baseline and Increasing Momentum

July - September 2012

LCP Team Effectiveness Programme

With Deloitte

Speaker's Notes:

Prompt: What is a Team Effectiveness Programme?

A Team Effectiveness Program is an initiative to drive project success by improving the way teams work together on large and complex projects. The programme is a series of activities, events and strategies that:

- drive for clear and common understanding of roles and accountabilities
- help establish effective operating behaviours and practices
- help integrate diverse individuals into one team

The effort is spearheaded by experts in team effectiveness and championed by project leadership.

Both of us (Ron and Normand) have had past success leveraging team effectiveness initiatives on project teams. We recognize opportunities for this team which is why, together with Senior Management, we have made the decision to engage in a team effectiveness programme for the LCP Team.

Ron: East Coast examples
Normand: Other examples

0

Lower Churchill Project Team Effectiveness Programme
What its all about

Programme Purpose

- To optimize our team culture and how we work together to drive project success.

Programme Overview

- A continuous programme throughout the life of the project
- A commitment to investing in you and your role on the project team
- Endorsed by all Senior Management
- Everyone will be in involved – the solution is in all of our hands!

"One fully functional, fully aligned
Lower Churchill Project Team"

Speaker's Notes:

- You have seen emails from us (Ron and Normand) providing you with background on the Team Effectiveness Programme
- We wanted to take the time today, while you are all together to remind you about the details of the programme, as well as provide you with an overview of what has been done to date and where we are going.
- It is absolutely critical for project success that we become one fully functional Lower Churchill Project Team

Lower Churchill Project Team Effectiveness Programme
Where we've come from

(1) Deloitte Assessment Phase
Deloitte was selected in a competitive process to run the team effectiveness process. Phase 1 included:
- Deloitte Team Assessment surveys
- Leadership Interviews
- Leadership Focus Groups
- Predictive Project Analysis
- Observations (i.e. Meetings)

Output
Assessment uncovered consistent themes and opportunities for improvement that were endorsed by the Steering Committee

2

Speaker's Notes:

- Deloitte Team Assessments surveys conducted to determine the current state of the Lower Churchill Project's team dynamics, performance, culture and interdependencies. (45 participants)
- Leadership Interviews (11 Participants)
- Leadership Focus Groups (10 Participants)
- Project Predictive Analysis (5 Participants)
- Observations (i,.e Meetings)

The output of this phase was that the assessment uncovered consistent themes and opportunities for improvement that were endorsed by the Steering Committee

2

Lower Churchill Project Team Effectiveness Programme
Where we're going
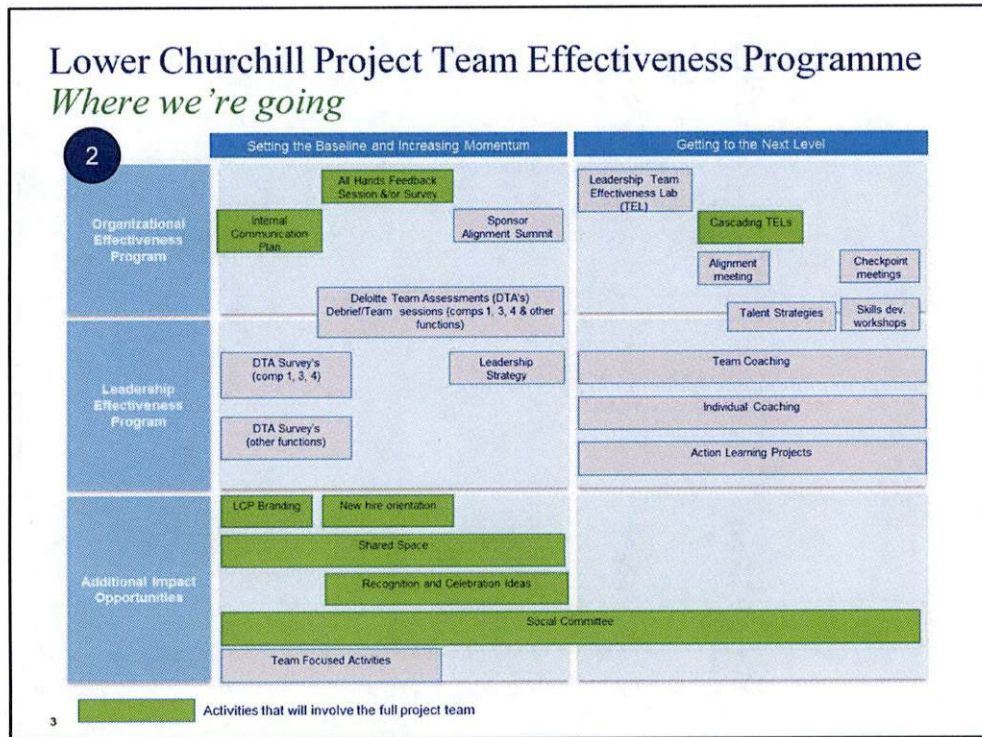
Speaking Notes:

- This programme involves everyone… you are a part of the solution … The results will impact everyone
- What you are seeing on the screen is a series of activities to drive Team Effectiveness
- These activities address opportunities on a project wide, team, and individual level
- The items in "Green" are project wide initiatives

The programme is divided into two phases:

- **Setting the baseline and increasing momentum** - The first step of this program is to achieve a common understanding and awareness of where we sit as a project with respect to team effectiveness and take the initial actions necessary to address opportunities for improvement.
- **Getting to the next level** - With a clear strategy in place for team effectiveness, these activities and initiatives focus on taking this team from good to great, by focusing not only on what has to get done, but the most effective way for this team to do so.

Details for each of the components:

Setting the Baseline and Increasing Momentum

- All Hands Feedback Session and/or Survey – Method of assessing team member engagement through a self-assessment.
- Internal Communication Plan – The communication plan will help drive effective information and knowledge sharing and foster consistent awareness and understanding of internal criteria.
- Sponsor Alignment Summit and Leadership Strategy– A multi-day meeting to ensure a cohesive and aligned team effectiveness strategy among leadership. This summit will help to drive a common understanding of roles and responsibilities for the Lower Churchill Project on the road ahead.
- Deloitte Team Assessment - The Deloitte Team Assessment (DTA) will help teams gain a shared understanding of gaps in their current performance level and identify opportunities for improvement.
- LCP Branding – Develop a brand for the Lower Churchill Project that can be used on internal communication
- New hire orientation – The programme will support the development of up-to-date and consistent new hire orientation materials and protocols to drive effective on-boarding of new team members
- Shared Space – The Team Effectiveness programme will address opportunities to bring the team together by removing physical barriers in the workspace where appropriate
- Recognition and Celebration Ideas – Identify opportunities to recognize and celebrate project wide successes and milestones.
- Social Committee – The social committee will help to foster opportunities for team members to interact, get to know each other and spend time together in fun and creative ways beyond project specific work
- Team focused activities – A number of custom activities will be created and engaged that focus on specific teams within the LCP

Getting to the Next Level

- Team Effectiveness Labs - TEL®s are unique facilitated team sessions consisting of a customized series of agenda items specifically designed and selected for teams to make consensus decisions on both the task and relationship elements of executing their role within the organization. TEL's will start at the leadership team and cascade throughout the project teams.
- Alignment Meeting – following the initial series of TELs, the leadership team will reconvene to ensure that the decisions made in the various team sessions are

consistent and there are no gaps or redundancies.

- Checkpoint Meetings – To ensure that the project is monitoring results and looking for continuous improvement opportunities, the teams will gather at regularly scheduled checkpoints to assess the status of their team objectives and take corrective actions where appropriate
- Talent Strategies – The programme will establish best practice strategies for bringing on and developing talent
- Skills development workshops - The programme will develop a series of workshops to develop and train for skills that will help to drive team effectiveness
- Team/Individual Coaching - The programme will utilize leadership coaching experts to work with teams and selected leaders to develop and leverage effective management techniques and styles. Coaching will employ a series of personality, skill and management assessments and work with teams to custom strategies that are most appropriate for each team and leader.
- Action Learning Projects - The programme will apply leadership and coaching learning to project deliverables. These actions are coordinated through coaching sessions and action learning workshops and can be applied at both team and individual levels.

LCP Team Effectiveness Programme Contacts

LCP Team Effectiveness Programme Champion's Steering Committee

- Derek Owen
- Paul Harrington
- Joe Salim
- Lance Clark
- Bernard Gagne
- Ron Power

- Normand Bechard
- Alfy Hanna
- Jason Kean
- Jose Gillis
- Faustina Cornick
- Alex Twells

Team Effectiveness Programme Team

- Derek Owen
- Deloitte
  - Alex Twells
  - Catherine Parsons Dhamija
  - Tami MacDonald
  - Stephanie Campbell
  - David Axler
- ...Or stop by the "Puddle Room"

4

Key closing remarks:

- We have a Steering Committee in place to support this program and monitor progress
- This program is critical to driving project success and project leadership is committed to making it work
- This programme will be a continuous part of the team's project operating model

4

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Lower Churchill Project
July 31st Team Assembly Survey Results
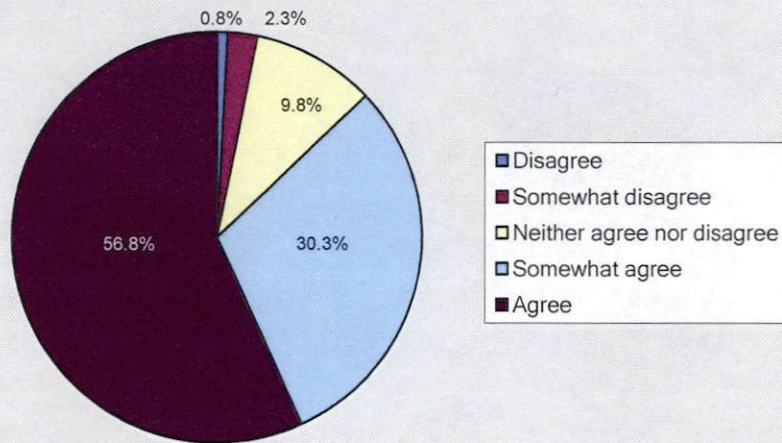
August 28, 2012

Survey Results Overview

- **Participants:** The survey was sent to the LCP Project Team
- **Respondents:**
    - 132 team members responded to the multiple choice questions
    - 41 team members provided written feedback on the open-ended question
- **Duration:** The survey was open for 9 days, from August 10th to August 19th.
- **Results:**
    - 80% in top 2 boxes (agree and somewhat agree) for all 4 multiple choice questions

Survey Results

Question 1: I have a better understanding of the Lower Churchill Project

Results for Somewhat Agree and Agree: **87.1%**

- Disagree
- Somewhat disagree
- Neither agree nor disagree
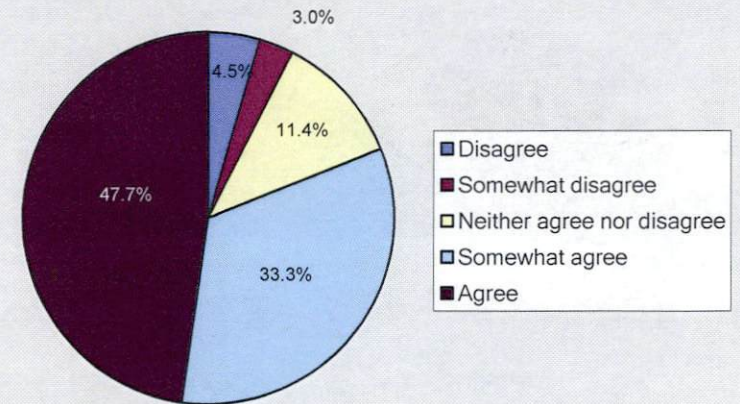- Somewhat agree
- Agree

0.8% 2.3% 9.8% 56.8% 30.3%

Suggestions/Comments:
- Include updates from Health & Safety, Environment, Human Resources and Quality
- Fly over video was effective, like to have it updated as project progresses

Question 2: I have a better understanding of the Lower Churchill Project's status.

Results for Somewhat Agree and Agree: **81%**

- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree

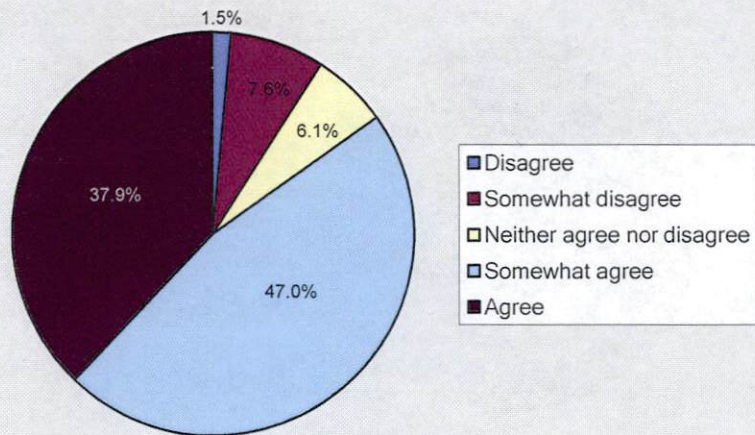3.0% 4.5% 11.4% 47.7% 33.3%

Suggestions/Comments:
- Too General for audience. For example: What generator was picked and why?
- Good at informing us how the greater project is advancing

Survey Results

Question 3: The information was presented at the right level of detail
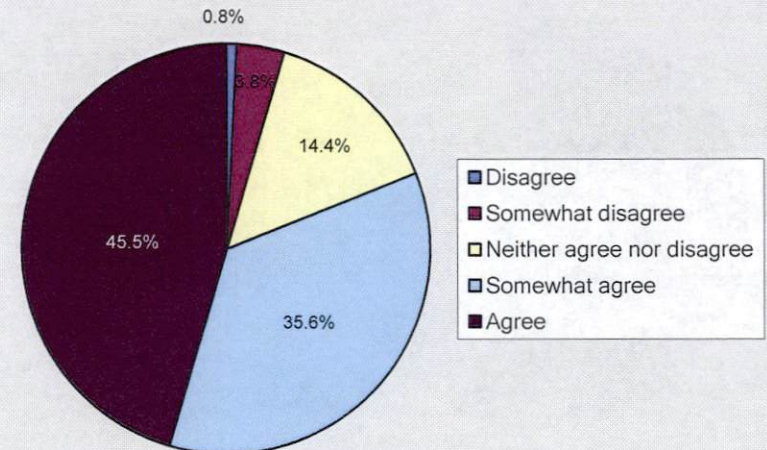
Results for Somewhat Agree and Agree: **84.9%**

- 1.5%
- 7.6%
- 6.1%
- 37.9%
- 47.0%

- □ Disagree
- ■ Somewhat disagree
- □ Neither agree nor disagree
- □ Somewhat agree
- ■ Agree

Suggestions/Comments:
- Send e-mail with presentation & video afterwards for reference
- The assembly was very informative

Question 4: This assembly will contribute to our project team's effectiveness.

Results for Somewhat Agree and Agree:**81%**

- 0.8%
- 3.8%
- 14.4%
- 45.5%
- 35.6%

- □ Disagree
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Suggestions/Comments:
- The positive thinking from top managers will have a positive downward affect on the whole team
- Unclear of the goal and measures defining TE success
- Would like more detail on the programme
- Additional comments on next slide

Feedback Themes

Category	Feedback from the Participants
Meeting preparation and Design	Participants: • Include other members of the LCP team who are located in St. John's in future events Pre and Post Team Assembly: • Allow participants to send questions in advance • Send e-mail with presentation & video afterwards for reference Logistics: • Host session at beginning or end of the day Frequency: • This needs to be held on a REGULAR basis

Content	• Survey participants provided ideas on possible topics and presenters for future Team Assemblies
	   • Include an update of the overall project schedule
	   • Have Ed Martin speak next time
	   • It would be beneficial to have different departments give a briefing on their tasks in addition to the component managers (HR, Finance, Health and Safety, Environment)
	   • Going forward, focus on "hot topics" like: sanction details
	• Survey participants provided feedback on presentation design
	   • High level with graphics and pictures rather that tables and lists
	   • Short, concise presentation, of a shorter duration

Team Effectiveness	• Acknowledged that recognition and support for one team was positive
	• The participants used the survey as an opportunity to make general comments on the situation, aside from the Team Assembly
	   • Get rid of negativity and the feelings that we are no good or are not capable of being productive
	   • The atmosphere has been toxic
	   • Empower people to do their jobs
	• Participants provided ideas on future activities that could help with Team Effectiveness
	   • Host a session on procedures
	   • Diversity and Cultural Awareness training (Lunch & Learn)
	   • A handout or a small pamphlet with updated information or team effectiveness strategies would help in creating an open communication environment.

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Lower Churchill Project
July 31st Team Assembly Survey Results

August 28, 2012

Survey Results Overview

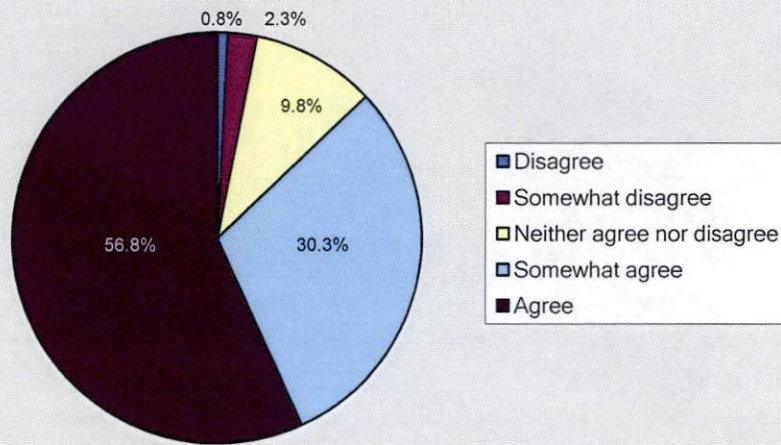- **Participants:** The survey was sent to the LCP Project Team
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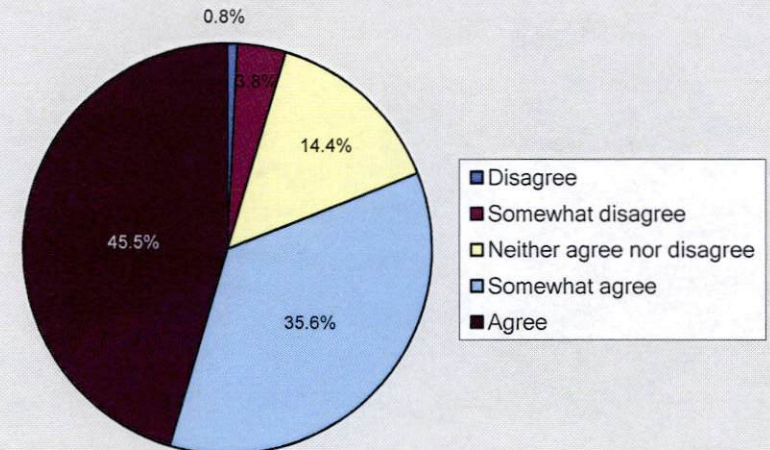# Survey Results

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Supply Chain Team
Team Effectiveness
Solutioning Session

August 2012

Session and process overview

Process

| Deloitte Team Assessment | Team Member Interviews | Team Effectiveness Solutioning Session | Team Alignment and Milestones Session |
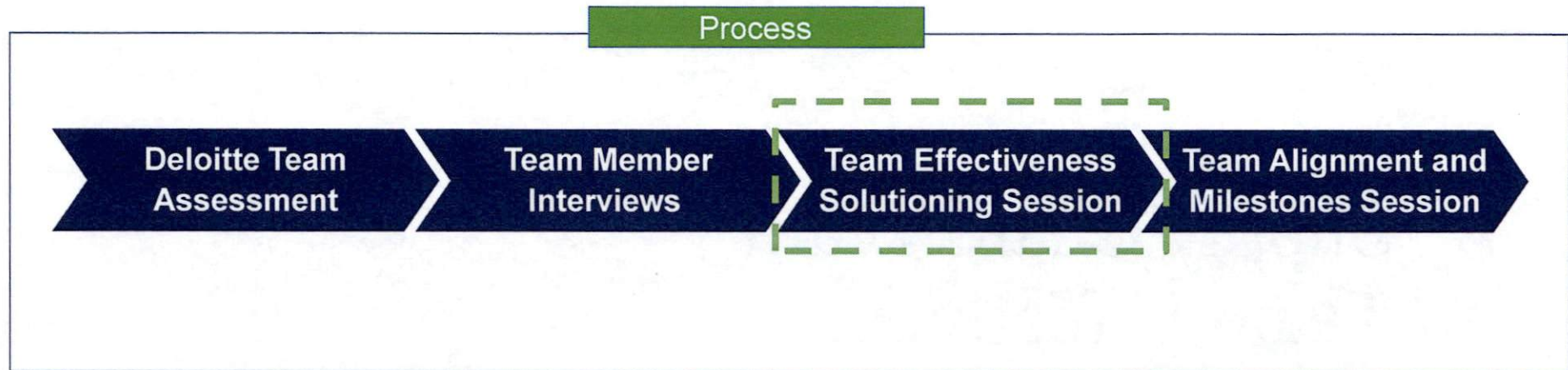
Session Objectives

- To gain an understanding of the common issues raised during the interviews
- To identify actionable solutions and owners to continue to improve team effectiveness
- To work together as the Supply Chain team

Session Agenda

1. Meeting Intro and Overview
2. DTA Review
3. Interview Themes
4. Identify Solutions

Your DTA results - Workgroup and Team Models

Workgroup

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people

Workgroup versus Team

performance

Work Group

High Performing Team

Real Team

Potential Team

Pseudo Team

team effectiveness

Source: Katzenbach and Smith - The Wisdom of Teams

Attributes of Workgroups:

- **Independent**
- Separate goals
- Sharing helps members individually perform
- Run efficient meetings that get tasks done by clear delegation

Attributes of Teams:

- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Your DTA results – the Deloitte Team Assessment Model

D e l o i t t e   T e a m   A s s e s s m e n t

Your DTA results - team functional scores

Team Functional Scores

Deloitte Team Assessment for Supply Chain Procurement Team(Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams

Deloitte Team Assessment for Supply Chain Procurement Team(Confidential)   © Deloitte & Touche LLP and affiliated entities.
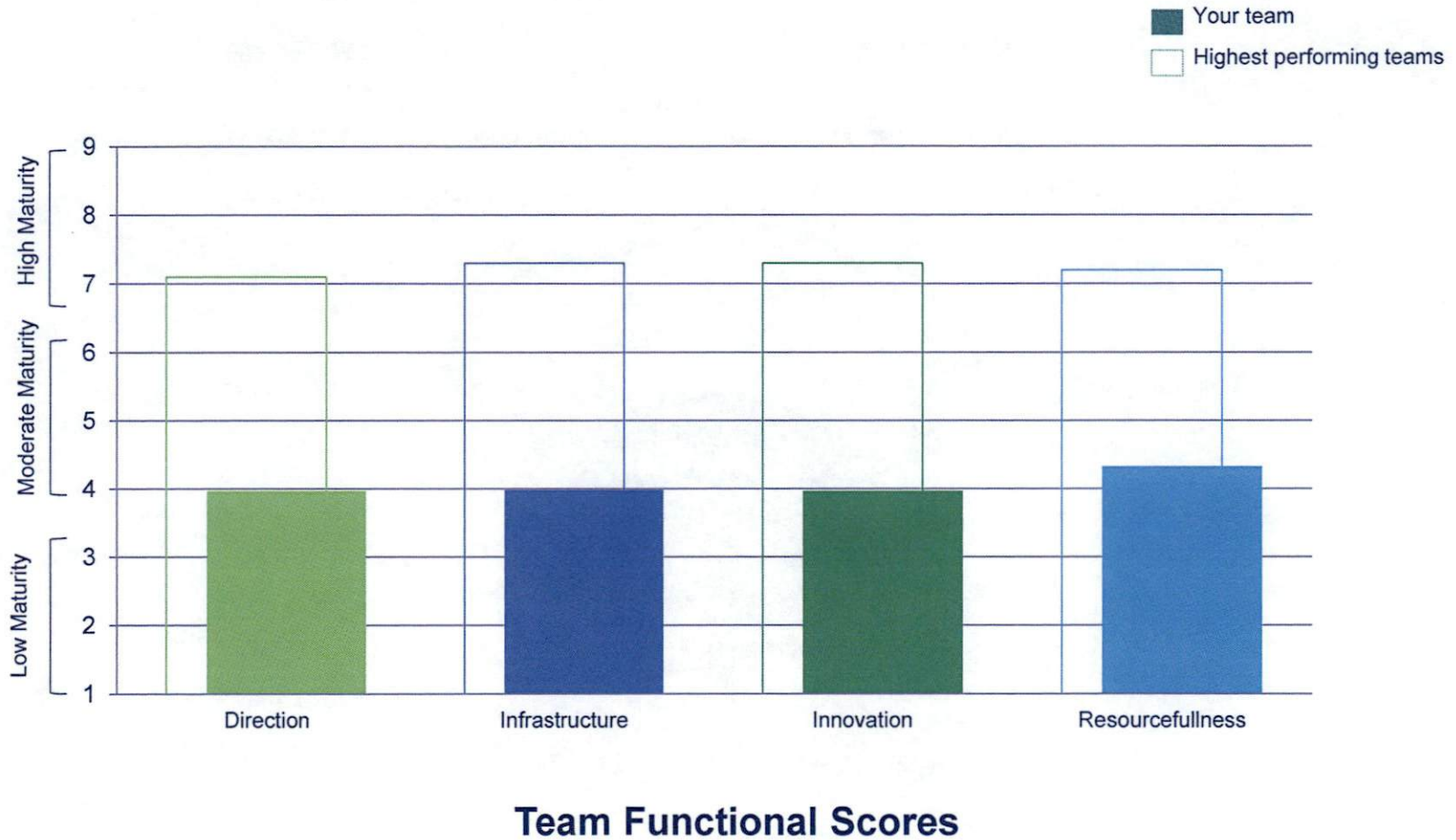
What we heard – interview key themes

(1) *Noted incremental improvements since stating that supply chain would work as one team*

- *Culture*
- *Processes are getting stronger, but not all the way there*
- *Increased speed of decision making*
- *Working better since the DTA debrief session*

(2) *Effort is required to improve the way Processes and Procedures are executed within the team*

- *Need more clarity on which processes to use and where to find them*
- *Processes change often*
- *Lack of communication when processes change(e.g. Project Manual)*
- *Standard Processes are limited*
    - *Sometimes driven by personal/ organization preference*
- *A lot of the processes used by this team are dictated by other partners and therefore the change is out of our control.*

(3) *Common impression that the Supply Chain team is still operating as two teams*

- *Multiple "Us vs. Them" statements*
- *Integration has started but has ways to go*
- *Internally recognize that Pat is the leader of the Supply Chain, however this message hasn't been clearly communicated to the rest of the project team*

6

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What we heard – interview key themes

4 *Team is operating in an high stress, high pressure environment that is derailing professional behavior*
- Aggressive management
- Lack of respect for career experience
- Micro-management
- Confrontational
- Toxic communication (e.g. blame, defensiveness, stonewalling)

5 *Communication was the most frequently voiced issue*
- Gap in communication (project wide & team information)
- Communication is disjointed and informal
- Inefficient meetings
- Lack of clarity on roles, responsibilities and priorities
  - Sometimes driven by personal/ organization preference

6 *Team expressed an opportunity to develop onboarding, training and support*
- New hires expressed opportunity for quicker and smoother integration to team
- Not a clear direction of what individuals are supposed to do when they start on day 1
- Expressed gap in required competencies and existing skill set

7

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What we heard – interview key themes

7 *Uncertainty of working relationship between Nalcor and SLI in the future*
- *Lack of clarity of what the partnership looks like in the short and long term horizons*
- *Fear that SNC is 'getting tossed'*

8 *Broad consensus that in early stages that SLI was not performing*
- *Didn't execute on agreement*

9 *Team recognizes the benefits and are open to finding opportunities to come together and voice options.*
- *Expressed value of debrief sessions*
- *Identified additional opportunities to come together more frequently*

What we heard – ideas on what we can do

Issue	Ideas from the interviews
Processes and Procedures	• Document, Standardize, Formalize and Communicate Processes
	• Process Implementation cheat sheet / shortcut document
	• Put processes, schedule, status in visible and accessible areas
	• Cascading meetings from Leadership down to Supply Chain to define priorities and roles
Impression that the Supply Chain team is still operating as two teams	• Continue the formal integration process
	• Team building opportunities
	• Social outings
	• Reward and Recognition
Communication	• One-on-One access to leadership
	• Updates/reports on project and team status
	• Regular meetings with defined agendas including issues log
	• Common drive/repository of information
Onboarding, Training and Support	• Buddies for new hires
	• Training and skill development opportunities (e.g. eConnects)

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Solution generation - breakout groups

1. *Work in your breakout groups to identify actionable solutions (e.g. initiatives, actions) to address the issue assigned to your group*

   1) Processes and Procedures
   2) Supply Chain team is still operating as two teams
   3) Team Communication
   4) Onboarding, Training and Support

2. *As you are coming up with ideas consider:*

   - *What changes do you need to make personally to increase the team's effectiveness?*
   - *What has to change in the way the team works together to address the issue?*
   - *What does the team need to create and implement in order to address the issue?*
   - *Who is the person that is going to take ownership of implementing this idea?*

3. *For each idea assign an owner and appropriate due dates*

4. *Document your ideas on the flip chart and be prepared to present your top two ideas back to the team.*

Breakout Groups

Group 1	Group 2	Group 3	Group 4
• Pat Hussey	• Ed Over	• Roy Lewis	• Tim Morrill
• Line Tremblay	• Clarence Hewitt	• Fabien C-Raynal	• Tony Jackman
• Jerry Pittman	• Ron Adamcyk	• Andrew Clayton	• Shauna Crosbie
• Sylvain Marsan	• Joselyn Grant	• Paul Kennedy	• Micah Sze
	• Cathy Chandler	• Chris Woodmass	

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Appendix

(back pocket for meeting)

Supply Chain Solutioning Session

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
This team has the 'intellectual power' it needs to consistently make sound decisions.	Decision-Making	5.3
This team is resilient and bounces back quickly from set-backs.	Optimism	5.3
This team leader challenges the team to accomplish stretch goals and keeps the team completely aligned to those goals.	Leadership	5.1
Team members believe the team's performance has a significant impact on the organization's performance.	Ownership	4.9
This team embraces change and does an excellent job at managing change to achieve results.	Adaptability	4.9

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	2.5
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	2.7
This team is the "right size", meaning it is big enough to get all the opinions needed for effective dialogue and small enough to consistently make good, timely decisions.	Composition	3.0
For this team, meetings are highly anticipated as the meetings are seen as key to achieving individual and team goals.	Meetings	3.1
Team members really feel like they are part of a tight, cohesive team and it is very clear who is a 'full' member of this team.	Composition	3.1

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
This team is able to 'face the brutal facts' and will quickly develop and implement a new course of action when required.	Adaptability	4.9
This team embraces change and does an excellent job at managing change to achieve results.	Adaptability	4.9
This team effectively reads and adjusts quickly and appropriately to new situations.	Adaptability	4.8
Team members effectively adapt to one another and can use different styles to interact successfully.	Adaptability	4.2

Statements: Lowest Scoring Competency

Statement	Competency	Score
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	2.5
Every team member can confidently share vulnerabilities with every other team member.	Trust	3.2
Team members never break confidences or talk behind the backs of other team members.	Trust	3.7
Team members are able to manage their emotions very effectively.	Trust	4.6

Your DTA results – highest and lowest communication sub-competency scores

Communication – 2 Highest Scores

Statement	Sub - Competency	Score
Communication between team members is open, honest and forthright.	Dialogue	6.5
The team does not avoid topics that are difficult, or that might create controversy or conflict between team members.	General	5.2

Communication – 2 Lowest Scores

Statement	Sub - Competency	Score
This team utilizes shared policies or procedures they have developed for effectively dealing with conflict.	Conflict	3.5
This team takes the time to effectively explore issues broadly and deeply.	Dialogue	3.6

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Debrief Output

Why trust score

- No common goal
- Always us and them in a contract environment
- Rocky roads – baggage
- Top management has not clarified and/or endorsed roles of our team
- Turnover of key roles (e.g. project director procurement manager project cost control manager
- Lack of continuity breeds lack of confidence
- Top management alignment (SNC/Nalcor)
- Lack of collective buy-in
- Physical barriers

Top 3 Suggestions for Change

- Regular effective group meetings
- Communication of team structure and role endorsement – This team + wide, 2 (x 3)
- Nimble and effective in service delivery – streamlining
- Process procedures templates clarity
- Town hall meeting – venting mechanism for communicating up
- Resources planning
- Conscious effort to bring team together – lead by example

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Supply Chain Team
Alignment & Team Building
Session

August 2012

- Click to edit Master text styles
  - Second level
    - Third level
      - Fourth level

0

Please sit at your assigned table

Table 1	Table 2	Table 3
• Pat Hussey	• Ed Over	• Roy Lewis
• Ron Adamcyk	• Jerry Pittman	• Fabien Cuisinier Raynal
• Sylvain Marsan	• Shauna Crosbie	• Daniel Tousignant
	• Paul Kennedy	• Micah Sze

Table 4	Table 5
• Tony Jackman	• Tim Morrill
• Chris Woodmass	• Clarence Hewitt
• Line Tremblay	• Joselyn Grant
• Bill Norberg	

Session and process overview

Session Objectives	Session Agenda

• Ensure the Supply Chain teams alignment to the greater Lower Churchill Project
• Gain a common understanding of the key accountabilities for Supply Chain in the near term
• Have some fun getting to know each other
	1. Safety Message
	2. Meeting Kickoff and Overview
	3. Icebreaker
	4. Project Overview
	  – Project Plan (Tony Scott)
	  – Supply Chain Work Packages
	5. Mousetrap Race Car Challenge
	6. Supply Chain Operating Principles and Behaviours

2   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities.

DTA – 16 people participated

Interviews – 17 people participated

Project Plan Overview

3   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities.

Supply Chain Work Packages

4   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities

Mousetrap Race Car Challenge

Purpose: To work together to build a 'competition ready' Mousetrap race car

Process:
1.   Using the supplies provided to you on the table build a Mousetrap race car

Guidelines:
1.   You can only use the supplies provided to you in the envelop
2.   The mousetrap has to be included as part of the body of the race car
3.   You have to incorporate a pipe cleaner
4.   Be creative
5.   Have fun

Prizes will be awarded to the team that builds:
• The fastest race car
• The most creative race car

5   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities.

Did you decide before hand which prize you were going for?

General observations on the exercise?

What worked well in working as a team? What were some of the challenges you faced?

Supply Chain Operating Principles

Purpose: To agree on the operating principles and behaviors for the Supply Chain team that will help govern the way this team works together

Process:
1. As a team, discuss what the Supply Chain team should start, stop or continue to do to successfully work together
2. Based on your input document 1 – 3 operating principles that will help govern how this team will work together

An Operating Principle is an executable statement on how you want to function together as a team.

3. Be prepared to present your top operating principle to the team

6   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities.

Purpose: To agree on the operating principles and behaviors for the Supply Chain team that will guide the way this team works together.
Process: In your breakout groups discuss what the supply chain either start, stop or continue to do that you
Consideration: how you worked together in your breakout groups, the conversation you had in Friday's session
Introduction (5 min)
Breakout Group (20 min)
Presentation (15 min)
Agreement (15 min)
Signing of the frame (5 min)

How are you going to hold yourself to these principles?

Detailed overview of the agenda

Timing *approximate timing	Agenda Item	Details
11:30 a.m. – 12:00 p.m.	Lunch	Post up to the slide with the breakout groups
12:00 p.m. – 12:15 p.m.	Meeting Kickoff and Overview • Ron • Pat • Deloitte	
12:15 p.m. – 12:45 p.m.	Ice Breaker (Alex)	
12:45 p.m. – 2:00 p.m.	Project Overview • Project Plan (Pat or project planner) • Supply Chain Work packages (Pat)	**Project Plan** Stephanie to introduce this agenda item. Purpose: To understand how Supply Chain's plan aligns with the overall project plan. Process: Pat (or project planner) to review, Participants to ask questions for clarification Details: have the plan projected on the screen **Supply Chain Work Packages** Stephanie to introduce this agenda item Purpose: To confirm a common understanding of the ownership of the various work packages Process: People will have already seen this. Ask if there are any questions in terms of ownership? Outstanding items? Details: Have printed copies of the work package ownership and project it on the screen.
2:00 p.m. – 2:15 p.m.	Break	Details: Put out the team building activity (Tami, Stephanie)
2:15 p.m. – 4:00 p.m.	Team Building Activity (Stephanie)	Stephanie to introduce this agenda item Introduction (10 minutes) Building (60 minutes) Race (15 minutes) Debrief (20 minutes) *Tami, Alex, Stephanie circulate as the team is building*
4:00 p.m. – 5:00 p.m.	Team Agreement (Operating Principles)	Stephanie to introduce this agenda item Purpose: To agree on the operating principles and behaviors for the Supply Chain team that will guide the way this team works together. Process: In your breakout groups discuss what the supply chain either start, stop or continue to do that you *Consideration: how you worked together in your breakout groups, the conversation you had in Friday's session* *Introduction (5 min)* *Breakout Group (20 min)* *Presentation (15 min)* *Agreement (15 min)* *Signing of the frome (5 min)* *Tami, Alex, Stephanie circulate during breakout groups*

8   Supply Chain Alignment & Team Building Session   © Deloitte & Touche LLP and affiliated entities

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Deloitte Team Assessment
Lower Churchill Project
Component 1 Team

August 8th, 2012
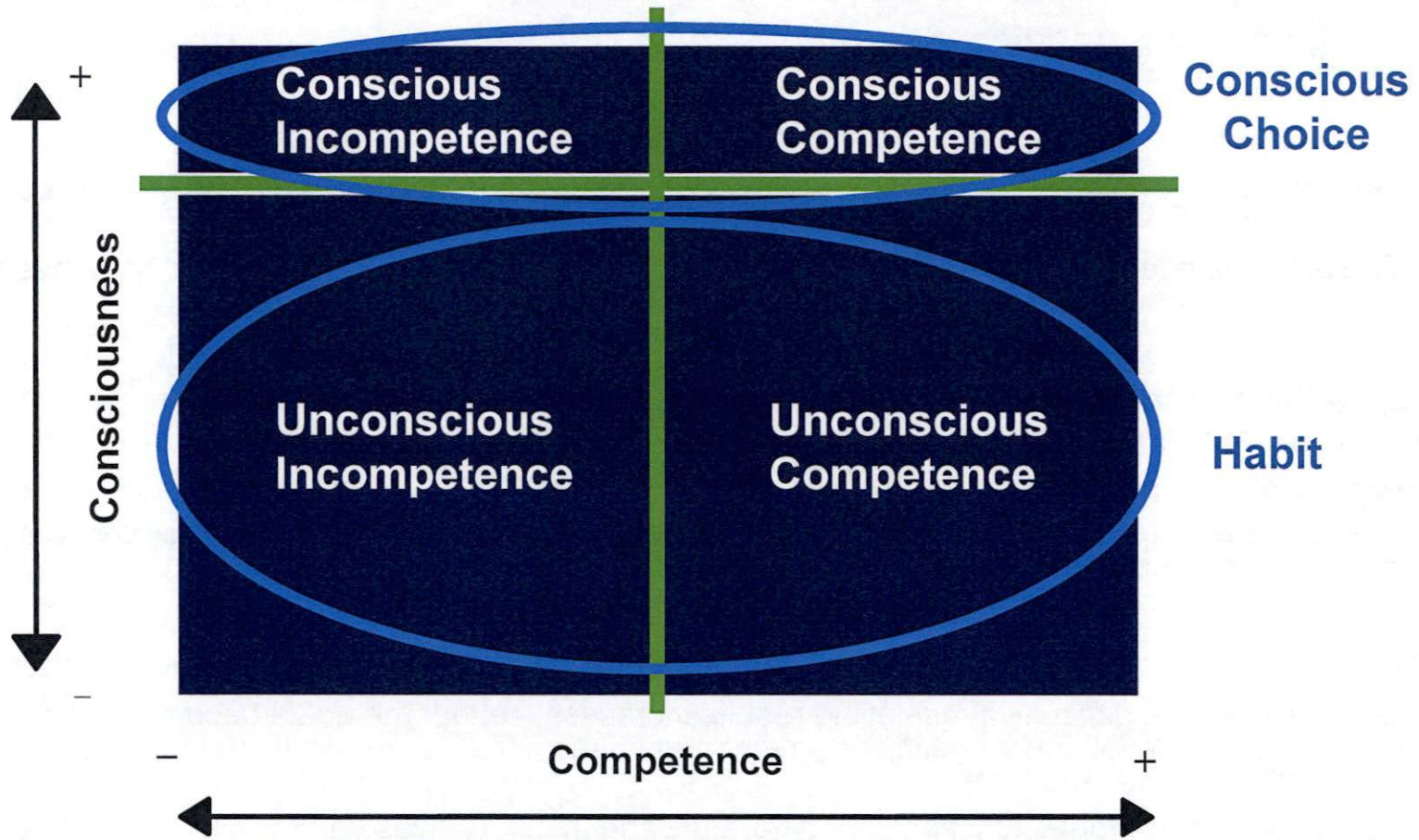
Leadership and team development imperative

- Leader development imperative...

  - Organizations with strong leader development practices have been shown to deliver higher shareholder returns and higher ROI

  - Almost 40%-50% of senior business leaders are set to retire in the next five years

  - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices

  - Over 60% of companies list leadership development as equal to or more important than other business priorities

  - Some Boards and CEOs spend as much as 40% of their time supporting leader development

  - 80% of financial analysts would place a premium on a company with particularly effective leadership – many would levy a discount where leadership is perceived as ineffective

- Senior team development imperative...

  - Senior team performance is a better indicator of organizational/project performance than performance of the leader

  - High performing senior teams are critical for high CEO performance

  - Financial markets place a 10%-15% premium on a company's valuation if it has particularly effective senior leadership team, compared to a 20% discount when presented with ineffective leadership

Your DTA results - introduction

- A team is a group of people **mobilized to achieve common results by working interdependently**.

- Teams are critical to organizational performance...
  - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
  - The performance of senior teams, i.e. executive teams, senior project teams, etc. have been shown to have as great an impact on results as the performance of individual leaders.

- Despite their importance to organizational and project performance, most teams underperform. Further, most teams....
  - Are unaware of how they are performing; and
  - Greatly benefit from initiatives aimed at addressing gaps in performance once they determine where to focus their development efforts.

- The DTA recognizes that many groups of people are not teams at all – they are work groups.
  - Generally, as the difficulty of achieving results increases – either the goals become bigger or the complexity and level of change in the environment rises – teams are more effective than work groups, especially over the long term.
  - Teams and work groups function very differently and the DTA gives you insight into whether you are functioning as a work group or a team. Both work groups and teams are very viable models for group function under the right circumstances.

Your DTA results - Conscious/Competence Model

"90% of decisions are unconscious."
Robert Cialdini

Deloitte Team Assessment for Lower Churchill Project Component 1 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - Workgroup and Team Models

Workgroup

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people

Workgroup versus Team

Source: Katzenbach and Smith - The Wisdom of Teams

Attributes of Workgroups:

- **Independent**
- Separate goals
- Sharing helps members individually perform
- Run efficient meetings that get tasks done by clear delegation

Attributes of Teams:

- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Your DTA results - introduction

- The Deloitte Team Assessment (DTA) help teams gain a shared understanding of gaps in their current performance level and supports them to improve performance.

- Communication is at the core of the model because our experience tells us it underpins everything the team does and is necessary for effective team function.

- High performing teams are very good at 4 primary functions:
  - Direction – set and implement goals and strategies towards a desired direction;
  - Infrastructure – establish shared processes and procedures to increase productivity;
  - Innovation – effectively create and implement solutions to problems along the way; and
  - Resourcefulness – maintain the positivity and momentum required to succeed.

- Each function is supported by five team competencies. In our experience, high performing teams are better than low performing teams in every competency. See the Appendix for a definition of each function and competency.

- The DTA model is shown on slide 6.

Your DTA results – the Deloitte Team Assessment Model

Deloitte Team Assessment

Deloitte Team Assessment for Lower Churchill Project Component 1 Team (Confidential)

Your DTA results - introduction

- Deloitte measures team performance on a scale ranging from 1-9. Teams with an average rating of…
  - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
  - 4-6 have a moderate level of maturity and are a medium performing team or (possibly) making the transition from work group to team; and
  - 7-9 have a high level of maturity and are high performing teams.

- **Your Overall Team Score/Individual Ratings**, shown on slide 8, is a high level view of overall team performance. It is based on the total points your team accumulated from the scores of all statements in the DTA.

- **Your Team Functional Scores**, shown on slide 9, represents your view of how well the team is performing in each of the four team functions.

Your DTA results - overall team score/individual ratings

Highest performing teams

Your team

Individual team members

Overall Team Score/Individual Ratings

Deloitte Team Assessment for Lower Churchill Project Component 1 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - team functional scores

Team Functional Scores

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Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

- The competencies are aligned to specific team functions. For instance, there are 5 competencies that enable a team to set and maintain an appropriate Direction:
  - Interdependence – team members retain a mutual reliance on one another;
  - Goals & Strategies – team shares appropriate goals and strategies;
  - Execution – the ability of the team to establish clear, repeatable processes for putting strategies and plans into action;
  - Alignment – the degree of agreement on key decisions and actions; and,
  - Context – consistently understanding and navigating circumstances surrounding the team.

- From our experience, all competencies are not equal – some are more important than others. For instance, for a team to function to set and maintain an appropriate direction, we believe the competencies of Goals & Strategies and Alignment are particularly important.

- Some of your competency scores are benchmarked against the average scores of high performing teams in our data base – these are shown in green on the next slide.

- **Your Team Competency Scores**, shown on slides 11 and 12, represent your view of how well the team is performing in each of the 21 competencies.

Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams

Axes (clockwise from top): Interdependence, Execution, Goals & Strategies, Alignment, Context, Composition, Leadership, Accountability, Meetings, Decision-making, Learning, Problem solving, Trust, Diversity, Respect, Energy, Pro-activity, Adaptability, Optimism, Ownership, Communication

Scale: 6, 7, 8, 9

Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.

■ Your team

☐ Highest performing teams

Direction

Team Competency Scores

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Your team

Highest performing teams

Team Communication Results

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
This team has the 'intellectual power' it needs to consistently make sound decisions.	Decision-Making	7.5
Team members bring all the key skills and knowledge needed for the team to achieve its goals and to successfully execute strategies.	Composition	7.3
This team has a rich mix of differing views and opinion and is able to generate a wide range of alternatives when faced with a problem.	Diversity	7.1
This team has lots of drive and is confident it will be successful at achieving its goals and objectives.	Optimism	6.9
This team never uses fear to motivate behaviour.	Respect	6.8

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	3.9
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	4.2
This team is willing to push into the unknown and take risks and gambles to achieve big results.	Energy	4.8
This team is willing to use new and untested ideas to achieve big results.	Energy	4.9
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	5.0

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
Team members are able to strongly challenge one another and still maintain a high level of respect.	Respect	6.8
This team never uses fear to motivate behaviour.	Respect	6.8
The different views and opinions of team members are consistently listened to in an open and non-judgmental manner.	Respect	6.4
Even in private, this team is never disrespectful of people outside the team, particularly of those they report to or those that report to them.	Respect	6.0

Statements: Lowest Scoring Competency

Statement	Competency	Score
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	4.2
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	5.0
Every team member is learning and growing as a person through involvement with this team and putting new learnings into practice.	Learning	6.1
This team has insatiable curiosity, and every team member is open to new ideas and the exploration of new concepts.	Learning	6.4

15　　Deloitte Team Assessment for Lower Churchill Project Component 1 Team (Confidential)　　　© Deloitte & Touche LLP and affiliated entities.

Your DTA results

Open-Ended Questions

Question One:

In your own words, describe the "culture" needed to support project success.

- The ability of individuals not to worry about who gets the credit for accomplishment of the team.
- Inform the team on a regular basis how the project is progressing and the expectations for the next period. Encourage more interdisciplinary dialogue to know how your portion of the work fits into the overall project. Provide opportunities for team building outside the office environment.
- Technical Ownership of subcomponents should be established.
- Complete the assembling and integration of team members coming from different organization in such a way to achieve total confidence from the client
- Collaborative; respectful; shared "drive"; strong leadership; exceptional communication; accountability.
- Everyone working towards an agreed and common goal. Respect for all team members. People who will take responsibility and get it done.
- We need to care about the quality of the product that is delivered, the health & safety of those that deliver it and the financial impact to the customers that receive it.
- This survey is much to long and the questions are way too detailed and repetitive to possibly be completed in a meaningful way. I suggest you take that into consideration in your survey design. I have participated in many of these and the shorter ones get the best results.
- Open and transparent.
- A team culture with defined roles and responsibilities that contribute to the successful completion of tasks and goals.
- A team culture.

Deloitte Team Assessment for Lower Churchill Project Component 1 Team (Confidential)

Your DTA results

Open-Ended Questions

Question Two:

What are the two things this team needs to work on to support its development as a performing team?

- Wild ducks make a lot of noise, but they also have the sense to benefit from occasionally flying in formation.
- To have adequate resources to complete tasks on time, a fully integrated EPCM / Owners team that work together as one and not on an engineering vs. owners team and reduce the cycle times of review after review of the same document because people don't know what is in a package or document. To have the opportunity to carry out dialogue with outside regulatory agencies to determine the best methods for constructability and the less costs options.
- Recruitment of staff with a hydro background would be a big plus. Much time is wasted educating the less knowledgeable staff and defending technical solutions. At times there are too many meetings which are very lengthily. Shorter meetings can be achieved if staff come prepared.
- Complete the recruiting of team key position Reduce the turn over among team key position.
- Improve effectiveness of communications (meeting effectiveness; focus on team communication - minimize separate client/consultant collaboration; improve availability of key personnel). Challenge established formal/informal process to achieve more timely results/resolution to issues.
- Trust of each other. Better communication in the groups. Empower small teams to get things done and not requiring going up the line.
- Collaboration and Good Efficient Decision Making.
- Information sharing, better meetings.
- Clearly defined roles/responsibilities, and being proactive not reactive.
- Number one, be aware of the issues and number two, be proactive on issues.

- Adequate resources / recruitment
- Stability of the team
- A fully integrated team working together
- More effective meetings and decision making
- Clearly defined roles and responsibilities
- Streamlined team – wide communication
- Trust and empowerment

Your DTA results

Open-Ended Questions

Question Three:

What are the key measures of success for this team?

- I use this quote from Andrew Carnegie "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."
- To work as a fully integrated team to complete the project on or ahead of the planned schedule and on or below the proposed budget to provide the owner the best value for the cost incurred.
- To establish optimum solutions using sound engineering principles while maintaining schedule, cost and quality assurance.
- No time lost injury in the project. Respect of schedule milestone dates. Respect of budget minimal or no changes on established scope. Minimal comments and review on technical documents
- On time execution of planned activities. Decisions that stand the test of time.
- Agree and maintain a schedule. On time and budget. Measured benefits for Labrador as per the IBA.
- Maintaining Schedule and good HSE statistics
- Engineering deliverables and decisions.
- Engineering documentation is clearly defined and understood by construction contractors. No communication issues between engineering and construction. Every member knows their role and duties. Clearly defined path forward, with set goals and milestones that change little.
- Schedule Cost.

Appendix – definitions

Resourcefulness	The will and ability to deal skillfully and promptly with new situations, difficulties, people, etc.. The ability to optimize what the team has to work with and develop strategies to do more with existing resources.
Energy	The capacity for vigorous activity. Having lots of power available.
Pro-activity	Ability to prepare for, intervene in or control unexpected occurrences or situations, especially difficult ones. Showing a passion for 'staying ahead of the curve' and showing continuous improvement in results.
Adaptability	Ability to adjust oneself readily to different situations, especially difficult ones.
Optimism	Disposition or tendency to look on the positive side (perspective) of events or conditions and to anticipate the more favorable outcome. Happiness.
Ownership	Degree to which people believe or feel that a process, decision, or outcome belongs to them.

Direction	The goal or line along which everything faces or moves towards. The extent to which team members have a clearly specified idea of their purpose and what needs to be accomplished.
Interdependence	The quality or condition of being interdependent or mutually reliant on one another. The team is collectively responsible for the achievement of goals and objectives.
Execution	The ability of the team to establish clear, repeatable processes for putting strategies and plans into action.
Goals & Strategies	Degree to which goals and strategies are understood, communicated and deliver intended results. Ability to develop and implement sound goals and strategies successfully.
Alignment	Degree to which a group of people see a goal, strategy, problem or process in the same way. The degree of agreement and/or cooperation among a group or team of people.
Context	Ability to effectively discern, navigate and develop a shared understanding of the circumstances, people and/or facts surrounding the team in any and all situations.

Appendix – definitions

Innovation	The ability to transcend traditional or existing rules, ideas, patterns and relationships and put new and better ones into practice.
Learning	The act or process of systematically adopting new ideas, knowledge and capabilities by putting them into practice.
Problem Solving	The act or process of solving a problem. In its broadest terms, a problem is any situation that you want to change.
Trust	Reliance on the integrity, strength and surety of oneself and others.
Diversity	The open expression of different experiences, knowledge and perspectives. Working to continuously increase knowledge and understanding through different backgrounds, orientations, experiences, cultures, etc.
Respect	Esteem and/or a sense of worth or excellence for oneself and others. Placing a value on the humanity and dignity of others.

Infrastructure	The arrangement of key parts, elements and processes to facilitate efficient and effective function and delivery of expected results.
Composition	The arrangement of key parts, elements to facilitate efficient and effective function. The degree to which the size, membership and skills of the team are appropriate to achieve desired results.
Leadership	The effective purpose and function of the person leading the group. The ability to mobilize the team to get desired results.
Accountability	The act or process of being answerable for a responsibility conferred and accepted. Every team member is responsible for the team's results and behavior.
Meeting	An assembly or conference of people for a specific purpose. To come together for action, conference or other common purpose.
Decision-Making	The act or process of making a determination as a group after adequately contemplating various course of action.

Appendix – Communication

Sub-Competencies	Descriptions
Communication	The imparting or interchange of thoughts, opinions or information by speech, writing or signs.
General Communication	The ability of the team to create the environment for effective communication within the team and between the team and stakeholders
Dialogue	The ability of the team to communicate in a way that consistently exposes the wisdom of team members and generates team wisdom.
Conflict	To come into collision or disagreement; be contradictory, at variance or in opposition.

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Post DTA Initiatives

Thursday August 16th, 2012

Reactions to Results

- General agreement with results of the DTA
- Noted that result discrepancy could have occurred from some assessing the broader project team while others focusing on the component 1 team
- Indicated strong respect for the team's collective knowledge and expertise
- Trust, while relatively lower than other competencies was described as having improved within the immediate component 1 team.
- Team described trust in each others' skill sets but little social interaction
- Learning – some felt that this was naturally low do the "project based" nature of the team

Last 6 Months

- Growth in many aspects, notably trust and conflict resolution
- On a positive trajectory
- Change in perception of team from Us v. Them
- Room for improvement going forward
  - Become more proactive
  - Empower Team members
  - Support performance of overall project team
  - Avoid repetition and/or recreation of processes where applicable
  - Boost energy and proactivity as we get closer to sanction
  - Team Building → requires time and effort, doesn't happen by chance

Component 1 Experience with "Great Teams"

- No distinction between owners and contractors
- Integrated team
- Honesty/Support/Realism
- Collaborative team work
- Organized structure
- Recognized benefits
- Effective, open Leadership throughout the Project

Opportunity Post-DTA Initiatives

1. Better communication at a broad level and among/between SLI and Nalcor - Openness to others' ideas ✓✓
2. Team Building✓ ✓
    i. Activities outside of work
    ii. Shared Space + Removal of barriers
    iii. Co-location

3. Define Roles and Responsibilities

4. Project Infrastructure
    I. Manage immediate
    II. Set up or Fix missing/ ineffective processes

5. Staffing

✓ = multiple votes

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Deloitte Team Assessment
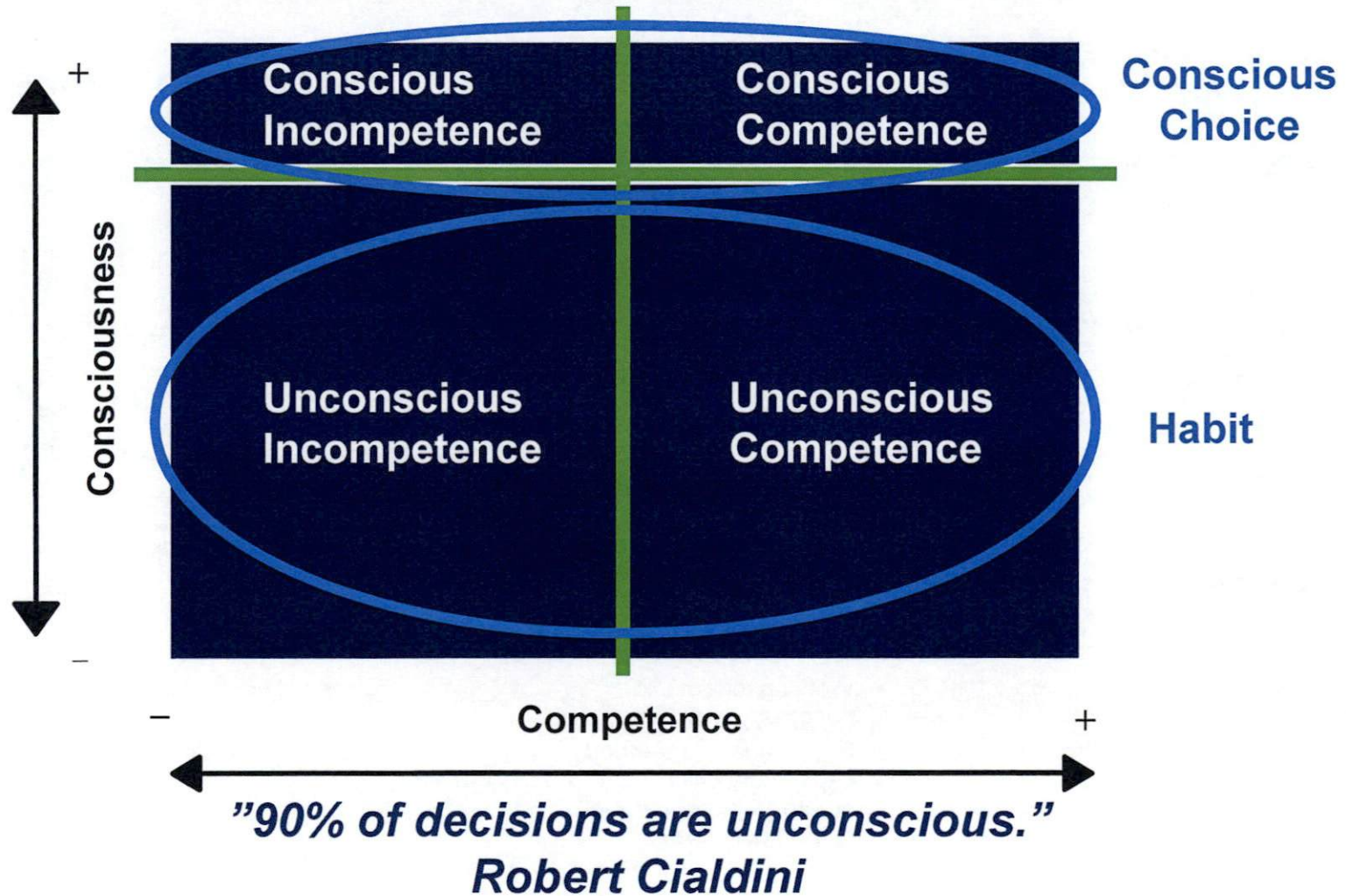## Lower Churchill Project
Component 3 Team

August 2012

Leadership and team development imperative

- Leader development imperative...

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    - Almost 40%-50% of senior business leaders are set to retire in the next five years

    - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices

    - Over 60% of companies list leadership development as equal to or more important than other business priorities

    - Some Boards and CEOs spend as much as 40% of their time supporting leader development

    - 80% of financial analysts would place a premium on a company with particularly effective leadership – many would levy a discount where leadership is perceived as ineffective

- Senior team development imperative...

    - Senior team performance is a better indicator of organizational/project performance than performance of the leader

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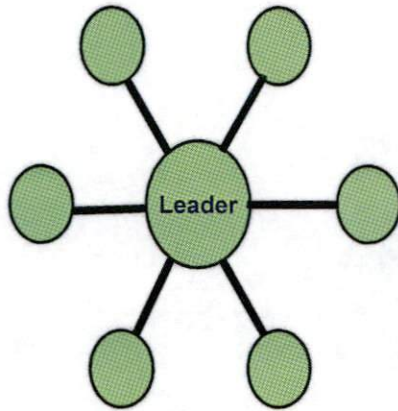
Deloitte Team Assessment for Lower Churchill Project Component 3 Team (Confidential)

Your DTA results - Conscious/Competence Model

"90% of decisions are unconscious."
Robert Cialdini

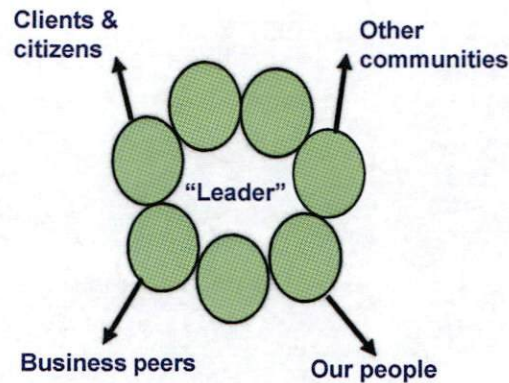# Your DTA results - Workgroup and Team Models

Workgroup

Attributes of Workgroups:

* Independent
* Separate goals
* Sharing helps members individually perform
* Run efficient meetings that get tasks done by clear delegation

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people

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Workgroup versus Team

performance

team effectiveness

Work Group

Pseudo Team

Potential Team

Real Team

High Performing Team

Source: Katzenbach and Smith - The Wisdom of Teams

Deloitte Team Assessment for Lower Churchill Project Component 3 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - introduction

- A team is a group of people **mobilized to achieve common results by working interdependently**.

- Teams are critical to organizational performance…
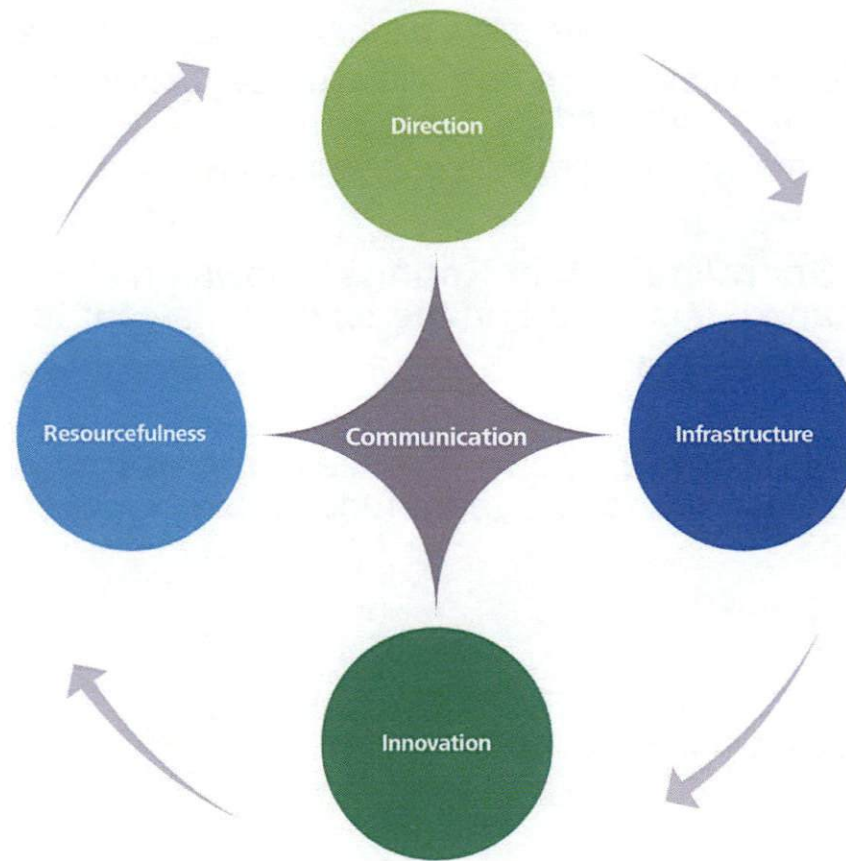   - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
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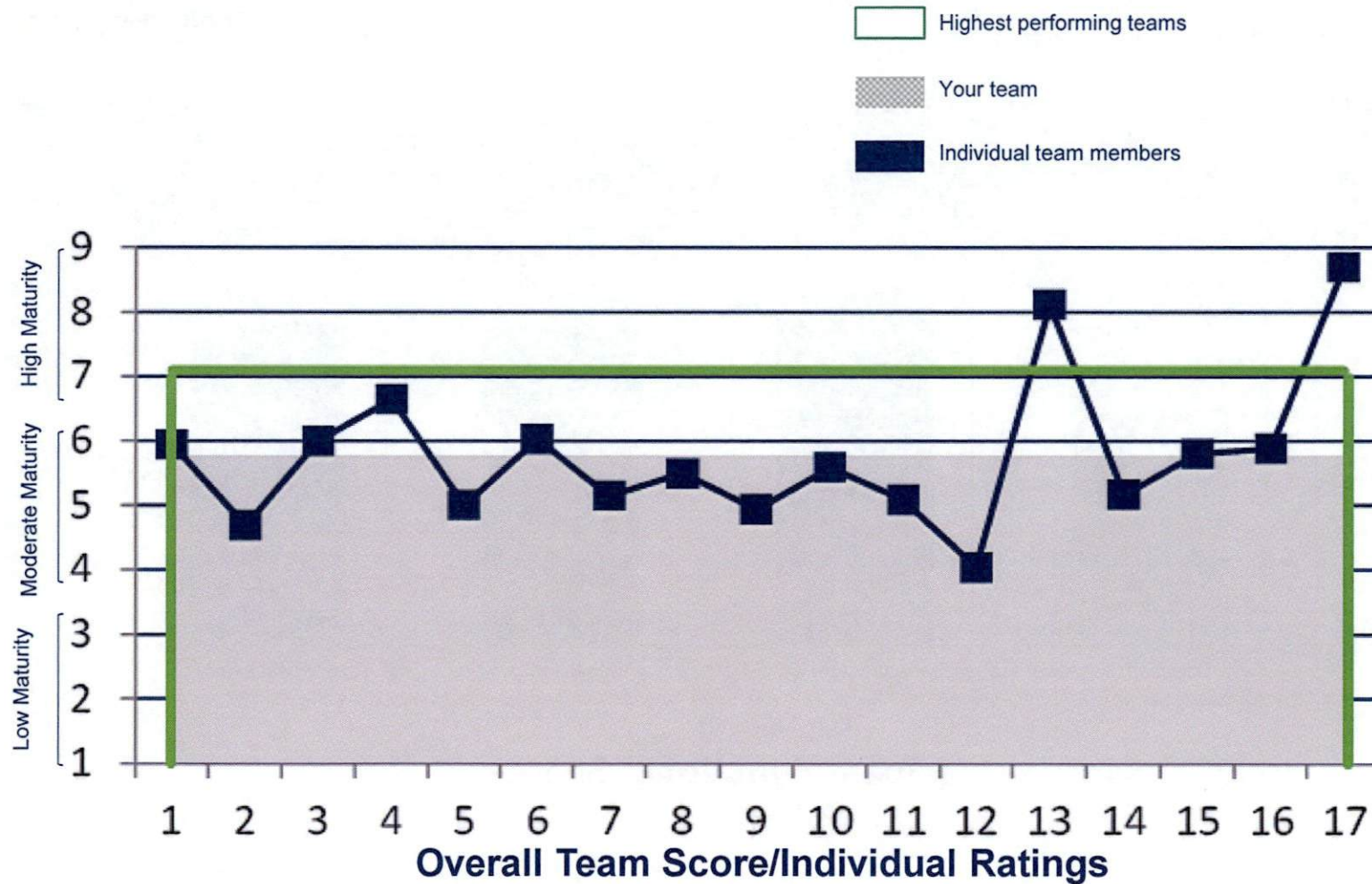# Your DTA results – the Deloitte Team Assessment Model

Deloitte Team Assessment

Deloitte Team Assessment for Lower Churchill Project Component 3 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

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    - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
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Your DTA results - overall team score/individual ratings

Deloitte Team Assessment for Lower Churchill Project Component 3 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - team functional scores

Legend:
- Your team
- Highest performing teams

Team Functional Scores

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Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

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Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams

Axes (clockwise from top): Interdependence, Execution, Goals & Strategies, Alignment, Context, Composition, Leadership, Accountability, Meetings, Decision-making, Learning, Problem solving, Trust, Diversity, Respect, Energy, Pro-activity, Adaptability, Optimism, Ownership, Communication

Scale: 6, 7, 8, 9

Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.
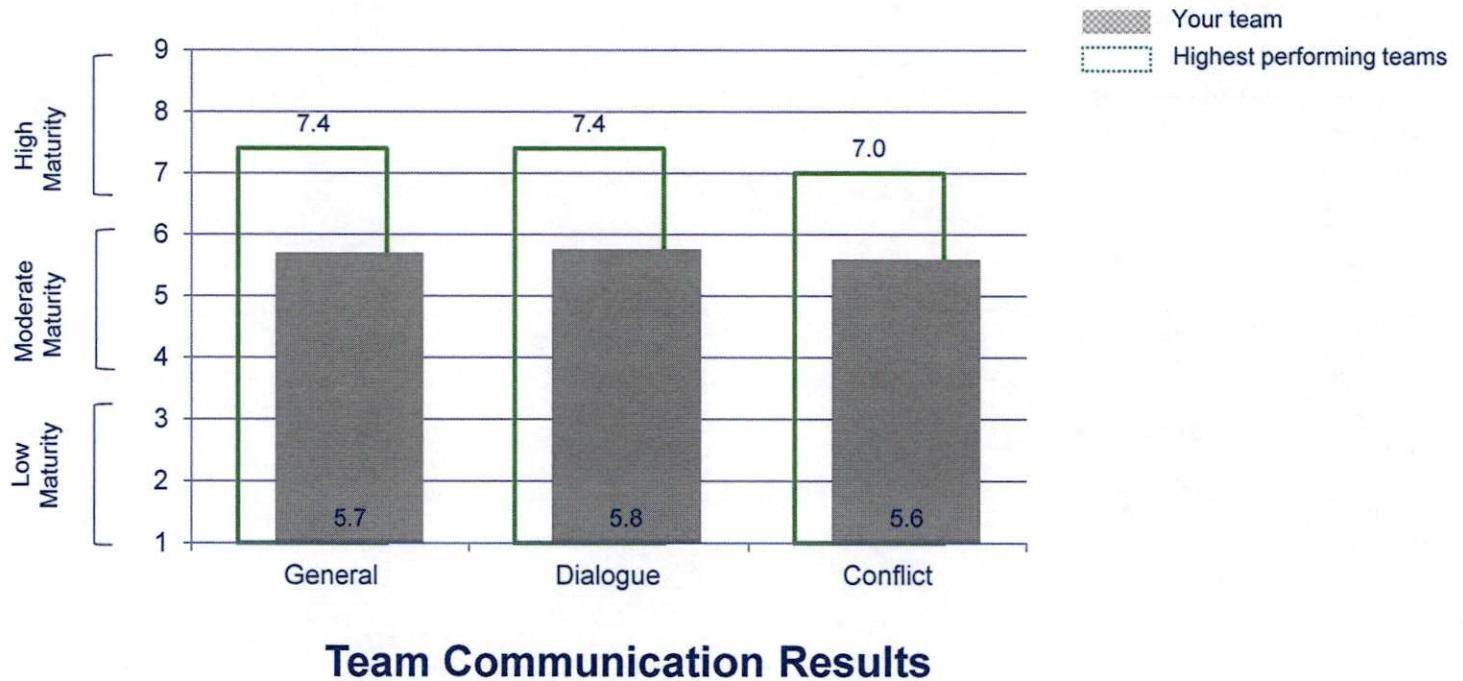
■ Your team

☐ Highest performing teams

Direction

High Maturity: 7.2, 7.0, 6.8, 7.5, 7.4

Your team: 6.1, 5.9, 5.4, 5.8, 5.4

Categories: Interdependence, Execution, Goals & Strategies, Alignment, Context

(Axis labels: High Maturity, Moderate Maturity, Low Maturity; scale 1–9)

Team Competency Scores

Deloitte Team Assessment for Lower Churchill Project Component 3 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Team Communication Results

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
This team never uses fear to motivate behaviour.	Respect	6.8
Achieving team goals is highly dependent on team members working very closely with one another on a regular basis.	Interdependence	6.7
Team members believe their individual performance has a significant impact on the team's performance.	Ownership	6.5
When recruiting new members, this team actively seeks candidates with different backgrounds, orientations, experiences and cultures than current team members.	Diversity	6.5
The individual success of team members is highly dependent on the full support and cooperation of other team members.	Interdependence	6.5

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
This team has developed effective, formal and repeatable processes for communicating with, reporting to and influencing key stakeholders.	Context	4.9
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	4.8
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	4.7
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	4.7
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	4.3

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
The team leader's style is highly flexible and she/he consistently adapts her/his behaviour in a way that is most effective in every situation.	Leadership	6.4
This team leader challenges the team to accomplish stretch goals and keeps the team completely aligned to those goals.	Leadership	6.4
This team leader consistently manages her/his emotions in such a way as to have a positive impact on the team	Leadership	6.3
This team leader is highly attuned to the emotions of others and is able to predict how others might feel in different situations.	Leadership	6.1

Statements: Lowest Scoring Competency

Statement	Competency	Score
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	4.3
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	4.7
Every team member is learning and growing as a person through involvement with this team and putting new learnings into practice.	Learning	5.8
This team has insatiable curiosity, and every team member is open to new ideas and the exploration of new concepts.	Learning	6.1

Your DTA results

Open-Ended Questions

Question One:

In your words, describe the "culture" needed to support project success. Culture refers to the atmosphere, team dynamics and interpersonal conditions present in the team.

- A culture where this project team can leverage the diversity and experience of it's team members
- Present clear and effective communication channels
- Formal outlet for training, mentoring and coaching
- Innovative problem solving
- A more fair and efficient balance of workload, especially given resource constraints
- Friendly atmosphere among team members
- Work as an integrated team rather than as siloed individuals
- Alignment on goals and accountability and structure
- Openness and mutual trust is required.
- A focus on timely deliverables supported by tmonthly status updates.
- Open, respectful, trusting and collaborative work atmosphere.

Your DTA results

Open-Ended Questions

Question Two:

What are the two things this team needs to work on to support its development as a performing team?

- Team Building Activities.
- Clear team and individual objectives and accountabilities
- Trust between organizations
- More open communication to speed problem solving and decision making.
- Reward and Recognition for individuals who contribute to success of project
- Effective, open communication
- Train and manage for resource shortages
- Remove compensation discrepancy
- Collaborative working style to avoid constant re-work
- Clear processes and procedures
- Effective leadership and decision making
- Regular updates
- Continue the Integration of team with clear lines of accountability and responsibility and promote knowledge transfer for better results

Your DTA results

Open-Ended Questions

Question Three:

What are the key measures of success for this team?

- Project schedules, cost and performance objectives are measured effectively and met.
- Leadership and decision making of Project Manager, Engineering Manager and Area Managers.
- Trust and openness between team members
- Defined roles and responsibilities
- Solving problems as effectively and efficiently as possible.
- Established clear and effective procedures

Appendix – definitions

Resourcefulness	The will and ability to deal skillfully and promptly with new situations, difficulties, people, etc.. The ability to optimize what the team has to work with and develop strategies to do more with existing resources.
Energy	The capacity for vigorous activity. Having lots of power available.
Pro-activity	Ability to prepare for, intervene in or control unexpected occurrences or situations, especially difficult ones. Showing a passion for 'staying ahead of the curve' and showing continuous improvement in results.
Adaptability	Ability to adjust oneself readily to different situations, especially difficult ones.
Optimism	Disposition or tendency to look on the positive side (perspective) of events or conditions and to anticipate the more favorable outcome. Happiness.
Ownership	Degree to which people believe or feel that a process, decision, or outcome belongs to them.

Direction	The goal or line along which everything faces or moves towards. The extent to which team members have a clearly specified idea of their purpose and what needs to be accomplished.
Interdependence	The quality or condition of being interdependent or mutually reliant on one another. The team is collectively responsible for the achievement of goals and objectives.
Execution	The ability of the team to establish clear, repeatable processes for putting strategies and plans into action.
Goals & Strategies	Degree to which goals and strategies are understood, communicated and deliver intended results. Ability to develop and implement sound goals and strategies successfully.
Alignment	Degree to which a group of people see a goal, strategy, problem or process in the same way. The degree of agreement and/or cooperation among a group or team of people.
Context	Ability to effectively discern, navigate and develop a shared understanding of the circumstances, people and/or facts surrounding the team in any and all situations.

Appendix – definitions

Innovation	The ability to transcend traditional or existing rules, ideas, patterns and relationships and put new and better ones into practice.
Learning	The act or process of systematically adopting new ideas, knowledge and capabilities by putting them into practice.
Problem Solving	The act or process of solving a problem. In its broadest terms, a problem is any situation that you want to change.
Trust	Reliance on the integrity, strength and surety of oneself and others.
Diversity	The open expression of different experiences, knowledge and perspectives. Working to continuously increase knowledge and understanding through different backgrounds, orientations, experiences, cultures, etc.
Respect	Esteem and/or a sense of worth or excellence for oneself and others. Placing a value on the humanity and dignity of others.

Infrastructure	The arrangement of key parts, elements and processes to facilitate efficient and effective function and delivery of expected results.
Composition	The arrangement of key parts, elements to facilitate efficient and effective function. The degree to which the size, membership and skills of the team are appropriate to achieve desired results.
Leadership	The effective purpose and function of the person leading the group. The ability to mobilize the team to get desired results.
Accountability	The act or process of being answerable for a responsibility conferred and accepted. Every team member is responsible for the team's results and behavior.
Meeting	An assembly or conference of people for a specific purpose. To come together for action, conference or other common purpose.
Decision-Making	The act or process of making a determination as a group after adequately contemplating various course of action.

Appendix – Communication

Sub-Competencies	Descriptions
Communication	The imparting or interchange of thoughts, opinions or information by speech, writing or signs.
General Communication	The ability of the team to create the environment for effective communication within the team and between the team and stakeholders
Dialogue	The ability of the team to communicate in a way that consistently exposes the wisdom of team members and generates team wisdom.
Conflict	To come into collision or disagreement; be contradictory, at variance or in opposition.

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Deloitte Team Assessment
Lower Churchill Project
Component 3

September 6th, 2012

Feedback

- Nalcor and SLI should be one team with clear roles and responsibilities and trust each other
- Processes and procedures should be frozen and user friendly
- Rework is "killing" us
- Host Lunch and Learns for knowledge transfer
- Get to know individuals, their backgrounds, and experiences
- Increase visibility to project goals
- Celebrate the goals on the team
- Highlight each individuals roles and responsibilities with respect to achieving team success
- Host social events
- Sharing of knowledge: implement specific mechanism or formal method of learning
- Communication: Interpersonal: Getting to know one another outside the context of work.

1

DTA Debrief Action Plan

	Action Owner	Due date	Status

2

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Deloitte Team Assessment
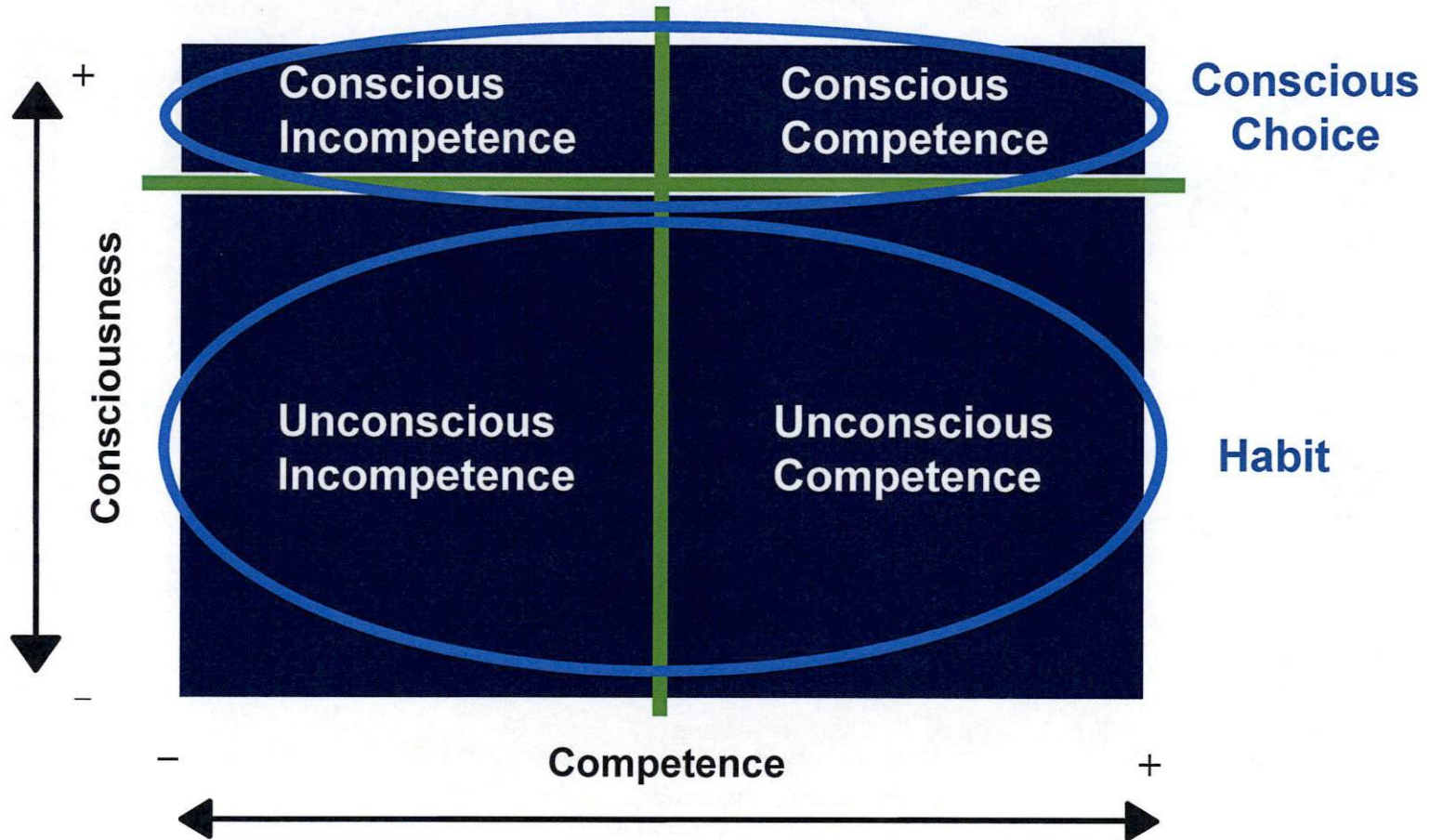## Lower Churchill Project
Component 4 Team

September 3rd, 2012

Leadership and team development imperative

- Leader development imperative...
  - Organizations with strong leader development practices have been shown to deliver higher shareholder returns and higher ROI
  - Almost 40%-50% of senior business leaders are set to retire in the next five years
  - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices
  - Over 60% of companies list leadership development as equal to or more important than other business priorities
  - Some Boards and CEOs spend as much as 40% of their time supporting leader development
  - 80% of financial analysts would place a premium on a company with particularly effective leadership – many would levy a discount where leadership is perceived as ineffective

- Senior team development imperative...
  - Senior team performance is a better indicator of organizational/project performance than performance of the leader
  - High performing senior teams are critical for high CEO performance
  - Financial markets place a 10%-15% premium on a company's valuation if it has particularly effective senior leadership team, compared to a 20% discount when presented with ineffective leadership
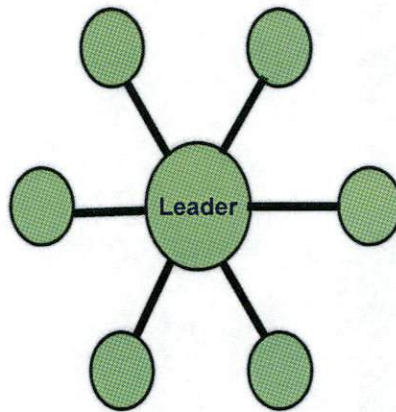
Your DTA results - Conscious/Competence Model

	Conscious Incompetence	Conscious Competence	Conscious Choice
Consciousness	Unconscious Incompetence	Unconscious Competence	Habit

Competence

"90% of decisions are unconscious."
Robert Cialdini

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Your DTA results - Workgroup and Team Models

Workgroup

Attributes of Workgroups:
- **Independent**
- Separate goals
- Sharing helps members individually perform
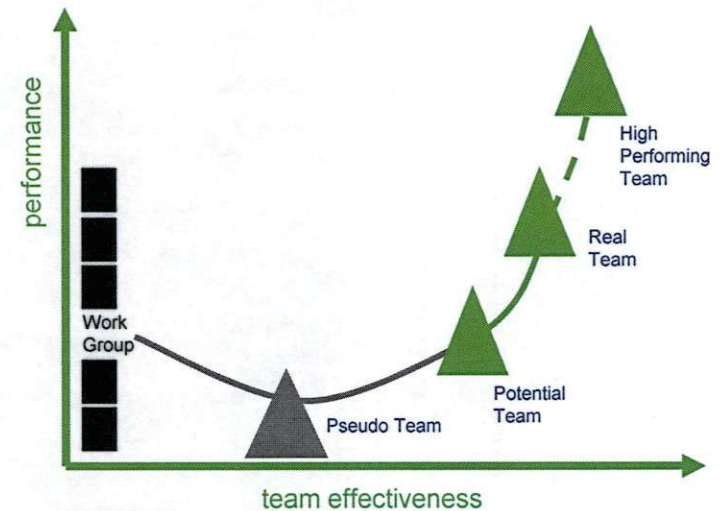- Run efficient meetings that get tasks done by clear delegation

Team

Attributes of Teams:
- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Workgroup versus Team

Source: Katzenbach and Smith - The Wisdom of Teams

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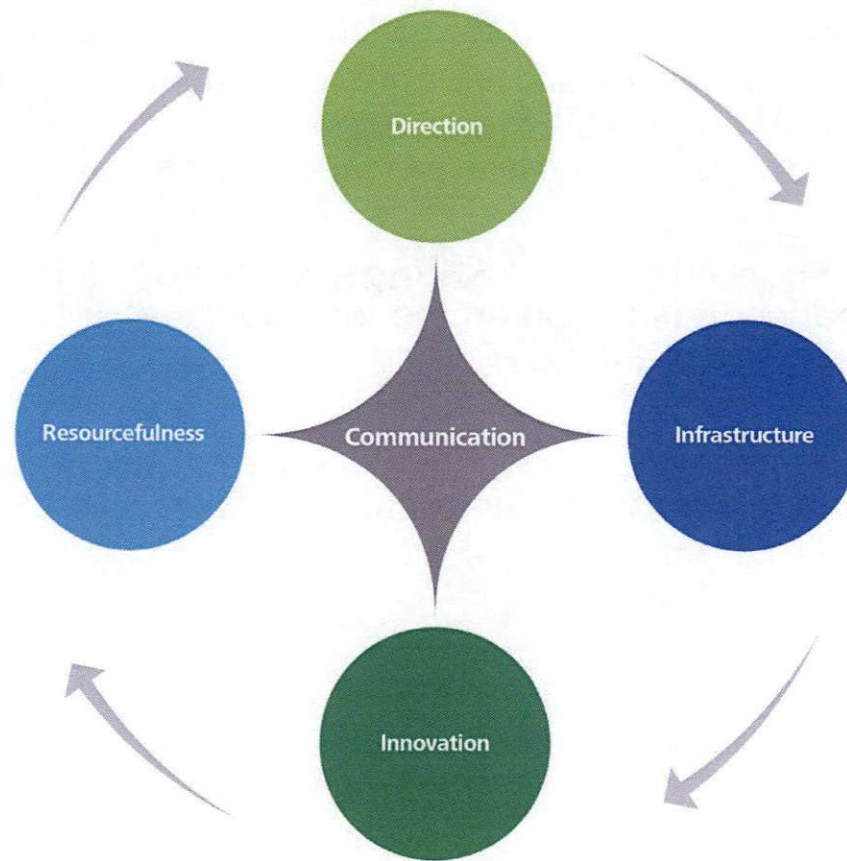
Your DTA results - introduction

- A team is a group of people **mobilized to achieve common results by working interdependently**.

- Teams are critical to organizational performance…
  - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
  - The performance of senior teams, i.e. executive teams, senior project teams, etc. have been shown to have as great an impact on results as the performance of individual leaders.

- Despite their importance to organizational and project performance, most teams underperform. Further, most teams….
  - Are unaware of how they are performing; and
  - Greatly benefit from initiatives aimed at addressing gaps in performance once they determine where to focus their development efforts.

- The DTA recognizes that many groups of people are not teams at all – they are work groups.
  - Generally, as the difficulty of achieving results increases – either the goals become bigger or the complexity and level of change in the environment rises – teams are more effective than work groups, especially over the long term.
  - Teams and work groups function very differently and the DTA gives you insight into whether you are functioning as a work group or a team. Both work groups and teams are very viable models for group function under the right circumstances.

Your DTA results - introduction

- The Deloitte Team Assessment (DTA) help teams gain a shared understanding of gaps in their current performance level and supports them to improve performance.

- Communication is at the core of the model because our experience tells us it underpins everything the team does and is necessary for effective team function.

- High performing teams are very good at 4 primary functions:
  - Direction – set and implement goals and strategies towards a desired direction;
  - Infrastructure – establish shared processes and procedures to increase productivity;
  - Innovation – effectively create and implement solutions to problems along the way; and
  - Resourcefulness – maintain the positivity and momentum required to succeed.

- Each function is supported by five team competencies. In our experience, high performing teams are better than low performing teams in every competency. See the Appendix for a definition of each function and competency.

- The DTA model is shown on slide 6.

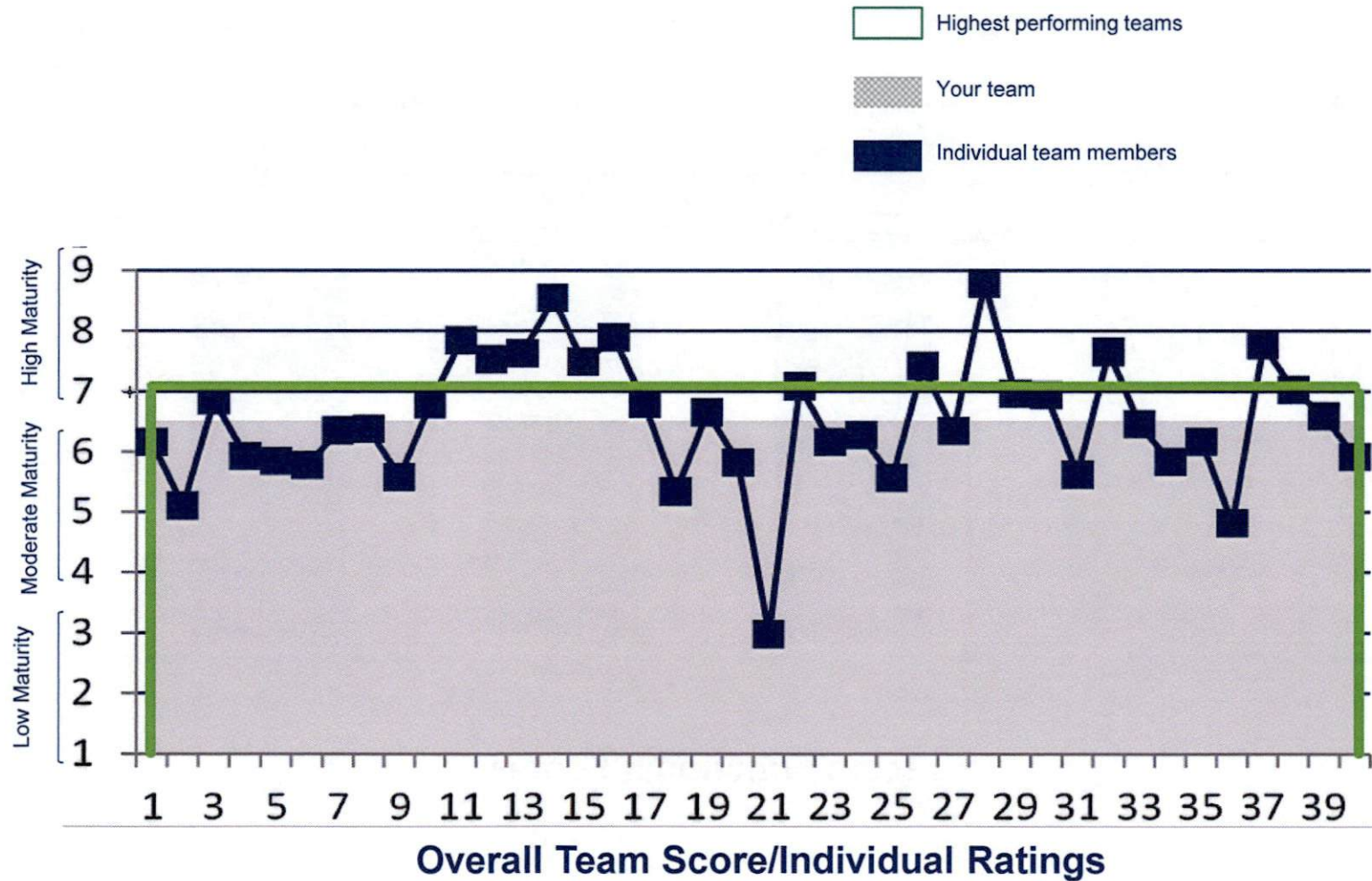# Your DTA results – the Deloitte Team Assessment Model

Deloitte Team Assessment

Deloitte Team Assessment for Lower Churchill Team Component 4 Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.
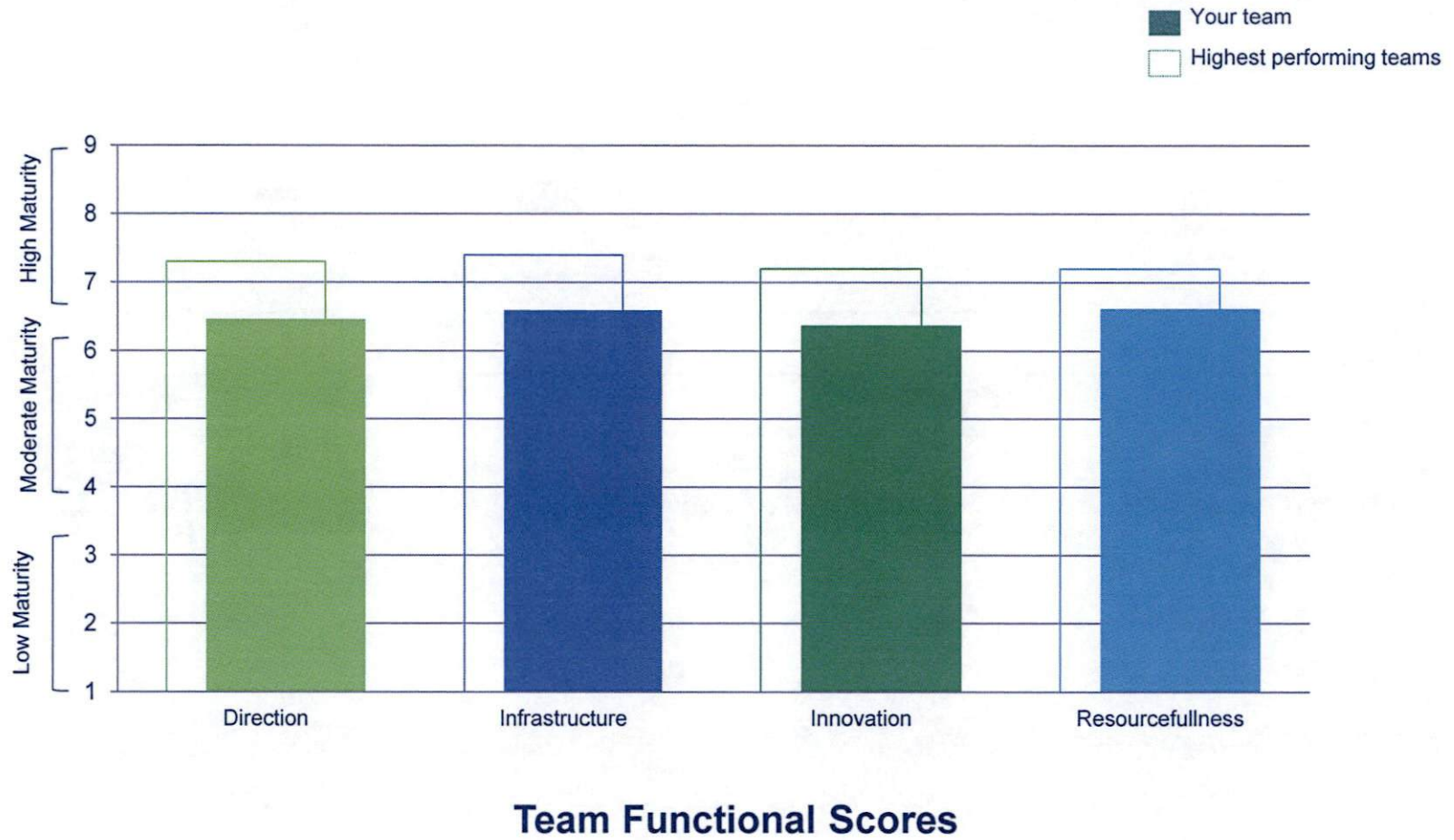
Your DTA results - introduction

- Deloitte measures team performance on a scale ranging from 1-9. Teams with an average rating of…
    - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
    - 4-6 have a moderate level of maturity and are a medium performing team or (possibly) making the transition from work group to team; and
    - 7-9 have a high level of maturity and are high performing teams.

  - **Your Overall Team Score/Individual Ratings**, shown on slide 8, is a high level view of overall team performance. It is based on the total points your team accumulated from the scores of all statements in the DTA.

  - **Your Team Functional Scores**, shown on slide 9, represents your view of how well the team is performing in each of the four team functions.

Your DTA results - overall team score/individual ratings

Your DTA results - team functional scores

Team Functional Scores

Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

- The competencies are aligned to specific team functions. For instance, there are 5 competencies that enable a team to set and maintain an appropriate Direction:
  - Interdependence – team members retain a mutual reliance on one another;
  - Goals & Strategies – team shares appropriate goals and strategies;
  - Execution – the ability of the team to establish clear, repeatable processes for putting strategies and plans into action;
  - Alignment – the degree of agreement on key decisions and actions; and,
  - Context – consistently understanding and navigating circumstances surrounding the team.

- From our experience, all competencies are not equal – some are more important than others. For instance, for a team to function to set and maintain an appropriate direction, we believe the competencies of Goals & Strategies and Alignment are particularly important.

- Some of your competency scores are benchmarked against the average scores of high performing teams in our data base – these are shown in green on the next slide.

- **Your Team Competency Scores**, shown on slides 11 and 12, represent your view of how well the team is performing in each of the 21 competencies.
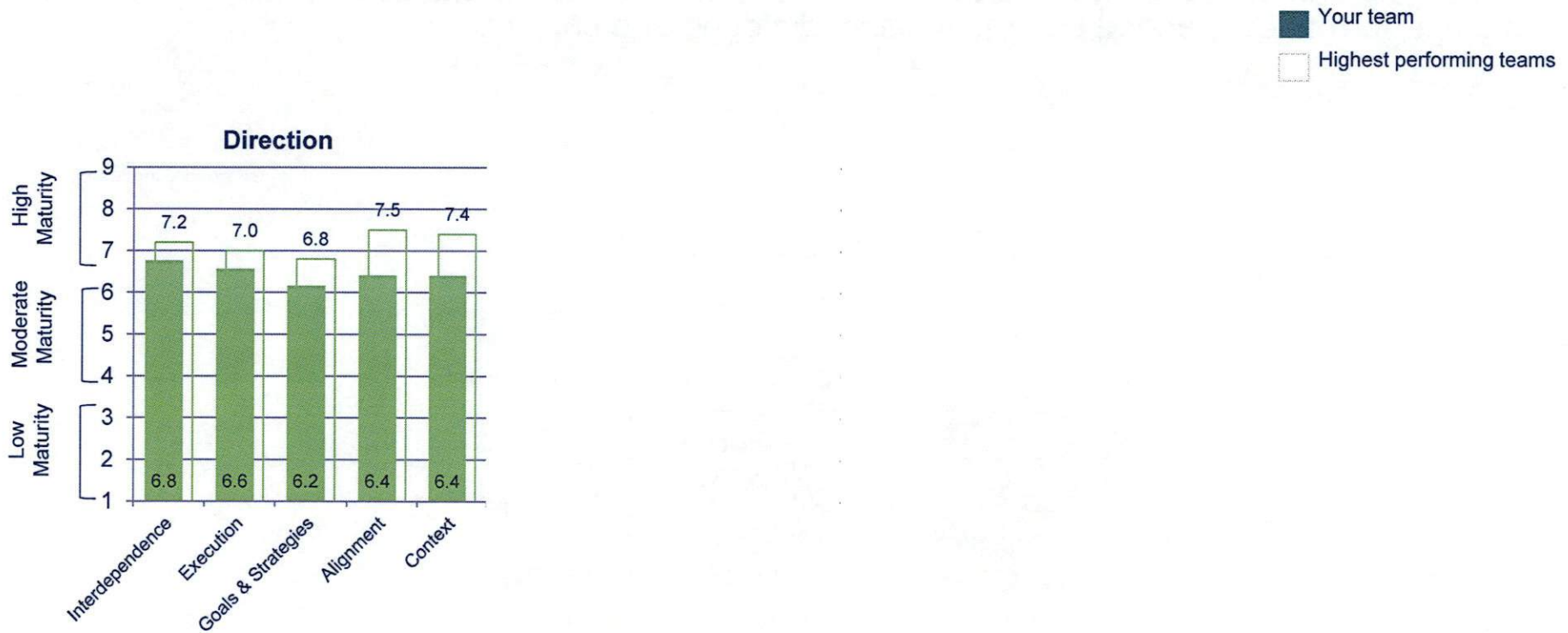
Your DTA results – team competency scores (polar diagram)

Legend:
- **Your team** (dark navy fill)
- **Highest performing teams** (green line)

Axes (clockwise from top): Interdependence, Execution, Goals & Strategies, Alignment, Context, Composition, Leadership, Accountability, Meetings, Decision-making, Learning, Problem solving, Trust, Diversity, Respect, Energy, Pro-activity, Adaptability, Optimism, Ownership, Communication

Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.
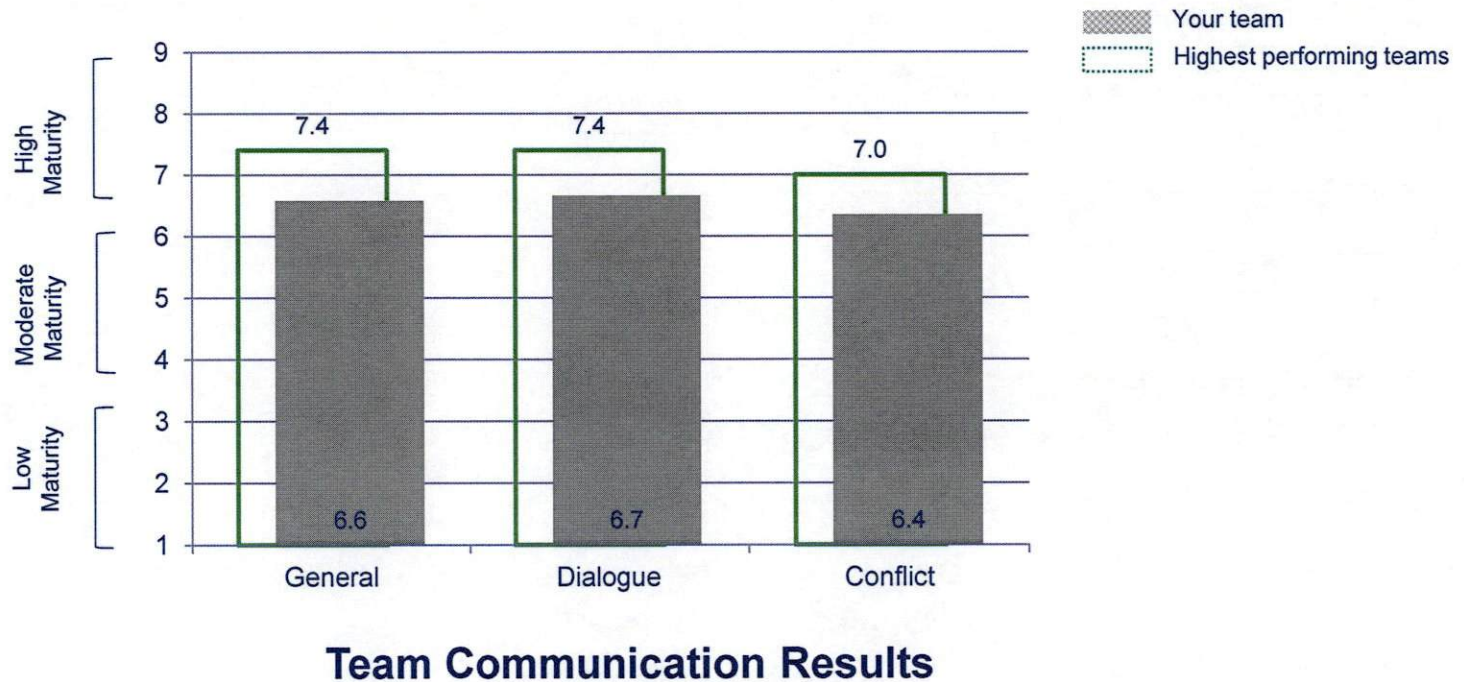

Direction

Legend: ■ Your team   ☐ Highest performing teams

Team competency scores by function:
- Interdependence: Your team 6.8, Highest performing teams 7.2
- Execution: Your team 6.6, Highest performing teams 7.0
- Goals & Strategies: Your team 6.2, Highest performing teams 6.8
- Alignment: Your team 6.4, Highest performing teams 7.5
- Context: Your team 6.4, Highest performing teams 7.4

Team Competency Scores

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Team Communication Results

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
Achieving team goals is highly dependent on team members working very closely with one another on a regular basis.	Interdependence	7.3
This team never uses fear to motivate behaviour.	Respect	7.3
This team leader consistently manages her/his emotions in such a way as to have a positive impact on the team	Leadership	7.1
This team has lots of drive and is confident it will be successful at achieving its goals and objectives.	Optimism	7.1
This team has the 'intellectual power' it needs to consistently make sound decisions.	Decision-Making	7.0

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	5.2
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	5.4
This team consistently pushes itself into the unknown to develop the most ambitious goals and strategies that it can.	Goals & Strategies	5.6
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	5.7
This team is willing to push into the unknown and take risks and gambles to achieve big results.	Energy	5.7

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
This team has lots of drive and is confident it will be successful at achieving its goals and objectives.	Optimism	7.1
This team typically has a positive, 'glass half full' attitude.	Optimism	7.0
This team is resilient and bounces back quickly from set-backs.	Optimism	6.8
Even in times of hardship, this team maintains a strong focus on the achievement of goals and views crisis as opportunity.	Optimism	6.5

Statements: Lowest Scoring Competency

Statement	Competency	Score
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	5.2
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	5.7
Every team member is learning and growing as a person through involvement with this team and putting new learnings into practice.	Learning	6.5
This team has insatiable curiosity, and every team member is open to new ideas and the exploration of new concepts.	Learning	6.5

Deloitte Team Assessment for Lower Churchill Team Component 4 Team (Confidential)

Your DTA results

Open-Ended Questions

Question One:

In your words, describe the "culture" needed to support project success.

- A culture that is receptive to original thought, results driven, but able to apply and stick to procedures as a rule. Adherence and respect for procedures will in most cases reduce wasteful and conflicting efforts.
- In those Huge project, The patience is strongly required.
- Developed communicational framework no matter where he is born: verbal skill, gestures, actions, time, space and material handling, way of work or play...
- Positive reinforcement and reward oriented results help to drive the team towards the common goal. It would be great to see more formal recognition for achieved results and when employees go beyond and above their expectations.
- Open, honest communication is critical to a project's success. Support in considering all opinions, even if they don't align with the direction of the team is also important. Finally, strong leadership mainly at the top as well as middle levels is necessary to drive a project's success.
- Engaging. People need to feel their contributions are real and respected. Regular and consistent engagement of team members is critical.
- Need to get out of the "Silo" mentality. Culture which promotes that we all work for the project first and then for organization. We don't work for an individual. Try to help each other whenever possible even if sometime you may have to go little out of your way or put little more efforts.
- I think it needs to get more formalized, with authority matching accountability.
- 1. The whole team has clear vision to support project success; sets and meets clear requirements for the project. The project team has to be strong with clear and open communication; every team member has proper skills to support project success.

Your DTA results

Open-Ended Questions

Question One:

In your words, describe the "culture" needed to support project success.

- A work culture is needed that:- communicates ideas effectively- has a good balance and variety of experience and expertise- ambitious and motivated
- A strong team atmosphere is needed in order to succeed. A friendly and collaborative team culture is needed.
- Everyone needs to be a team player and work together to complete the necessary tasks.
- Professional career development program with different trainings
- Collaborative behavior - working together as a cohesive team with an aligned focus and well established targets and objectives
- -respect to each other, -good communication between the team members, -availability of the team members.
- Involvement at the highest level to make informed decisions that are required to move forward
- cooperation and respect
- Focused (i.e. clearly defined roles, responsibilities and process/procedures and clear, well thought out decision making) collaborative and supportive with open communication.
- We need understand that the target is for all team, and each one must know all issue concerned at their area, working together for get the goal.
- team building support from high level management better communication channels more efficient processes
- behaviors, belief and way to do things within the organization
- A culture of communication, proper role definition and delegation, and respect. It presently feels that we are not following the "proper" channels of communication and work assignment / delegation. The various leaders and managers seem to assign tasks themselves to junior members of the team rather than going through their sub-managers / technical leads. This makes it hard to plan work effectively.

Your DTA results

Open-Ended Questions

Question One (cont.):

In your words, describe the "culture" needed to support project success.

- Move from a culture of engineering towards a culture of project management.
- The "one team" will be biggest cultural change required to support project success. This is not just component wide but across all component including Nalcor. Also accountability level across other functional disciplines are very low.
- The "culture" required to support project success is to have an unity feel within the group. Meaning everyone understands and acknowledges that their own work is important and aiding the project along. Also, the philosophy of "We" not "I" or "he/she" needs to be maintained to ensure no one feels unsupported in times of urgent matters.
- Team building culture and retaining the resources
- Communication is key to success. We have a widely varied team, with local, national and international design and execution experience. No one way is right, but there is a combination of methods that will be optimum for this area. We need to keep the communication lines open to effectively determine what is closest to optimum.
- Leadership needs to be evident and promoted at all levels. People need to feel empowered to do their work.
- The team's make-up requires a large proportion of members to have a significant amount of experience that can be applied to the project. At the same time, there needs to be a willingness to do things differently when necessary.
- full dedication to achieve the goals set out

Your DTA results

Open-Ended Questions
Question One (cont.):

In your words, describe the "culture" needed to support project success.

- Help each member of the team to have a good personal development plan, by identifying technical course appropriate for their work (not only administrative training).E-Learning is a very good and important tool to describe the administrative tasks and the general rules to do good work, but it is enough for the technical aspects. The same way the organization has people to take care of the computer service for email, payroll, follow of documents, it would be important to have people dedicated to technical aspect for each department (people not assigned to production).As an example, tower and foundation design requires a very high level of technical skill and experience, but the average experience of the team members on tower and foundation design for transmission lines is less than five years, when the recommended should be about 10 years.

- Communication, and the ability to help and take anybody advice.

- A strong team that is flexible to overcome daily challenges cost effective and efficiently.

- The team members should be open in admitting their shortcomings and reaching out for help to others in the team who have enhanced skills on that particular field of their shortcoming. Likewise those members with superior skills in particular subject should be ready and willing to help the ones with shortcomings. Thus everyone should foster an environment of recognition of the skills of the other team members and also ready to help others with their strong skills in certain areas.

- #NAME?

Your DTA results

Open-Ended Questions

Question Two:

What are the two things this team needs to work on to support its development as a performing team?

- Recognition of the roles of the team members, the importance of those roles, and how the team collectively represents a cohesive and functional group.
- Shared accountability.
- Human resource management and better Planning
- Better flow of information and interdisciplinary communication. More formal channels of communicating the final decisions and a chain reaction to adapt to those changes. We often come to hear of changes to something in passing or after a weekly update not immediately when they are made.
- Stronger top level management and a better balance in responsibility in construction management.
- Make decisions and move on - do not re-visit decisions simply because individuals refuse to agree. This team consists of diverse cultures and backgrounds; while certainly a strength, it needs to be managed carefully to build a challenged yet cohesive team.
- 1) Communication - Super clear communication is a key. Avoid ambiguous communcation.2) Clarity in roles and responsibilities
- 1)More formalized expectations2)Authority/systems/support to match the expectations
- 1. Motivating goals; 2. A mix of skills, experience and expertise to meet the challenges of the team tasks.
- 1) The team should ensure that the documentation control infrastructure is effective as possible. Sometimes it seems that unnecessary amounts of paper work are created for minor changes.2) Team members in non-management positions are not invited to meetings often enough. While it is counter-productive to include all team members in all meetings, it would be effective to have bi-weekly or monthly meetings to provide a high level view of the project for all members of a component.

Your DTA results

Open-Ended Questions
Question Two (cont.):

What are the two things this team needs to work on to support its development as a performing team?

- 1. More communication on current progress and status of contract packages. 2. Decision making on nailing down design aspects in order to further detail design
- Communicate and listen to other people's opinions/ideas. Understand and accept if a mistake has been made and steer them in the right direction to fix things.
- Organized and recognition of performance
- Continue focus on bonding SLI and Nalcor personnel into a single entity. Communicate direction, issues and progress to others.
- learning sessions
- Work with other Components to ensure all needs are being met and communicate those needs to others.
- do not be afraid to ask questions let get it right first time
- Communication with outside stakeholders. Meetings should have clear actions and dates and team members should be held accountable to meet deadlines.
- we need to be strong in our communication, in technical issues, planning, and resources.
- team building activities and award process team better communication channels
- decision making process communication
- 1. Stick to the proper delegation channels to improve our effectiveness and efficiency.2. The leads should have more communication and consensus on decisions before assigning tasks. Currently the team may waste time by doing a task assigned by one lead, only to have it rebuked later by another.
- Ensure that accountability is accompanied by the requested authority for the achievement of objectives. Review the organization for a full integration of the two existing structures. This will facilitate a forward direction with the authority and accountability required for a project of this magnitude.

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Your DTA results

Open-Ended Questions

Question Two (cont.):

What are the two things this team needs to work on to support its development as a performing team?

- Hiring necessary Civil and Infrastructural engineers to support the development as a performing team. Aim to achieve high quality error free deliverables with focus on zero error in order to sustain the status as a "Top performing team".
- The team needs to have an improved channel of communication from the top down. Scheduling conflicts between deliverables needs improvement.
- Improve the communication and interfaces protocol
- 1) There needs to be an understanding that deadlines are in place for a reason, and that they need to be realistic and attainable. Once set, they need to be hit, or the ripple effect causes a wide range of issues.2) Communication can never be over done. Keeping the responsible people informed will ensure that rework is minimized, and the direction is always forward. Although setbacks are going to happen, an informed team is better able to respond and adjust.
- In my opinion, this team functions very well.
- The team needs to put more focus on execution of the project - award of contracts, management of materials and management of construction. A more clearly defined schedule is required - what needs to be completed by what time.(Both items are difficult to establish when the timing of project sanction isn't known.)
- 1) more communication between team members2) more personal contact
- Always investigate for themselves the technical aspects of their works (how to do the work and why to do the work by using a specific approach instead of another one. Trying to share experience with others, by talking and listening the others. Engineers could learn a lot of thing to and from the technicians.
- The language maybe, its not an issue just time to improve.

Your DTA results

Open-Ended Questions
Question Two (cont.):
What are the two things this team needs to work on to support its development as a performing team?

- Learn and utilize the Document Control system to help plan and organize their documents Work closely with document control to keep the Transmission register and data up-to-date
- Helping each other with their knowledge. If a member falls in cracks others should sincerely help to put him/her back on track. The team members should compliment each others skills. The individual team members coming from the cross functional groups shall be provided more liberty by their functional managers to be integrated with this team.
- -communication between components, HS and Environment-ensuring expertise that is required is obtained and ensuring enough staff to complete the work so employees don't get "burned out"

Your DTA results

Open-Ended Questions

Question Three:

What are the key measures of success for this team?

- Providing the product on time and within budget.
- Investing in member professional skill development Keep preciously the valuable and perspective members
- Meeting the schedule, on budget with few issues or concerns to execute in construction.
- Meeting the timelines of the project, under budget while executing the work in a safe and high quality manner.
- Quality of design. Installed cost Schedule of deliverables. Maintaining construction schedule
- One cohesive team working towards one goal. Deliver the project in time within budget.
- 1) Schedule (on time)2) Cost (On budget)3) Scope (fit for purpose)4) Respect/Respectful/Professional work environment5) Appreciated (Your contribution to team is valuable)6) Fun (beyond professional - actually to have a very pleasant/enjoyable environment)7) Employer transition plan for the end of project for each team member. (Being able to focus on job at hand - not keeping one eye opened for other opportunities because of an uncertain future)
- 1. Good professional skills, experience and expertises2. Clear and open communication among team members
- Success of the project, with respect to:- Schedule- Budget- Environment- Safety
- Alignment on hot-topic issues. Engineering completion and package issuing
- Being a team player, working well together as a group, and willing to take on new challenges.
- Dedication, timely manner, hard working

Your DTA results

Open-Ended Questions

Question Three (cont.):

What are the key measures of success for this team?

- *execution in a timely manner* working cohesively and effectively together* good communications
- communication between the team members and the availability of the team
- Collaboration and Implementation of key processes for project success
- no more than 2 documents cycles to get client acceptance on engineering documents/drawings
- Safe, reliable design that can be executed within the project schedule and budget.
- have easy comunication.Every day meeting. Share all technical information. All team must know all goal, time and resources to be used for get there.
- team total commitment in the project
- Engineering completed as scheduled and readiness for project execution (construction)
- 1. Project deliverables are our main measure for success.2. The team obtaining a level of personal growth and development.
- Now, our success is measured according to the delivery of work packages in engineering. To ensure the success of the project, we must review the organization and empower the planning and cost control and ultimately prioritize an effective deployment of resources to the work sites.
- Right now the focus is on getting the commitment packages completed on time, quality of documents produced and readiness for construction phase
- Meet our deliverable deadlines or properly manage delays in schedule.
- Deliver safe and on time and least cost project
- 1) We maintain our timelines2) The project gets built safely3) We have fun doing it!
- No comment.

Your DTA results

Open-Ended Questions

Question Three (cont.):

What are the key measures of success for this team?

- Achievement of milestone dates, particularly the awarding of the important contracts. Client acceptance of design and construction management plans.
- getting the job done on schedule/budget
- The key issue is to produce the drawings, the previous step is to do the design and the first step is to use the appropriate criteria for the design. The last step is to produce clear documents: drawings from the technicians and clear design brief (including calculation criteria, results and reports. Also, the drawings revision and follow up has to respect a very high discipline level from each of the team members.
- Communication, and ability to respect others who are new employees.
- Working as a strong team within transmission and all others on the LCP project.
- Timely Finalizing Delivery of Engineering deliverables which are acceptable to the client. Producing designs which are easy to construct. Maintain acceptable productivity. Good construction planning.

Appendix – definitions

Resourcefulness	The will and ability to deal skillfully and promptly with new situations, difficulties, people, etc.. The ability to optimize what the team has to work with and develop strategies to do more with existing resources.
Energy	The capacity for vigorous activity. Having lots of power available.
Pro-activity	Ability to prepare for, intervene in or control unexpected occurrences or situations, especially difficult ones. Showing a passion for 'staying ahead of the curve' and showing continuous improvement in results.
Adaptability	Ability to adjust oneself readily to different situations, especially difficult ones.
Optimism	Disposition or tendency to look on the positive side (perspective) of events or conditions and to anticipate the more favorable outcome. Happiness.
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Goals & Strategies	Degree to which goals and strategies are understood, communicated and deliver intended results. Ability to develop and implement sound goals and strategies successfully.
Alignment	Degree to which a group of people see a goal, strategy, problem or process in the same way. The degree of agreement and/or cooperation among a group or team of people.
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Innovation	The ability to transcend traditional or existing rules, ideas, patterns and relationships and put new and better ones into practice.
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Problem Solving	The act or process of solving a problem. In its broadest terms, a problem is any situation that you want to change.
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Respect	Esteem and/or a sense of worth or excellence for oneself and others. Placing a value on the humanity and dignity of others.

Infrastructure	The arrangement of key parts, elements and processes to facilitate efficient and effective function and delivery of expected results.
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Appendix – Communication

Sub-Competencies	Descriptions
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Conflict	To come into collision or disagreement; be contradictory, at variance or in opposition.

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Deloitte Team Assessment
Lower Churchill Project
Component 4

September 7th, 2012

Ideas for Improvement from DTA Debrief

	Action Owner	Due date	Status
Initiate Monthly Social Events for Component 4	• Carlos Fernandez • KeenanHealey • Michael (Belanger or O'Keefe)	• September 14, 2012	• Survey launched September 10, 2012
Speak to communications about a LCP Newsletter/Journal and include: - **C4 updates on a monthly bases (John Walsh or Cooper and Ananth Rao to support due September 28, 2012)** - **Whole project updates including: change management changes/input, interaction, feedback**	• Kyle Tucker	• September 7, 2012	• David Green sent forward a sample
Role reinforcement, value, and authority for Component 4	• Afzal Hussain	• September 14,2 012	• Unknown
Client/Owner Surveys and Peer reviews	• Caulde Daneau • David Green • Jackie Drover	• September 14,2 012	• Unknown
Technical gap closure via new hires	• Afzal Hussain	• In progress & ongoing	• Unknown

1

Ideas for Improvement from DTA Debrief

	Action Owner	Due date	Status
Lunch and Learn ideas include: **- Communicate process changes (Document Control, Change Management, Procurement, Project controls**	Carlos Fernandez	• September 14, 2012	• Unknown
- Show and tell , **- Technical sharing,** **- Lessons learned** **- Get to know one another (i.e. I'm different because?, Bio's, Spot Light on Team Member, etc.)** *** Note: Lunch and Learns need to be in a board room and offer an opportunity to share experiences, learn, and get to know one another.**	• Caude Daneau	• September 14, 2012	• Unknown

2

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Deloitte Team Assessment
SNC Document Control Team

August 15th, 2012

Leadership and team development imperative
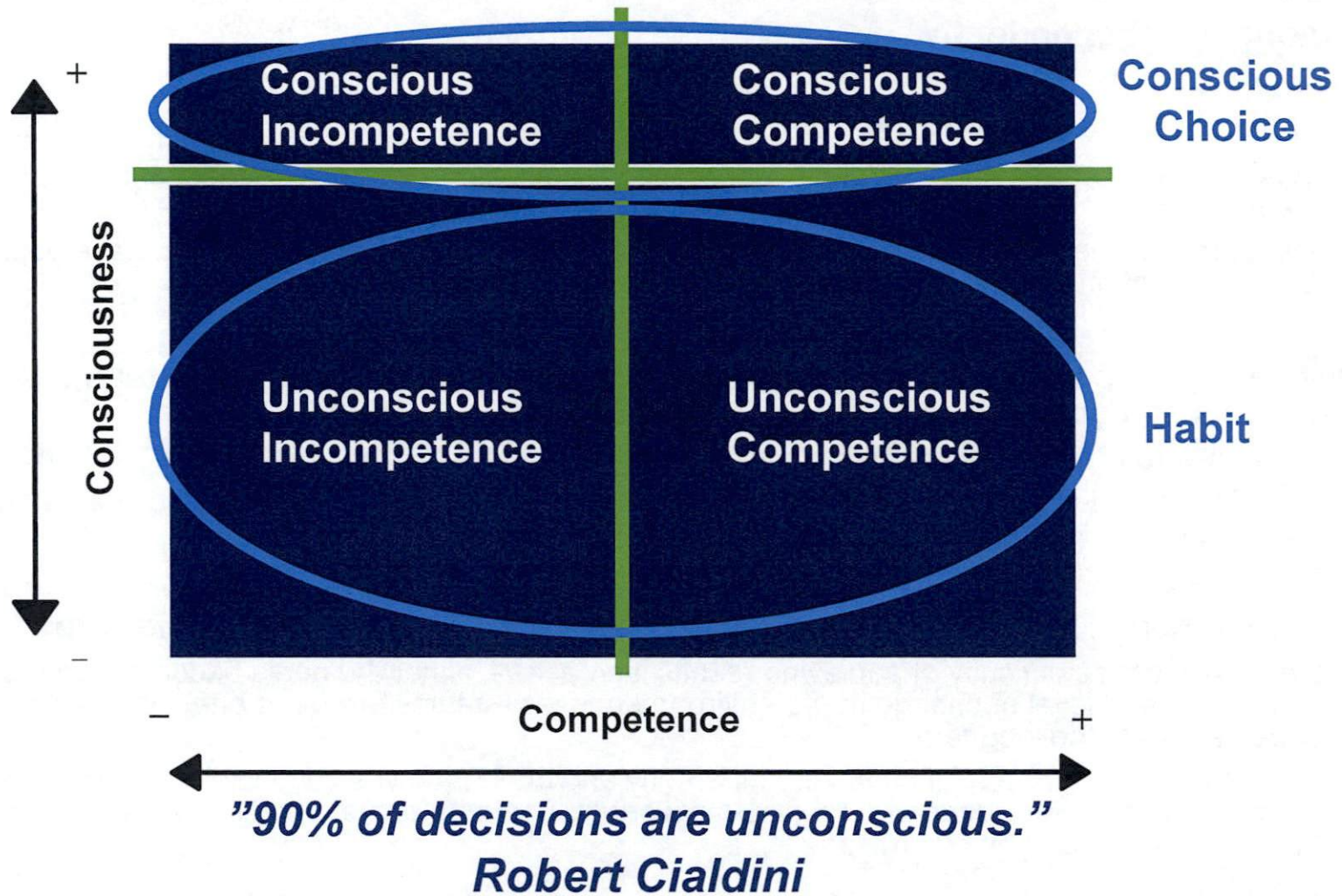
- Leader development imperative…

  - Organizations with strong leader development practices have been shown to deliver higher shareholder returns and higher ROI

  - Almost 40%-50% of senior business leaders are set to retire in the next five years

  - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices

  - Over 60% of companies list leadership development as equal to or more important than other business priorities

  - Some Boards and CEOs spend as much as 40% of their time supporting leader development

  - 80% of financial analysts would place a premium on a company with particularly effective leadership — many would levy a discount where leadership is perceived as ineffective

- Senior team development imperative…

  - Senior team performance is a better indicator of organizational/project performance than performance of the leader

  - High performing senior teams are critical for high CEO performance

  - Financial markets place a 10%-15% premium on a company's valuation if it has particularly effective senior leadership team, compared to a 20% discount when presented with ineffective leadership

Your DTA results - introduction

- A team is a group of people **mobilized to achieve common results by working interdependently**.

- Teams are critical to organizational performance…
  - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
  - The performance of senior teams, i.e. executive teams, senior project teams, etc. have been shown to have as great an impact on results as the performance of individual leaders.

- Despite their importance to organizational and project performance, most teams underperform. Further, most teams….
  - Are unaware of how they are performing; and
  - Greatly benefit from initiatives aimed at addressing gaps in performance once they determine where to focus their development efforts.

- The DTA recognizes that many groups of people are not teams at all – they are work groups.
  - Generally, as the difficulty of achieving results increases – either the goals become bigger or the complexity and level of change in the environment rises – teams are more effective than work groups, especially over the long term.
  - Teams and work groups function very differently and the DTA gives you insight into whether you are functioning as a work group or a team. Both work groups and teams are very viable models for group function under the right circumstances.
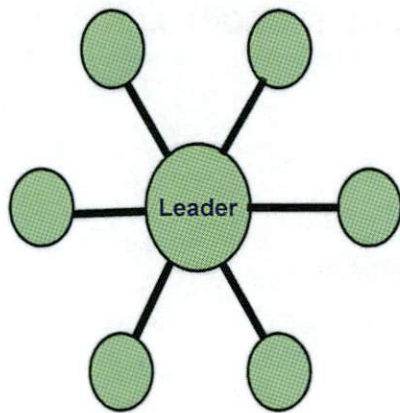
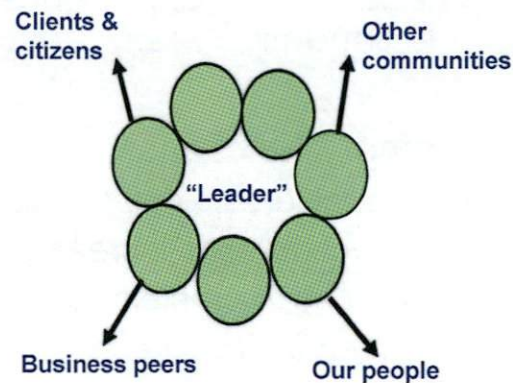# Your DTA results - Conscious/Competence Model

"90% of decisions are unconscious."
Robert Cialdini

Deloitte Team Assessment for SNC Document Control Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - Workgroup and Team Models

Workgroup

Leader

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people

Workgroup versus Team

performance

Work Group

Pseudo Team

Potential Team

Real Team

High Performing Team

team effectiveness

Source: Katzenbach and Smith - The Wisdom of Teams

Attributes of Workgroups:
- **Independent**
- Separate goals
- Sharing helps members individually perform
- Run efficient meetings that get tasks done by clear delegation
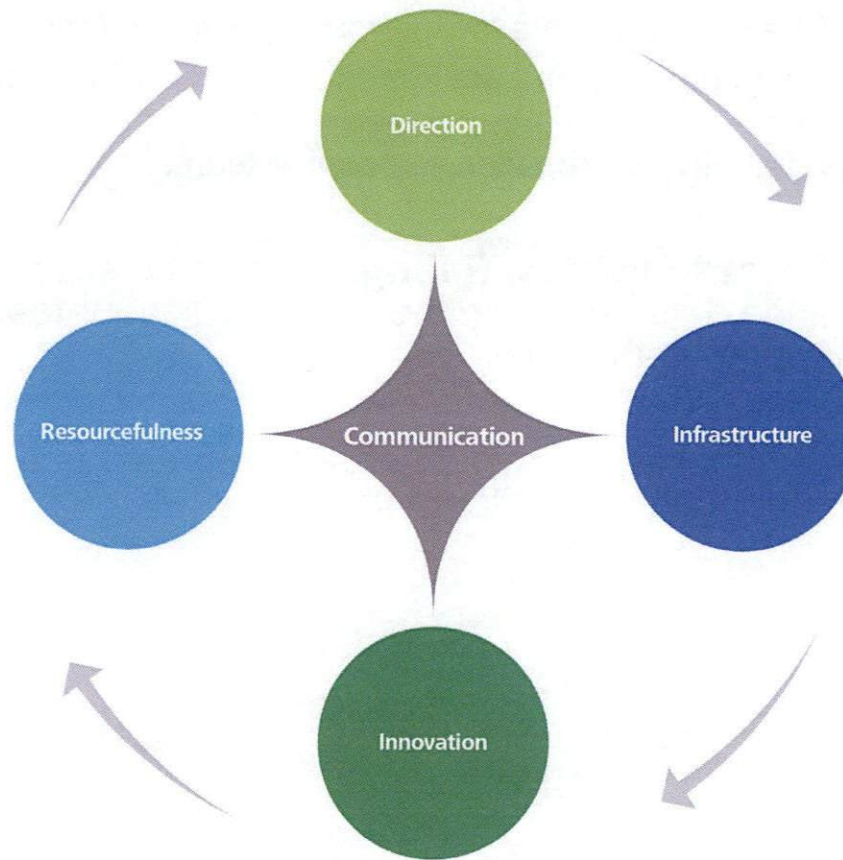
Attributes of Teams:
- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Your DTA results - introduction

- The Deloitte Team Assessment (DTA) help teams gain a shared understanding of gaps in their current performance level and supports them to improve performance.

- Communication is at the core of the model because our experience tells us it underpins everything the team does and is necessary for effective team function.

- High performing teams are very good at 4 primary functions:
    - Direction – set and implement goals and strategies towards a desired direction;
    - Infrastructure – establish shared processes and procedures to increase productivity;
    - Innovation – effectively create and implement solutions to problems along the way; and
    - Resourcefulness – maintain the positivity and momentum required to succeed.

- Each function is supported by five team competencies. In our experience, high performing teams are better than low performing teams in every competency. See the Appendix for a definition of each function and competency.

- The DTA model is shown on slide 6.

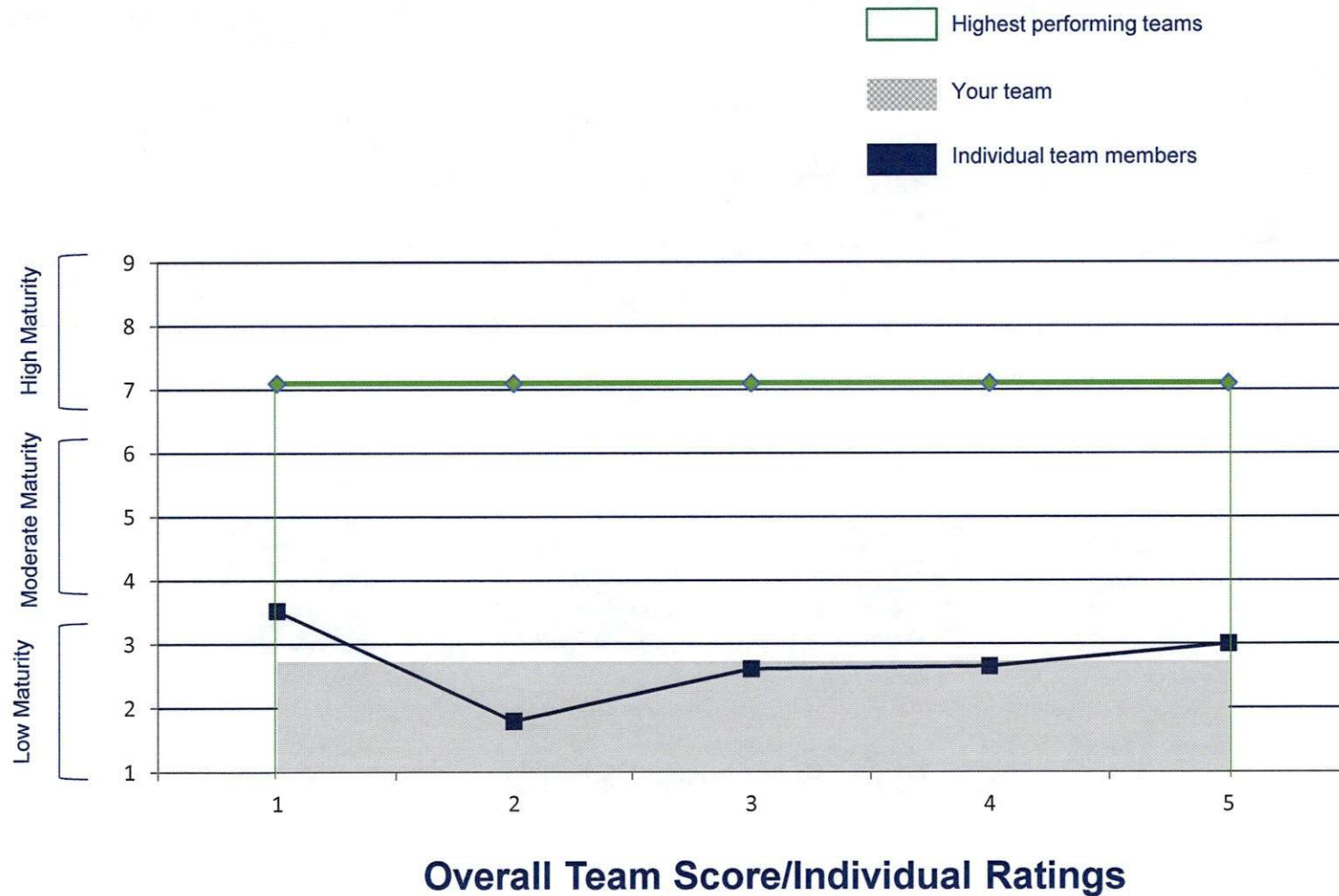# Your DTA results – the Deloitte Team Assessment Model

Deloitte Team Assessment

Deloitte Team Assessment for SNC Document Control Team (Confidential)
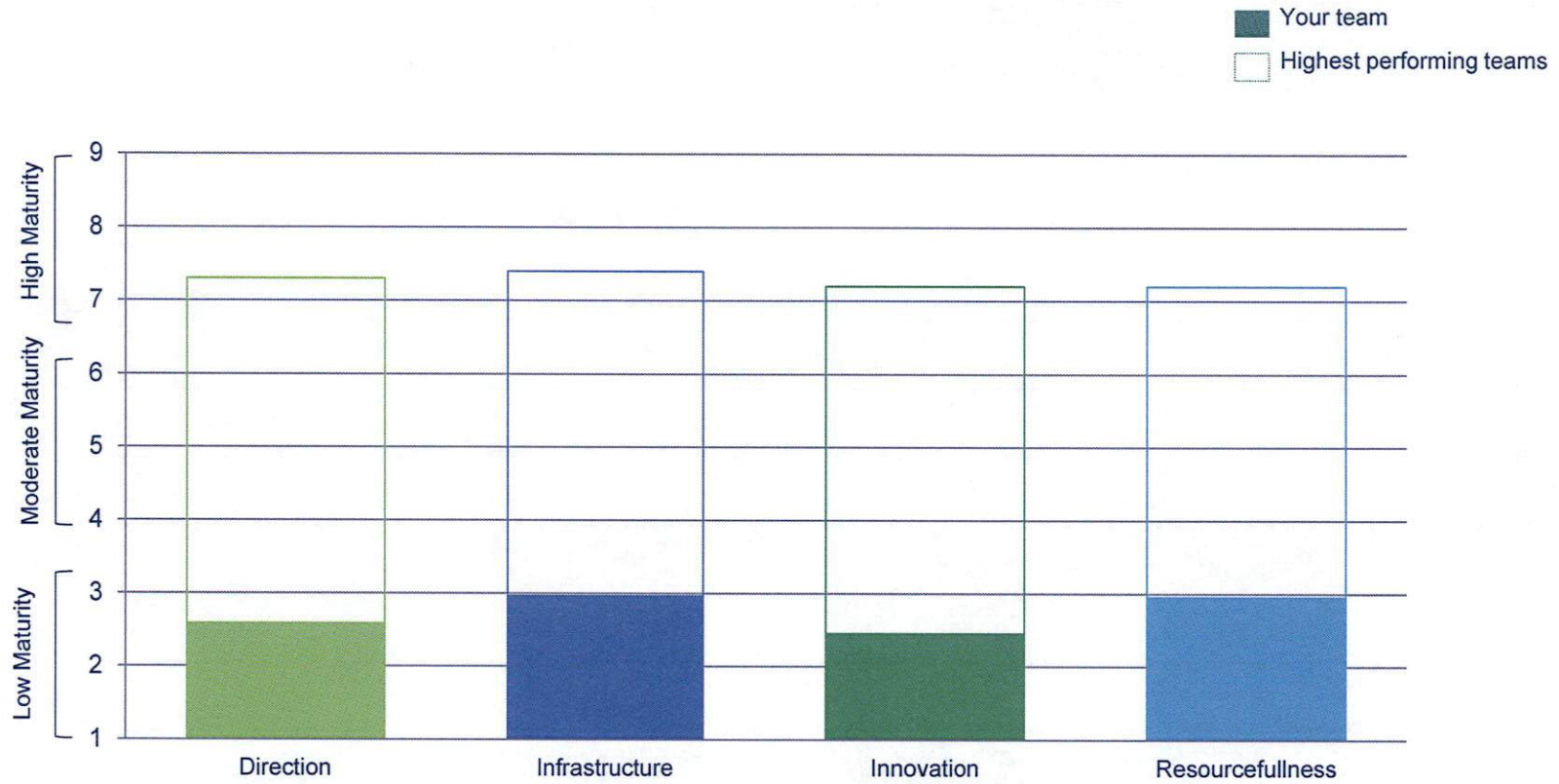
Your DTA results - introduction

- Deloitte measures team performance on a scale ranging from 1-9. Teams with an average rating of…
  - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
  - 4-6 have a moderate level of maturity and are a medium performing team or (possibly) making the transition from work group to team; and
  - 7-9 have a high level of maturity and are high performing teams.

  - **Your Overall Team Score/Individual Ratings**, shown on slide 8, is a high level view of overall team performance. It is based on the total points your team accumulated from the scores of all statements in the DTA.

  - **Your Team Functional Scores**, shown on slide 9, represents your view of how well the team is performing in each of the four team functions.

Your DTA results - overall team score/individual ratings

Overall Team Score/Individual Ratings

Your DTA results - team functional scores

Legend:
- ■ Your team
- □ Highest performing teams

Team Functional Scores

Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

- The competencies are aligned to specific team functions. For instance, there are 5 competencies that enable a team to set and maintain an appropriate Direction:
  - Interdependence – team members retain a mutual reliance on one another;
  - Goals & Strategies – team shares appropriate goals and strategies;
  - Execution – the ability of the team to establish clear, repeatable processes for putting strategies and plans into action;
  - Alignment – the degree of agreement on key decisions and actions; and,
  - Context – consistently understanding and navigating circumstances surrounding the team.

- From our experience, all competencies are not equal – some are more important than others. For instance, for a team to function to set and maintain an appropriate direction, we believe the competencies of Goals & Strategies and Alignment are particularly important.

- Some of your competency scores are benchmarked against the average scores of high performing teams in our data base – these are shown in green on the next slide.

- **Your Team Competency Scores**, shown on slides 11 and 12, represent your view of how well the team is performing in each of the 21 competencies.
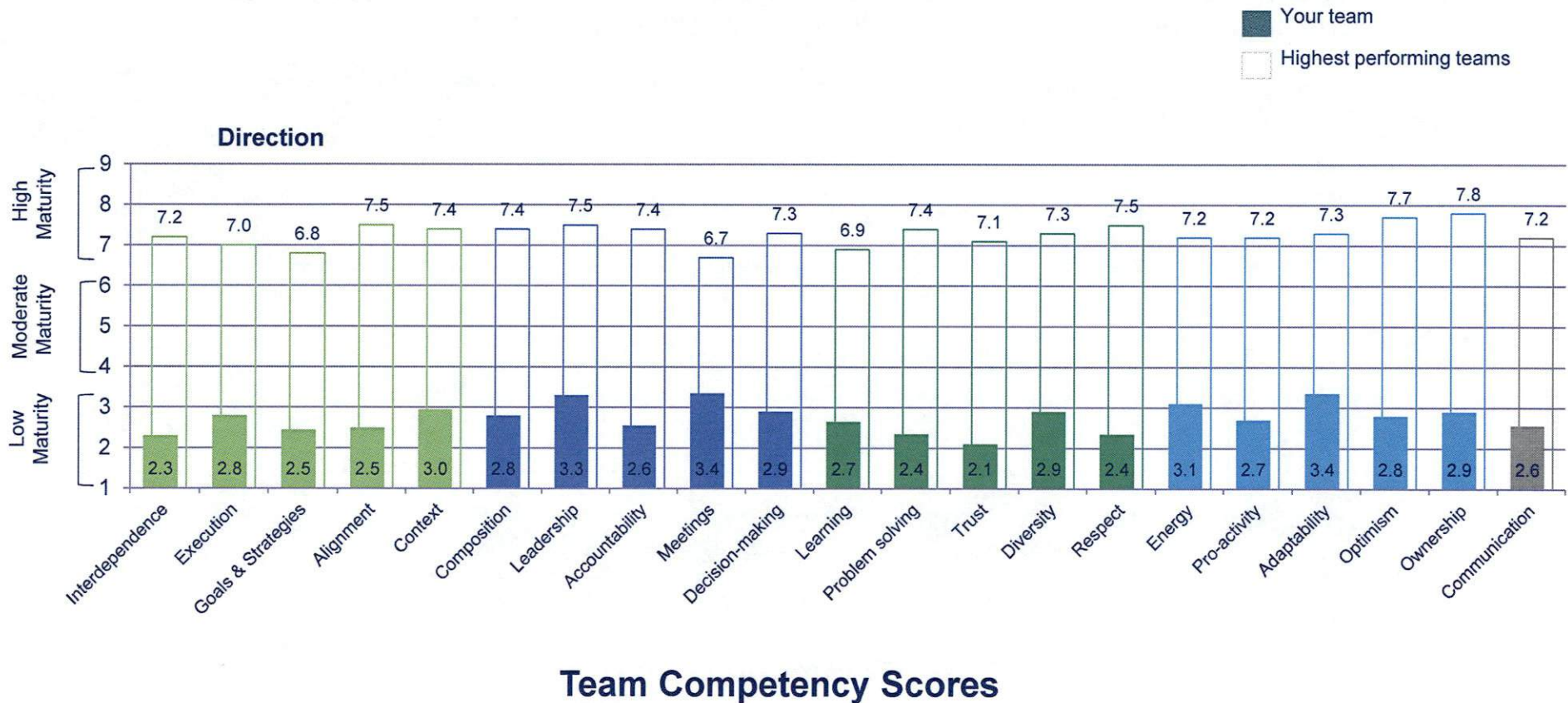
Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams
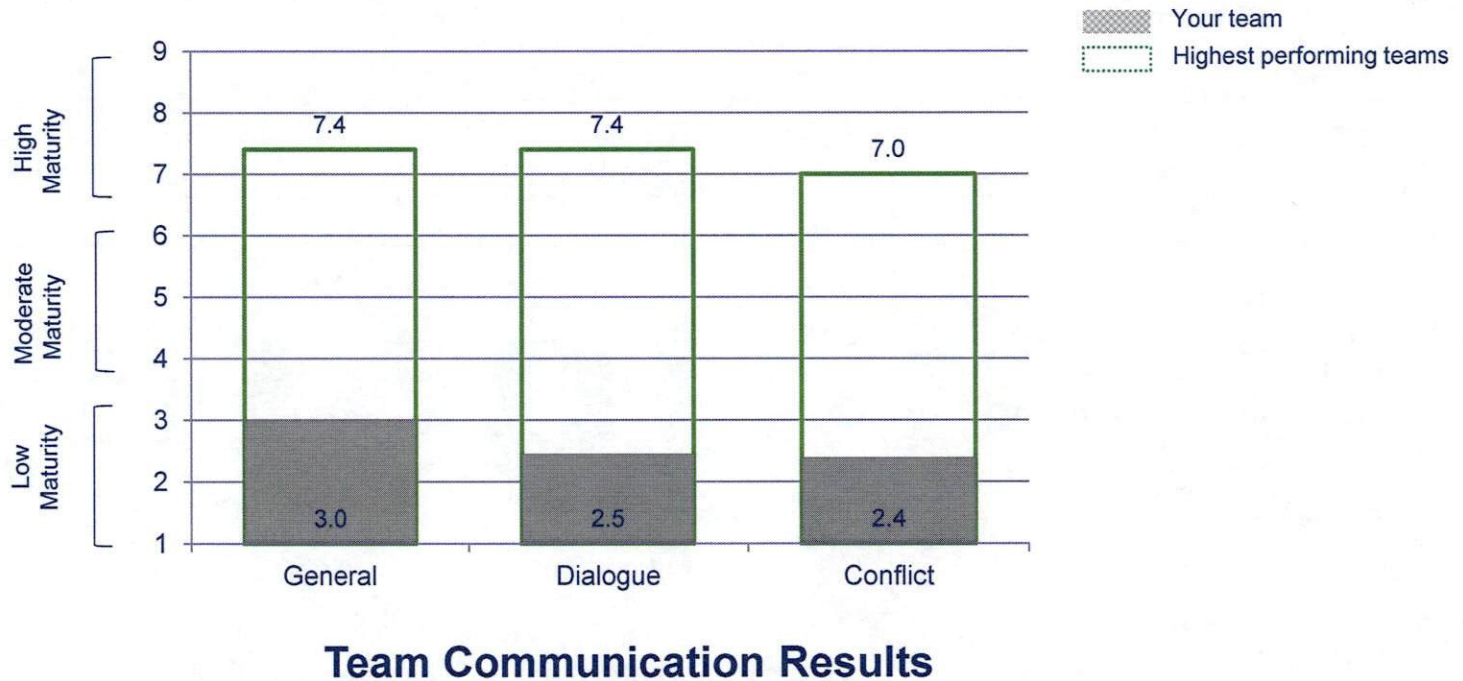
Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.

Legend:
- ■ Your team
- □ Highest performing teams

Direction

Competency	Your team	Highest performing teams
Interdependence	2.3	7.2
Execution	2.8	7.0
Goals & Strategies	2.5	6.8
Alignment	2.5	7.5
Context	3.0	7.4
Composition	2.8	7.4
Leadership	3.3	7.5
Accountability	2.6	7.4
Meetings	3.4	6.7
Decision-making	2.9	7.3
Learning	2.7	6.9
Problem solving	2.4	7.4
Trust	2.1	7.1
Diversity	2.9	7.3
Respect	2.4	7.5
Energy	3.1	7.2
Pro-activity	2.7	7.2
Adaptability	3.4	7.3
Optimism	2.8	7.7
Ownership	2.9	7.8
Communication	2.6	7.2

Team Competency Scores

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Legend:
- Your team
- Highest performing teams

Chart axis: High Maturity, Moderate Maturity, Low Maturity (scale 1–9)

	General	Dialogue	Conflict
Highest performing teams	7.4	7.4	7.0
Your team	3.0	2.5	2.4

Team Communication Results

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
The meeting chair-person does a very good job of managing all meetings, i.e. meetings start and end on time, stick to the agenda and dialogue is managed effectively.	Meetings	4,4
Team members bring all the key skills and knowledge needed for the team to achieve its goals and to successfully execute strategies.	Composition	4.2
This team leader consistently manages her/his emotions in such a way as to have a positive impact on the team.	Leadership	4.0
The team leader's style is highly flexible and she/he consistently adapts her/his behavior in a way that is most effective in every situation.	Leadership	4.0
This team consistently provides enough time for the level of dialogue required to make clear, decisive decisions.	Decision-Making	3.8

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
Team members never break confidences or talk behind the backs of other team members.	Trust	1.4
Team members are able to strongly challenge one another and still maintain a high level of respect.	Respect	1.8
Team members really feel like they are part of a tight, cohesive team and it is very clear who is a 'full' member of this team.	Composition	1.8
There is a strong sense of cohesion among team members.	Interdependence	2.0
Team members are able to manage their emotions very effectively.	Trust	2.0

14   Deloitte Team Assessment for SNC Document Control Team (Confidential)

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
This team is able to 'face the brutal facts' and will quickly develop and implement a new course of action when required.	Adaptability	3.4
Team members effectively adapt to one another and can use different styles to interact successfully.	Adaptability	3.4
This team embraces change and does an excellent job at managing change to achieve results.	Adaptability	3.4
This team effectively reads and adjusts quickly and appropriately to new situations.	Adaptability	3.2

Statements: Lowest Scoring Competency

Statement	Competency	Score
Team members never break confidences or talk behind the backs of other team members.	Trust	1.4
Team members are able to manage their emotions very effectively.	Trust	2.0
Every team member can confidently share vulnerabilities with every other team member.	Trust	2.4
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	2.6

Your DTA results

Open-Ended Questions

Question One:

In your words, describe the "culture" needed to support project success.

- Good Communication, proper training of processes and good leadership to provide the proper direction. We need to use one system; using 2 systems is very labour intensive.
- Same comments as in the LCP Document Control team survey plus Management support of the document control processes is required and should enforced throughout the company - no exceptions.
- Team working together as one working towards achieving one common goal. Learning to listen, respecting and to value their team members for their thoughts, words and actions.
- It is the culture of teamwork, a culture that values the work of each. An environment where you feel you are contributing and recognized for that. Where everybody have the same goal and the project goad kept in our focus. Individual ambition shouldn't compromise the team goal.
- Belief, behavior to do things whiting the organization.

Your DTA results

Open-Ended Questions
Question Two:
What are the two things this team needs to work on to support its development as a performing team?

- Clear definition of our roles: I feel that I am all over the place with the processing of documentation. I feel that I had a better handle on my work when I was responsible for a component. I think we would produce better results if we had roles for a vendor document controller and engineering document controller to ensure excellent results are achieved. I see the importance of vendor documentation (contractual requirements/timelines) - can be quiet frustrating juggling both as all documentation should be processed in a timely manner.

- Same comments as in the LCP Document Control team survey.

- Learn to respect other team members and honor their ideas and talents they can bring forward to help the team to achieve their common goal. Fairness - Every team member to be treated fairly and with equality.

- Avoid a competition between the team members and promote the collaboration between them. The team manager should share their information with all the team together.

- Team work and communication.

Your DTA results

Open-Ended Questions
Question Three:
What are the key measures of success for this team?

- Communication, training of processes/systems and good leadership to provide the proper direction.
- Same comments as in the LCP Document Control team survey.
- Work together to achieve the common goal Team Spirit Team work Open communication Respecting Team members Equality Fairness.
- Have a document control lead. Have enough resources in document control.
- Time to process documents.

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Deloitte Team Assessment
Nalcor Information
Management Team

August 15th, 2012

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- Teams are critical to organizational performance…
    - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
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- Despite their importance to organizational and project performance, most teams underperform. Further, most teams….
    - Are unaware of how they are performing; and
    - Greatly benefit from initiatives aimed at addressing gaps in performance once they determine where to focus their development efforts.

- The DTA recognizes that many groups of people are not teams at all – they are work groups.
    - Generally, as the difficulty of achieving results increases – either the goals become bigger or the complexity and level of change in the environment rises – teams are more effective than work groups, especially over the long term.
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Leadership and team development imperative

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  - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices

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  - High performing senior teams are critical for high CEO performance

  - Financial markets place a 10%-15% premium on a company's valuation if it has particularly effective senior leadership team, compared to a 20% discount when presented with ineffective leadership

Your DTA results - Conscious/Competence Model

"90% of decisions are unconscious."
Robert Cialdini

Deloitte Team Assessment for Nalcor Information Management Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - Workgroup and Team Models

Workgroup

Attributes of Workgroups:

- **Independent**
- Separate goals
- Sharing helps members individually perform
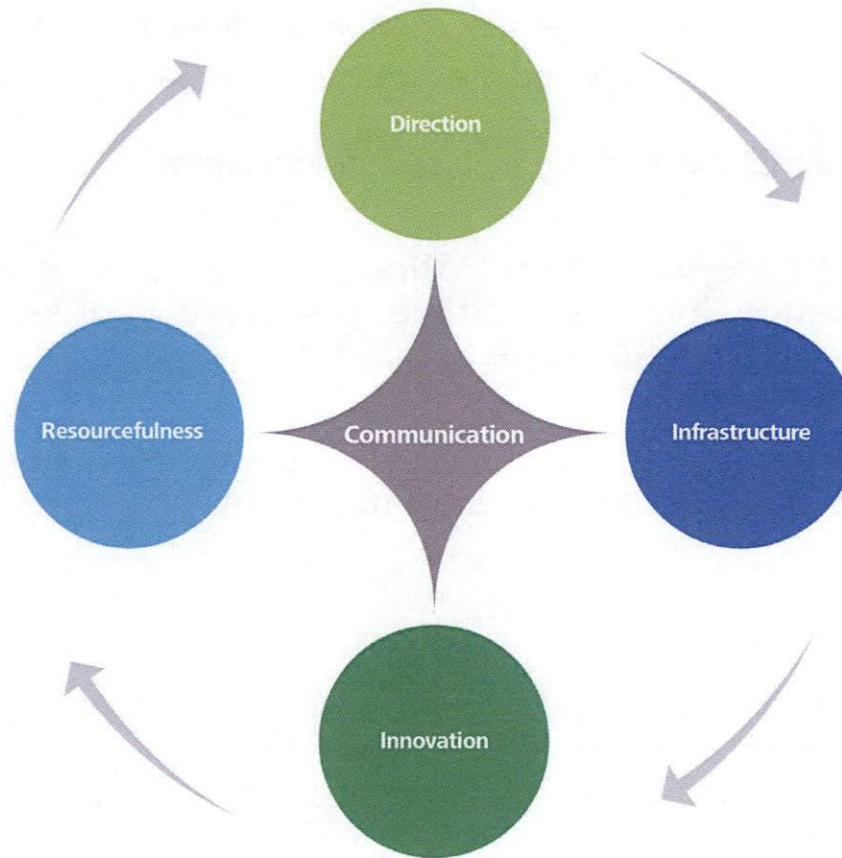- Run efficient meetings that get tasks done by clear delegation

Team

Attributes of Teams:

- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Workgroup versus Team

Source: Katzenbach and Smith - The Wisdom of Teams

Your DTA results - introduction

- The Deloitte Team Assessment (DTA) help teams gain a shared understanding of gaps in their current performance level and supports them to improve performance.

- Communication is at the core of the model because our experience tells us it underpins everything the team does and is necessary for effective team function.

- High performing teams are very good at 4 primary functions:
    - Direction – set and implement goals and strategies towards a desired direction;
    - Infrastructure – establish shared processes and procedures to increase productivity;
    - Innovation – effectively create and implement solutions to problems along the way; and
    - Resourcefulness – maintain the positivity and momentum required to succeed.

- Each function is supported by five team competencies. In our experience, high performing teams are better than low performing teams in every competency. See the Appendix for a definition of each function and competency.

- The DTA model is shown on slide 6.

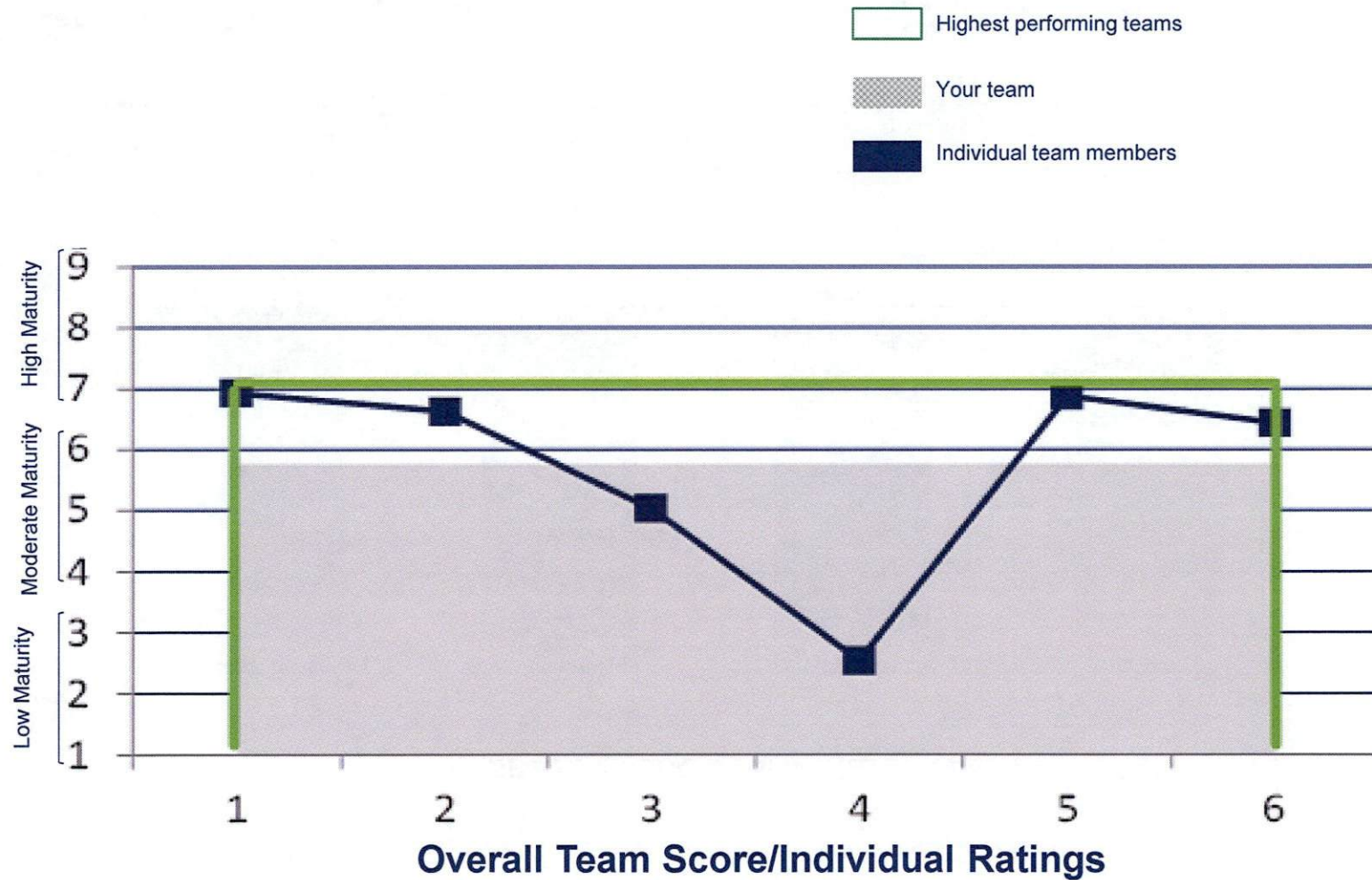# Your DTA results – the Deloitte Team Assessment Model

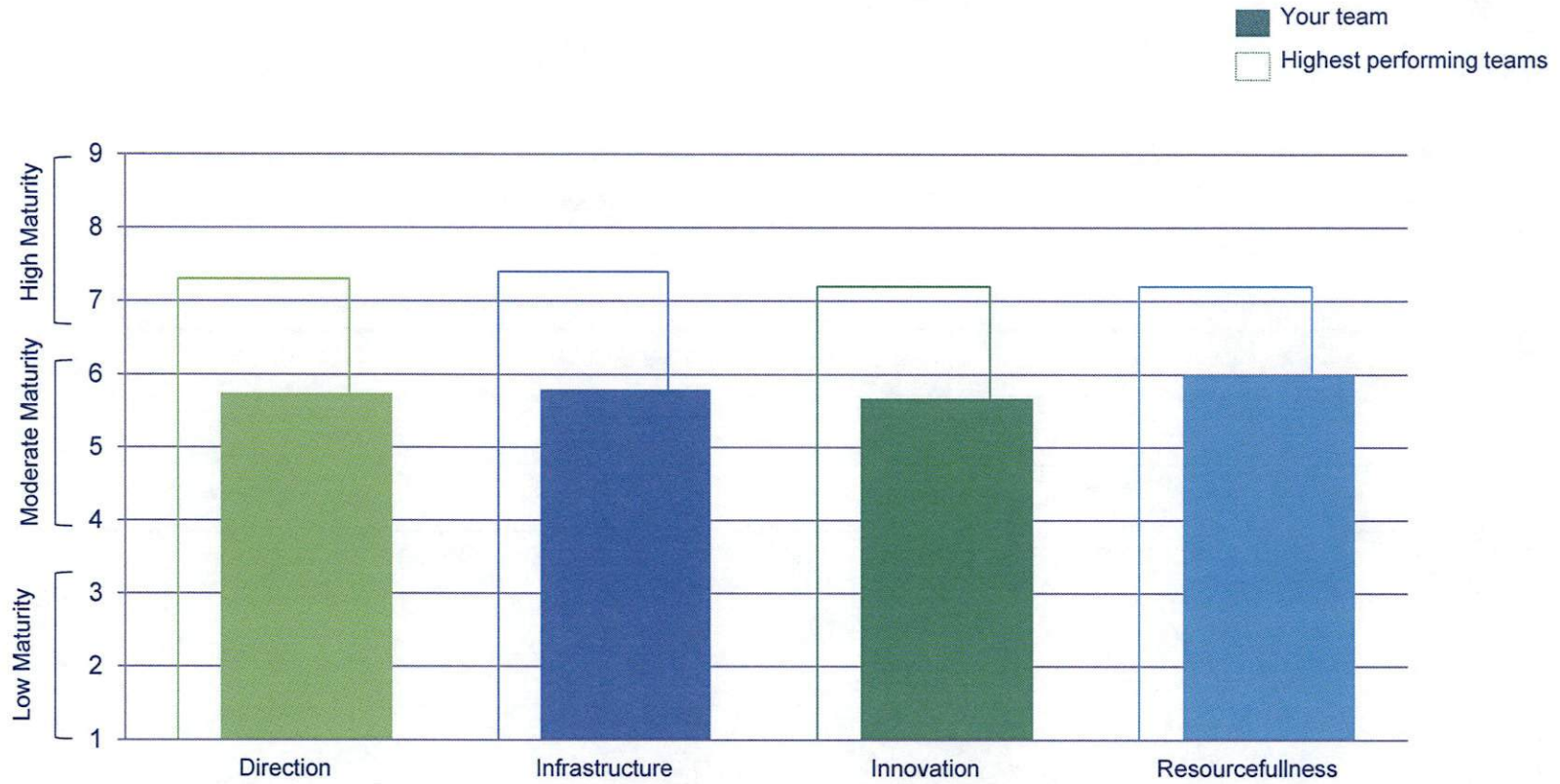Deloitte Team Assessment

Your DTA results - introduction

- Deloitte measures team performance on a scale ranging from 1-9. Teams with an average rating of…
  - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
  - 4-6 have a moderate level of maturity and are a medium performing team or (possibly) making the transition from work group to team; and
  - 7-9 have a high level of maturity and are high performing teams.

- **Your Overall Team Score/Individual Ratings**, shown on slide 8, is a high level view of overall team performance. It is based on the total points your team accumulated from the scores of all statements in the DTA.

- **Your Team Functional Scores**, shown on slide 9, represents your view of how well the team is performing in each of the four team functions.

Your DTA results - overall team score/individual ratings

Highest performing teams

Your team

Individual team members

Overall Team Score/Individual Ratings

8   Deloitte Team Assessment for Nalcor Information Management Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - team functional scores

Team Functional Scores

Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

- The competencies are aligned to specific team functions. For instance, there are 5 competencies that enable a team to set and maintain an appropriate Direction:
  - Interdependence – team members retain a mutual reliance on one another;
  - Goals & Strategies – team shares appropriate goals and strategies;
  - Execution – the ability of the team to establish clear, repeatable processes for putting strategies and plans into action;
  - Alignment – the degree of agreement on key decisions and actions; and,
  - Context – consistently understanding and navigating circumstances surrounding the team.

- From our experience, all competencies are not equal – some are more important than others. For instance, for a team to function to set and maintain an appropriate direction, we believe the competencies of Goals & Strategies and Alignment are particularly important.

- Some of your competency scores are benchmarked against the average scores of high performing teams in our data base – these are shown in green on the next slide.

- **Your Team Competency Scores**, shown on slides 11 and 12, represent your view of how well the team is performing in each of the 21 competencies.
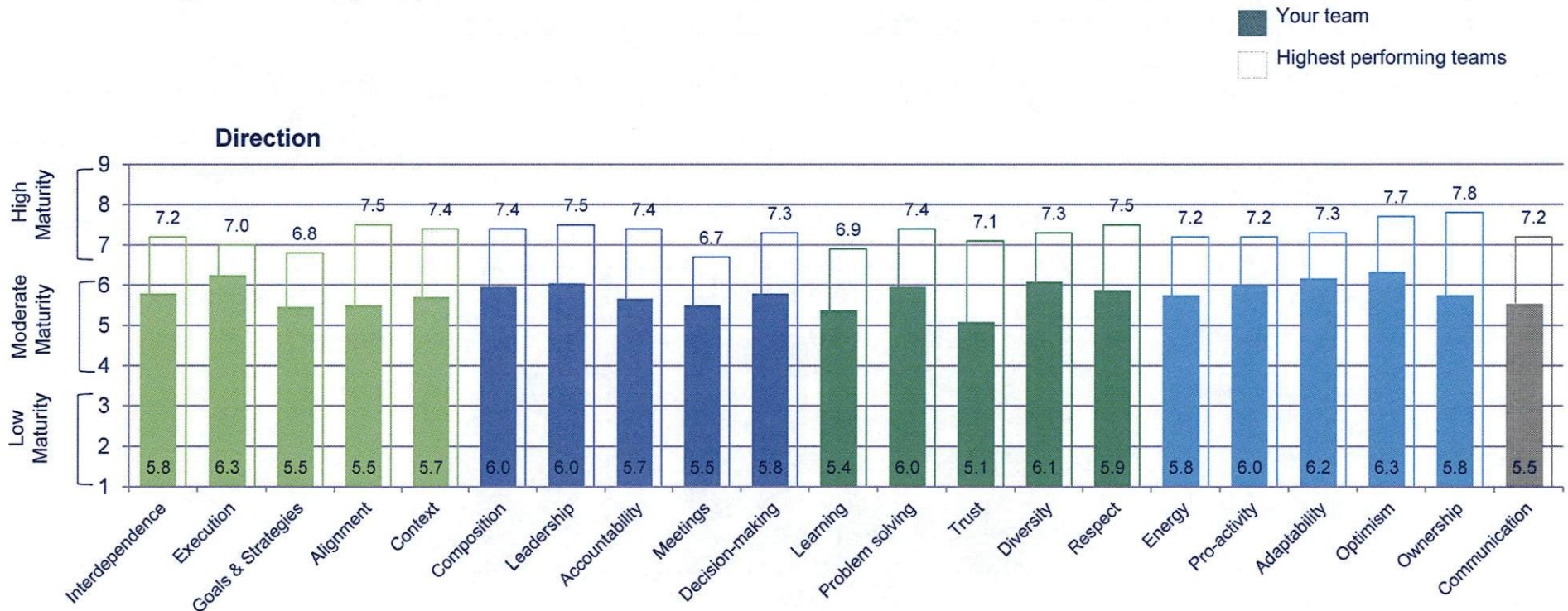
Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams

Axes (clockwise from top): Interdependence, Execution, Goals & Strategies, Alignment, Context, Composition, Leadership, Accountability, Meetings, Decision-making, Learning, Problem solving, Trust, Diversity, Respect, Energy, Pro-activity, Adaptability, Optimism, Ownership, Communication

Scale markings: 6, 7, 8, 9

Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.

■ Your team

□ Highest performing teams

Direction

High Maturity — Moderate Maturity — Low Maturity

Competency	Your team	Highest performing teams
Interdependence	5.8	7.2
Execution	6.3	7.0
Goals & Strategies	5.5	6.8
Alignment	5.5	7.5
Context	5.7	7.4
Composition	6.0	7.4
Leadership	6.0	7.5
Accountability	5.7	7.4
Meetings	5.5	6.7
Decision-making	5.8	7.3
Learning	5.4	6.9
Problem solving	6.0	7.4
Trust	5.1	7.1
Diversity	6.1	7.3
Respect	5.9	7.5
Energy	5.8	7.2
Pro-activity	6.0	7.2
Adaptability	6.2	7.3
Optimism	6.3	7.7
Ownership	5.8	7.8
Communication	5.5	7.2

Team Competency Scores

Deloitte Team Assessment for Nalcor Information Management Team (Confidential)

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Your team

Highest performing teams

Team Communication Results

Deloitte Team Assessment for Nalcor Information Management Team (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
This team never uses fear to motivate behaviour.	Respect	7.5
This team typically has a positive, 'glass half full' attitude.	Optimism	7.2
This team feels a strong sense of collective ownership for the results it is pursuing.	Ownership	6.8
Team members bring all the key skills and knowledge needed for the team to achieve its goals and to successfully execute strategies.	Composition	6.8
This team effectively reads and adjusts quickly and appropriately to new situations.	Adaptability	6.8

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
Team members never break confidences or talk behind the backs of other team members.	Trust	4.5
This team believes it has a significant level of control over the issues and events that might impact results.	Ownership	4.8
For this team, meetings are highly anticipated as the meetings are seen as key to achieving individual and team goals.	Meetings	5.0
This team addresses challenges in a way that fully taps into the strengths of every individual.	Interdependence	5.0
On all decisions, this team is able to get fully aligned quickly and efficiently.	Alignment	5.2

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
This team typically has a positive, 'glass half full' attitude.	Optimism	7.2
This team has lots of drive and is confident it will be successful at achieving its goals and objectives.	Optimism	6.3
Even in times of hardship, this team maintains a strong focus on the achievement of goals and views crisis as opportunity.	Optimism	6.0
This team is resilient and bounces back quickly from set-backs.	Optimism	5.8

Statements: Lowest Scoring Competency

Statement	Competency	Score
Team members never break confidences or talk behind the backs of other team members.	Trust	4.5
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	5.2
Team members are able to manage their emotions very effectively.	Trust	5.3
Every team member can confidently share vulnerabilities with every other team member.	Trust	5.3

Your DTA results

Open-Ended Questions
Question One:

In your words, describe the "culture" needed to support project success.

- Clear understanding of the objectives and the processes to be followed to achieve them.
- The culture needed to succeed depends on the leadership and trust in getting the job done. It is critical to have clear direction and control over your success in order to meet goals and objectives. Each and every person (on cross-functional teams) on this project need to feel involved and know that they individually contribute to the success of that project and to learn and be aware of other areas and how each is affected if not involved.
- Open, supportive work environment - ongoing skills enhancement - enabling employees to be the best they can be.
- Open communication with available project information.   Information on the project should be available to all "levels" in order for everyone to have a complete understanding of the direction the project is on or is taking. This will allow for more sound decision making.
- Strong well balanced open communication across all levels of the organization and including all levels - management and on down.
- I think a team needs to work together and respect each other no matter what the situation or issue at hand and communicate all decisions to the team.

Your DTA results

Open-Ended Questions
Question Two:
What are the two things this team needs to work on to support its development as a performing team?

- How to gain support for ideas/opportunities from management how to gain greater implementation of the Information Management processes from management.

- We need to work on team building as a core group and also to challenge others not to feel discouraged by the things that are out of our control. Often as a group it is difficult when you know the best practices and what to align groups with you but we are often challenged because others outside of our control don't want to follow those processes/procedures.

- Team building Effective conflict resolution.

- Have more trust and confidence in the people working on the project. Better definition of role and responsibilities for better accountability. Eliminate micro management as it is unnecessary if goals are set and results are expected and achieved.

- Positive attitude and more team building exercises.

Your DTA results

Open-Ended Questions

Question Three:

What are the key measures of success for this team?

- Timely completion of IM processes. Full implementation of IM processes progressive handover of documentation. Minimal staff turn over.

- A team needs to know how they contribute to the overall success of any project (shared vision). The quality of the information and customer service that they output to others that depend on them. Feedback from each other and our customers to help improve on our customer service and process improvement.

- Client satisfaction. Efficiency/Timeliness

- Productivity/Results oriented.

- Ability to tackle a problem and identify the source and produce a solution.

- Communication is a necessity so we are all aligned and a respectful work place, especially within our team.

Appendix – definitions

Resourcefulness	The will and ability to deal skillfully and promptly with new situations, difficulties, people, etc.. The ability to optimize what the team has to work with and develop strategies to do more with existing resources.
Energy	The capacity for vigorous activity. Having lots of power available.
Pro-activity	Ability to prepare for, intervene in or control unexpected occurrences or situations, especially difficult ones. Showing a passion for 'staying ahead of the curve' and showing continuous improvement in results.
Adaptability	Ability to adjust oneself readily to different situations, especially difficult ones.
Optimism	Disposition or tendency to look on the positive side (perspective) of events or conditions and to anticipate the more favorable outcome. Happiness.
Ownership	Degree to which people believe or feel that a process, decision, or outcome belongs to them.

Direction	The goal or line along which everything faces or moves towards. The extent to which team members have a clearly specified idea of their purpose and what needs to be accomplished.
Interdependence	The quality or condition of being interdependent or mutually reliant on one another. The team is collectively responsible for the achievement of goals and objectives.
Execution	The ability of the team to establish clear, repeatable processes for putting strategies and plans into action.
Goals & Strategies	Degree to which goals and strategies are understood, communicated and deliver intended results. Ability to develop and implement sound goals and strategies successfully.
Alignment	Degree to which a group of people see a goal, strategy, problem or process in the same way. The degree of agreement and/or cooperation among a group or team of people.
Context	Ability to effectively discern, navigate and develop a shared understanding of the circumstances, people and/or facts surrounding the team in any and all situations.

Appendix – definitions

Innovation	The ability to transcend traditional or existing rules, ideas, patterns and relationships and put new and better ones into practice.
Learning	The act or process of systematically adopting new ideas, knowledge and capabilities by putting them into practice.
Problem Solving	The act or process of solving a problem. In its broadest terms, a problem is any situation that you want to change.
Trust	Reliance on the integrity, strength and surety of oneself and others.
Diversity	The open expression of different experiences, knowledge and perspectives. Working to continuously increase knowledge and understanding through different backgrounds, orientations, experiences, cultures, etc.
Respect	Esteem and/or a sense of worth or excellence for oneself and others. Placing a value on the humanity and dignity of others.

Infrastructure	The arrangement of key parts, elements and processes to facilitate efficient and effective function and delivery of expected results.
Composition	The arrangement of key parts, elements to facilitate efficient and effective function. The degree to which the size, membership and skills of the team are appropriate to achieve desired results.
Leadership	The effective purpose and function of the person leading the group. The ability to mobilize the team to get desired results.
Accountability	The act or process of being answerable for a responsibility conferred and accepted. Every team member is responsible for the team's results and behavior.
Meeting	An assembly or conference of people for a specific purpose. To come together for action, conference or other common purpose.
Decision-Making	The act or process of making a determination as a group after adequately contemplating various course of action.

Appendix – Communication

Sub-Competencies	Descriptions
Communication	The imparting or interchange of thoughts, opinions or information by speech, writing or signs.
General Communication	The ability of the team to create the environment for effective communication within the team and between the team and stakeholders
Dialogue	The ability of the team to communicate in a way that consistently exposes the wisdom of team members and generates team wisdom.
Conflict	To come into collision or disagreement; be contradictory, at variance or in opposition.

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Information Management
Post-DTA Debrief

August 16th, 2012

Experience with Great Teams

- Personal and team incentives
- Synchronized
- 6th sense
- Success feeds the morale
- One vision
- Passion
- Mutual reliance and support
- Hard work
- Knew each other well
- Open
- Leadership and decision making

Trust within this Team

- Geographic separation creates challenge

Goals and Strategies

- External groups inconsistencies and internal challenges hinder this team's clarity on goals and implementation
- Need a forum and rigour to address gaps
- No Formal mechanism for inter-team communication or issue resolution
- Processes and Procedures change and/or are unclear

Communication

- No Performance Appraisal for Contractors
- No formal process for providing feedback

Ideas for This Team

1. Clarify Team and Team member expectations
2. Closer line of sight to day-to-day activities
3. David to Participate in Vicki's meeting
4. Alignment on tools and processes. Need Project decision on 1 system
(Requires senior level support)
5. Work on Feedback in Team environment
    – Workshops
    – Skill Development
    – Formal feedback forum/mechanism

Deloitte.

Deloitte Team Assessment
Lower Churchill Project
Environment

September 4th, 2012

Leadership and team development imperative

- Leader development imperative...
  - Organizations with strong leader development practices have been shown to deliver higher shareholder returns and higher ROI
  - Almost 40%-50% of senior business leaders are set to retire in the next five years
  - Over 50% of business executives feel future business performance will suffer due to insufficient leadership talent and inadequate current leadership development practices
  - Over 60% of companies list leadership development as equal to or more important than other business priorities
  - Some Boards and CEOs spend as much as 40% of their time supporting leader development
  - 80% of financial analysts would place a premium on a company with particularly effective leadership – many would levy a discount where leadership is perceived as ineffective
- Senior team development imperative...
  - Senior team performance is a better indicator of organizational/project performance than performance of the leader
  - High performing senior teams are critical for high CEO performance
  - Financial markets place a 10%-15% premium on a company's valuation if it has particularly effective senior leadership team, compared to a 20% discount when presented with ineffective leadership

Your DTA results - introduction

- A team is a group of people **mobilized to achieve common results by working interdependently**.

- Teams are critical to organizational performance...
  - Most organizational results are achieved through teams – leaders achieve most of their results through teams; and
  - The performance of senior teams, i.e. executive teams, senior project teams, etc. have been shown to have as great an impact on results as the performance of individual leaders.

- Despite their importance to organizational and project performance, most teams underperform. Further, most teams....
  - Are unaware of how they are performing; and
  - Greatly benefit from initiatives aimed at addressing gaps in performance once they determine where to focus their development efforts.

- The DTA recognizes that many groups of people are not teams at all – they are work groups.
  - Generally, as the difficulty of achieving results increases – either the goals become bigger or the complexity and level of change in the environment rises – teams are more effective than work groups, especially over the long term.
  - Teams and work groups function very differently and the DTA gives you insight into whether you are functioning as a work group or a team. Both work groups and teams are very viable models for group function under the right circumstances.

Your DTA results - Conscious/Competence Model

"90% of decisions are unconscious."
Robert Cialdini

Your DTA results - Workgroup and Team Models

Workgroup

Attributes of Workgroups:
- Independent
- Separate goals
- Sharing helps members individually perform
- Run efficient meetings that get tasks done by clear delegation

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people

Attributes of Teams:
- Interdependent
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

Workgroup versus Team

Source: Katzenbach and Smith - The Wisdom of Teams

Your DTA results - introduction

- The Deloitte Team Assessment (DTA) help teams gain a shared understanding of gaps in their current performance level and supports them to improve performance.

- Communication is at the core of the model because our experience tells us it underpins everything the team does and is necessary for effective team function.

- High performing teams are very good at 4 primary functions:
  - Direction – set and implement goals and strategies towards a desired direction;
  - Infrastructure – establish shared processes and procedures to increase productivity;
  - Innovation – effectively create and implement solutions to problems along the way; and
  - Resourcefulness – maintain the positivity and momentum required to succeed.

- Each function is supported by five team competencies. In our experience, high performing teams are better than low performing teams in every competency. See the Appendix for a definition of each function and competency.

- The DTA model is shown on slide 6.

Your DTA results – the Deloitte Team Assessment Model

Deloitte Team Assessment

6   Deloitte Team Assessment for Lower Churchill Project Environment (Confidential)

Your DTA results - introduction

- Deloitte measures team performance on a scale ranging from 1-9. Teams with an average rating of…
    - 1-3 have a low level of maturity and are a low performing team or (possibly) a workgroup;
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    - 7-9 have a high level of maturity and are high performing teams.

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- **Your Team Functional Scores**, shown on slide 9, represents your view of how well the team is performing in each of the four team functions.

Your DTA results - overall team score/individual ratings

Legend:
- Highest performing teams
- Your team
- Individual team members

Overall Team Score/Individual Ratings

Your DTA results - team functional scores

Team Functional Scores

Your DTA results - introduction

- The DTA measures 21 competencies that are important to creating and maintaining high team performance over the long term.

- The competencies are aligned to specific team functions. For instance, there are 5 competencies that enable a team to set and maintain an appropriate Direction:
  - Interdependence – team members retain a mutual reliance on one another;
  - Goals & Strategies – team shares appropriate goals and strategies;
  - Execution – the ability of the team to establish clear, repeatable processes for putting strategies and plans into action;
  - Alignment – the degree of agreement on key decisions and actions; and,
  - Context – consistently understanding and navigating circumstances surrounding the team.

- From our experience, all competencies are not equal – some are more important than others. For instance, for a team to function to set and maintain an appropriate direction, we believe the competencies of Goals & Strategies and Alignment are particularly important.

- Some of your competency scores are benchmarked against the average scores of high performing teams in our data base – these are shown in green on the next slide.

- **Your Team Competency Scores**, shown on slides 11 and 12, represent your view of how well the team is performing in each of the 21 competencies.

Your DTA results – team competency scores (polar diagram)

Legend:
- Your team
- Highest performing teams

Axes (clockwise from top): Interdependence, Execution, Goals & Strategies, Alignment, Context, Composition, Leadership, Accountability, Meetings, Decision-making, Learning, Problem solving, Trust, Diversity, Respect, Energy, Pro-activity, Adaptability, Optimism, Ownership, Communication

Scale markings: 6, 7, 8, 9

Deloitte Team Assessment for Lower Churchill Project Environment (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Your DTA results - team competency scores

- The chart below provides you with another view of the competency scores for each of the four functions and provides the specific average score for each competency.

■ Your team

□ Highest performing teams

Direction

High Maturity

| | 7.2 | 7.0 | 6.8 | 7.5 | 7.4 |
| | 5.7 | 5.7 | 5.5 | 6.0 | 5.8 |

Moderate Maturity

Low Maturity

Interdependence Execution Goals & Strategies Alignment Context

Team Competency Scores

Your DTA results - communications

- Because Communication is so vital to the performance of a team, the DTA provides an overall measure of communication within a team and measures the team's ability to effectively and consistently undertake three specific types of communication that are key to high performance: general communication, dialogue and conflict.

Team Communication Results

Your DTA results – highest and lowest overall statement scores

Statements: 5 Highest Overall Scores

Statement	Competency	Score
This team never uses fear to motivate behaviour.	Respect	7.3
This team has the 'intellectual power' it needs to consistently make sound decisions.	Decision-Making	6.8
This team leader consistently manages her/his emotions in such a way as to have a positive impact on the team	Leadership	6.7
This team is able to 'face the brutal facts' and will quickly develop and implement a new course of action when required.	Adaptability	6.6
The team leader's style is highly flexible and she/he consistently adapts her/his behaviour in a way that is most effective in every situation.	Leadership	6.5

Statements: 5 Lowest Overall Scores

Statement	Competency	Score
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	3.5
There are formal mechanisms for regularly evaluating the effectiveness of each team member's contribution to team performance.	Learning	4.4
This team consistently pushes itself into the unknown to develop the most ambitious goals and strategies that it can.	Goals & Strategies	4.5
Team members are regularly engaged in formal learning programs aimed at developing their individual and team competencies.	Learning	4.7
Every team member can confidently share vulnerabilities with every other team member.	Trust	4.7

Your DTA results – highest and lowest scoring competency

Statements: Highest Scoring Competency

Statement	Competency	Score
This team never uses fear to motivate behaviour.	Respect	7.3
The different views and opinions of team members are consistently listened to in an open and non-judgmental manner.	Respect	6.3
Even in private, this team is never disrespectful of people outside the team, particularly of those they report to or those that report to them.	Respect	6.3
Team members are able to strongly challenge one another and still maintain a high level of respect.	Respect	5.8

Statements: Lowest Scoring Competency

Statement	Competency	Score
Every team member knows a great deal about every other team member 'as a person' outside of their work life.	Trust	3.5
Every team member can confidently share vulnerabilities with every other team member.	Trust	4.7
Team members never break confidences or talk behind the backs of other team members.	Trust	5.5
Team members are able to manage their emotions very effectively.	Trust	6.3

Your DTA results

Open-Ended Questions

Question One:

In your words, describe the "culture" needed to support project success,

- The culture required to achieve project success includes inter- and intraorganizational open communication and collaboration. Additionally, respect for the goals of each team is required.
- Positive team building and acceptance of an alternative approach.
- Maintain a positive attitude, communicate openly and often, and never be afraid to ask questions.
- In order to support the success of the project, it is important to have a sense of pride and ownership of the work we complete. As project persennal we should strive for excellence and at the end of the day we need to feel that the efforts we put in are in the best interest of the project.
- Everyone needs to be open and communicate with each other more.
- Team-oriented, focused with a positive outlook.
- More open discussion on alternatives as solutions rather than this is the way we have done things before. Be able to talk and discuss requirements and solutions with regulatory bodies and express your interpretation of the requirements for the problem. Accept new ideas with an open mind and not try to totally adapt old solutions.
- A team culture with open communication and understanding between SLI office staff and SLI field staff including Construction Manager, On Site Environmental Coordinator and On Site Environmental Monitors.
- Project success depends on collaboration between group members and an open and honest line of communication. It is important for all members to understand their role and how it affects other members of the group.
- Open minded team members; being able to speak freely without feeling judged.
- All team members working together.

Your DTA results

Open-Ended Questions
Question One:
In your words, describe the "culture" needed to support project success,

- The culture required to achieve project success includes inter- and intraorganizational **open communication** and collaboration. Additionally, respect for the goals of each team is required.
- Positive team building and acceptance of an alternative approach.
- Maintain a positive attitude, **communicate openly** and often, and never be afraid to ask questions.
- In order to support the success of the project, it is important to have a sense of pride and ownership of the work we complete. As project persernal we should strive for excellence and at the end of the day we need to feel that the efforts we put in are in the best interest of the project.
- Everyone needs to be **open** and **communicate** with each other more.
- Team-oriented, focused with a positive outlook.
- More **open** discussion on alternatives as solutions rather than this is the way we have done things before. Be able to talk and discuss requirements and solutions with regulatory bodies and express your interpretation of the requirements for the problem. Accept new ideas with an open mind and not try to totally adapt old solutions.
- A team culture with **open communication** and understanding between SLI office staff and SLI field staff including Construction Manager, On Site Environmental Coordinator and On Site Environmental Monitors.
- Project success depends on collaboration between group members and an **open** and honest line of **communication**. It is important for all members to understand their role and how it affects other members of the group.
- **Open** minded team members; being able to speak freely without feeling judged.
- All team members working together.

Your DTA results

Open-Ended Questions

Question Two:

What are the two things this team needs to work on to support its development as a performing team?

- Acceptance of alternative solutions, and not always going by the book.
- Technical expertise Report writing
- Communication Definition of individual roles and responsibilities
- More communication around problems Set the goals and follow them.
- Team building sessions. Discussion of the team roles and responsibilities with the other teams within the project.
- 1. Communication 2. Being proactive instead of reactive
- 1. The team needs to communicate more frequently as a complete group (on-site and office staff) so everyone is on the same page with regards to activities and goals.2. More interfacing with other departments/components to make sure they include the environmental department in the changes that may affect our work.
- 1. Communication between site office and the St. John's office. 2. Communication between different departments to ensure the team is aware of relevant changes.
- More formal contact and more direction.

Your DTA results

Open-Ended Questions

Question Three:

What are the key measures of success for this team?

- This team should be highly proactive and anticipate the needs other teams.
- Know their roles. Work with Engineering, not demand input. Enforce environmental measures at the construction site.
- Meeting delivery schedules Others showing confidence in our work
- On time contract completion. World class environmental record!
- Ensuring all regulatory and permitting requirements have been met without impacting schedule/
- To identify Environmental issues before they cause delays, have all necessary permits in place in advance of the scheduled requirement dates. Inform regulatory agencies of the project requirements concerning Environmental issues.
- Completing the project with no unacceptable impacts on the environment. Completing the project with no delays related to environmental issues and permits.
- 1. Good environmental practices being consistently used on-site.2. Having regulators pleased with on site activities.3. Having very few incidents on site because of good practices.
- Provide on site personnel with the documents and mitigation measures needed to complete construction is an environmentally friendly manner while following the regulations and conditions set out by the regulators.
- Working together.

Appendix – definitions

Resourcefulness	The will and ability to deal skillfully and promptly with new situations, difficulties, people, etc.. The ability to optimize what the team has to work with and develop strategies to do more with existing resources.
Energy	The capacity for vigorous activity. Having lots of power available.
Pro-activity	Ability to prepare for, intervene in or control unexpected occurrences or situations, especially difficult ones. Showing a passion for 'staying ahead of the curve' and showing continuous improvement in results.
Adaptability	Ability to adjust oneself readily to different situations, especially difficult ones.
Optimism	Disposition or tendency to look on the positive side (perspective) of events or conditions and to anticipate the more favorable outcome. Happiness.
Ownership	Degree to which people believe or feel that a process, decision, or outcome belongs to them.

Direction	The goal or line along which everything faces or moves towards. The extent to which team members have a clearly specified idea of their purpose and what needs to be accomplished.
Interdependence	The quality or condition of being interdependent or mutually reliant on one another. The team is collectively responsible for the achievement of goals and objectives.
Execution	The ability of the team to establish clear, repeatable processes for putting strategies and plans into action.
Goals & Strategies	Degree to which goals and strategies are understood, communicated and deliver intended results. Ability to develop and implement sound goals and strategies successfully.
Alignment	Degree to which a group of people see a goal, strategy, problem or process in the same way. The degree of agreement and/or cooperation among a group or team of people.
Context	Ability to effectively discern, navigate and develop a shared understanding of the circumstances, people and/or facts surrounding the team in any and all situations.

Appendix – definitions

Innovation	The ability to transcend traditional or existing rules, ideas, patterns and relationships and put new and better ones into practice.
Learning	The act or process of systematically adopting new ideas, knowledge and capabilities by putting them into practice.
Problem Solving	The act or process of solving a problem. In its broadest terms, a problem is any situation that you want to change.
Trust	Reliance on the integrity, strength and surety of oneself and others.
Diversity	The open expression of different experiences, knowledge and perspectives. Working to continuously increase knowledge and understanding through different backgrounds, orientations, experiences, cultures, etc.
Respect	Esteem and/or a sense of worth or excellence for oneself and others. Placing a value on the humanity and dignity of others.

Infrastructure	The arrangement of key parts, elements and processes to facilitate efficient and effective function and delivery of expected results.
Composition	The arrangement of key parts, elements to facilitate efficient and effective function. The degree to which the size, membership and skills of the team are appropriate to achieve desired results.
Leadership	The effective purpose and function of the person leading the group. The ability to mobilize the team to get desired results.
Accountability	The act or process of being answerable for a responsibility conferred and accepted. Every team member is responsible for the team's results and behavior.
Meeting	An assembly or conference of people for a specific purpose. To come together for action, conference or other common purpose.
Decision-Making	The act or process of making a determination as a group after adequately contemplating various course of action.

Deloitte Team Assessment for Lower Churchill Project Environment (Confidential)   © Deloitte & Touche LLP and affiliated entities.

Appendix – Communication

Sub-Competencies	Descriptions
Communication	The imparting or interchange of thoughts, opinions or information by speech, writing or signs.
General Communication	The ability of the team to create the environment for effective communication within the team and between the team and stakeholders
Dialogue	The ability of the team to communicate in a way that consistently exposes the wisdom of team members and generates team wisdom.
Conflict	To come into collision or disagreement; be contradictory, at variance or in opposition.

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Deloitte Team Assessment
Lower Churchill Project
Environment

September 4th, 2012

Ideas for Improvement from DTA Debrief

	Action Owner	Due date
Accountability: Role Clarity (Day to day and specific)	• ??	• ??
Restart weekly meetings . Agenda to include: - **Round table discussion** - **help items,** - **role clarity** - **Creation of a team charter**	• David	• September 10, 2012
Lunch and learns - **New fisheries act**	• Marion	• October 2012
Team Building to build trust: - **BBQ at David's house for smoked food**	• ??	• ??
Everyone visit site at some point in time: - **Rotate** - **Joint Audit**	• ??	• ??
On-call list is good to have	• ??	• ??

1

Ideas for Improvement from DTA Debrief

	Action Owner	Due date
Plan some events or activities to foster socializing	• ??	• ??
Host weekly meeting with site (30 min). Agenda includes: - Discuss last weeks activities and issues - Discuss plans for current or next week - Involved into daily meeting - Conference call - Identify single point of contact for particular topics	• Marion	• September 7, 2012

2

MacDonald, Tami (CA - St. Johns)

From:	Campbell, Stephanie (CA - Toronto)
Sent:	Monday, August 27, 2012 6:25 PM
To:	Salim, Joseph (Joseph.Salim@snclavalin.com); pharrington@nalcorenergy.com; lanceclarke@nalcorenergy.com; bernard.gagne@snclavalin.com; ronpower@nalcorenergy.com; normand.bechard@snclavalin.com; Dumas, Marie-Claude (Marie-Claude.Dumas@snclavalin.com) (Marie-Claude.Dumas@snclavalin.com)
Cc:	Derek Owen (rdowen@█████████; Parsons Dhamija, Catherine (CA - Toronto); Twells, Alex (CA - St. Johns); MacDonald, Tami (CA - St. Johns); Axler, David (CA - Toronto)
Subject:	Preread for Aug 29th meeting
Attachments:	Aug 29 Leadership Strategy Deck.pptx

Hello all,

In advance of the August 29th Leadership Strategy meeting (8:00 a.m. – 12:00 p.m. NFLD) we have put together a short deck to help in preparing for the session.

As discussed in last week's Steering Committee meeting one of outstanding decisions is the structure of the Project Leadership Team. We would like to use this time that you have together as a group to have some of the fundamental conversations required to make the decisions on the structure (i.e. what is the purpose of this team and what principles need to be followed when designing the structure).

The attached PPT includes some background slides and some prework that should be completed before the session.

The ask of you is:
1. Review the pre-read slides(slide 3 – 7 // 5 minutes prep time) – we will talk these through at the start of the session
2. Complete the pre-work (slide 8 – 12 // 20 – 30 minutes prep time) – please be prepared to share your thoughts in the meeting.

The purpose of sending this in advance of the meeting is to ensure a productive session on Wednesday.

Please let me know if you have any questions regarding this.

Thanks!
Stephanie

Stephanie Campbell
Managerial Design™
Deloitte
Mobile: 416-███599
www.deloitte.ca

Deloitte is proud to be an Official Supplier
of the Canadian Olympic team (optional) (Arial 8 pt)

Please consider the environment before printing. (optional)

1

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Lower Churchill Project
Leadership Strategy Session

August 29, 2012

August 29th Leadership Strategy Session overview

Session Objectives

- To better understand the roles of each company in supporting the project's success
- To agree to the purpose of the LCP Leadership Team
- To provide input on how to structure the leadership team to support the project's ultimate success

Session Agenda

1. Safety Moment
2. Meeting Kickoff and Overview
3. Setting the Stage
4. Owner and EPCM Key Accountabilities
5. Defining the Leadership Team
   - Purpose
   - Structure Design Principles
6. Project Leadership Team Org Structure – *if time*

Prepare for the Session

Item	Slide Number
Pre-Read	3 - 7
Pre-Work	9 - 12

1   Aug 29 Leadership Strategy Session

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Pre-read

Time will be spent at the start of the session reviewing these slides

LCP Leadership Team Current Situation

- Clarity needed on structure / membership (i.e. who is on the Leadership team)
- Clarity needed on mandate / charter
- Clarity needed on governance framework
- Definition of team is linked to meeting attendance
- Deloitte's observation
  - Infrequent meetings, poor process
  - Parallel decision making forums exist
  - Membership is driven by personality, contract, history, desire not to be left out

Leadership Team General Assumptions

- A team is a group of people **mobilized to achieve common results by working interdependently**.
- A leadership team is a senior team in an organization / project with accountability for delivering the strategy
- Leadership of a **project** has the advantage that the goal is clear and unambiguous
- Form follows function
- There will be more than one team needed to deliver this complex project
- A team is not a meeting
  - meetings are important venues for communication and decision making – but plenty of leadership team work goes on between meetings

Work Group or team?

Workgroup
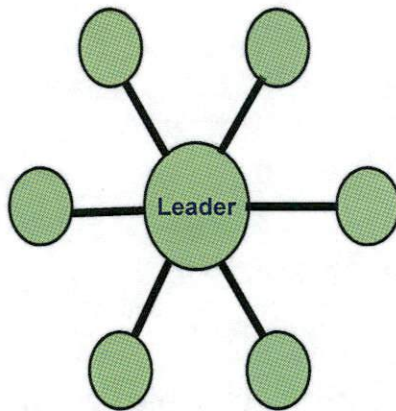
Attributes of Workgroups:
- **Independent**
- Separate goals
- Sharing helps members individually perform
- Run efficient meetings that get tasks done by clear delegation

Team

Clients & citizens

Other communities

"Leader"

Business peers

Our people
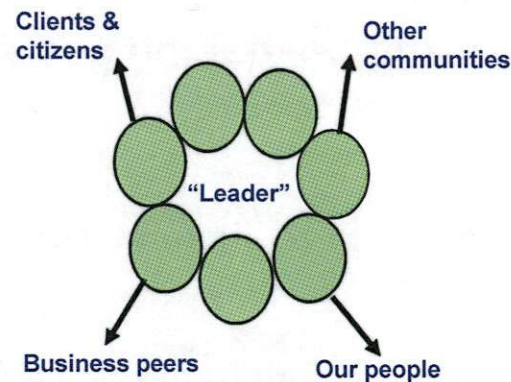
Attributes of Teams:
- **Interdependent**
- Common goals
- Working together is necessary to achieve goals
- Encourage open-ended, exploratory discussion to create alignment around shared purpose

- The Deloitte PPA shows a high level of complexity
- Complex environments and tough objectives are best supported by teams rather than work groups
- In teams, results depend upon interdependence
  - Collaboration
  - Consultation
  - Support
  - Communication
  - No one succeeds unless everyone succeeds

5   Aug 29 Leadership Strategy Session

Structure Design Considerations: Size of a team

- Big enough to include input from key success drivers
- Big enough to include a diverse range of perspectives
- Small enough to be able to act quickly and be flexible and responsive to changes in the environment
- Best practice = 7 to 11 team members

Existing Guiding Principles for Nalcor and SLI

Consultant and Company negotiated the Agreement with the following principles as consideration for guidance during execution:

- Successful delivery of the Project is paramount;
- Unwavering corporate and staff commitment is fundamental to Project success;
- Parties will be solution oriented, not problem focused;
- Parties will be mutually collaborative and supportive;
- Philosophically, contract changes between the Parties will not be a focus item;
- Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Company approval and in compliance with the terms of Exhibit 9.
- Management of the Agreement between the Parties to be kept separate from Project execution.

Pre-work for Aug 29th

Prework #1: Owner and EPCM Key Accountabilities

Purpose: To agree on the key accountabilities for Nalcor and SLI in successfully delivering the Lower Churchill Project

Prework:

1. Based on your knowledge of the contract, how Mega-projects operate, and any decisions that have been made since starting to work together, document what you believe the key accountabilities should be for both Nalcor (owner) and SLI (EPCM), in the delivery of the Lower Churchill Project.

    Accountabilities thought starters: *Project Oversight, Project Governance, Financial, Execution, Health & Safety, Define priorities*

Key Accountabilities	
Nalcor	SLI

Prework #2: Defining the LCP Leadership Team – Purpose

Purpose: To agree fundamentally on the purpose of having a LCP leadership team

Before a structure can be defined this group has to agree on the purpose of the Leadership Team.

Prework:

1.   Using the draft purpose found on the next slide make any updates (modifications to wording, deletions or additions) based on what you believe the purpose of the Project Leadership team to be.

2.   As you are developing the purpose consider the fact that a Project Sponsor Group is also emerging and is likely to include the following people.

   – Paul, Joe, Bernard, Lance, Ron, Normand Alfy, Jason

** The purpose, mandate, charter for this Sponsor group will be defined at the sponsor summit Sept 11 / 12.

Defining the LCP Leadership Team – Purpose
(prework #2 continued)

Draft Purpose of the Leadership Team

This is a project execution team
   • To direct / allocate the resources to deliver the project
   • To make decisions to optimise the project delivery
 	
To create the conditions for success of the teams supporting them
   • Provide clear direction on priorities and strategy
   • Define and demonstrate the culture needed to succeed
   • Develop and grow the team members on the project
   • Shield the team from organizational noise and politics
 	
This team is NOT formed to address contractual, commercial issues
Contractual, commercial issues are addressed by other groups including the sponsor group

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Prework #3: Defining the LCP Leadership Team – Structure Design Principles

Purpose: To agree on the principles for developing the structure for the Project Leadership Team

Before agreeing on a structure this team must agree on the fundamental principles to follow to structure it

Prework:

1. Using the draft principles below make any updates (modifications to wording, deletions or additions) based on what you believe should be followed when designing the structure for the Project Leadership team.

    Consider the Guiding Principles on slide 7 as you develop these design principles

Draft Design Principles for the Leadership Team Structure
• The team has the authority and ability to make strategic decisions in support of execution • The team integrates Nalcor and SLI staff to optimise project delivery • Optimal size (e.g. define the maximum number of members of the leadership team) • The team is supported by other teams and work groups • The team holds cabinet responsibility for execution and delivery • Clear accountability of deliverables exist across the team   • No duplication of roles • The structure enables team members to leverage interdependence

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Lower Churchill Project
Leadership Strategy Session

August 29, 2012

August 29th Leadership Strategy Session overview

Session Objectives

- To better understand the roles of each company in supporting the project's success
- To agree to the purpose of the LCP Leadership Team
- To provide input on how to structure the leadership team to support the project's ultimate success

Session Agenda

1. Safety Moment
2. Meeting Kickoff and Overview
3. Setting the Stage
4. Owner and EPCM Key Accountabilities
5. Defining the Leadership Team
   - Purpose
   - Structure Design Principles
6. Project Leadership Team Org Structure – *if time*

Key Accountabilities

Key Accountabilities	
Nalcor	**SLI**
1. Successful delivery of the project	1. Successful delivery of the project
2. Project Oversight (budget, schedule)	2. Deliver EPCM services – meaning project execution
3. Project Governance	3. Provide people, processes, and systems to enable project execution
4. Project Financials (approving & CapEx)	
5. Contracting Strategy	4. Project controls (e.g. cost, schedule)
6. Managing Stakeholders	5. Work closely with Nalcor to ensure priorities are communicated
7. Overall Integrated Project Management (integrated schedule, cost reporting)	
8. Achieving regulatory compliance e.g. environment	6. Support Nalcor in fulfillment of its accountabilities
9. Financing	7. Compliance to Nalcor's rules
	8. SLI corporate compliance

This is also represented in the Project Execution LACTI

Leadership Team Purpose

Purpose of the Leadership Team
1. Provide and take a big picture view
2. Project Execution; successful delivery of project
3. Make best-for-project decisions
4. Set clear direction in the medium and long term (1 year)
• Goals and objectives
• Priorities
5. Ensure alignment, communication and guidance through the project; watch and realign as required
6. Demonstrate and implement culture required to succeed
• One team
7. Develop pride of ownership in the project and in the team

Design Principles for the Leadership Structure

Design Principles
1. Structure supports the purpose
2. The team has authority and ability to make recommendations and strategic decisions within the defined accountabilities and established processes
3. The team integrates Nalcor and SLI staff to optimise project delivery
4. Optimal size (e.g. define the maximum number of members of the leadership team)
5. The team is supported by other teams and work groups
6. The team holds cabinet responsibility for execution and delivery
7. Clear accountability of deliverables exist across the team   • No duplication of roles
8. The structure enables team members to leverage interdependence
9. Broad managerial and functional alignment and engagement is an accountability of this team which is delegated to other groups and forums
10. The structure of the team does not supersede any pre-existing authority levels
11. Draw upon corporate knowledge
12. Representation to reflect accountabilities

LCP Leadership Team

Afzal (PM Comp 4)

Ron (GPM Nalcor)

Normand (GPM SLI)

Kyle (PM Comp 4)

Scott (PM Comp 1)

Lance Leadership Coordinator

Luc (PM Comp 3)

Alfy (PM Comp 1)

Darren (PM Comp 3)

Jason (PM Deputy Nalcor)

Serge (PM Deputy SLI)

- - - Also represents Business Services including: HR/LR, Finance, Land, Benefits

- - - Also represents Business Services including: Quality, HSE, Supply Chain, Doc Control, Environment

5   Aug 29 Leadership Strategy Session

What is the role of the Leadership Coordinator?

Team Lead
The Team Lead's Role is: • To orchestrate the success of the Leadership Team • To achieve the stated purpose • To augment the project management execution • To be the interface with Nalcor corporate   The Team Lead is not/does not: • a more senior project manager • Represent the reporting structure • Exert leadership through authority

Outstanding Decisions

Purpose of the Leadership Team
• September 11/12 meeting • Feedback Session participation   • Current: TEP Steering Committee • Communication Plan

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Lower Churchill Project
Team Effectiveness
Programme

Leadership and Project Management Team Structure

Furthering Team Effectiveness with Team Definition

Purpose of the document: To present the purpose and structures for the LCP Leadership Team and Project Management Team

Motivation

- A key element of team effectiveness is having defined teams with clear accountabilities

- To ensure we have the right people talking about the right things, in the appropriate forums, on a regular basis

- Recognized a need to define and put structure around a project leadership team

Approach Taken

Purpose followed by **structure.**

1. Project sponsor team (Lance, Bernard, Ron, Normand, Joe and Paul) agreed to the purpose of the Leadership Team and the principles by which it would be defined

2. Sponsor team identified a structure based on the purpose and principles

3. Lance, Ron and Normand agreed to the draft purpose of the Project Management Team and confirmed the Project Team Members

Fundamental Design Considerations

- Team structures were developed using the following design assumptions (among others)
  - Structure supports the purpose
  - The structure enables team members to leverage interdependence
  - Structure promotes interconnectivity and communication
  - The structure does not represent a reporting structure

1

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LCP Leadership Team

Purpose of the Leadership Team

1. Provide and take a big picture view

2. Project execution; successful delivery of the project

3. Make best-for-project decisions

4. Set clear direction in the medium and long term (1 year+)
   - Goals and objectives
   - Priorities

5. Ensure alignment, communication and guidance through the project; watch and realign as required

6. Demonstrate and implement culture required to succeed
   - One team

7. Develop pride of ownership in the project and in the team

Ron (GPM Nalcor)

Afzal (PM Comp 4)

Normand (GPM SLI)

Kyle (PM Comp 4)

Scott (PM Comp 1)

Lance Leadership Coordinator

Luc (PM Comp 3)

Alfy (PM Comp 1)

Darren (PM Comp 3)

Jason (Deputy Nalcor)

Serge (Deputy SLI)

— — — Also represents Project Functions including: Quality, HSE, Doc Control, Environment

— — — Also represents Business Services including: HR/LR, Finance, Land, Benefits, IT and Supply Chain

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2

LCP Project Management Team

Purpose of the Project Management Team – Draft Version

1. Have oversight of the day-to-day project execution

2. Track the progress of the project and have an accurate view of the status of each deliverable

3. A forum for raising issues impacting project delivery

4. Make decisions on high priority issues impacting project delivery and identify take-away decisions/actions as needed

5. Set clear direction in the short term and medium term (1 day – 6 months)
   - Barrier removal
   - Cross functional problem solving

6. Enable high level alignment across the project team (component leads and function leads)

7. Facilitate cross-project coordination and communication

Team Members

- General Project Manager(s)
- Deputy Project Manager(s)
- Component Lead(s)
- Finance Manager(s)
- Heath, Safety, & Environment Manger(s)
- Information Technology Manager(s)
- Quality Manager(s)
- Information Management Manager(s)
- Supply Chain Manager(s)
- Human Resource Manager(s)
- Labor Relations Manager(s)
- Document Control Manager(s)
- Environment Manager(s)
- Lands Manager
- Benefits Manager

3

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Lower Churchill Project
LCP Execution Leadership Team (Torbay Road)

Sep 2012

Furthering Team Effectiveness with Team Definition

Purpose of the document: To present the purpose and structures for the LCP Leadership Team and Project Management Team

Motivation	Approach Taken
• A key element of team effectiveness is having defined teams with clear accountabilities, responsibilities, roles and authority. • To ensure we have the right people talking about the right things, in the appropriate forums, on a regular basis • Recognized a need to define and put structure around a project leadership team	**Purpose** followed by **structure.** 1. Project sponsor team (Lance, Bernard, Ron, Normand, Joe and Paul) agreed to the purpose of the Leadership Team and the principles by which it would be defined 2. Sponsor team identified a structure based on the purpose and principles 3. Lance, Ron and Normand agreed to the draft purpose of the Project Management Team and confirmed the Project Team Members

1

Leadership Team Purpose

Purpose of the Leadership Team
1. Provide and take a big picture view
2. Project Execution; successful delivery of project
3. Ensure best-for-project decisions are made
4. Set clear direction in the medium and long term (1 year)
• Goals and objectives
• Priorities
5. Ensure alignment, communication and guidance through the project; watch and realign as required
6. Demonstrate and implement culture required to succeed
• One team
7. Further develop pride of ownership in the project and in the team

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Design Principles for the Leadership Structure

Design Principles
1. Structure supports the purpose
2. Representation to reflect budgetary accountabilities
3. The team has authority and ability to make recommendations and strategic decisions within the defined accountabilities and established processes
4. The team integrates Nalcor and SLI staff to optimise project delivery
5. Optimal size (e.g. define the maximum number of members of the leadership team)
6. The team is supported by other teams and work groups
7. The team holds overall group responsibility for execution and delivery
8. Clear accountability of deliverables exist across the team   • No duplication of roles
9. The structure enables team members to leverage interdependence – non-heirarchical
10. Broad managerial and functional alignment and engagement is an accountability of this team which is delegated to other groups and forums
11. The structure of the team does not supersede any pre-existing authority levels
12. Draw upon corporate knowledge
13. Others invited as necessary - adhoc

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LCP Execution Leadership Team (Torbay Road)

Aug 29 Leadership Strategy Session   © Deloitte & Touche LLP and affiliated entities.
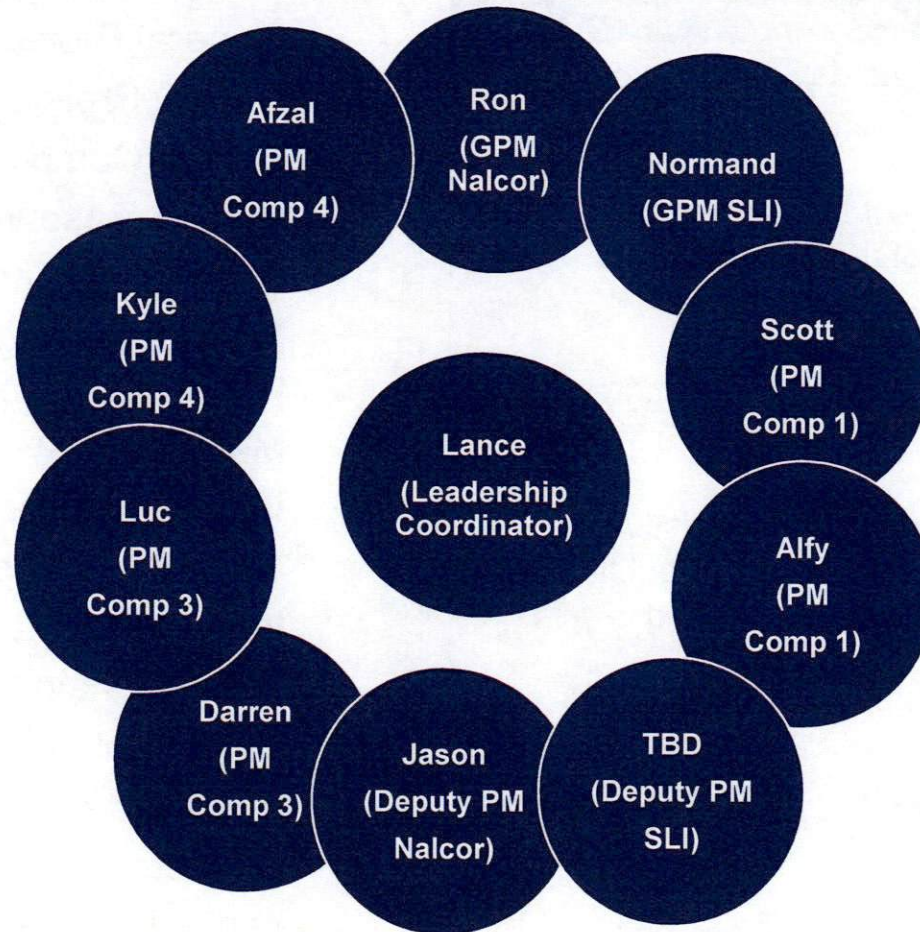
LCP Project Management Team (Torbay Road)

Purpose of the Project Management Team – Draft Version

1. Have oversight of the day-to-day project execution

2. Track the progress of the project and have an accurate view of the status of each deliverable

3. A forum for raising issues impacting project delivery

4. Make decisions on high priority issues impacting project delivery and identify take-away decisions/actions as needed

5. Set clear direction in the short term and medium term (1 day – 6 months)
   - Barrier removal
   - Cross functional problem solving

6. Enable high level alignment across the project team (component leads and function leads)

7. Facilitate cross-project coordination and communication

Team Members

- General Project Manager(s)
- Deputy Project Manager(s)
- Project/Component Manager(s)
- Human Resource Manager(s)
- Labor Relations Manager(s)
- Finance Manager(s)
- Heath, Safety, & Environment Manager(s)
- Information Technology Manager(s)
- Quality Manager(s)
- Information Management Manager(s)
- Supply Chain Manager(s)
- Document Control Manager(s)
- Environment Manager(s)
- Project Controls Manager(s)
- Lands Manager
- Benefits Manager
- Technical Design and Integrity Manager

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5

BACK UP

- Back Up

Deloitte Team Assessment for Supply Chain Procurement Team(Confidential)

LCP Leadership Team

Purpose of the Leadership Team

1. Provide and take a big picture view

2. Project execution; successful delivery of the project

3. Ensure best-for-project decisions are made

4. Set clear direction in the medium and long term (1 year+)
   - Goals and objectives
   - Priorities

5. Ensure alignment, communication and guidance through the project; watch and realign as required

6. Demonstrate and implement culture required to succeed
   - One team

7. Develop pride of ownership in the project and in the team

Afzal (PM Comp 4)

Ron (GPM Nalcor)

Normand (GPM SLI)

Kyle (PM Comp 4)

Scott (PM Comp 1)

Lance (Leadership Coordinator)

Luc (PM Comp 3)

Alfy (PM Comp 1)

Darren (PM Comp 3)

Jason (Deputy PM Nalcor)

TBD (Deputy PM SLI)

Key Accountabilities by Company

Key Accountabilities	
Nalcor	**SLI**
1. Successful delivery of the project	1. Successful delivery of the project
2. Project Oversight (budget, schedule)	2. Deliver EPCM services – meaning project execution
3. Project Governance	
4. Project Financials (approving & CapEx)	3. Provide people, processes, and systems to enable project execution
5. Contracting Strategy	
6. Managing Stakeholders	4. Project controls (e.g. cost, schedule)
7. Overall Integrated Project Management (integrated schedule, cost reporting)	5. Work closely with Nalcor to ensure priorities are communicated
8. Achieving regulatory compliance e.g. environment	6. Support Nalcor in fulfillment of its accountabilities
9. Financing	7. Compliance to Nalcor's rules
	8. SLI corporate compliance

This is also represented in the Project Execution LACTI

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Lower Churchill Project Team Effectiveness Programme

"All Hands" Feedback Session

September 5 & 10, 2012

GJ Cahill Personnel Working Near 138kv line

August 20, 2012

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Tigercat Processor Working At Accommodations Complex

August 20, 2012

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Installed Temporary Culvert At C10 (10+572)

August 22, 2012

Accommodation Complex – 23-Aug-12

Station 14+100_ C13 Crossing_23-Aug-12

CH-0048_Road Clearing Progress_23-Aug-12

September 2012 Lower Churchill Project "All Hands" Feedback Sessions

Construction Power_ Pole line Southside of Public Access Road_24-Aug-12

SSAR_ Preparation for Blasting on ROW_ 24-Aug-1

September 2012 Lower Churchill Project "All Hands" Feedback Sessions

SSAR_ Preparation of Cribbing at C7 Caroline Brook_ 24-Aug-12

August 25, 2012

C7 Caroline Brook East side Abutment Completed 26-Aug-12

View from SSAR at Station 13+000 Looking towards Muskrat Falls

Note: Look over the top of the dozer just above the tree line and slightly to the right you will notice a small hilltop with the mountain range behind it. This is the North Spur where the construction power activities are ongoing on the North Side of Churchill Falls

August 26, 2012

View from The Tap Station Looking Southwest On The 25kv Line

Note: SLI office trailer is just visible as the road curves in the distance

August 28, 2012

Road Construction Activity Looking East From 13+800

August 28, 2012

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"All Hands" Feedback Session

Session Objectives

- To identify the key opportunities to further improve the way we work together as the Lower Churchill Project Team
- To propose recommendations for how we might continue to improve team effectiveness
- To have fun working together as the Lower Churchill Project Team

Session Agenda

1. Safety Message
2. Welcome and Session Overview
3. Project Update
4. Artic Survival
5. Feedback Session Break-out Groups
6. Presentation and Project Leadership Question and Answer Period

LCP Team Effectiveness Programme

Programme Purpose

- To optimize our team culture and how we work together to drive project success.

Programme Overview

- A continuous programme throughout the life of the project
- A commitment by Project Leadership to invest in you and your role on the project team
- Endorsed by all Senior Management
- Everyone will be in involved – the solution is in all of your hands!

"One fully functional, fully aligned Lower Churchill Project Team"

Key Team Effectiveness Programme Activities

Action Plan

Key Activities that impact the full project team

Setting the Baseline and Increasing Momentum

Organization Effectiveness Program
- All Hands Feedback Session
- Internal Communication Plan
- Leadership Alignment
- Deloitte Team Assessments (DTA's) Debrief/Team sessions (comps 1, 3, 4 & other functions)

Leadership Effectiveness Program
- DTA Survey's (comp 1, 3, 4)
- Leadership Strategy
- DTA Survey's (other functions)

Additional Team Alignment Opportunities
- LCP Logo
- New hire orientation
- Shared space
- Recognition and celebration ideas
- Social committee kickoff
- Team focused activities

Key Activities	Status
Internal Communication Plan	In progress
"All Hands" Feedback Sessions	In progress
LCP Logo	In progress
New Hire Orientation	In progress
Social Committee	Kicked off
Team Focused Activities	Ongoing

Activities that will involve the full project team

LCP Team Effectiveness Programme Scorecard

Performance Area	Measurement Method	Objective
1.0 Team Effectiveness	1.1 Independent project review	1.1.1 Positive feedback at DG3 on team effectiveness
	1.2 Deloitte Team Assessment Results	1.2.1 Improve results over previous survey
	1.3 LCP Team Engagement Survey Results	1.3.1 Improve results over previous survey
	1.4 # of social activities	1.4.1 2 social activities per month
2.0 Talent	2.1 Retention of key project team members	2.1.1 <5% of annual turnover of key team members
	2.2 % of offers accepted	2.2.1 80% of offers accepted
3.0 Project Delivery	3.1 LCP project milestones • Start bulk excavation • Road Completion • Sanction	3.1.1 Meet project milestones • December 31, 2012

LCP Team Effectiveness Programme Contacts

LCP Team Effectiveness Programme Champion's Steering Committee

- Derek Owen
- Paul Harrington
- Joe Salim
- Lance Clark
- Bernard Gagne
- Ron Power

- Normand Bechard
- Alfy Hanna
- Jason Kean
- Jose Gillis
- Faustina Cornick
- Alex Twells

Team Effectiveness Programme Team

- Derek Owen
- Deloitte
  - Alex Twells
  - Catherine Parsons Dhamija
  - Tami MacDonald
  - Stephanie Campbell
  - David Axler
- ...Or stop by the "Puddle Room"

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #:

PARTICIPANTS

Role of the Spokesperson

1. Act as timekeeper

2. Make sure all ground rules are being followed

3. Present to the Steering Committee:

    a) #1 Challenge for the Project Team and recommendation(s)

    b) #1 Communication Challenge and recommendation(s)

    c) One thing the LCP team must continue doing

Ground Rules

1. Decisions made using consensus

2. Participation by all

3. All ideas are good ideas

4. Suggestions must be helpful and must be specific

5. What is said here, stays here

Role of Scribe

1. For each task, record all brainstormed ideas on the flipchart

2. Record decisions with consensus e.g.:
   - Challenge #1 and recommendation(s)
   - Challenge #2 and recommendation(s)
   - One thing the LCP team must continue doing

3. Record what you will present back to the Steering Committee, on a separate flipchart page

   a) #1 Challenge and recommendation(s)

   b) #1 Communication Challenge and recommendation(s)

   b) One thing the LCP team must keep doing

To-Do List

1. Elect a scribe

2. Elect a spokesperson

3. Work through all the tasks found in the prework:
    a) Brainstorm ideas
    b) Ask questions for clarification
    c) Make consensus decisions

Meeting Agenda

Morning Session
8:00 – 11:30 a.m.

8:00 a.m.	Light Breakfast – Continental
8:30 a.m.	Welcome and Session Overview
8:40 a.m.	Project Update
9:00 a.m.	Artic Survival
10:00 a.m.	Feedback Session Break-Out Groups
11:00 a.m.	Presentations and Project Leadership Question and Answer Period

Purpose

1. To identify the key opportunities to further improve the way we work together as the Lower Churchill Project Team

2. To propose recommendations for how we might continue to improve team effectiveness

3. To have fun working together as the Lower Churchill Project Team

Consensus

1. Everyone comes with an opinion

2. Opinions probably vary

3. Everyone shares opinions

4. A decision is proposed

5. A consensus decision is made:
    "You may still like your opinion
    but you are willing to **commit** to
    and **support** the proposed
    decision"

Subarctic
Survival Situation™

Participant's Booklet

human synergistics®

Survival Simulation Series

THE SITUATION

It is approximately 2:30 p.m., October 5, and you have just crash-landed in a float plane on the east shore of Laura Lake in the subarctic region of the northern Quebec-Newfoundland border. The pilot was killed in the crash, but the rest of you are uninjured. Each of you is wet up to the waist and perspiring heavily. Shortly after the crash, the plane drifted into deep water and sank with the pilot's body pinned inside.

The pilot was unable to contact anyone before the crash. However, ground sightings indicated that you are 50 km south of your intended course and approximately 22 air miles east of Schefferville, your original destination and the nearest known habitation. (The mining camp on Hollinger Lake was abandoned years ago when a fire destroyed the buildings.) Schefferville (pop. 5,000) is an iron ore mining town approximately 300 air miles north of the St. Lawrence, 725 km east of the James Bay/Hudson Bay area, 1,290 km south of the Arctic Circle, and 500 km west of the Atlantic Coast. It is reachable only by air or rail, all roads ending a few miles from town. Your party was expected to return from northwestern Labrador to Schefferville no later than October 19 and filed a Flight Notification Form to that effect with the Department of Transportation via Schefferville radio.

The immediate area is covered with small evergreen trees (4 to 10 cm in diameter). Scattered in the area are a number of hills with rocky and barren tops. Tundra (arctic swamps) makes up the valleys between the hills and consists only of small scrubs. Approximately 25 percent of the region is covered by long, narrow lakes which run northwest to southeast. Innumerable streams and rivers flow into and connect the lakes.

You are all dressed in insulated underwear, socks, heavy wool shirts, pants, knit gloves, sheepskin jackets, knitted wool caps, and heavy leather hunting boots. Collectively, your personal possessions include: $153 in bills and 2 half dollars, 4 quarters, 2 dimes, 1 nickel and 3 new pennies; 1 pocket knife (2 blades and an awl which resembles an ice pick); one stub lead pencil, and an air map (shown on opposite page).

THE CHALLENGE

Before the plane drifted away and sank, you were able to salvage the 15 items listed on page 3. Your task is to rank these items according to their importance to your survival, starting with "1" as the most important to "15" as the least important.

You may assume -

1. the number of survivors is the same as the number on your team;
2. you are the actual people in the situation;
3. the team has agreed to stick together;
4. all items are in good condition.

Step 1: Each member of the team is to individually rank each item. Do not discuss the situation or survival items until each member has finished the individual ranking.

Step 2: After everyone has finished the individual ranking, rank order the 15 items as a team. Once discussion begins, do not change your individual ranking.

Your team will have until _____ o'clock to complete this step.

Map of Crash Site
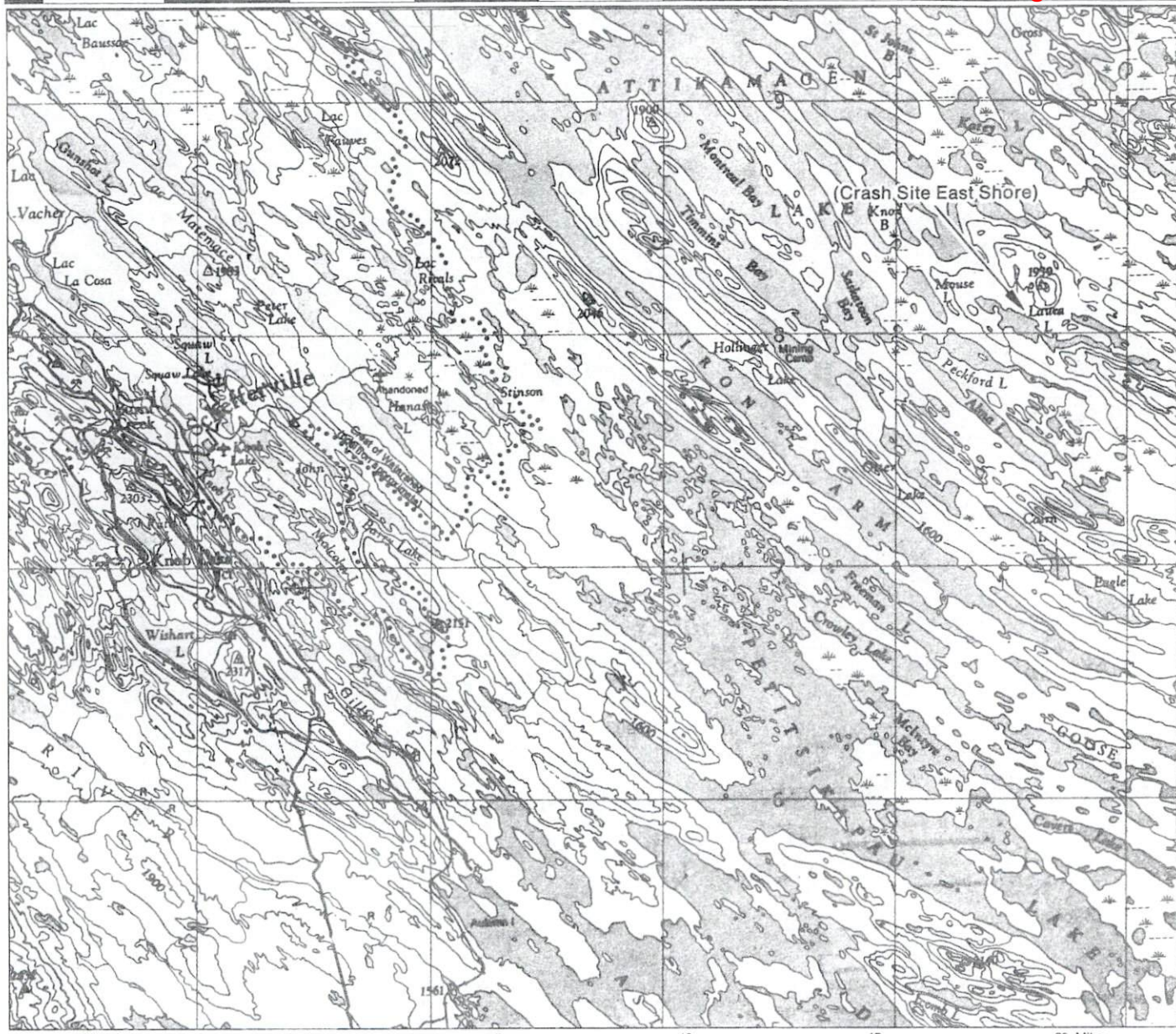
Scale 1:250,000 Echelle

Tranverse Mercator Projection
North American Datum 1927
Contour Interval 100 feet
Elevations in feet above Mean Sea Level

The boundary between Quebec and Newfoundland in this area is the crest of the watershed of the rivers flowing into the Atlantic Ocean; to date of publication it has not been surveyed nor monumented.

Magnetic declination 1966 varies from 29° 50' westerly at centre of west edge to 31° 20' westerly at centre of east edge. Mean annual change 4° 9' easterly.

Map of Crash Site

SCHEFFERVILLE

NEWFOUNDLAND - QUEBEC

CANADA

Temperatures during October vary between -4°C and 3°C, although they will occasionally go as high as 10°C and as low as -18°C. Heavy clouds cover the sky three quarters of the time, with only one day in ten being fairly clear. Ten to sixteen cm of snow are on the ground, however, the actual depth varies enormously because the wind sweeps the exposed areas and builds drifts 1-1.5m deep in other areas. The wind speed averages 20 - 25 km/h and is mostly out of the west-northwest.

Temperature Chart for Area

	Mean Daily Temp.	Mean Daily Max. Temp.	Mean Daily Low Temp.	Min. Temp. Expected
Oct.	-0.9	2.1	-4.0	-18
Nov.	-9.1	-5.3	-12.6	-36
Dec.	-17.9	-13.6	-22.3	-41
Jan.	-23.2	-18.6	-27.8	-47

Mean Snowfall

Oct. (Avg. 11 days of snowfall) 19cm

Nov. (Avg. 16 days of snowfall) 37cm

Sunrise 6:15 a.m.   Sunset 5:45 p.m.

Windchill Factor

Exposed flesh will freeze at:

Wind Velocity km/h	Temperature °C
69	-7
42	-9
29	-12
23	-15
20	-18
14	-21
10	-26
8	-29
6	-32
5	-34
3	-40

- ITEMS -	STEP 1 Your Individual Ranking	STEP 2 The Team's Ranking
Magnetic Compass		
4 litre Can of Maple Syrup		
1 Sleeping Bag Per Person (arctic type, down-filled with liner)		
Bottle of Water Purification Tablets		
7 m x 7m Piece of Heavy Duty Canvas		
13 Wooden Matches (in a metal, screwtop, waterproof container)		
75 m of Rope (0.5 cm braided nylon, 25 kg test)		
1 Operating 4 Battery Flashlight		
3 Pairs of Snowshoes		
750 ml of Bacardi Rum (151 Proof)		
Safety Razor Shaving Kit with Mirror		
Wind-Up Alarm Clock		
Hand Ax		
1 Aircraft Inner Tube (punctured - for a 35 cm wheel)		
Book Entitled, *Northern Star Navigation*		
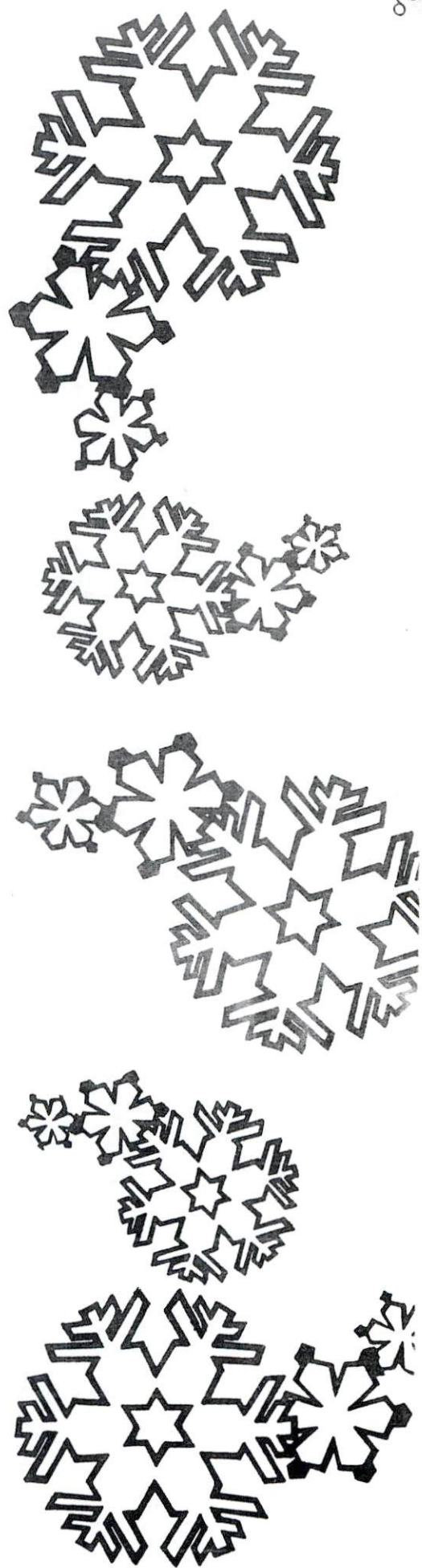
Synergistic Problem Solving Model

Synergy occurs when the interactive efforts of two or more people have a greater impact than the sum of their independent efforts. Synergistic problem solving is achieved when groups maximize their use of available resources, knowledge, and task skills by exhibiting Constructive (as opposed to Defensive) interaction styles. It is further promoted when members approach problems in a rational, interpersonally supportive manner.* The outcome is an effective solution—one that is both accepted by members and of higher quality than their individual solutions.

Effective Solutions

Quality | Acceptance

Rational Skills and Processes
- Analyzing the Situation
- Setting Objectives
- Simplifying the Problem
- Considering Alternatives
- Discussing the Consequences

Task Skills Knowledge Resources

Interpersonal Skills and Processes
- Listening
- Supporting
- Differing
- Participating
- Striving for Consensus

12. SELF-ACTUALIZING:
Members are optimistic, enthusiastic, and interested.

11. ACHIEVEMENT:
Members are concerned with getting things done and performing well.

10. PERFECTIONISTIC

9. COMPETITIVE

8. POWER

7. OPPOSITIONAL

1. HUMANISTIC-ENCOURAGING:
Members are constructive, sensitive, and supportive of one another.

2. AFFILIATIVE:
Members are friendly, cooperative, and relaxed.

3. APPROVAL

4. CONVENTIONAL

5. DEPENDENT

6. AVOIDANCE

* Rational and interpersonal skills and processes can be assessed through the use of Human Synergistics' *Observer's Guides*. Constructive and Defensive styles can be measured using Human Synergistics' *Group Styles Inventory*.

ABOUT THE EXPERTS

The experts for the **Subarctic Survival Situation** are the Canadian Para Rescue Specialists of the 413 Transport and Rescue Squadron. This squadron, which was stationed at Summerside, Prince Edward Island, was responsible for air and sea operations in Quebec, Newfoundland, Labrador, and the arctic regions. The specialists have received rescue and survival training in both the subarctic and arctic.

Developed by **Dr. Clayton Lafferty, Ph.D.,** in consultation with the Canadian Para Rescue Squadron.

Please complete the following steps and insert the scores under your team's number.	TEAM NUMBER					
	1	2	3	4	5	6
STEP 6 **AVERAGE INDIVIDUAL SCORE** Add up the individual team member's scores (Step 4) and divide by the number on the team.						
STEP 7 **TEAM SCORE** (Step 5)						
STEP 8 **GAIN (LOSS) SCORE** The difference between the Team Score and the Average Individual Score. (Step 6 minus Step 7) If the Team Score is lower, then there is a gain ("+"); if higher, then there is a loss ("-").						
STEP 9 **PERCENTAGE CHANGE** Divide the gain (loss) by the Average Individual Score. (Step 8 divided by Step 6)						
STEP 10 **LOWEST INDIVIDUAL SCORE** The best score on the team.						
STEP 11 **NUMBER OF INDIVIDUAL SCORES** The number that are lower than the team score.						

Synergistic Decision Making

Effective human action in dealing with any kind of crisis or problem is dependent on two key factors: (1) The Resources, both human and material, which can be brought to bear on the situation, and (2) The Process, how the resources are utilized in dealing with the situation.

If either one of these two factors is missing, the chance of success is nil. But, if people work together utilizing their resources rationally and humanely, they can produce results beyond the mere sum of their individual inputs. In the Desert Survival Situation, team's, on the average, score eight points better than the average individual score. In fact, nearly half of the teams score better than even their most knowledgeable individuals. This is what is called 'synergy' - two or more achieving an effect which exceeds anything they could do individually.

Human Synergistics Products

Individual Development

Life Styles Inventory™ ⌖ (LSI)*
Encourages personal development and lasting change by increasing self-awareness of one's thinking styles and behaviour. Available as a Self, and / or a 360°-feedback assessment.

LSI Conflict™*

LSI STYLUS® * ⌖
An in-depth, customized report that provides detailed information on strengths and developmental needs, with common-sense recommendations for improving performance. Available as a Self and / or a 360° assessment.

Leadership Impact® (L/I) ⌖
A multi-faceted report that shows a leader's impact on followers' thinking, leadership strategies used and overall effectiveness: A Self and 360° assessment.

Management Effectiveness Profile System™ (MEPS) * ⌖
Provides graphic feedback on fourteen management competencies and a generic, self-development guide. A Self and 360° assessment.

AMA DISC Survey™
A four-dimension psychometric based on Marston's DiSC

Stress Processing Report™ *
A confidential assessment that measures one's thinking styles and their impact on stress.

Team Development

Group Styles Inventory™ *
Used with a Human Synergistics simulation or to assess a real meeting, this inventory measures the behaviour styles used by the group in reaching decisions.

Survival Simulations
The world-famous series of simulations that "places" participants in a mock survival situation where only effective groups will "survive".
- Desert Survival™*
- Desert II Survival™
- Subarctic Survival™*
- Cascades Survival™*
- Jungle Survival™*
- Bushfire Survival™
- Sea Survival™*
- Reef Survival™

Business Simulations
This series measures group decision-making practices while learning various business strategies.
- Meeting Effectiveness™*
- Project Planning™*
- Customer Complaint™*
- Envisioning a Culture for Quality™*

Leadership Simulations
These simulations can be used to help develop leadership skills.
- Coach™*
- Turnaround™
- Cultural Change Situation™

Challenge Series Simulations
This series tests groups on challenging business issues.
- Constructive Negotiations™
- Critical Thinking™
- Ethical Decision™
- Organizational Change™
- Performance Management™
- Project Management™
- Strategic Planning™

Organizational Development

Organizational Culture Inventory® (OCI) and Report*
Provides a valid and reliable measurement of how members of an organization perceive its culture and helps them define and create their preferred culture.

Organizational Effectiveness Inventory™ (OEI) ⌖
An ideal follow-up to an Organizational Cultural Report, this report measures the causes and effects of a culture.

Training Workshops

Contact us on how to best use our materials to conduct workshops in a number of key areas.
- Leadership Development
- Professional Selling
- Time Management
- Stress Management
- Building Teams that Work

For our current catalogue, please call, fax, mail or email:

human synergistics®

246 James Street South
P.O Box 2380
St. Marys, Ont. N4X 1A2
Telephone: (519) 284-4135
Fax: (519) 284-4272
Email: info@hscanada.ca
Web: www.hscanada.com

⌖ **On-line assessments available**

*Available in French
* Disponible en français

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #: 1

PARTICIPANTS
TAREK HAGGAG
YAHIAOWI   ABDALLAH
GOKHAN   SALTAN
GUILBERT   CURL
Bob White

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #:

PARTICIPANTS	
DAVE BROWN	NALCOR
Claude Danzou	SLi
WAYNE DAWE	NALCOR
Shah Alom	SLI

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #: 3

PARTICIPANTS
TONY JACKMAN
SHAUNA CROSBIE
SANTOS
PATRICK
MARTINE
MARK

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #: 6

PARTICIPANTS
Todd Smith
Alan Mercer
Daniel Toussaint
Bill Harling
BHASKER DUBEY

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"All Hands" Feedback Session

Session: September 5th A.M

Table #: 7

PARTICIPANTS
MIKE O'KEEFE
KEN O'KEEFE
JUSTIN SMITH
RON SCHOENFELD
GEORGES CHEHAB

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #: 8

PARTICIPANTS
LAIRD PATON
HARTFIELD STEVENS
Evan Broderick
WILLIAM CALDWELL
TJ Bunka

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"All Hands" Feedback Session

Session: September 5th A.M

Table #: 9

PARTICIPANTS
Michel Belanger
Joan Antle
Andrew Green.
Javier Patarroyo.

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th A.M

Table #: 1 🙂

PARTICIPANTS
Curtis Beazley
Victorie Stanford
Vicente Hernandez
Colleen Sutton

5-Sept-2012

TABLE 11

- DARREN DeBOURKE
- BOB BARNES
- LUC Chousse
- Pat Hurley
- DAVID Green
- ED Oury

Deloitte.

Lower Churchill Project Team Effectiveness Programme

"All Hands" Feedback September 5 AM Session Output

Managerial Design™

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Meeting Logistics, Purpose and Agenda

Meeting Logistics

Date:	September 5, 2012 – A.M. Session
Location:	Holiday Inn, Salon C and D
Consultants:	Alex Twells, Stephanie Campbell, Tami Macdonald

Meeting Purpose

1. To identify the key opportunities to further improve the way we work together as the Lower Churchill Project Team.

2. To propose recommendations for how we might continue to improve team effectiveness.

3. To have fun working together as the Lower Churchill Project Team.

Meeting Agenda

✓ 1. Welcome and Session Overview

✓ 2. Project Update

✓ 3. Arctic Survival Challenge

✓ 4. Feedback Session Break-Out Groups

✓ 5. Presentation and Project Leadership Question and Answer Period

General Challenges / Opportunities and Recommendations

Sep. 5 AM Table #	General challenges / opportunities	Recommendations
1	Nalcor requirement / influence on managing project	• Define level of team integration
2	Project required blending of several cultures on many levels: • Disciplines (eng., tech, social, etc.) • Corporates (includes multiple companies / contractors) • Workplace – professional and managerial / construction has distinct geographic issues (Torbay / HVGB / site / Hydro Place, etc.) • Interpersonal cultural (Aboriginals / NL local / international / Québec and Canadian)	• A suite of awareness and sensitivity training / activities including: gender, etc. • More events off site or in office – social blending / sports / volunteering together on projects (e.g. Walk for Breast Cancer, etc. at banks)
3	Numerous document control systems (✓✓✓✓✓✓)	• Should be only one system, or, if two, both updated equally
5	Duplication of work / tasks by Nalcor and SLI (✓✓✓✓) • SLI to approach external agencies • Site management	• A single organization made up of personnel from both who are best suited for the job – they should have both responsibility and authority (✓)
6	Maintain productivity (✓✓✓✓) • In office • On site	• Prepare team to transition from engineering to construction • Begin with the end in mind • Team / manpower readiness for execution phase • Improve / establish team familiarity to improve comfort level
7	Need a defined agreed schedule for the project giving the priorities for each package according to construction needs (✓✓)	• Need the management to accept, recognize the problem and monitor it with the managers / drive this process • Recruit more coordinates to communicate the schedule out to the groups and standardize the priorities
8	Meeting staffing requirement (✓) • Individuals with the correct skills	• Develop specified staff plan – if already developed → communicate to group • Retention schemes

Legend:
✓ = Votes for top challenge / opportunity

General Challenges / Opportunities and Recommendations (continued)

Sep. 5 AM Table #	General challenges / opportunities	Recommendations
9	To have all component and support personnel work as a team to produce the best product	• Regular formal meetings • Identify interface between components • Sharing the specialists
10	Too many decision makers – causes inconsistencies between components and SLI and Nalcor (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• One team = one leader
11	Attracting and maintaining the right resources – manage staff turnover (✓✓✓✓✓✓✓✓)	• Organization chart • Staffing Plan and Recruitment Plan • Sanction • Site conditions 'project of choice'

Legend:
✓ = Votes for top challenge / opportunity

Communication Challenges / Opportunities and Recommendations

Sep. 5 AM Table #	Communication challenges / opportunities	Recommendations
1	Too many meetings, no flow down of information	• Less meetings / more delegation
2	Structure of communication from leadership down to all components members (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Efficiency in processes • Strong teams with strong managers and leaders
3	Integration of people working in different locations (Torbay, MTL, Labrador…) (✓✓)	• Video conferencing • Monthly updates of different offices
5	Communication between component teams for sharing of design information (✓✓✓)	• Improved interface management at all levels
6	On site communication – people from various cultures and backgrounds, languages, must come together as a team	• Education programs • Training • Site rules • Social activities as a group
7	The flow of information is stuck somewhere. We don't get required and very needed information on time. (✓✓✓)	• Update the matrix distribution to enable individuals to receive the information automatically • Create a task force to reassess if our communication procedures are working or not
8	Access to current contact information between SLI and Nalcor	• Create one integrated electronic list containing: email, phone number, title, location
9	Clear individual job description	• Have a person assign specific tasks to each individual (location of specific data) • Have regular employee training
10	a) Finding decision-makers when needed to make high-level decisions b) Weekly update meetings – lack of for the team and for certain teams	• Tell receptionist / AA whereabouts • Keep calendars up to date and open • Place note on door; enforce use of sign in / at board • Weekly update meeting for SLI and Nalcor
11	Working level communications (✓✓✓✓✓✓✓✓✓)	• Regular meetings • Promote open discussions (less email) • Ownership / decision-making • Big picture outlook (puzzle)

Legend:
✓ = Votes for top challenge / opportunity

Things That Are Working Well…And We Should Continue To Do

Sep. 5 AM Table #	Things that are working well
1	• Integration of SNG and Nalcor departments
2	• (Good) Diverse and talented teams • "State of the art" opportunity (tools, staff, expertise, green energy) • Safety is #1 • Environmental awareness • Commitment driven (passion, etc.) • Bringing the best talent and keeping it
3	• Daily site reports • Safety • Friendly environment
5	• Information sessions • Project updates • Good team relations and interaction • Share same commitments regarding health and safety issues
6	• Positive feedback from independent reviews • Project update sessions • Team effectiveness sessions • Integration of Nalcor and SLI teams
7	• These sessions are working and need to be rescheduled on a permanent basis (e.g. every 8-12 weeks) • The team merger (SLI / Nalcor) and the sharing of the information
8	• Informal review process between SLI and Nalcor has better engaged the proper lines of communication to come to an earlier consensus, which has avoided wasted effort • Improved team integration has reduced the "us vs. them" mentality

9	• For the Social Committee to continue to schedule group activities
	  - Feedback sessions
	  - Sports competitions

10	• SLI Donut Club • Safety issues are being addressed • Safety moments • SLI e-learning incentives

Things That Are Working Well…And We Should Continue To Do (continued)

Sep. 5 AM Table #	Things that are working well
11	- <u>One</u> project office - Open-minded client - Collaboration - Continuous improvement (e.g. processes and procedures) - Safety focus - Nalcor / SLI trust

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 1

PARTICIPANTS
Ananth Rao
Ian Hickey
Michael Villanazer
STU CONNACHER
Kris Rogers

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 2

PARTICIPANTS
Tony Scott
Keenan Healey
ALVARO CEBALLOS
DALJIT DEV.
Nasser Daiyan
Jeff Coady

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 3

PARTICIPANTS
Kandy Lane   (Comp 4 Technologist)
LISA KEOUGH
Jean-Daniel Tremblay
Lesley Reid.
Leigh Anne Sutton
Jennifer Strong
Noumed Neziane.
REJEAN LETOURNEAU

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 4

PARTICIPANTS
Gary Davis
FAZAL RAHMAN
Lisa Jones
Roy Lewis
Stephanie Warren
BLAIR JANES
SUSAN SQUIRES
ZHENG TAN

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 5

PARTICIPANTS
STEPHANIE ROBERTS, C3 Admin
Hema Brahmbhatt   Cost Engineer C3, C4
Hamidreza Bakhshi, C4, Lines Lead, SLI
Jim Robertson, Project Controls
Jerry Pittman, PROCUREMENT
LAVAL GIGUÈRE, C1 PIPING DESIGNER

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 6

PARTICIPANTS
Crystal Knight
Kumar Kandaswamy
Joshua Lawrence
Chris Helston
RANDY KOOB
Joseph Yang

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 7

PARTICIPANTS
Martin Landry
Chris Russell
MICHEL MAEYENS
Chunrie Li

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 8

PARTICIPANTS
Melanie Goode.
CLAUDE LAURIER
PAUL LEMAY
FREDERIC MARTIN.
THERESA WALSH
SATISH SUD
Jonathan Stewart
GERVAIS SAVARD.

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #:   9

PARTICIPANTS
ALEX TIRCA
Jonathan Kelly
Siavosh Honari
Wellington Oronsaye
MOHAMMAD HASAN
Sheikh Islam

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 10

PARTICIPANTS
Kristine O'Rielly
Ovidio Ascencio
STEPHEN CHORNY
RAYNALD LEMIEUX
NORMAND MONGRAIN
CARLOS FERNANDEZ
Jeff Spencer

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 5th P.M

Table #: 11

PARTICIPANTS
Ken Morrison
Brian Colbourne
John Skinner
Marion Organ

Deloitte.

Lower Churchill Project Team Effectiveness Program

"All Hands" Feedback September 5 P.M. Session Output

Managerial Design™

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Meeting Logistics, Purpose and Agenda

Meeting Logistics

Date:	September 5, 2012 – P.M. Session
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Meeting Agenda

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✓   2.   Project Update

✓   3.   Arctic Survival Challenge

✓   4.   Feedback Session Break-Out Groups

✓   5.   Presentation and Project Leadership Question and Answer Period

General Challenges / Opportunities and Recommendations

Sept. 5 P.M. Table #	General challenges / opportunities	Recommendations
1	Unclear roles and responsibility – blame shifting Constantly shifting roles and responsibilities are leading to work being missed or done improperly. This then leads to 'blame shifting' culture rather than one that focuses on <u>finding solutions</u> and <u>accountability</u> (✓✓✓✓✓✓✓✓✓)	• Changes in roles to be communicated and understood • Changes to roles only when necessary • Discussion in advance with affected parties before decisions made to change roles • Individuals should focus more on rectifying the issue rather than blaming others. Management should lead by example.
2	Team needs to increase trust in functional capabilities of all team members (✓✓✓✓✓)	• Continue team building exercises (break down the barriers) to allow members to build good working relationships
3	Project processes and systems, as well as responsibility and authority, are not perceived as fully aligned and integrated (✓)	• <u>Decision</u> on project processes to be implemented – roll-out meetings for clarity
4	Lack of integrated project-wide protocols and procedures which describe the work and roles and deliverables. This will facilitate an integrated team approach.	Facilitate an integrated team approach: • Review current procedures • Roll-out with working sessions at a functional team level
5	Dual / different systems between SLI and Nalcor being serviced / operated by the same groups (✓✓✓✓✓) <u>Related</u> Interface management: 2 sets of numbers, 2 different Change Management systems	• Seamless interface development • Training on both for both companies • Over-arching procedures to take both systems into account; better communication of those procedures
6	a) Combined roles and responsibilities of group members are not clearly defined – individual teams and integrated teams (✓✓✓✓✓✓✓✓✓) b) There is a sense of an Oil & Gas philosophy when we are trying to build a hydroelectric project (✓✓)	• Clear empowerment of individuals' roles and responsibilities • Management needs to step back to re-evaluate how the project is managed

Legend:
✓ = Votes for top challenge / opportunity

General Challenges / Opportunities and Recommendations (continued)

Sept. 5 P.M. Table #	General challenges / opportunities	Recommendations
7	Better understanding of company culture (SNC and Nalcor)	• Company presentations (SNC and Nalcor) • Social activities
8	Working as one team to improve organizational effectiveness (✓✓✓✓✓)	• Clear definition of roles and responsibilities (✓✓✓✓✓✓✓✓) • Integrating Nalcor / SLI Team, giving empowerment to SLI to make decisions
9	Decision made in a timely manner, by management, in the schedule, in order to avoid delays (✓✓✓✓✓✓✓✓✓)	• Components should be more collaborated to make a quick decision
10	No comprehensive / integrated organizational chart for the project (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Establish a clear, integrated organization chart for the <u>whole</u> team with clearly defined roles and responsibilities
11	Morale: maintaining high morale	• Definition of roles • Communication strategy – <u>internal, joint</u> strategy (SLI and Nalcor) • Empowerment to perform your job within your skill set

Legend:
✓ = Votes for top challenge / opportunity

Communication Challenges / Opportunities and Recommendations

Sept. 5 P.M. Table #	Communication challenges / opportunities	Recommendations
1	Conflicting direction from different management levels – due to an extensive organizational structure on the project, multiple conflicting directions are often given by different levels of management causing confusion and conflicting priorities (✓✓✓✓✓)	• Work directions to follow 'chain of command' structure • Delegation of work to be issued by immediate supervisor • Clear understanding of organization chart • Individuals should confirm new work direction with supervisor
2	Lack of access or ease of retrieval of key information for members of integrated team (✓✓)	• Select a common tool; give access to all members that need it and train users in its use
3	Information doesn't properly flow within and between project components or departments (i.e. information from meetings not being forwarded to affected parties) (✓)	• Regular co-ordination meeting between similar job functions and management • Improve meeting structure by ending each meeting with closing remarks on issues / decisions and key personnel that requires this information
4	a) Improve upon mutual respect and diversity recognition b) Better coordination and distribution of information	• Maintain the language the group can understand • Progress updates (visuals / models) (✓)
5	Break the 'us vs. them' mentality; don't stay in your own department / rut (✓✓✓)	• This project is so big you can't get to know absolutely everyone, but more effort can be made to say 'good morning', introduce yourself, learn about other groups / departments. The social aspect of the project can go a long way to assisting teamwork mentality.
6	Clarity on long term plans for LCP / EPCM team members (✓✓✓✓✓✓✓✓)	• Clearly define Project Plan so individuals can plan long-term and commit to the project
7	Lack of clear communication and changing of instructions (✓✓)	• Training sessions • Clear and precise instructions • Consistency of instructions • Consistency of procedures

Legend:
✓ = Votes for top challenge / opportunity

Communication Challenges / Opportunities and Recommendations
(continued)

Sept. 5 P.M. Table #	Communication challenges / opportunities	Recommendations
8	Inform the team of developments and progress	• Weekly newsletter – including a quiz regarding information in the newsletter – to win a prize
9	More communication between components and disciplines (✓✓✓✓)	• Information sharing within component from the upper level (✓)

10	No formal communication regarding project progress / updates	• Bi-weekly / monthly? newsletter with project progress (✓✓✓✓✓✓)
		  - Paper rather than email
		  - Project updates, social events, etc.
		• Clear communication regarding any available social events

11	Lack of consistency in what is communicated, who communicates it, when it is communicated (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Internal communication strategy
		  - Key points to share
		  - Formalize groups
		  - Newsletter (joint)

Legend:
✓ = Votes for top challenge / opportunity

Things That Are Working Well…And We Should Continue To Do

Sept. 5 P.M. Table #	Things that are working well
1	• Relaxed, professional atmosphere • Team safety • Office core values • Physical co-location of team • Interaction between SLI / NE counterparts
2	• Full dedication of all project team members to ensure full project success
3	• Individual relationships – honest, respectful and positive • Physical integration of Torbay Road office • Team Effectiveness Program • Project updates (overall) (quarterly)
4	• Continue working in a joint team • Continue Team Effectiveness initiative • Continue co-operation with other disciplines • Family and friends social gatherings
5	• Engineering progress; achieving milestones • Weekly report is good, improve it; make more succinct, broadcast to a wider LCP audience • Great environment for transfer of knowledge
6	• Communication is improving amongst team members
7	• Organization of social activities
8	• We have assembled a large pool of talent • Continue to retain the talented team!
9	• Teamwork • Dedication • Hard work • Meeting deadlines
10	• Keep employees involved in team building development / allowing employees to express opinions on how to improve work environment
11	• Joint efforts to solve problems • Clear vision of where we need to go

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: /

PARTICIPANTS
Jackie Droney
Joselyn Grant
Jim Moimll
Barry Acnem
Scott Gillis
Mlh. Cln

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #:   2

PARTICIPANTS
Sylvain Gélinas
Marsa Veitch
Sherry Wilson
SHAWN BUTT
Ricardo Cummney.
William Diaz
Nicole Collins

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 3

PARTICIPANTS
Adam Kavanagh
Sylvain Massau
Senad Hodzic
Paul Bennett
Mark McGrath
Hilary Hynes
Fabien Cusimin-Raynal

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 4

PARTICIPANTS
RON COLLINS
André MOSSER
Duane Clarke
Valerie Murray
DAWN TRAINOR

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 5
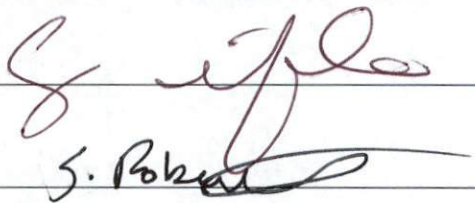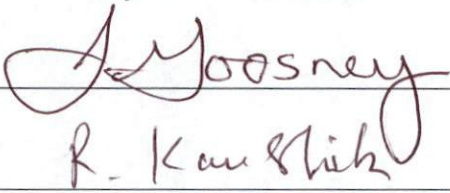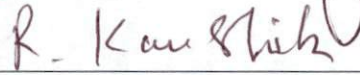
PARTICIPANTS
PAUL FRASER
Robert SANLIAN
LUIS BUITRAGO
Samantha Lundrigan
Susan Moore
Ricardo Quijvola
Gary Walsh

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 6

PARTICIPANTS
S. _____
J. Rob___
J. Moosney
R. Kaulstich
T. CHUDY
Gang Lin
GUILLERMO ZAMBRANO
A. El Rami

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 7

PARTICIPANTS
Luc Turcotte
ANTOINE GAGNON
CARLOS CORREA
Wanda Ryder
Todd Pickett
Bob Besaw

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 8

PARTICIPANTS
Mark Peddle
Tony Villaraza
Nadine Neskins
Jill Hawkins
VICTOR JAREMKO
Chris Collins
STEVE CAMPLIN

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 9

PARTICIPANTS
Andrea Stephen
Andre Pearcey
Jace McKenna
Bob Noseworthy
Shiva Shenoy
Tracy Hoskins
MARK TURPIN

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 10

PARTICIPANTS
Michelle David
Lynn Stockley
TIM SHEPPARD
Tyler Sooley
CLARENCE HEWITT
Mohamad Makky

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 11

PARTICIPANTS
Renée Dawe
Jamie Goosney.
Chris woodmos

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"All Hands" Feedback Session

Session: September 10th P.M

Table #: 12

PARTICIPANTS
Damian Ore
Daniel Damon
Natasha Carey
Scott Penney
Ismael Ochoa.
Ron Adamcyn

LOWER CHURCHILL PROJECT

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Session: September 10th P.M

Table #: 13

PARTICIPANTS
JOHN MULCAHY
MARK OSMOND
Shelley Chaytor
Jaleh Mehr
Dave McNutt

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 14

PARTICIPANTS
Kyle Tucker
AFZAL HUSSAIN
DAVID HALEY
John Cooper
Catherine Rouxel
M. Moran
S. GUERRETTE
DAVE RIFF

LOWER CHURCHILL PROJECT

"All Hands" Feedback Session

Session: September 10th P.M

Table #: 15

PARTICIPANTS
Dave Newbury
Dominic Thériault
Catherine Finn
Carlos Prado
Marcelo Villalobos
MEER NAZMUL ALAM
Krista Trowbridge
Rami Wadhwa

Deloitte.

Lower Churchill Project Team Effectiveness Program

"All Hands" Feedback September 10 Session Output

Managerial Design™

Table of Contents

Meeting Logistics, Purpose and Agenda

Meeting Logistics

Date:	September 10, 2012
Location:	Holiday Inn, Salon C and D
Consultants:	Catherine Parsons Dhamija, Stephanie Campbell, Tami Macdonald

Meeting Purpose

1. To identify the key opportunities to further improve the way we work together as the Lower Churchill Project Team.

2. To propose recommendations for how we might continue to improve team effectiveness.

3. To have fun working together as the Lower Churchill Project Team.

Meeting Agenda

✓ 1. Welcome and Session Overview

✓ 2. Project Update

✓ 3. Arctic Survival Challenge

✓ 4. Feedback Session Break-Out Groups

✓ 5. Presentation and Project Leadership Question and Answer Period

General Challenges / Opportunities and Recommendations

Sept. 10 Table #	General challenges / opportunities	Recommendations
1	• Knowledge of 'other' procedures and systems	• Roll out and training of procedures and systems (e.g. PM+, PDMC, Aconex, shared files, work processes)
2	Project Team alignment – align culturally diverse groups to 1 goal, 1 set of processes and 1 decision (✓✓)	• Streamline processes and decision-making • Defining and communicating roles and responsibilities (✓) • Social integration - Mentoring - Lunch and learn - Social events
3	Higher project visibility • Raise project awareness and the profile so that contractors, vendors, suppliers, employees want to be a part of this project • Reduce uncertainty and continuous negative publicity	• Media campaign going on offensive, focusing on positives, success stories (✓)
4	• Retaining experienced people (✓) • Staffing – hiring	• More incentives (e.g. flex hours; opportunities for advancement; internal recruitment; job fair) (✓) • Shorten process • Reproduction room
5	We do not have consistent, clear procedures / processes (✓✓✓✓✓✓✓✓✓✓)	• Need to have project-specific procedures (i.e. not SLI or Nalcor) • We need to settle on procedures before we go further into the project • Learning across components for new procedures
6	Lack of clearly defined responsibilities and priorities (✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Update and expand the organization chart to clearly define responsibilities • Priorities discussed in meetings need to be effectively communicated to team members
7	• Staffing of the project – retention of staff (✓✓✓✓)	• World class working conditions

Legend:
✓ = Votes for top challenge / opportunity

General Challenges / Opportunities and Recommendations (continued)

Sept. 10 Table #	General challenges / opportunities	Recommendations
8	• Clarify and implement processes rather than more processes (✓✓✓✓✓) • Effectively utilizing people with adequate skills • Physical integration	• Formalized implementation plan OK to tweak but don't make major changes • Organize major changes in proper fashion
9	We are not 'One–Team' solution (✓✓✓✓✓✓✓✓✓✓✓✓✓✓) • Document control • Role descriptions • Integration between components • Inconsistent procurement process	• Further integration
10	• Unfamiliarity with team members	• Develop trust between colleagues and team members (integration) (✓✓✓✓)
12	Processes and procedures for project execution (e.g. contract template; drawing standard; store WIP) (✓)	• The need for continuous improvement
13	Team ownership (✓✓✓) • The work belongs to the team • We all have the same end goal	• To value all ideas with positive reinforcement
14	Identify people's <u>roles</u>; fill the positions with the correct people; give them the authority to do their jobs... (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Publish the organization chart for the Project Team. <u>Profile</u> individuals / groups.
15	Not enough experienced personnel (✓✓)	• Evaluation and training of current employees • Hire more experienced personnel

Legend:
✓ = Votes for top challenge / opportunity

Communication Challenges / Opportunities and Recommendations

Sept. 10 Table #	Communication challenges / opportunities	Recommendations
1	• Visibility of team goals / accomplishments (✓✓✓)	• Big project billboard with key monthly goals and accomplishments • A monthly newsletter

2	Relying on formal communication – information not clearly communicated	• Informal discussions to supplement formal meetings / documentation
		 • Project awareness
		   - Updates
		   - Goals achieved

3	Decisions are being made at the management level, however, the messages are not being conveyed in a timely manner (and sometimes not at all) leading to uninformed team members, misalignments and differing strategies (✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓)	• Weekly project leadership blog / newsletter informing team members of 'big' updates (e.g. this meeting went well, can't get into details yet...)
		   - Decisions
		   - Milestones
		   - Key deliverables achieved

4	Information sharing between components and other divisions (Montreal) (✓)	• Standardize documentation across components (e.g. specs, drawings) • Break down silos • Circulation of meeting notes • Periodic reports on project-wide KPIs • Lessons learned • Centralized DCC
5	Clear direction from management (✓✓✓✓)	• Need to identify priorities • Establishing realistic schedule • Establishing roles and responsibilities
6	Lack of knowledge transfer to affected team members (✓✓✓✓)	• Follow up high-level managerial meetings via discipline specific debriefings

Legend:
✓ = Votes for top challenge / opportunity

Communication Challenges / Opportunities and Recommendations
(continued)

Sept. 10 Table #	Communication challenges / opportunities	Recommendations
7	• Familiarize with LCP Team	• Bulletin board with names, photos, position • Coaching of new employee / new hire
8	• Effective communication of targets and decisions (✓✓✓✓) • Effective use of emails (✓✓) • Hoarding information – power trip	• Formalized protocol of disseminating information to appropriate people
9	Defining leadership hierarchy (✓✓✓)	• Concise and authoritative role descriptions
10	Lack of formal and inconsistent communication (technical) (language barrier) (✓✓✓✓✓)	• English courses in technical writing
12	Computer communication system compatible (e.g. Nalcor - Lotus; SLI - Outlook)	• Integrate the 2 systems • A common location to store / exchange information
13	Information exchange	• Establish clearer and simpler protocols / procedures for information exchange (✓)
14	Project leaders must effectively communicate project details to the team (✓✓✓✓✓✓✓✓✓✓)	• Manager's blog • News update • Project-wide • Available to all
15	Methods of communication are time consuming and inefficient (✓✓✓✓)	• More coordination meetings with defined scope

Legend:
✓ = Votes for top challenge / opportunity

Things That Are Working Well…And We Should Continue To Do

Sept. 10 Table #	Things that are working well
1	• Working towards team unity 'integration' • Improve SLI / Nalcor internal relationships • Generally hitting schedule targets • Focus on safety – challenge to have everyone focused on safety at site (e.g. JOHSC, emergency response, safety moments, reporting, getting the safety message out) • Quality of engineering
2	• Project objectives being achieved • Good quality of people • Team supporting each other
3	• Continue these sessions • Acknowledged and addressing issue • Integration of certain groups • TV messages distributed through newsletter
4	• Safety • New meeting rooms • Team integration – SLI / Nalcor • Nalcor / SLI review process (eng.) • Information screen at SLI front desk • Construction tracking – daily reports and const. map
5	• Integration of office • PDMC • Feedback sessions make communication easier • Open and friendly environment • Establishment of a social committee
6	• Working on improving team effectiveness
7	• Excellent safety program • Constructability reviews (great) • Good collaboration efforts • Good risk exercises • Meaningful and timely communication by 'high' management

Things That Are Working Well…And We Should Continue To Do (continued)

Sept. 10 Table #	Things that are working well
8	• Project updates • Management very approachable • Some degree of happiness ⎫ • Social events ⎬ More balanced work • Free coffee and tea ⎭
9	• Recognizing the need for team effectiveness!
10	• Team building exercises
12	• Both teams working at the same building • Open door communication policy • The fact that we are having more project updates • Integration of procurement
13	• Efficient integration of the Nalcor / SLI teams into one main location – Torbay Rd. • Team building process • Pooling of tremendous knowledge and experience
14	• Positive integration of Nalcor / SLI (people and processes) • Positive attitude • Good group interactions
15	• Team spirit

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Lower Churchill Project
Feedback Sessions Survey Results

September 5 and 10, 2012

Survey Results Overview

- **Participants:** The survey was sent to the LCP Project Team.
- **Respondents:**
    - A maximum of 111 participants responded to the multiple choice questions.
    - A maximum of 82 participants provided written feedback on the open-ended questions.
- **Duration:** The survey was open for 7 working days, from September 6th to September 14th.
- **Participation:** 208 participants: 44 in session 1, 68 in session 2, and 96 in session 3.
- **Results:**
    - 87% of the survey participants felt the session was valuable.
    - 74% felt they had an increase understanding in the TEP.
    - 87% felt they had open discussion on how to improve team effectiveness.
    - 82% felt they learnt more about the people they work with.

Survey Results

Question 1: Which feedback session did you attend?

The majority of participants attended the **3rd session**

- 2.7%
- 17.1%
- 34.2%
- 45.9%

Legend:
- September 5th - morning session
- September 5th - afternoon session
- September 10th - afternoon session
- I wasn't able to attend the session
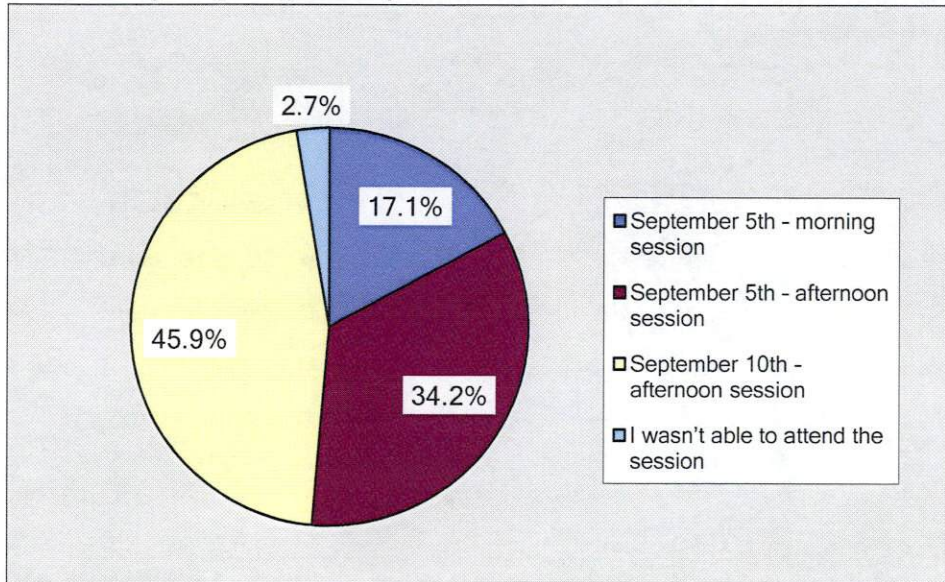
Quotes:
- "The times were flexible and accommodating."
- "Should have been given more time."
- "The off-site venue worked well … and offered good food."

Question 2: I found great value in attending the feedback session

Results for Agree and Strongly Agree: **87.8%**

- 0.009
- 0.037
- 0.075
- 0.196
- 0.682

Legend:
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
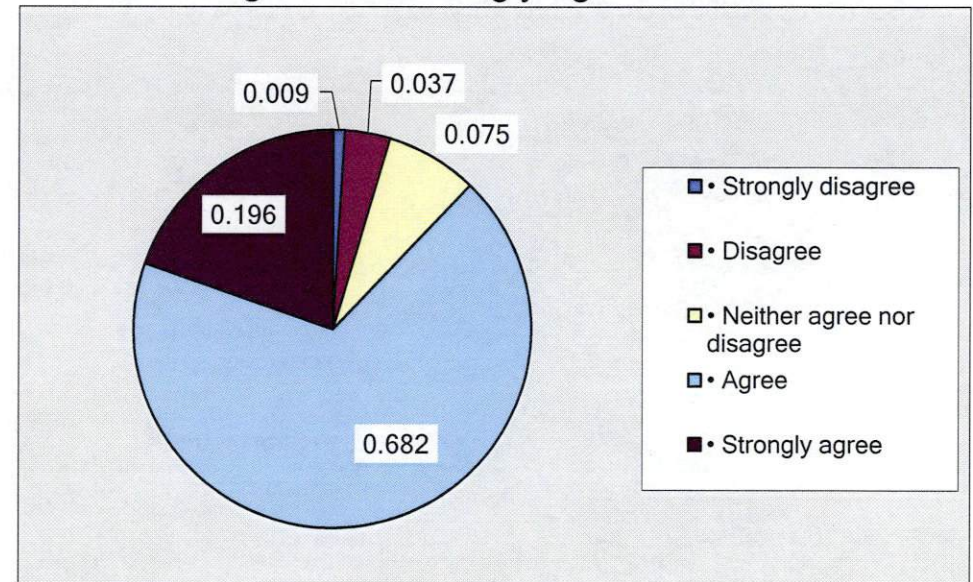
Quotes:
- "Would like to see these more frequently (i.e. quarterly, twice a year)."
- "Had an opportunity to "discuss" aspects of the project that need to be improved."

Survey Results

Question 3: The feedback session was enjoyable

Results for Agree and Strongly Agree: **87.9%**

Pie chart values: 0.009, 0.028, 0.084, 0.215, 0.664

Legend:
- ■ Strongly disagree
- ■ Disagree
- □ Neither agree nor disagree
- □ Agree
- ■ Strongly agree
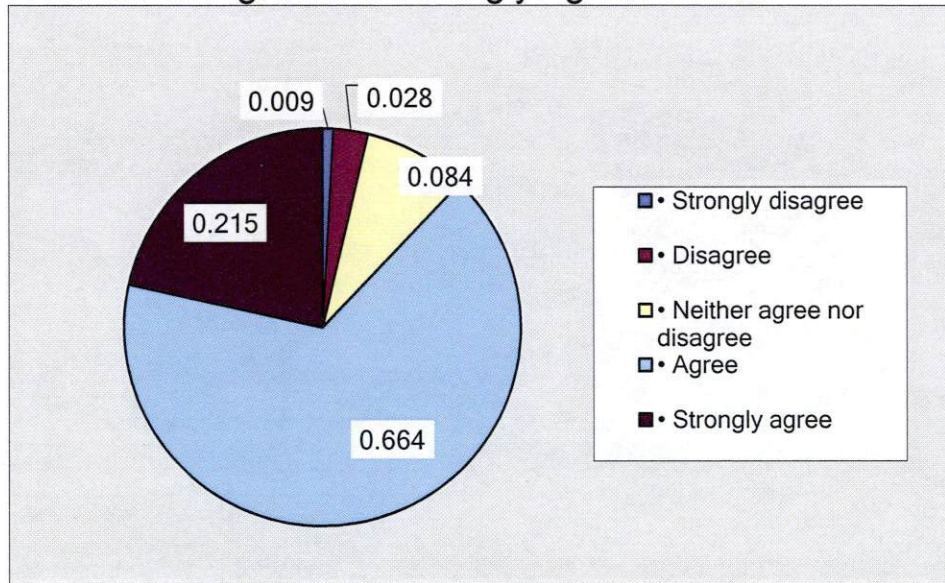
Quotes:
- "I enjoyed the food and the interaction."
- "Good team work."

Question 4: The feedback session increased my level of understanding of the Lower Churchill Project Team Effectiveness Program

Results for Agree and Strongly Agree: 74%

Pie chart values: 0.009, 0.083, 0.065, 0.185, 0.657

Legend:
- ■ Strongly disagree
- ■ Disagree
- □ Neither agree nor disagree
- □ Agree
- ■ Strongly agree
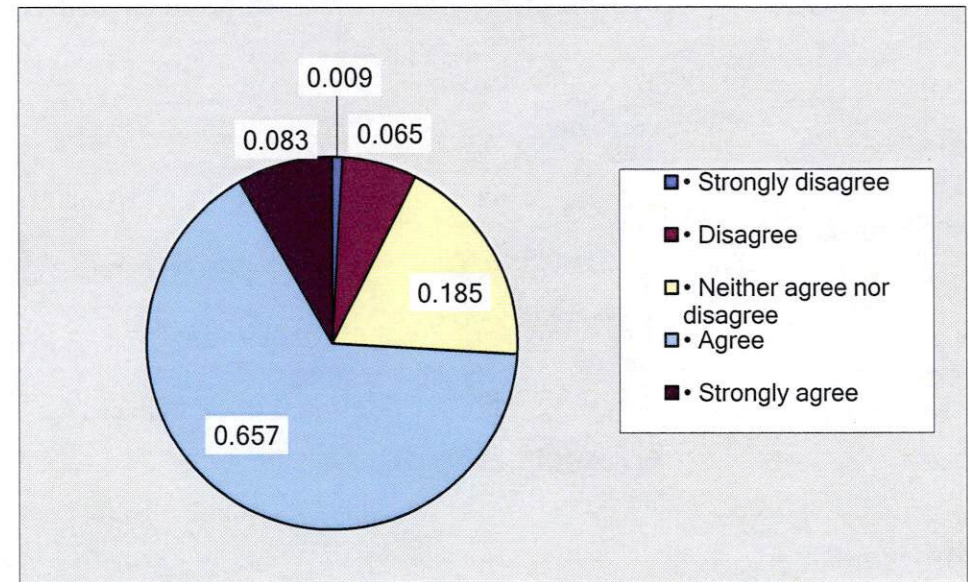
Quotes:
- "I enjoyed hearing from the steering committee about their purpose and mandate."
- The session focused on team effectiveness between Nalcor and SLI but we also need to focus on the team effectiveness within each of the respective companies.

Survey Results

Question 5: We openly discussed opportunities to improve team effectiveness

Results for Agree and Strongly Agree: **94.4%**

Pie chart values:
- 0.019
- 0
- 0.037
- 0.324
- 0.62

Legend:
- • Strongly disagree
- • Disagree
- • Neither agree nor disagree
- • Agree
- • Strongly agree
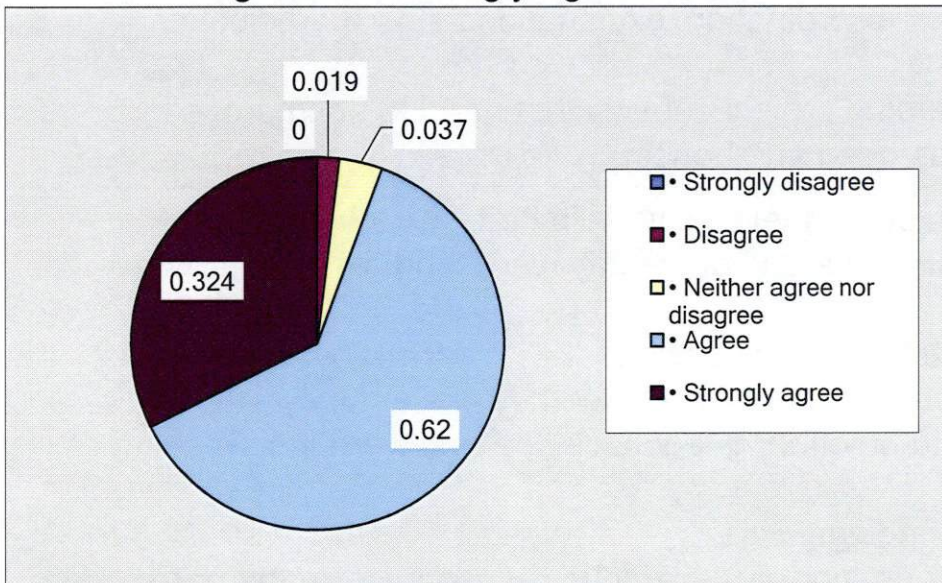
Quotes:
- "Working as a group to collect our ideas worked well."
- "Good group discussion."
- It felt rushed. There should have been more time allocated to discussing the findings at the end."

Question 6: I learned more about the people on the project team

Results for Agree and Strongly Agree: **82.2%**

Pie chart values:
- 0.019
- 0.028
- 0.121
- 0.131
- 0.701

Legend:
- • Strongly disagree
- • Disagree
- • Neither agree nor disagree
- • Agree
- • Strongly agree
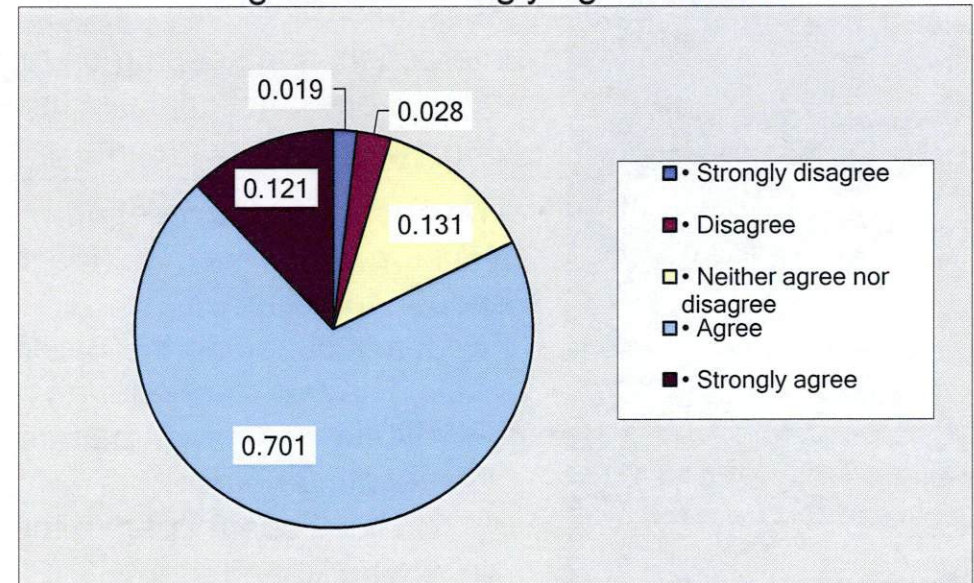
Quotes:
- "Mixing up the tables with both SNC & Nalcor people was a great way to integrate one overall team and get to meet new people."
- "Placing people with others that they don't normally work with or communicate with is very important and I'm glad that happened."

Feedback Themes From Open Ended Questions

Questions	Feedback Themes from the Participants
What worked Well? **(82 Respondents)**	• Assigned seating with people you do not regularly have the privilege working and interacting with. • Survival exercise was a good ice breaker, team building, and good set up for discussing the three questions in during the second half of the day. • Session organization including: agenda, coordination, explanations, flow, participation, interaction, and keeping on task. • Open cross functional discussion regarding project aspects that need to be improved. • Communication during the session was open and honest.

What didn't work well?
 	
 (67 Respondents)
	• The opportunity to meet new unknown personnel was very limited.
	 • Not sure if the recommendations made at the end of the day were tangible or specific enough to action.
	 • Feedback based on the Steering Committee Panel included:
	   - They was not enough interaction with them . They seemed like a "jury".
	   - Only one panel member seem to be offering feedback, the rest were just listening or writing notes
	   - Didn't seem open to the teams findings.
	   - The limited amount of "more information" or "example" requested from the panel offers little information as to weather the issues and recommendations have been heard.
	   - Lack of feedback from the panel offers little insight as to if and how the issues exposed are going to be corrected.

What recommendations or changes would you suggest for future team development sessions? **(55 respondents)**	• Would like to see these more frequently (i.e. quarterly, twice a year) • Feedback should be presented anonymous so people feel more comfortable reporting open and honest feedback. There were too many people and leaders present to do this, this time. • Should have formally made time for table interdictions and used name plates or name tags. • Needed a scheduled break. • The groups sizes were too small. • Not enough time, the discussion and report-out felt rushed.

Lower Churchill Project Team Effectiveness Program – Onboarding to Enhance Team Effectiveness

Deloitte
9/14/2012

Contents

Document History

Version	Date	Description of Version	Authors	Distribution
0.1	August 31, 2012	Initial draft	Tami MacDonald, Deloitte	Deloitte Team Members
1.0	September 14, 2012	Final draft	Tami MacDonald, Deloitte	Jose Gillis & Faustina Cornick

1. Purpose

The onboarding process is one of the first impressions that a new team member has of the Project, their new work environment, and their team members. Therefore, the goal should be to ensure that the experience is representative of the values and operating principles of the Project. Knowing that Team Effectiveness is a goal to leverage project effectiveness, it is valuable to integrate opportunities to improve it into everything you do, including onboarding.

As such, the primary purpose of this document is to share some areas of opportunities to enhance team effectiveness of the Lower Churchill Project on Torbay Rd. within the current Nalcor and SNC-Lavalin Incorporated (SLI) onboarding processes. The intension is that these opportunities are viewed as recommendations for consideration by Human Resources and that the agreed upon recommendations get implemented throughout the applicable functions of both Nalcor and SLI.

At the time these recommendations were proposed, Nalcor and SLI had independent onboarding processes. Although both are effective in onboarding new hires to the respective companies, they offered different messages about the project, the project team, contain different functional topics, and eliminate so key common messages including project strategy, communication means, key team members, initiatives, and social opportunities.

The items in scope for this review and consequential recommendations include:
- LCP project team members from Torbay Rd. irrespective of their working location but customized accordingly (i.e. Hydro, Montreal, Goose Bay)
- SLI and Nalcor hires and contractors
- Part-time and full-time hires

The items not in scope of this review or recommendations include:
- Nalcor and SLI corporate onboarding process and content not impacting team effectiveness (i.e. corporate values, human resource polices, safety methodologies)

2. Opportunities for Enhancement of Team Effectiveness through the Onboarding Processes

The opportunities for integrating team effectiveness into the already existing onboarding process include "content and delivery" and "process and structural" recommendations.

The content and delivery recommendations include recommendations that can be incorporated into the current independent corporate processes. This means that the current schedule, facilitator, timing, and formalities can be maintained. The suggestions only affect content and delivery. The process and structural recommendations include recommendations that can enhance the current independent corporate processes and add a Lower Churchill Project specific orientation in support of team effectiveness. This means that we are proposing more the content changes. We are proposing structural and process changes to the way the content is delivered.

2.1. Content and Delivery Recommendations

The content and delivery recommendations include recommendations that can be incorporated into the current independent corporate processes. There are six areas that need to be covered during the onboarding process, which include: Human Resources, Information Technology, Document Control/Information Management, Health, Safety & Environment, Quality Assurance and site/office tours. Within each area there are key messages that should be delivered. A summary of these messages can be found in section 2.1.1

In addition to providing an overview of the five areas there are opportunities to enhance the current onboarding practices. A summary of these recommendations can be found in section 2.1.2

2.1.1   Area Onboarding

Human resources
- Explain differences in owners and EPCM HR and Labour Relations roles
- Offer a LCP project overview, description of the structure and key roles from both partnering companies, and share the joint LCP operating principles (See Appendix A)
- Explain the existing project committees and initiatives (e.g. Social committee, TPE Steering Committee)
- Explain common project communication vehicles (e.g. Team Assembly)
- Suggest using common descriptors to describe the corporate policies relating to:
  - Dress code
  - Casual day Friday
- Edit "Welcome to LCP" document to display "Entrances" versus "SLI and Nalcor Entrances"

Information technology
- Acknowledge that the corporate partner (Nalcor or SLI) is part of the project team and describe each of their respective information technology roles
- Describe how SLI and Nalcor are different and explain how this affects operations, including:
  - IMS and PDMC
  - Operating on different servers
  - Different e-mail address extensions and servers therefore they can't access e-mail for individuals on the partnering side from within their own e-mail address books unless they manually populate them
  - Different telephone systems and the instructions on how to use the extensions
- Share the contact list and the frequency and means of its distribution
- When explaining boardrooms, include the boardrooms managed by the partnering side and their respective booking contacts

Document control / Information management
- Acknowledge that the Lower Churchill Project Team on Torbay Rd. includes both SLI and Nalcor employees and describe their respective document control and information management roles.
- Remove "NE" references when describing LCP and in "NE-LCP"
- Describe how they can access files from both document control and information management
- Describe what policies are important to their roles and at what level they need to understand them

- Include an explanation of how and why documents are coded the way they are

Health, safety, & environment

- Acknowledge that the Lower Churchill Project Team on Torbay Rd. includes both SLI and Nalcor employees and describe their respective health, safety, and environmental roles. For example, explain how Nalcor's representatives have authorization to deal with the regulatory agencies while SLI's representatives have authorization over project execution
- Include viewing the safety video as you enter the building into the presentation and explain the rational for it
- Review only the content relevant to the audience. For example: The Hydro-place muster stations are not applicable to Torbay Rd.
- Common office/site best practices (i.e. backing into parking spaces, scent free, reporting observations, exits, evacuations, and personal protective equipment requirements)

Quality Assurance
- This is only completed as part of the SLI onboarding process. We recommend that Nalcor also consider including Qualify Assurance into their on-boarding process.

Site/Office Tour

It is recommended that the office tour includes to the following:

- TV – provide information on the purpose of the TV and the type of information posted on the TV
- All boardrooms
- All lunchrooms

In doing so, use project based language versus language that would imply a separation between Nalcor and SLI. For example, you could name the lunchrooms, similar to what was done with the boardrooms. This will reduce the need to reference once lunch room as the SLI lunchroom and the other as the Nalcor lunchroom.

2.1.2   General Onboarding

General
- Use the new LCP logo (once developed) on content specific to the project and the respective corporate logos on the content specific to them
- Introduce a "buddy" system where new hires are paired with an employee who is close to them and work in a similar area to help answer any questions that the new hire may have
- Include a "welcome message" from Ron and Normand. Ideally there would be one joint message signed by both of them. However if this is not possible, there should be two similar messages for each to sign.
- Include a project overview which could contain:
  o The 2 videos shared at the July 31, 2012 Team Assembly
  o A map or visual of all the locations the Torbay Rd. team members work at (i.e. Montreal, Torbay Rd., Hydro Place, Goose Bay, etc.)
- Include the project's operating principles (see Appendix A)

- Describe the working relationship between Nalcor and SLI
  - Include a high level organizational chart containing members each partnering company, their titles, and their reporting relationships.

2.2. Process and Structural Recommendations

The process and structural recommendations include recommendations that can enhance the current independent corporate processes and add a Lower Churchill Project separate onboarding process to clearly delimitate and communicate the key messages in support of team effectiveness. The recommendations are intended to maintain key content while enhancing the flow and alignment to clearly depict two separate companies working collaboratively to complete one mega project.

Recommendation A - There is an overall LCP onboarding and two separate corporate onboarding processes, as depicted below in Tables 1 & 2 and Figures 1 & 2. This would mean that the LCP onboarding would be jointly delivered by members of the LCP team and include all functions. The respective corporate onboarding would be completed by their own respective resources but not include project information.

The LCP Onboarding messaging would focus on the project and combined LCP team and include:

Table 1: LCP Onboarding	
Owner: Nalcor and SLI Functional Representatives	
Onboarding Area	**Key Messages**
HS&E	• Explain differences in owners and EPCM HS&E roles • Torbay Rd. exits and muster stations • Describe the meaning of red and green tubes on cubes • Explain the placement of fire extinguishers • Share the "No scent" policy • Share the parking best practices
HR	• Explain differences in owners and EPCM HR and Labour Relations roles • Share project overview, structure, and operating principles • Explain project dress code • Describe project committees, initiatives, and communication mediums • Inform them of the social committee, upcoming events, and key contacts • Explain the communication mediums used on the project
IM/DC	• Explain differences in Information Management and Document Control roles • Explain the type of information managed by both • Explain how to access the information from both • Explain the policies pertinent to their roles and how they can access them • Discuss training needs and access requirements
IT	• Explain differences in owners and EPCM IT roles • Share and explain common contact list • Explain differences between e-mail extensions • Instruct them how to call project team members employed by partnering companies • Explain the contents of boardrooms and how to book them

Tour	• Front and back exits • Muster stations • Washrooms • Supply rooms • Front door • Purpose of TV • Two common lunch rooms
QA	• Explain differences in owners and EPCM Quality Assurance roles • Project tools and processes (i.e. Non-conformance reports)

Figure 1: LCP Onboarding
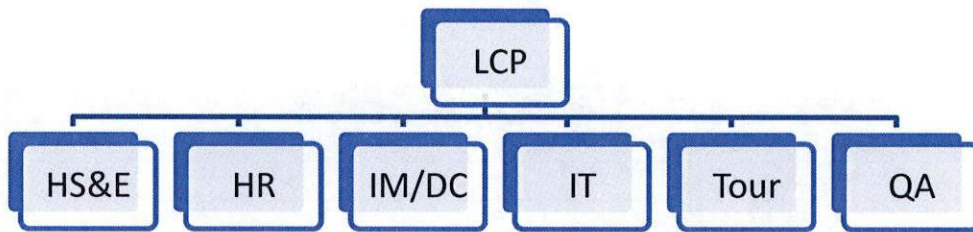
In addition to the above project onboarding, the corporate specific onboarding would exist as they do today but only include corporate specific messages including:

Table 2: Corporate Onboarding	
Owner: Nalcor and SLI Functional Representatives	
Onboarding Area	**Key Messages**
HS&E	• Corporate methodology and principles • Explain the reporting process and purpose
HR	• Corporate overview vision, mission, and values • Corporate benefits, time sheets, and ethics
IT	• Corporate IT policies • Corporate systems, resources, & access • Help deck • Operating guidance

Figure 2: Corporate Onboarding

Recommendation A would require the leads from the onboarding areas to come together to discuss and prepare common LCP onboarding material and remove any duplication already embedded into their current corporate onboarding processes.

Recommendations B - There are two separate corporate onboarding processes as depicted below. This would mean that the various presenters would come together to update the content they each present and potentially use some common slides to ensure alignment of messages. The onboarding would be delivered by the respective companies using their respective resources and include all functions.

Messaging would be phased and include specific project messages and corporate specific messages for each function and include:

Table 3: Combined LCP and Corporate Onboarding	
Owner: Nalcor and SLI Functional Representatives	
Onboarding Area	**Key Messages**
HS&E	Project Messages: • Explain differences in owners and EPCM HS&E roles • Explain location of exits and muster stations • Explain the purpose of red and green tubes on cubes • Describe the placement of fire extinguishers • Share the "No scent" policy • Share parking best practices Corporate Messages: • Corporate methodology and principles • Explain the reporting process and purpose
HR	Project Messages: • Explain differences in owners and EPCM HR and Labour Relations roles • Offer a project overview, structure, and operating principles • Explain the project dress code • Describe the project committees, initiatives, and communication mediums • Inform them of the social committee, upcoming events, and key contacts • Explain the communication mediums used on the project Corporate Messages: • Corporate overview vision, mission, and values • Corporate benefits, time sheets, and ethics
IM/DC	Project Messages: • Explain differences in Information Management and Document Control roles • Explain the type of information managed by both • Explain how to access the information from both • Explain the policies pertinent to their roles and how they can access them • Discuss training needs and access requirements
IT	Project Messages:

	• Explain differences in owners and EPCM IT roles • Share and explain common contact list • Explain differences between e-mail extensions • Instruct them how to call project team members employed by different companies • Explain the contents of boardrooms and how to book them **Corporate Messages:** • Corporate IT policies • Corporate systems, resources, & access • Help deck • Operating guidance
Tour	**Project Messages:** • Front and back exits • Muster stations • Washrooms • Supply rooms • Front door • Purpose of TV • Two common lunch rooms
QA	**Project Messages:** • Explain differences in owners and EPCM Quality Assurance roles • Project tools and processes (i.e. Non-conformance reports)

Figure 3: Combined Onboarding

Recommendation B would require the leads from the onboarding areas to come together to discuss and prepare common LCP onboarding material for the project related messages and remove any duplication already embedded into their current corporate onboarding processes.

Differences between systems and software versions will need to be considered to ensure the project messages can be incorporated as planned.

3. Considerations

Irrespective of the option selected, when integrating any of these ideas and messages together, it is important to have a simple, efficient, and effective way to continuously improve upon them. To do this, it will be important to have some discussion up front as to: how often will the material be reviewed for updates, who owns the material, how will the versions be controlled, and where are the final versions stored.

4. Next Steps

After this document has been reviewed and considered individually, I'd suggest you come together to discuss your thoughts and plan next steps. Samples of some possible next steps include the following:

- Host an human resources discussion on what recommendations will be implemented, how often will the material be reviewed for updates, who owns the material, how will the versions be controlled, and where are the final versions stored
- Determine who else needs to review and consider the recommendations
- Host discussion on the purpose of the recommendations and the specifics related to them
- Host onboarding area discussion on what recommendations will be implemented, how often will the material be reviewed for updates, who owns the material, how will the versions be controlled, and where are the final versions stored
- Create action plan to track implementation decisions to closure
- Seek feedback to determine the effectiveness of the changes

A sample Action Plan containing these items can be found in Appendix B.

Appendix A – Project Operating Principles

Consultant and Corporate negotiated the Agreement with the following principles as consideration for guidance during execution:

- Successful delivery of the Project is paramount;

- Unwavering corporate and staff commitment is fundamental to Project success;

- Parties will be solution oriented, not problem focused;

- Parties will be mutually collaborative and supportive;

- Philosophically, contract changes between the Parties will not be a focus item;

- Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Corporate approval and in compliance with the terms of Exhibit 9.

- Management of the Agreement between the Parties to be kept separate from Project execution.

Appendix B – Sample Action Plan

Action	Owner(s)	Due date	Status
Host discussion on what recommendations will be implemented, how often will the material be reviewed for updates, who owns the material, how will the versions be controlled, and where are the final versions stored	SLI and Nalcor HR	September 13, 2012	80% complete need to regroup
Determine who else needs to review and consider the recommendations	SLI and Nalcor HR	September 13, 2012	100% complete
Host discussion on the purpose of the recommendations and the specifics related to them	SLI and Nalcor HR	September 30, 2012	80% complete
Host discussion on what recommendations will be implemented, how often will the material be reviewed for updates, who owns the material, how will the versions be controlled, and where are the final versions stored	SLI and Nalcor Onboarding Area Leads	October 5, 2012	40% complete
Create action plan to track implementation decisions to closure	All	October 10, 2012	10% complete
Seek feedback to determine the effectiveness of the changes	SLI and Nalcor HR	October 15, 2012	0% complete

Deloitte.

Lower Churchill Project Team Effectiveness Program –Internal Communication Plan DRAFT

Contents

Purpose

This internal communications plan is a supplementary support document to the Communications and Stakeholder Relations Strategy which is a sub-management plan of the Project Execution Plan. The primary purpose of this document is to outline a communication plan to guide project wide communications related to the Lower Churchill Project. The communication plan provides a framework to manage and coordinate the wide variety of communications that will take place during the project through the identification of key factors to the LCP, and providing insight and recommendations on communication best practices

Opportunities for Enhancement of Team Effectiveness

Effective communication is paramount to high performing teams. In order to best leverage the talent and on-going initiatives within the LCP, clear line of sight to the projects status, strategy and initiatives help to alleviate confusion or lack of clarity that may exist at the team or project wide level.   In conjunction with the Team Effectiveness Program, the communication strategy addresses opportunities for the LCP Team to continue to focus on ways to operate at the most efficient and effective manner possible.

Objectives of the Communication plan

The goal of the communications strategy is to foster an open and two way communication at the Lower Churchill Project through delivery of broad strategic messages

The specific objectives of the plan are to:

1. Identify the key internal stakeholder groups and ensure their key focus areas are communicated in order to inform and cultivate cooperation within the Lower Churchill Project.

2. Identify the existing and available communication vehicles that can be leveraged at the LCP

3. Enable and manage a platform for two-way communication between the project and internal stakeholders.

4. Proactively address internal stakeholders' concerns/issues about the implications of the Lower Churchill Project as it passes through its various phases by:

    a. Establishing and managing their expectations,

    b. Encouraging stakeholder participation in the project; and

    c. Responding to feedback, recommendations and questions in a timely and clear manner

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5. Facilitate the clear and timely communication of key program decisions, events, milestones, status, and organizational impacts in order to build commitment to actively support the project;

6. Provide a process to manage communications on the project which includes:

   a. A standard and consistent approach to dealing with communication issues;

   b. A central source to oversee project communication to promote consistency; and

   c. The clarification of roles and responsibilities for communication

7. Recognize and promote stakeholders' involvement in and contribution to effective project communication.

The plan covers:

- Roles and responsibilities for overall communication management on the LCP
- Identification of the LCP internal stakeholders
- Establishing the key message areas that stakeholders are focused on
- Existing communication vehicles
- The communications approval processes
- Who owns and/or communicates specific messages
- Feedback processes for soliciting team member insight
- Best practices and protocols for LCP project communication

Scope

This plan identifies key internal stakeholders in the LCP Project, related issues, opportunities and management strategies. This strategy has been developed in conjunction with the LCP Team Effectiveness program in an effort to support the team's continued effort to develop as a high performing team. Primary stakeholders include:

- Lower Churchill Project Leadership Team
- LCP Steering Committee (Team Effectiveness Champions)
- Components 1,3,4
- Functional Groups
- The LCP Project Team
- Torbay Road staff
- Nalcor Team members
- SLI Team members
- Internal Committees
- (Potential additional groups, including the Project Management Team TBD)

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Definitions

Stakeholders - individuals or groups with an interest in the LCP Project's products, activities or services.

Internal Parties include the Lower Churchill project team Torbay road office and selected Nalcor Hydroplace team members

Communication Plan - Document providing specific strategic considerations, objectives and tactics for dealing with a stakeholder group.

Communication Vehicles – The means by which information is shared at the LCP. (E.G. Email, Face to Face meetings, Intranet etc.)

Key Message Areas - Subjects of focus and information that each stakeholder would reasonably require in order to succeed in their job, feel included as team members and aware of issues or initiatives that would impact them in their role.

Assumptions

The following assumptions apply to the Internal Communication Plan

1. This document was developed based on information available at a specific point in time. It is expected that the contents of this deliverable will be updated as more information from the project team becomes available and as the Lower Churchill Project passes through upcoming stages of the project, including project sanction.

2. Effective communication management requires that an adequate and appropriate infrastructure is in place well before the beginning of the sanction. It is assumed that the communications team that has been assembled, with the support of project leadership will own the communication plan, and maintain its alignment and ensure it is up to date.   A communications team comprised of leaders from HR and communications from both SLI and Nalcor has been assembled to create this plan, and will play a critical role in communications management, outlined in the roles and responsibilities section.

3. Ongoing initiatives to further improve the team effectiveness at the LCP may illuminate new opportunities to leverage internal communication, which will be considered as this information becomes available

4. The communication plan assumes that no new investment in communication equipment, systems or personnel will be undertaken at this time.

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Release and Control

This document will be maintained throughout the Lower Churchill Project In accordance with established procedures for Document Management, Quality Management, and Change Management:

1. This communication plan will be reviewed, and approved by authorized personnel outlined in the roles and responsibilities section before it is released for use; and

2. Proposed changes to this document will also be uniquely identified, reviewed, and approved by authorized personnel before the changes are incorporated and the revised document is released for use.

Roles and responsibilities

Effective communication development and management requires an integrated and responsive team. The following subsections outline the general responsibilities of key actors in the communications process. In certain circumstances, it may be deemed appropriate and/or necessary to leverage groups outside of those outlined below; however, it is the groups defined in these subsequent subsections that will provide consistent and on-going support to communications activities.

LCP Leadership Team (as determined on August 29th, 2012)

The Project Leadership Team will be required to:

- Make strategic decisions related to internal communications and the communication plan

- Validate and confirm the implications of key initiative messages (i.e. messages of a strategic or sensitive nature that may have material implications on project performance)

- Provide input and where determined authorize the issuance of project wide statements and communications

- Approve project key messages and communications of specifically targeted messages where required

- Release specific project messages, as agreed upon by the Project Managers

Project Managers

The Project Managers will be accountable for:

- Determining which communications require Leadership Team review

- The communication of specific business decisions that are of a sensitive nature

- Making decisions on communications matters that need to be addressed as a matter of urgency

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- Deciding on the nature, timing, and delivery of communications that are likely to have an impact on Nalcor, SLI or the LCP as a whole

Steering Committee

The LCP Steering Committee will be responsible for

- Providing input on escalated communication issues

- Communicating project decisions of a sensitive nature as required

- Providing communication on the Team effectiveness program

Communications Team

The project's Communication Team (including Communications Leads and HR leads) will be tasked with:

- Identifying the requirements for specific communication interventions

- Crafting the key messages to be delivered, in line with key project milestones

- Developing communications material in collaboration with Corporate Communications (as required), and with input from functional team leads, the LCP Leadership Team, and other LCP representatives as required

- Obtaining approval from project management, the Project Sponsor, and/or the team leads (where applicable) prior to releasing internal project communications

- Reviewing responses to communication interventions and making recommendations as to the impact of these responses on future communications and the project as a whole

- Incorporating inputs from key stakeholder groups regarding new communications needs and/or the mechanisms for effective stakeholder engagement

- Co-ordinating the overall communications effort for the LCP project

- Executing and socializing the communication plan

- Monitoring project changes that require updates or modifications to the communication plan

Component and Functional Leads

The project's component and functional team leads have a key responsibility in terms of engaging their team members and relevant business representatives. In this capacity, the component and functional team leads will be responsible for:

- Crafting the key messages to be delivered to the project on their area of focus, in line with key project milestones

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- The development of function/component-specific communication content;

- Day-to-day engagement with user groups, through existing communication forums and mechanisms;

- Collecting relevant feedback formally and informally and providing it to the LCP leadership team as necessary

- Liaising with the Communications team regarding the development of formal project communications such as briefing documents; and

- The release of component and function-specific communications.

- The consolidation of feedback from components/functions/sites on:

    a. How the communication interventions are being perceived; and

    b. The impact of the communication interventions on stakeholders.

Area/Scope Leaders

Based on their in-depth knowledge of their respective areas of expertise, and their relationships with stakeholders, the area and scope leaders will be responsible for:

- The identification of component and function-specific stakeholder engagement initiatives, and escalating these initiatives to the communications and leadership teams;

- The delivery and monitoring of communication interventions; and

- The consolidation of feedback from components, functions and/or sites on:

    a. How the communication interventions are being perceived; and

    b. The impact of the communication interventions on stakeholders.

Corporate Communications

It is not within LCP internal communication plan scope to deliver outward-facing communications; however, the LCP will liaise with Nalcor and SNC corporate communications to ensure brand integrity and consistent messaging. Specifically, there should be open collaboration on:

- Upcoming meetings, assemblies or communication to LCP staff of only one organization (i.e. All SLI team members) so as to inform as to what the purpose of the communication is, and the reasoning for separate messaging.

- Ensuring all communication at the LCP is consistent with brand standards of both SLI and Nalcor

- Ensuring LCP related information that is provided to team members through separate corporate channels is consistent with each other.

Communications and Stakeholder Relations strategy

Stakeholders

The Lower Churchill project team is comprised of several key stakeholder groups who have varied interests and expectations.   As such it is integral to first identify the stakeholders in order to determine which key message areas and communication vehicles are relevant. As stated in the scope of the document, the internal communication plan focuses on the groups below, however it is necessary to note that each stakeholder group is comprised of several sub-components. The plan recognizes different communication may be necessary to address the different sub groups, but to remain as consistent as possible; the plan addresses LCP communication at a higher level.

Internal Stakeholder Groups

- LCP Leadership – The LCP leadership group established on August 29th, 2012
- LCP Steering Committee – The Team Effectivneess steering committee champions
- Functional Teams – All functional leads and their reports
- Component Teams – All component leads and their reports
- LCP Project team – Entire LCP team
- Nalcor Team Members – All LCP team members employed or contracted by Nalcor exclusively
- SLI Team Members – ALL LCP team members employed or contracted by SLI exclusively
- Internal Committees – Members of LCP internal committees (e.g. Wellness, Social committee)
- Additional Groups TBD (Project Management Team)

Messaging

Milestone-specific and On-going Communications

For a project of the scale, importance and complexity of the LCP, the communication activities should reflect the need for milestone-specific communications as well as on-going communications. Milestone-specific communications are developed and delivered with a targeted focus (e.g. the update of sanction activity). The message may be to a broad audience (e.g. all LCP Staff) or, alternatively, to a much narrower audience (e.g. Leadership team), but the message is specific to the particular milestone.

On-going communications represent those activities and messages that occur throughout the duration of the project. The scope of these activities is much broader than milestone-specific communications in that on-going communications often take the form of status updates, progress reports, and FAQs. They can be general in nature (e.g. project wide), or targeted to a specific audience (e.g. component 1), but they occur throughout the duration of the project, and within each phase in a consistent and predictable fashion. It is of particular importance for on-going communications that they be delivered according to a pre-determined (and clearly communicated) schedule so that stakeholders can prepare for and anticipate project communications. In the following section, we have outlined which key messages we propose should be communicated in an ongoing fashion, and those that should be delivered based on events or milestones.

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General and Targeted Messaging

The LCP will need to convey certain messages very broadly, perhaps to all or at least to the majority of key stakeholders. This type of communication is referred to as general communication and often leverages a different set of tools and channels than more targeted efforts.

General communications have great breadth in terms of their appeal and relevance to stakeholder groups; however, because of this, the level of detail included in general communication is often limited in scope. The selection of communications channels and tools will rely on a fine balance between effective communication and cost-effective delivery. Electronic communication will be fully leveraged through emails, the organizations intranets-newsletters.

The LCP has key messages that will have many project wide implications; however, there will also be a certain level of variance with respect to the impact felt by certain stakeholders. To acknowledge and manage this variance, The LCP will target certain communications efforts to specific stakeholder groups based on message content, timing, and key milestones. Targeted communications often leverage channels and tools that allow for more targeted delivery. The frequency of face-to-face communication is often higher than in general communications, particularly as the timing and level of stakeholder engagement becomes more critical.

Key Messages

Key messages are the points of focus on which stakeholders must be communicated with. Effectively communicating the key messages can drive consistency across the organization and are critical factors in the success of a project as large in scope as LCP. These messages can be classified in two parts' General and Targeted. General communications are messages delivered to all stakeholders; whereas targeted communications are crafted and delivered to specific stakeholder. An overview of the proposed key messages is provided below

Key Message Areas

General

- Project Updates
    - o Project news
    - o New programs/initiatives
    - o Sanction Updates
    - o Corporate updates
- Employee Impact updates
    - o Physical updates (moves, renovations, facilities information)
    - o Benefits
    - o Employee committees (Social, Wellness Champions etc.)
- Roles and Responsibilities
    - o Org Charts
    - o Accountabilities for deliverables
    - o Owners of documents

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- o   Approval policies
- Team Effectiveness Program (TEP) Updates
  - o   All news/communication regarding the TEP
  - o   Invitations to participate in TEP events
- Schedule updates
  - o   Master Schedule
  - o   Changes to the Master Schedule
  - o   Initiatives/Issues affecting the critical path
- Internal Response to external media coverage
  - o   Response to media coverage of LCP
  - o   Proactive communication to staff on items that will appear in news
- Staff Changes
  - o   New hires
  - o   Exits
  - o   Promotions
- Reward and Recognition
  - o   Communication on completed project objectives, successes and good news stories
  - o   Recognizing team members with compensation, awards or verbal recognition

Targeted

- Team specific schedule
- Team specific processes
- Team specific staff/structure changes
- Team roles and responsibilities
- Team building/morale

The table below captures which key messages are specifically communicated to each stakeholder group. Additionally, using the descriptions provided above, for each stakeholder, provides a recommendation as to whether key message areas should be on going or milestone based, as well as general or targeted.

Key Message	LCP Team	Project Leadership	Steering Committee	Components	Functions	Torbay Road	Nalcor Team Members	SLI Team Members	Committees
Project Updates	G,O								
Employee Impact	G,O					T,O	T,O	T,O	T,O
Roles and Responsibilities	G,O	T,O	T,O	T,O	T,O		T,O	T,O	T,O
Team Effectiveness Program	G,O	T,O	T,O			T,O			
Schedule	G,O	T,O		T,M	T,M				
Internal response to media coverage	G,M	T,M					T,M	T,M	
Staff Changes	G,M		T,O		T,M	T,M	T,M	T,M	T,M
Reward and Recognition	G,M			T,M	T,M		T,M	T,M	
Team Schedule				T,O	T,O				T,M
Team Processes				T,O	T,O		T,O	T,O	T,M
Team Reward and Recognition				T,M	T,M		T,M	T,M	
Team Building	G,O	T,O		T,O	T,O	T,O	T,O	T,O	

G = General messaging

T = Targeted messaging

O = Ongoing messaging

M = Milestone related messaging

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Overview of Past and Current Communication

The project has engaged in a number communications activities during this phase. An overview of these activities has been collected and listed below; including their description and audience reach is listed below. The table also indicates whether communication activities are communicated to and from individual organizations or if there is joint effort in crafting or disseminating the information.

Communication Vehicle	Description and Application	Reach	Joint Effort or Separate
Corporate Intranets • Infozone(SLI) • The Grid (Nalcor)	• Separate Corporate intranets Intranet. • Provides information on corporate news, events and policies • Instant access to employee timesheets and forms • The grid contains LCP section and question and answer section	• SNC Lavalin employees • Nalcor Employees	• Separate
Team Meetings	• Individual team meetings (current *repository to be provided by Faustina*)	• Project wide - Individual team members	• Joint
New Hire Materials Human Resource Handbook(SLI) New Hire Materials (Nalcor)	SLI • Physical handbook which provides employees with HR information and details about employment conditions and benefits • E-version lives on Infozone Nalcor • Employees sent package to their home upon start which contains corporate information, LCP information and employee processes and benefits	• SNC Lavalin employees • Nalcor Team Members	• Separate
Physical Signs/Space TV Screen at Torbay Road office Bulletin Board (5th floor Hydro Place, Torbay Road, Happy Valley – Goose Bay)	• Flat screen TV in Torbay road office which displays news and events, including new team members, recent team events, and items of interest in the St. John's area • Bulletin boards with events, team policies, project information and notifications	• LCP project team members	• Separate
Team Assemblies	• Gathering of project team to discuss project updates, items of significance, project information and other broad project related items	• Entire Project Team • Web link available for teams outside of St. Johns'	• Joint
Lunch and Learns	• In person and video conference meetings to inform project team members on new and relevant information	• All LCP Nalcor team members	• Joint
Information Sessions	• Face to face sessions with Nalcor employees (Torbay and Hydro place) on project updates and relevant information	• All LCP Nalcor team members	• Separate
LCP Employee Newsletter	• A two-page newsletter will be distributed to all LCP team members	• All Nalcor team members	• Separate

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E-mail	**SLI** • Project Manager communicates with staff on broad project updates, events and items of significance • Has included video updates • Weekly Status update Email **Nalcor** • An email digest of news coverage, letters to the editor and social media conversations related to the Lower Churchill Project, specifically, the Muskrat Falls development will be emailed by Gilbert Bennett and posted to an internal GRID weekly for all employees • Digests will include video updates from LCP employees in at least two-three times each month. *(to be confirmed by Faustina)* • Weekly status update email	• SLI - SNC-Lavalin Employees on LCP distribution list • Nalcor – all Nalcor employees	• Joint and Separate
CEO Blog • SLI (Robert G. Card) • Nalcor (Ed Martin)	**SLI** • Global corporate communication regarding any news within SNC Lavalin (new projects, items of global significance etc.) • Weekly, or more frequent if issues warrant communication **Nalcor** • Corporate communication regarding Nalcor news (new projects, items of global significance etc.) • LCP is a regular focus of blog entries	• SLI - SNC-Lavalin Employees • Nalcor – Nalcor Employees	• Separate
Magazines Spectrum(SLI) Outlet(Nalcor)	**Spectrum** • SNC-Lavalin Corporate Magazine • Produced quarterly regarding global news, articles, updates and events **Outlet** • Public document • In depth stories that align with Nalcor Corporate values, business lines and community involvement • Released semi-annually • LCP focused article in each edition	• Spectrum - SNC-Lavalin Employees • Outlet - Nalcor employees and the greater public	• Separate
Adhoc Assemblies	• In person gatherings led by SNC-Lavalin Project Manager • Updates on specific announcements to ensure all project team members are kept informed on specific issues	• SNC-Lavalin Employees • Nalcor Team members	• Joint and Separate
Performance Management	• SLI - Performance appraisal meetings with team members and their managers • Nalcor – Performance appraisal meetings with employees (not contract team members)	• SNC-Lavalin Employees • Nalcor Employees	• Separate

Communication by Stakeholder

Having identified the stakeholders, key message areas and communication vehicles at the on the project, the LCP have an informed view of how the stakeholders are being engaged with on the items that are critical to them. The table below outlines the communication activity focused on each of the identified internal stakeholder groups. It is important to note that communication; both formal and informal takes place at the sub-component level of each group; however the coordinated communication activity of the LCP takes place at the functional/component level and above.

Stakeholder Group	Communication	Key Message Areas	Vehicle	Frequency	Audience	Responsible
Project Leadership	• Leadership Meeting	• Project Information • Roles and Responsibilities • Team Effectiveness Program	• Face to Face Meeting	• Weekly	• Leadership Team	• Leadership Coordinator
	• TEP Meetings	• Team Effectiveness Program	• Face to Face	• 2-3 occurrences per phase	• Leadership Team	• Deloitte
Steering Committee	• Steering Committee Meeting	• Team Effectiveness Program	• Face to Face Meeting	• Weekly	• Steering Committee	• Committee Chair
	• Weekly Update	• Team Effectiveness Program	• Email	• Weekly	• Steering Committee	• Deloitte
Components	• Cross-component meeting	• Team project updates • Team processes	• Face to Face Meeting	• Monthly	• Component Leads	• Project Manager
	• Individual Component Coordination Meeting	• Review packages and interfaces • Resolve new or outstanding issues	• Face to Face Meeting	• Weekly	• Component leads and functional managers	• Component Leads
	• Component Schedule Updates	• Team Schedule updates	• Email	• Weekly	• Component team members	• Component Leads
Functions	• Cross-Function meeting	• Team project updates • Team processes	• Face to Face Meeting	• Monthly	• Functional Leads	• Project Manager
	• Individual Function coordination meeting	• Work plan review • Function Alignment • Resolve new or outstanding issues	• Face to Face meeting	• Weekly	• Functional Leads and applicable team members	• Functional Leads
	• Function Schedule Updates	• Team Schedule updates	• Email	• Weekly	• Function team members	• Component Leads
LCP Project Team	• Team Assembly	• Project Updates • Team Effectiveness Program • Response to external media • Schedule Updates	• Face to Face Meeting	• Quarterly	• LCP Project Team	• Project Manager
	• Update Email • (Separate)	• Schedule Update • Project information • Outstanding Issues	• Email	• Weekly	• LCP Project Team	• Project Manager
Torbay Road Office	• TV screen	• Project Information • Employee Impact • Staff Changes	• Flat screen in Office Entrance	• Adhoc updates	• Torbay Road Staff	• SLI communications
	• Signage	• Project Information • Roles and Responsibilities • Employee Impact\ • Project Schedule	• Wall charts and posters	• Adhoc updates	• Torbay Road Staff	• Nalcor HR
Nalcor Team Members	• Newsletter	• Schedule Update • Project information • Outstanding Issues	• Email	• Weekly	• LCP Project Team	• Project Manager
	• Adhoc Assemblies	• Project information • Internal response to external media	• Face to Face Meeting	• As required	• Nalcor Team members	• Project Manager
	• Intranet	• Project Information • Employee Impact	• Website	• Updated Weekly	• Nalcor Team members	• Communications
	• Onboarding	• Project Information • Processes • Roles and Responsibilities • Employee Impact	• Physical documents and face to face meeting	• One time event	• New Nalcor Team Members	• Nalcor HR
	• Outlet	• Project Information	• Online Magazine	• Monthly	• Nalcor Team Members	• Communications
SLI Team Members	• Newsletter	• Schedule Update • Project information • Outstanding Issues	• Email	• Weekly	• LCP Project Team	• Project Manager
	• Email	• Project information	• Email	• As required	• SLI team members	• Project Manager
	• Onboarding	• Project Information • Processes • Roles and Responsibilities • Employee Impact	• Physical documents and face to face meeting	• One time event	• New SLI Team Members	• SLI HR
	• Intranet	• Project Information • Employee Impact	• Website	• Updated Weekly	• SLI Team members	• Communications
	• Spectrum	• Project Information	• Magazine	• Quarterly	• SLI Team members	• Communications
Internal Committees	• Committee Meetings	• Team Processes, Schedule, Roles and Responsibilities	• Face to Face	• Weekly	• Committee Team Members	• Committee Leads
	• Committee Emails	• Committee Updates	• Email	• Weekly	• Committee Members	• Committee Leads

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Communication Protocols

It is critical that the project team follow an agreed upon set of protocols for how communication is crafted, approved, delivered and followed up. This will allow for communication to remain consistent, and the proper groups and individuals are kept informed of decisions, processes and project information. For each project and team communication article, the following roles must be defined:

- Creator – Who is responsible for crafting the draft of the document, presentation or other communication piece?
- Approval – Who must sign off before the communication is disseminated?
- Input required – whose input must be sought before disseminating the communication?
- Sender/Deliverer – Who is responsible for sending out or delivering the communication
- Audience – Who is being communicated to?
- Follow up – Who is responsible for post communication management (e.g. collecting feedback, answering questions)?

LCP communication should take into account the level of escalation that is required and find the balance between ensuring the right level of seniority is applied to each role while not placing undue requirements on project leadership's time and focus. The goal of assigning roles to communication is to ensure communication is correct, consistent and credible, while not becoming an overdue strain on project leadership. The table below outlines proposed roles for LCP communication by communication focus area:

| Focus	Creator	Approval	Input	Sent by	Audience	Post Management
Project Wide	Applicable member of Leadership Team	Project Manager(s)	Leadership Team	Project Manager(s)	LCP Project Team	Communications Team
Components	Applicable component Lead	Component Leads	Leadership Team	Applicable Component Lead	Any or all Components	Component Lead
Functions	Applicable Functional Lead	Functional Leads	Leadership Team	Applicable Functional Lead	Any or all Functions	Applicable Functional Lead
Individual Teams	Applicable Team Lead	Team Lead	Applicable Functional or Component Lead	Applicable Team Lead	Individual team members	Applicable Team Lead
SLI Team Members	SLI Leadership team member	Project Manager and corporate communications if applicable	SLI leadership Nalcor Communications	SLI PM or applicable Leader	SLI team members	SLI Communications
Nalcor Team Members	Nalcor Leadership Team member	Project Manager and corporate communications if applicable	Nalcor leadership SLI communications	Nalcor PM or applicable Leader	Nalcor Team members	Nalcor Communications
Committees	Committee Lead	Leadership Team	Leadership Team	Committee Lead	Any or all committees	Committee Lead

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Group Communication Protocols

1. When sending communication on behalf of more than one party, each person listed as a sender must have the opportunity to review outgoing communication. The communication should not be sent until each sender has indicated his/her approval with any necessary changes made and acknowledged by both parties.

2. For mass distribution emails, efforts should be made to send communication from one, agreed upon email address. In the instance where distribution list access or firewall security prohibits one email sender and a consistent message should go out to both organizations, at the same time, from the email accounts of the senders listed in the communication.

Feedback Collection

Feedback from stakeholders will be collected using a variety of feedback mechanisms. Leveraging different opportunities to solicit feedback ensures that input is collected from a broad cross-section of stakeholders, enabling an objective, accurate, and thorough analysis and answers from subject matter experts (SME). The diagram below outlines the proposed process for collecting and responding to team member feedback:

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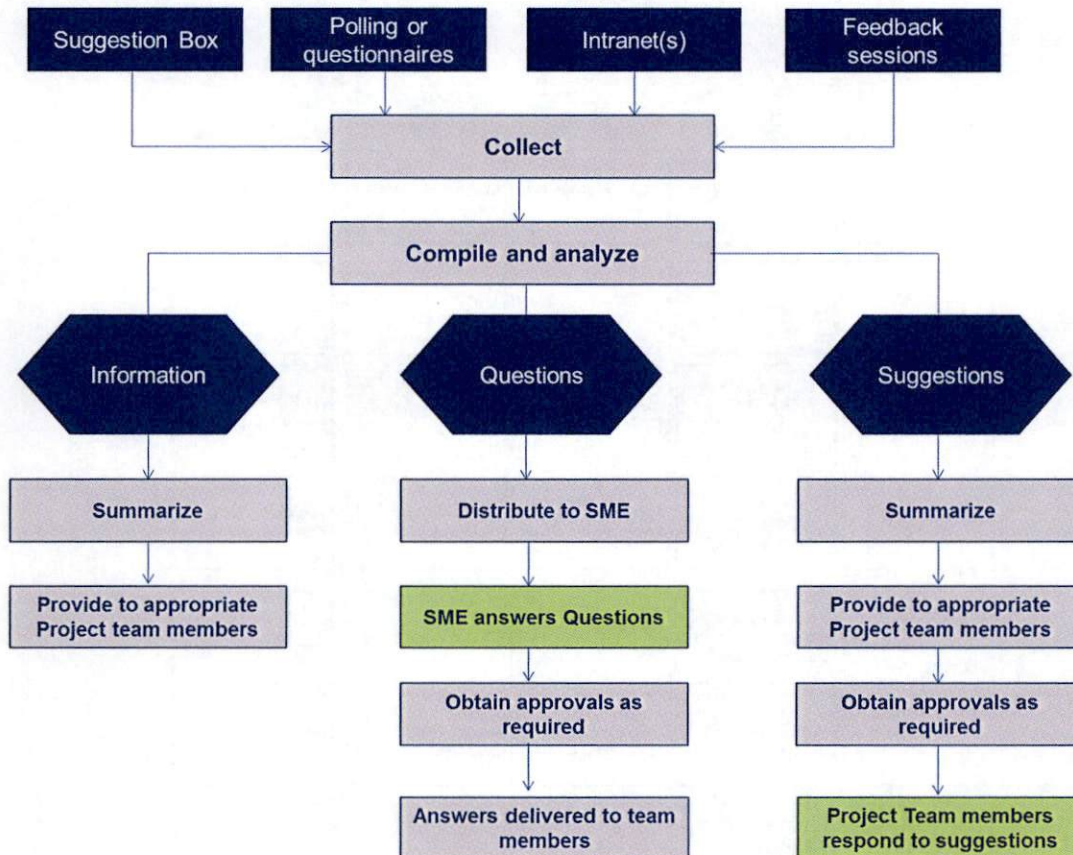
Communication Principles

To minimize speculation, uncertainty and rumours, the project's communications need to operate in accordance with the SLI, Nalcor and the Lower Churchill Visions and Values and:

1. Be treated as a high priority for leadership and the project team

2. Be direct, honest, timely, and results-oriented

3. Reflect ta priority focus concept, meaning that:

    a. All stakeholders will not share the same priority level

    b. Priority levels will change as the project evolves through its phases and major milestones (i.e. project sanction);

4. Be planned and delivered according to an established timeline

5. Focus on sharing relevant information and responding to stakeholder concerns/issues /questions as quickly as possible;

6. Provide consistent messaging that meets each audience's specific information needs;

7. Be readily available to key stakeholders through a secure repository of communications products; and

8. Incorporate various approaches and communication vehicles, tailored to the audience, to promote maximum participation and input from the different functions and sites.

Communication Timeline

Communication at the LCP should be scheduled and coordinated to avoid surprises and work seamlessly to support the overall critical path. The following table presents a proposed road map of short term and long term communication activities:

	Now	September – Sanction	Sanction – Dec 31	2013	Post
Project Wide Update Email		★ ★ ★ Monthly Project Wide Email	★ ★ ★ Monthly Project Wide Email	★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Monthly Project Wide Email	
TEL	🚀 Leadership TEL	★ ★ ★ Component & Function TELs	★ ★ ★ Next Level TELs	★ ★ ★ ★ ★ Checkpoint meetings ★ ★ Alignment Meetings	◆ 2013-2014 TEL planning
Newsletter		◆ ◆ Bi-monthly issue	◆ ◆ Bi-monthly issue	◆ ◆ Bi-monthly issue	◆ ◆ Bi-monthly issue
Magazines		◆ LCP article in Spectrum / Outlet	◆ LCP article in Spectrum / Outlet	◆ 4th month issue	◆ 4th month issue
Team Assemblies		☀ Quarterly Assembly ☀ Sanction Assembly	☀ Quarterly Assembly	☀ Quarterly Assembly ☀ Quarterly Assembly	☀ Quarterly Assembly
Intranet Updates	Ongoing updates and project status				
Cross Component Meetings		★ ★ ★ Monthly Cross Component Meetings	★ ★ ★ Monthly Cross Component Meetings	★ ★ ★ ★ Monthly Cross Component Meetings	★ ★ ★ Monthly Cross Component meetings
Cross Function Meetings		★ ★ ★ Monthly Cross-Functional Meetings	★ ★ ★ Monthly Cross-Functional Meetings	★ ★ ★ ★ Monthly Cross-Functional Meetings	★ ★ ★ Monthly Cross Functional Meetings
Individual Components and Functions	Weekly/Bi Weekly Individual Function and Component Meetings				
Team Building Days		☀ Golf Day ☀ Post Sanction Celebration	☀ Holiday Party	☀ Team Building Event	☀ Quarterly Team Building Day
Lunch and Learns		★ ★ ★ Monthly Lunch and Learn	★ ★ ★ Monthly Lunch and Learn	★ ★ ★ ★ Monthly Lunch and Learn	★ ★ ★ Monthly Lunch and Learn
Onboarding		★ ★ ★ Monthly Orientations	★ ★ ★ Monthly Orientations	★ ★ ★ ★ Monthly Orientations	★ ★ ★ Monthly Orientations
Weekly Emails	Weekly Status Emails				

Additional Considerations

At present time, there is not an official consolidated email and phone list for the LCP project team, rather Nalcor and SLI maintain separate distribution lists for their respective employees. There has been difficulty in the past when sending mass communication, due to mail filters and challenges sending inter-organization mail to mass distribution lists.

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Supported Documents (TO BE CONFIRMED BY LCP TEAM)

LCP-PT-MD-0000-IM-PL-0003-01	B1	Information Management Plan
LCP-PT-MD-0000-IS-PL-0001-01	B1	Information Technology Management Plan
LCP-PT-MD-0000-CO-PL-0001-01		Communications and Stakeholder Relations Management Plan

Appendices

Previously Developed Meeting Principles

Before	During	After
- Plan the meeting – define objectives / outcomes and create an agenda - Keep meetings short and focused - Identify the required meeting attendees - Circulate an agenda and inform participations of what they must be prepared to discuss - Prepare a safety moment - Prepare information to support meeting outcomes (decision making) - Follow-up on action status	- Start and end the meeting on time - Arrive on-time or send an alternate - Chair to recap meeting outcomes and facilitate effective discussion - Stick to the agenda - Actively participate - Recap open actions - Items that require extensive discussion should be taken off line - Plan meeting follow-up (e.g. next meeting) - Handle disruptive behaviours - Avoid emailing & phone calls - Capture minutes/notes and actions and distributed to attendees	- Capture minutes/notes and actions and distributed to attendees - Follow-up on actions and close issues

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Lower Churchill Project
Contact Information
22 August 2012

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AGENDA

- ❖ Safety Moment

- ❖ Introduction of Participants   Tami MacDonald

- ❖ Presentation Contact Information for LCP   Valerie Murray
    - ➢ Gathering the information
        - Where does the information come from
        - Where does the information get saved
        - Who maintains the information – Backup personnel

    - ➢ Process and Frequency of Distribution
    - ➢ Contact File
        - Dialing Instruction
        - Who is included - Filters
        - More Information to be included

- ❖ Next Steps

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SAFETY MOMENT

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INTRODUCTION of PARTICIPANTS

<u>SLI</u>

Ricardo Cumming, Manager IT

Jose Gillis, Manager HR

Valerie Murray, Sr. Admin Assistant
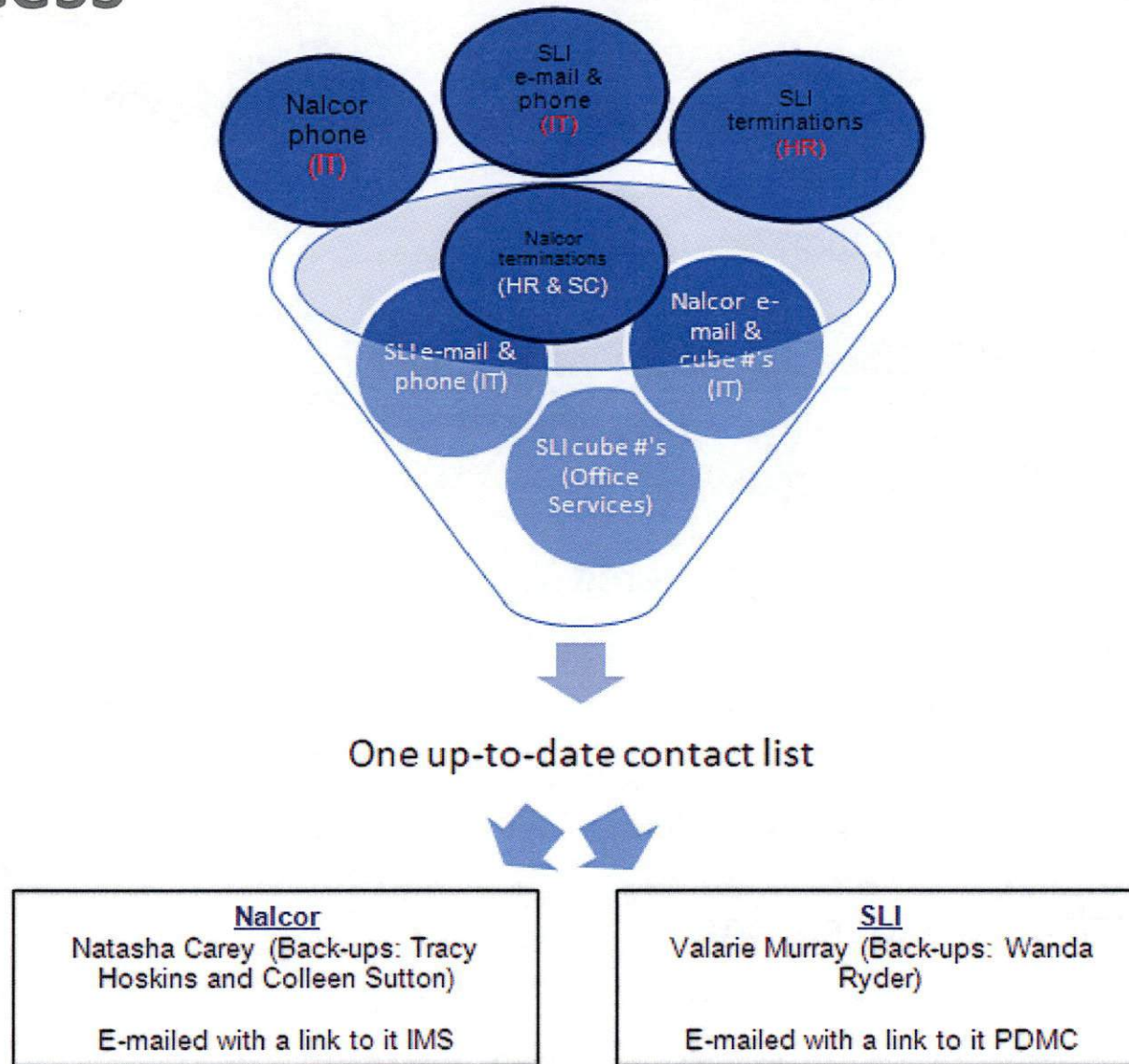
<u>Other</u>

Tami MacDonald, Deloitte

<u>Nalcor</u>

Faustina Cornick, HR Specialist

Ian Hickey, EPCM IT Coordinator

Jeff Marshall, IS/IT Supervisor

Natasha Carey, Reception/Admin Assistant

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Process

One up-to-date contact list

Nalcor	SLI
Natasha Carey (Back-ups: Tracy Hoskins and Colleen Sutton)	Valarie Murray (Back-ups: Wanda Ryder)
E-mailed with a link to it IMS	E-mailed with a link to it PDMC

Process
Gathering the Contract Information

➢ Where does the information come from
  • SNC Lavalin
      ✓ LCP (IT-HR-Office Services) via e-mail
  • Nalcor Energy
      ✓ Hydro Place via e-mail

➢ Where does the information get stored
  • SNC Lavalin
      ✓ Corporate Intranet (PM +)
  • Nalcor Energy
      ✓ Corporate Intranet (The Grid)

➢ Who maintains the information

  • SNC Lavalin / Valerie Murray – Wanda Ryder
  • Nalcor Energy / Natasha Carey – Colleen Sutton

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Process
Frequency and Distribution

➢Contact information is updated and stored on each Corporate Intranet
  - Email communication will be between Valerie & Natasha to ensure the information is the same on each system before the initial distribution
  - Bi-Weekly on Monday mornings an exchange of information will be prepared and sent via e-mail to include all new and deleted contacts for the LCP
    - ✓ Nalcor Energy – send updated file to SNC Lavalin via e-mail
      - ensure that the updates are colored Red to Remove a contact and Green to Add a contact
    - ✓ SNC Lavalin will incorporate the information into the new file and make changes for SNC Lavalin contacts as well
      - (Distribution Date will be also changed at this time to maintain version control.)
    - ✓ SNC Lavalin will send updated file to Nalcor Energy for distribution

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Process Distribution (con't)

- Bi-Weekly on Tuesday mornings an e-mail will be sent from Nalcor Energy and another from SNC Lavalin to their corporate distribution lists with the Excel Spreadsheet attached.

To... ⊞ D_STJ_LowerChurchill_AllUsers

Cc...

Subject: LCP Updated Contact Information (Distribution Date Here)

Good Morning,

Please find attached the most up-to-date LCP Contact Information.

LINK TO FILE HERE.

Cheers,

Valerie Murray
Sr. Administrative Assistant
Project Controls

Tel.: 709-752-3460
Fax: 709-752-3480
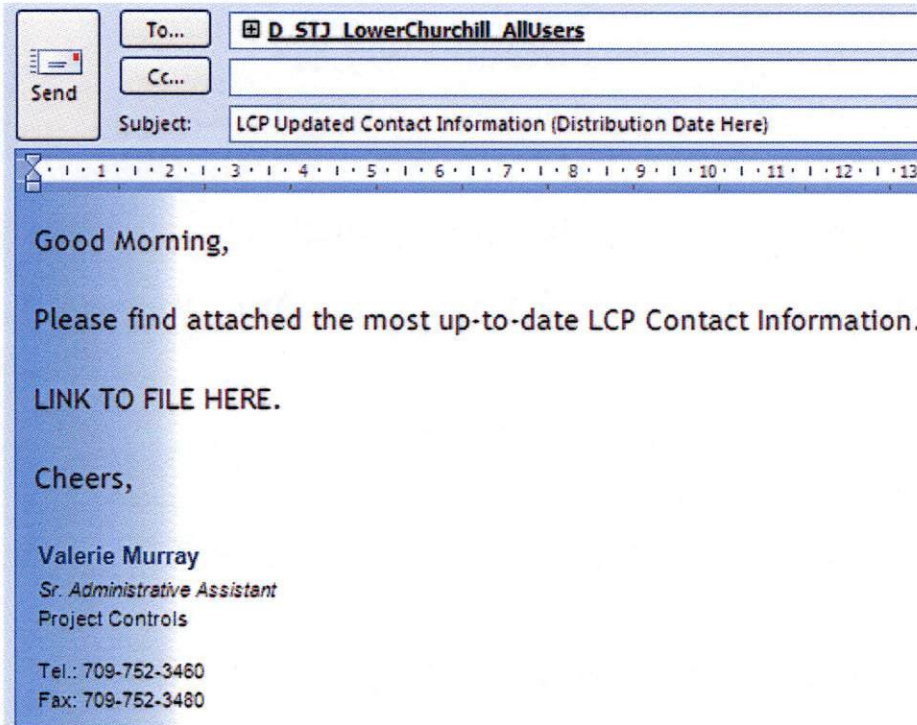
Hi All,

Please see attached the updated LCP Telephone Listing as of (insert date).

LINK TO FILE HERE

Thank you

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LOWER CHURCHILL PROJECT

Natasha Carey
Receptionist/Administrative Assistant
Nalcor Energy - Lower Churchill Project
t. 709 737-1724　f. 709 754-0787
e. NatashaCarey@nalcorenergy.com
w. nalcorenergy.com
1.888.576.5454

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hu

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LOWER CHURCHILL PROJECT

Lower Churchill Project (Contact List)

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LOWER CHURCHILL PROJECT

Lower Churchill Project List of Telephone Numbers Torbay Road Location. This list will be updated and distributed bi-weekly
Distribution Date: (Insert Date Here)

SNC Lavalin Reception Contact (709) 752-8460 from outside of office
Bipass Reception 752-8461 and the Ext #
Dial the 4 digit Ext # if you are calling within the Torbay Office area as a SNC Lavalin Contact
SNC Lavalin Reception: Exts 5000
Calls to Montreal can be made by dialing 1040 + Ext # Internal Torbay Road Office
Calls to Toronto can be made by dialing 1043 + Ext # Internal Torbay Road Office

Nalcor Energy Reception - Hydro Place Contact 737-1400
Dial 9 to get an outside line prior to dialing the 7 digit number for each contact from within the Torbay Road Location

Contact No longer working with the LCP since last update....this line item will be removed on the next distribution
Contact has joined the LCP since last update....this line item will appear as blue in the next distribution

Last Name	First Name	Job Title	Company		Cubicle	Mobile Phone
					To be populated	To be populated
Ackerman	Barry	Electrical Drafter	SLI			
Adamcyk	Ron	Senior Contract Administrator	SLI			
Ait Ouferoukh	Mouloud	Document Controller	SLI			
Alam	Shah	Structural Steel Engineer	SLI			
Alexander	Michelle	Quality Advisor	Nalcor			
Almarza	Dario	Senior Line Routing Engineer	SLI			
Antle	Joan	Document Controller	SLI			
Ascencio	Ovidio	Senior Engineer - Substation Design	SLI			
Aybers	Baris	Intermediate Transmission Line Engineer	SLI			
Bakhshi	Hamidreza	Lead Engineer -Transmission Lines	SLI			
Barnes	Bob	Engineering Manager	Nalcor			
Barnes	Tim	Architectural Technologist	SLI			
Beazley	Curtis	Senior Mechanical Designer	SLI			
Bechard	Normand	Project General Manager	SLI			
Belanger	Michel	Lead Engineer Towers & Foundation Transmission	SLI			
Bennett	Paul	Routes Selection Specialist	Nalcor			
Besaw	Bob	Mechanical Lead	Nalcor			
Bouzaiene	Hafid	Civil Engineer	SLI			
Brahmbhatt	Hema	Cost Engineer - TL & DC Specialties	SLI			
Brochu	Lucien	Senior Scheduler/Planner	SLI			
Broderick	Evan	Mechanical Engineer	Nalcor			
Brown	Dave	Generation Civil Lead	Nalcor			
Brown	Stephanie	Student - Finance/HR	SLI			
Bukasa	Alberta	Electrical Engineer- Substation	SLI			
Burke	TJ	Intermediate Electrical Engineer Transmission Lines	SLI			
Burry	Janette	NL Diversity & Aboriginal Affairs Coordinator	SLI			
Butt	Des	Area Manager - TL + Switchyards Construction	Nalcor			
Butt	Shawn	CADD Technician - Infrastructure	SLI			
Byrne	Kim	H&S Student	Nalcor			
Caldwell	Bill	Senior Electrical Engineer - Major Equipment	SLI			
Camplin	Stephen	Senior Structural Designer	SLI			
Carey	Natasha	Receptionist/Admin Assistant	Nalcor			
Ceballos	Alvaro	Geotechnical Engineer	SLI			
Chancasana	Carlos	Senior Control & Protection Engineer	SLI			
Chandler	Cathy	Senior Expeditor	SLI			
Chausse	Luc	Project Manager, DC Specialties	SLI			
Chaytor	Shelley	HR Advisor	SLI			
Chehab	George	Lead Cost Controller - TL & DC Specialties	SLI			
Chen	Dongju	Electrical Technician	SLI			
Chen	Xian De	Junior Electrical Engineer - Transmission Lines	SLI			
Chorny	Steve	Lead Engineer- Structural	SLI			
Chudy	Tom	Project Controls Specialist/Area Planner	Nalcor			
Ciorei	Emanuel	Junior Mechanical Engineer - Heavy Mechanical	SLI			
Clarke	Lance	Business Service Manager	Nalcor			
Clarke	Peter	Package Engineer - Infrastructure	SLI			
Clayton	Andrew	Material Controller	SLI			
Coady	Jeff	Senior HVDC Equipment Engineer	Nalcor			
Colbourne	Brian	Manager - Office Services & Administration	SLI			
Coll	Gilbert	QA Coordinator	SLI			
Collins	Chris	Telecommunications Engineer	Nalcor			
Collins	Mike	Senior Project Engineer	Nalcor			
Collins	Nicole	Information Management Coordinator	Nalcor			
Connacher	Stuart	Area Manger DC Converters	SLI			
Cook	Garry	Lead Architect	SLI			
Collins	Ron	Lands Coordinator - Crossings	Nalcor			
Cooper	John	Real Property Coordinator	Nalcor			
Cormick	Feustina	Human Resources Specialist	Nalcor			
Correa	Carlos	Electrical Engineer Senior - Synchronous Condensers & Switchyards	SLI			
Corriveau	Patrice	Civil Technician - 3D Model	SLI			
Costello	Neal	Architectural Technologist	SLI			

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LOWER CHURCHILL PROJECT

Lower Churchill Project (Contact List)

- Questions

- Thank you

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LOWER CHURCHILL PROJECT

Lower Churchill Project List of Telephone Numbers Torbay Road Location. This list will be updated and distributed bi-weekly
Distribution Date: 18-Sept-2012

SNC Lavalin Reception Contact (709) 752-3460 from outside of SNC
Bipass Reception 752-3461 and the Ext #
Dial 9 to get an outside line
Dial the 4 digit Ext # if you are calling within the Torbay Office area as a SNC Lavalin Contact
SNC Lavalin Reception: Exte 5000
Calls to Montreal can be made by dialing 1040 + Ext # Internal Torbay Road Office
Calls to Toronto can be made by dialing 1043 + Ext # Internal Torbay Road Office

Nalcor Energy Reception - Hydro Place Contact 737-1400
Dial 9 to get an outside line
Dial 4 Digit Ext # if you are calling within the Torbay Road Location to contact Nalcor

Last Name	First Name	Job Title	Company		Working on Cubicle #
Contact No longer working with the LCP since last update…this line item will be removed on the next distribution					
Contact has joined the LCP since last update…..this line item will apprear as blue in the next distribution					
BoardRoom Names Sort by First Name					
Acreman	Barry	Electrical Drafter	SLI		912
Adamcyk	Ron	Senior Contract Administrator	SLI		
Adams	Sandi	Expediting Manager	SLI		33
Ait Ouferoukh	Mouloud	Document Controller	SLI		123
Alam	Shah	Structural Steel Engineer	SLI		708
Alexander	Michelle	Quality Advisor	Nalcor		1014
Antle	Joan	Document Controller	SLI		122
Ascencio	Ovidio	Senior Engineer - Substation Design	SLI		1506
Aybars	Baris	Intermediate Transmission Line Engineer	SLI		405
Bailey	Mark				1418
Bakhshi	Hamidreza	Lead Engineer -Transmission Lines	SLI		107
Barnes	Bob	Engineering Manager	Nalcor		
Beazley	Curtis	Senior Mechanical Designer	SLI		805
Bechard	Normand	Project General Manager	SLI		112
Belanger	Michel	Lead Engineer Towers & Foundation Transmission	SLI		104
Bennett	Paul	Routes Selection Specialist	Nalcor		917
Besaw	Bob	Mechanical Lead	Nalcor		
Bhatt	Bharat	Senior Engineer - Converter Stations and Switchyards	SLI		1507

LCP Social Committee
Minutes
August 17, 2012

A. Meeting Participants

Champions			
Carlos Fernandez	A	Maria Moran	P
Evan Broderick	P	Mohamad Makky	A
Faustina Cornick	P	Nadine Hoskins	P
Gilles DeGonzague	P	Natasha Carey	P
Jose Gillis	A	Susan Moore	A
Kayla Dillon	P	Todd Pickett	A
Keenan Healey	P	Tracy-Lynn Goosney	P
Kris Rogers	P	Stephanie Campbell	S
Jeff Coady	A		

Legend:
C = Chair
P= Present
A = Absent
S = Scribe

B. Meeting Agenda

Status	Agenda Item
✓	1.0 Safety Message
✓	2.0 Kickoff
✓	3.0 Team Introductions
✓	4.0 LCP Social Committee Mandate
✓	5.0 Key Decisions • Committee Structure • Committee Meetings
✓	6.0 Idea Generation

C. Meeting Notes

Outstanding Items/Considerations

- How will we collect money?

- Examples of other social committees:
    - Nalcor: deduct fees from each pay week. Nalcor corporate will match the contribution
    - SLI: deduct fees from each pay week. SLI corporate will match the contribution
- Considerations: if we deduct from pay then contractors may have to pay upfront.

Management's Role – Input
**for follow-up at the TEP Champion Steering Committee Meeting

- Management attendance at social committee events and activities is crucial
- Management representation on the committee is important
  - Rotating role?
  - Come to the meeting for the last 15 minutes of the meeting?
- Guidance is required on:
  - Budget – is there a start-up budget?
  - Timing of events – during the work hours vs. after work hours
- What is the degree of social committee events and activities that will be supported by a project budget?
- Require management to support and message that contractors should be encouraged to participate on the social committee and in all events.

Ideas to consider
- Christmas party
- Kickoff lunch and learn – come and meet the social committee to learn about what we are doing
- Ballot Box

Considerations for the Committee Structure

- Rotating chairs for each meeting?
- Roles should change on an annual or bi-annual basis.
  - If more than one person is interested in a role then hold an election
- Have sub-committees for the major components
- The social committee will drive and initiate the events, but will rely on the volunteers from the rest of the project team to execute the events

August 24th Agenda Input

1. Safety Moment
2. Committee Charter
3. Milestone Schedule
4. Committee Positions

D. Open Action Items

#	Action Items Open	Owner	Date Due	Status
1.0	Committee Distribution List 1.1 Create a distribution list for the social committee	Kayla	Aug 22	Completed August 22, 2012
2.0	Next Meeting 2.1 Send out meeting invite for weekly meetings (Friday 10 – 11) 2.2 Book meeting rooms for upcoming meetings	Kayla Kayla	Aug 21 Aug 21	Completed August 20, 2012 Completed August 20, 2012

LCP Social Committee
Minutes
August 24, 2012

A. Meeting Participants

Champions			
Carlos Fernandez	A	Maria Moran	P
Evan Broderick	P	Mohamad Makky	P
Faustina Cornick	P	Nadine Hoskins	P
Gilles DeGonzague	P	Natasha Carey	A
Jose Gillis	P	Susan Moore	P
Kayla Dillon	P	Todd Pickett	A
Keenan Healey	P	Tracy-Lynn Goosney	P
Kris Rogers	A	Shawna Crosbie	P
Valarie Murray	P	Wanda Ryder	A
Jeff Coady	A	Tami MacDonald	C/S

Legend:
C = Chair
P= Present
A = Absent
S = Scribe

B. Meeting Agenda

Status	Agenda Item
✓	1.0 Safety Message
✓	2.0 Team Introductions
✓	3.0 Committee Charter - Milestones - Committee positions
✓	4.0 Feedback from TEP Steering Committee meeting (Support, budgeting, finance)

C. Meeting Notes

Finalizing of Social Committee Charter

Topics finalized included:

- Internal stakeholders
- External stakeholders
- Key target milestones
- Key success factors
- Measures of success
- Key team effectiveness enablers
- Confirming and naming of roles
- Behaviors
- Operating guidelines

Update from Team Effectiveness Programme (TEP) Steering Committee Meeting August 21, 2012

Collect the money for events:

- Suggest that project team members pay per event vs. paying a social committee fee.
- If you decide to collect a flat fee then don't go through payroll to do so. Collect the money in person.
- For those events requiring money upfront (i.e. deposit for a location) then come to the Steering Committee with a proposal, and the project team will likely be able to fund the upfront payment.

Timing of the events

- If the event involves project team members leaving the office before 3 p.m. then this requires approval from Ron and Normand.

Roles:

- Jose and Faustina are the social committee champions and the liaisons with the Steering committee

Proposed Next Steps:

- Develop an event calendar
- Decide on Operating Principles

Management Involvement:

- Commitment to being involved in events where there is participating from project team members.

D. Open Action Items

#	Action Items Open	Owner	Date Due	Status
1.0	Committee Distribution List 1.1 Speak to IT about creating a Social committee e-mail distribution list	Faustina	Sept 7	
2.0	Discussion for TEP Steering Committee • For additional consideration: Is there a way to integrate the SLI holiday party with Nalcor for ONE LCP party? • How should SLI employees participating on the Social committee members charge their time? What code should they use? • Is the project open to funding or co-funding a LCP Holiday Event? If so, what are the parameters?	Jose	Aug 29	

| 3.0 | Start working through Milestones identified in charter | Evan | Aug 31 | |

Lower Churchill Project Social Committee Charter

Team Title:	LCP Social Committee		
Project Phase:	**Team Effectiveness Programme**		
Team Leader:	TEP Steering Committee	**Revision:**	**August 27, 2012**

Team Membership

Team Members	- Carlos Fernandez - Evan Broderick - Gilles DeGonzague - Kayla Dillon - Keenan Healey - Kris Rogers - Maria Moran - Mohamad Makky - Nadine Hoskins - Natasha Carey - Susan Moore - Todd Pickett - Tracy-Lynn Goosney - Valeria Murray - Wanda Ryder - Jeff Coady - Shauna Crosbie		
Team Sponsor	Faustina Cornick	**Team Sponsor**	Jose Gillis
Internal Stakeholders	- Team Effectiveness Programme Champion Steering Committee - Lower Churchill Project Team Members on Torbay Rd		
External Stakeholders	Avalon of Newfoundland		

Team Purpose / Objective, Success Criteria

Team Purpose and Objectives	The social committee, as a standing committee of the Lower Churchill Project, will be responsible for planning and coordinating social activities and events accessible to the full project team that focus on socialization, appreciation, recognition and philanthropy. The Social Committee aids in creating a community spirit among the full project team.
Key Target Milestones	- Forming committee organization - Defining membership & set-up obligations and benefits - Prepare annual event & fundraising calendar - Create a budget and fundraising strategy - Create a communications plan

Lower Churchill Project Social Committee Charter

Key Success Factors for Achieving Objectives	• Management support • Inclusiveness (activities and volunteer)
Measures of Success	• # of events • Minimum number of members • % participation at events • Feedback from members

Key Team Effectiveness Enablers, Roles and Responsibilities, Behaviors

Key Team Effectiveness Enablers	• Meeting preparedness (agenda setting, action plans, due dates, minutes) • Open communication and participation • Decision making by consensus (everyone can commit to and support the decision) • Consensus by majority vote (majority of meeting participants)
Roles and Responsibilities for Committee Members	• Chair • Co-Chair • Secretary • Treasurer • Communications • Event Coordinator • Committee Members
Behaviours	• All ideas are good ideas • Be inclusive

Communication

Team Communication Protocols	**Meeting Frequency**
▪ Social Committee Meetings ▪ Team Distribution List	▪ Weekly committee meetings to start ▪ Friday mornings 10 a.m. – 11 a.m.

Operating Guidelines

• Be on time to meetings
• Opportunity to speak
• Proactive in encouraging speak and involvement
• Respectful of ideas
• Commitment to the committee

Lower Churchill Project Social Committee Charter

Committee Chair	Evan Broderick	Signature		Date	
Committee Co-Chair	Shauna Crosbie	Signature		Date	
Secretary	Mohamad Makky (Kayla Dillon as back-up)	Signature		Date	
Treasurer	Keenan Healey	Signature		Date	
Commun-ications	Valerie Murray	Signature		Date	
Event Coordinator	Gilles DeGonzague	Signature		Date	
Committee Member	Carlos Fernandez	Signature		Date	
Committee Member	Kris Rogers	Signature		Date	
Committee Member	Kayla Dillon	Signature		Date	
Committee Member	Maria Moran	Signature		Date	
Committee Member	Nadine Hoskins	Signature		Date	
Committee Member	Natasha Carey	Signature		Date	
Committee Member	Susan Moore	Signature		Date	
Committee Member	Todd Pickett	Signature		Date	
Committee Member	Tracy-Lynn Goosney	Signature		Date	

Lower Churchill Project Social Committee Charter

Committee Member	Wanda Ryder	Signature		Date	
Committee Member	Jeff Coady	Signature		Date	
Member		Signature		Date	
Member		Signature		Date	
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LCP Social Committee Meeting

August 31, 2012

AGENDA

1. Safety Moment
2. Discuss/finalize team charter
3. Social club funding and membership discussion (short and long term strategy)
4. Email distribution list:
   a. Social Club Committee group email
   b. Complete LCP (Nalcor & SLI) group email
5. Access/sharing of LCP Social Committee electronic documentation
6. Nalcor Charity Softball Tournament
   a. Can this be considered a LCP social club event
   b. What role, if any, will LCP social club committee play?
7. Prepare annual event & fundraising calendar
   a. Review/discuss Ideas list created by Tami Macdonald from Deloitte
   b. Additional event ideas
   c. Discuss/plan events that can be held during 2012
   d. Create 2013 tentative event & fundraising calendar
8. New Discussion – Open Table

Social Committee Ideas

The following Ideas came from: TEP Champion Steering Committee, interviews, surveys, random suggestions:

1. Golf tournament
2. Soft ball game/tournament
3. Project news letter
4. Ski trip
5. BBQ
6. Boat trip
7. Activities that reduce the impression that there is one SLI lunchroom and one Nalcor lunchroom. There simply are 2 lunch rooms. Suggest offering treats or celebrating birthdays in one or the other for **all** LCP team members to share.
8. Quarterly bulletin that includes pictures of recent project team events and activities
9. Celebrations
10. Birthday acknowledgements (for all to participate in)
11. Branded LCP clothing (once sanctioned)
12. New hire and termination (retirements, contract end, moving on…) announcements
13. Single's events
14. Community involvement
    i. United Way
    ii. Food bank
    iii. School donations
    Note: all community involvement will have to be checked for alignment with Nalcor

Nalcor Energy Creative Brief

Date Submitted: September 13, 2012 | **Prepared By:** Janine McCarthy

Project Title: Lower Churchill Project Internal Logo

Overview: *(Project information, goals, measurable objectives)*

Nalcor, as the project owner and SLI, as the EPCM are working together to deliver the Lower Churchill Project. They are working together with one common goal of successful delivery.

The project leadership team has implemented the Team Effectiveness Programme (TEP) to help drive successful project delivery. The purpose of the TEP is "to optimize our team culture and how we work together to drive project success." Ultimately so that the SLI and Nalcor project team members feel as if they are working as 'one team' vs. working for two different organizations. The LCP Logo is one initiative to help visually create 'One Team'

Deliverables Needed: *(Copy, design, printed materials, and/or mailing?)*

- Design – LCP Logo

Primary Audiences: *(Who are they, how will they use this brochure or website, what should be avoided in talking to these audiences)*

The audience for the logo will be internal Lower Churchill Project Team Members (Nalcor and SLI Team Members located at Torbay Road). This logo will not be externally facing. The scope of how this logo will be used is documented below.

In Scope	Out of Scope

o Intranet (Nalcor and SLI)
o Internal communications (e.g. PPT for team assembly, social committee, and team effectiveness)
o Internal project promo items (e.g. mouse pads, mugs)
o Sanction gift (e.g. a hat or jacket that you can wear as a casual item or to work)
o T-shirts for softball tournament
o Screen at front entrance
o Torbay Road notices/posters (e.g. scent free notice, event posters)
	o Operating communications (e.g. policies, procedures)
	o External communications
	o Internet
	o Official clothing
	   o e.g. hard hats or other PPE at site
	   o e.g external representation of the companies, i.e. Job fairs)

The design of the logo should be unique to the Lower Churchill Project and should not make reference to Nalcor or SLI, and does not need to include elements of either of the Nalcor or SLI corporate logos.

Tone and Image: *(Funny and casual, or formal, what do target audiences believe before you communicate with them, what tone and imagery will be most effective, specific visual goals)*

The logo should have the following tone:
- Powerful/strong/rugged
- Friendly/Community
- Clean

Elements that could be incorporated into the design
- Water
- Blue (both Nalcor and SLI corporate logos have blue elements)

Messages: Features, Benefits and Value *(Prioritize the top features and/or facts about the program, service or organization you're marketing, and its value to target audiences. Outline how it compares to the competition. What's the one sentence that summarizes its unique value? Other key points?)*

- Pride in working on this mega-project
- Tagline: Please incorporate the tagline. "One Team. One Vision" into some of the concepts for the logo, and provide some without.

Budget and Schedule: *(Has a budget been approved? When must the message get to the target audience for greatest impact? Due date for finished work?)*

Logo:

October 5 - initial creative

October 26 - review and sign off revised creative.

November 1 – available to be used on sanction gift (this is assuming Sanction will be the middle of November. This process may need to be accelerated if we think Sanction will be earlier than that.)

Budget – No budget confirmed at this time.

Process: *(What is the review and approval process? Who will sign off on final execution?)*

- Dave to design
- LCP Team Effectiveness Steering Committee to review initial concepts
- LCP Team Effectiveness Steering Committee will review the revised logo
- Lance Clarke will sign off (with the approval of the Steering Committee and Nalcor Internal Communications team – Janine and Karen)

Additional Information: *(Is the publication being printed or electronic; colour or B&W; printed in house or professionally; are pictures required and are they available?)*

The logo may be used in the following way:
- Flyers/Posters at the Torbay road location
- Used on promotional materials – e.g. jackets, t-shirts, mugs, mousepads
- Intranet

The logo will be used in both B&W and 4-Colour

Deloitte.

Lower Churchill Project
Team Effectiveness
Program

*Charging
Forward...Together*

**Presented To: TEP Steering Committee
Presented By: Deloitte Project Team
September 19, 2012**

Session Objectives

1.   A common understanding of the work effort completed in the recent phases of the Team Effectiveness Program.

2.   An understanding of how the Team Effectiveness Program will continue to support delivery of the Lower Churchill Project.

3.   A deeper understanding of, and commitment to the approach for the next phase.

1

Agenda

1. Purpose of the LCP Team Effectiveness Program

2. Phase 2 Overview

   • Roadmap

   • Deliverables

   • Results

3. What's Next?

   • LCP's progress on the journey

   • Phase 3 Roadmap

4. Questions?

2

The purpose of the LCP Team Effectiveness Program is to optimize the team culture and how team members work together to drive project success.

A continuous program throughout
the life of the project

Endorsed by all senior management

"One fully functional, fully aligned Lower Churchill Project Team"

A demonstrated commitment to investing in the project team members and their roles

A program that impacts, empowers and drives ownership throughout the project team

One Team. One Vision.

3

Deloitte & Touche LLP and affiliated entities.

The complex LCP Team Effectiveness Program Model was developed to ensure project success using a hybrid approach, including Organization Effectiveness and Leadership Effectiveness.

Sponsor Alignment

Management   Leadership

Organization Effectiveness Program

Strategy Clarification

Continuous improvement

Vision & values

Strategy deployment (organization alignment)

Managing for results

Structured, Discipline, & Process
Everyone

Leadership Effectiveness Program

What is the organizational context?

How do you bridge the gaps?

What leadership do you need

What leadership do you have?

How will you keep any gaps closed?

Tailored
Select Few

Best in class approach needed to address complexity and market conditions

Project Success

4

As a result of the findings in phase 1, phase 2 was designed to address critical opportunities and set the stage for improved team effectiveness.

Phase 1: Identified opportunities for improvement, critical to team effectiveness
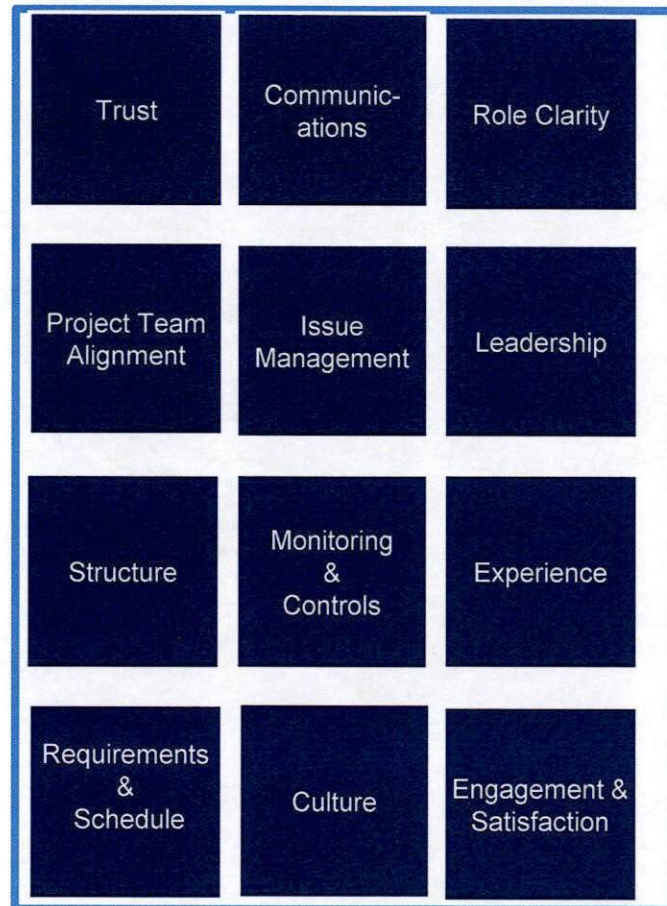
Phase 2: Roadmap focused on *Setting the baseline & increasing momentum* for the Team Effectiveness Program

Phase 1 categories:

Trust	Communic-ations	Role Clarity
Project Team Alignment	Issue Management	Leadership
Structure	Monitoring & Controls	Experience
Requirements & Schedule	Culture	Engagement & Satisfaction

Phase 2 Roadmap:

Organization Effectiveness Program
- All Hands Feedback Session &/or Survey
- Internal Communication Plan
- Sponsor Alignment Summit

Leadership Effectiveness Program
- Supply Chain Intervention
- Deloitte Team Assessments (DTA's) Debrief/Team sessions (comps 1, 3, 4 & other functions)
- DTA Survey's (comp 1, 3, 4)
- Leadership Strategy
- DTA Survey's (other functions)

Additional Team Alignment Opportunities
- LCP Logo
- New hire orientation
- Common Space (lunchroom, co-location, accessible boardrooms)
- Recognition and Celebration Ideas
- Social Committee

Status Legend:
- Completed with Next Steps identified
- Repurposed
- ** Incorporated in Social Committee

5

The key deliverables from the OEP and LEP enabled team members to have open dialogue and increased the awareness of drivers for team effectiveness.

Deliverable	Output	⬤	⬤
Internal Communication Plan	• Proposed current state communication plan, including recommendations • Alignment of communication goals and capabilities of SLI and Nalcor team members • Identification of opportunities for improved communication	✓	
Feedback Sessions	• 2-way communication between team members and project leadership • Project wide engagement in the team effectiveness program • A process that allows the Steering Committee to systematically respond to feedback	✓	✓
Leadership TEL *Originally: Sponsor Summit*	• Buy-in to the purpose of Leadership team and to the role of the leadership coordinator • Alignment on the measures of success and objectives for the Leadership Team • Increased open communication and alignment amongst leadership	✓	✓
Supply Chain Interventions	• Open and honest conversations on challenging and emotional topics • Agreed to Team Operating Principles • Stated improvement in team dynamics	✓	✓
Leadership Team Definition *Originally: Leadership Strategy*	• Common understanding of roles of each company • Defined purpose of the LCP Leadership team and project management team straw model • Sponsor Team aligned to the role of the project leadership team	✓	
DTAs	• Increased awareness of the competencies that make up high performing teams • Recognition that the participant is viewed as a team member • Understanding of the targeted team's effectiveness	✓	
DTA Debriefs	• Increased understanding of the concept of a team and drivers • Team member empowerment - team owned action plans on how to improve • Open forum for two-way team communication	✓	
Coaching and support	• Alignment in support of TEP milestones	✓	✓

⬤ Setting the Baseline Initiative   ⬤ Increasing Momentum Initiative

6

The additional team alignment activities helped accelerate a culture of "One Team. One Vision.".

Deliverable	Output	🔵	🟢
Social Committee	• Established a structure and process for the social committee that is now owned and operated by the LCP team members.	✓	
New Hire Onboarding Process	• Recommendations on how to enhance the current processes and approaches used to onboard new project team members in a manner that supports and drives the projects one team on vision culture	✓	✓
LCP Logo *Originally: Common Space*	• Alignment on the purpose and creative direction for the LCP logo • Visual graphic to unify the project team (once logo exists)	✓	
Project Team Contact List	• Increased accessibility of communicating across the project team • An established process to maintain information accuracy	✓	
Team Assembly	• An understanding of what worked well, and opportunities for improvement for future quarterly team assemblies	✓	
Steering Committee Meetings	• An established process to enable regular communication and decisions on the execution of the Team Effectiveness Program	✓	✓

🔵 Setting the Baseline Initiative　　　🟢 Increasing Momentum Initiative

Initial assessments of the results and solicited feedback suggest a positive impact on the project team's culture and ability to effectively work together.

Supply Chain Team Building & Alignment Meetings

Positive change to team dynamics.

If we don't work well as a team then we fail. This was a good positive first step.

Building the car together as a team and being able to laugh with each other.

The team is on the same wave length. I felt very good about this.

July 31 Team Assembly

The positive thinking from top managers will have a positive downward affect on the whole team.

Recognition and support for one team was positive.

81% of the participants agree that the Team Assembly will contribute to our project team's effectiveness

0.8%
3.8%
14.4%
45.5%
35.6%

- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree

Team Assembly Survey Results

8
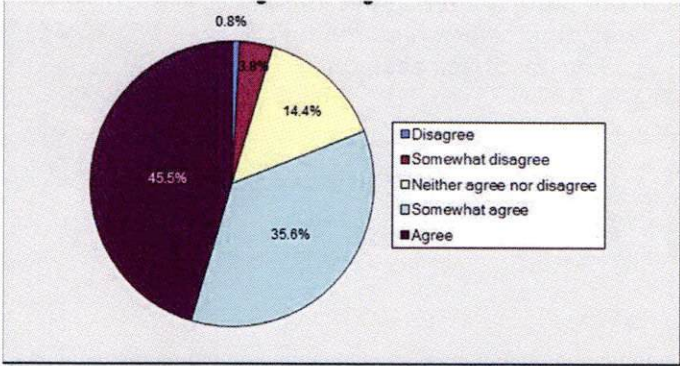
Feedback on team effectiveness activities also recognizes the benefits of the selected activities and the involvement of project leadership.

"All Hands" Feedback Sessions	"Social Committee Kick-off"

Communication within groups and with new people.

I've attended many of these sessions. This one by far was probably the most beneficial.

This will be a great way for non-locals to build work/life balance.

This is needed to help everyone get to know someone else better to improve communication, prioritization, and influence.

The arctic challenge was great in showing we work better as a team.

Hearing from the steering committee about their purpose and mandate.

Building personal relations drives effectiveness because people are willing to approach others personally.

88% of participants agreed that there was great value in attending the feedback session

Pie chart:
- 0.90% — Strongly disagree
- 3.70% / 7.50% — Disagree
- 19.60% — Neither agree nor disagree
- 68.20% — Agree
- Strongly agree

Legend:
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
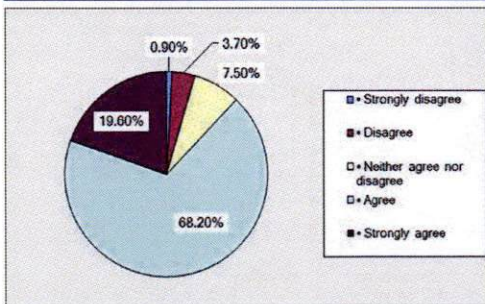
Feedback Session Survey Results

Social Committee Charter

9

We have seen evidence of project leadership demonstrating behaviours and actions that have helped drive increased team effectiveness.

Call to action from Phase 1	Quotes from the Leadership Effectiveness Meeting (Sept 11/12)

Co-created

Ownership

Courage

Commitment

Good! No illusions; the undertaking ahead is immense.

We've laid the foundation as a team/project. This will be a very powerful enabler. We need to keep anchored though.
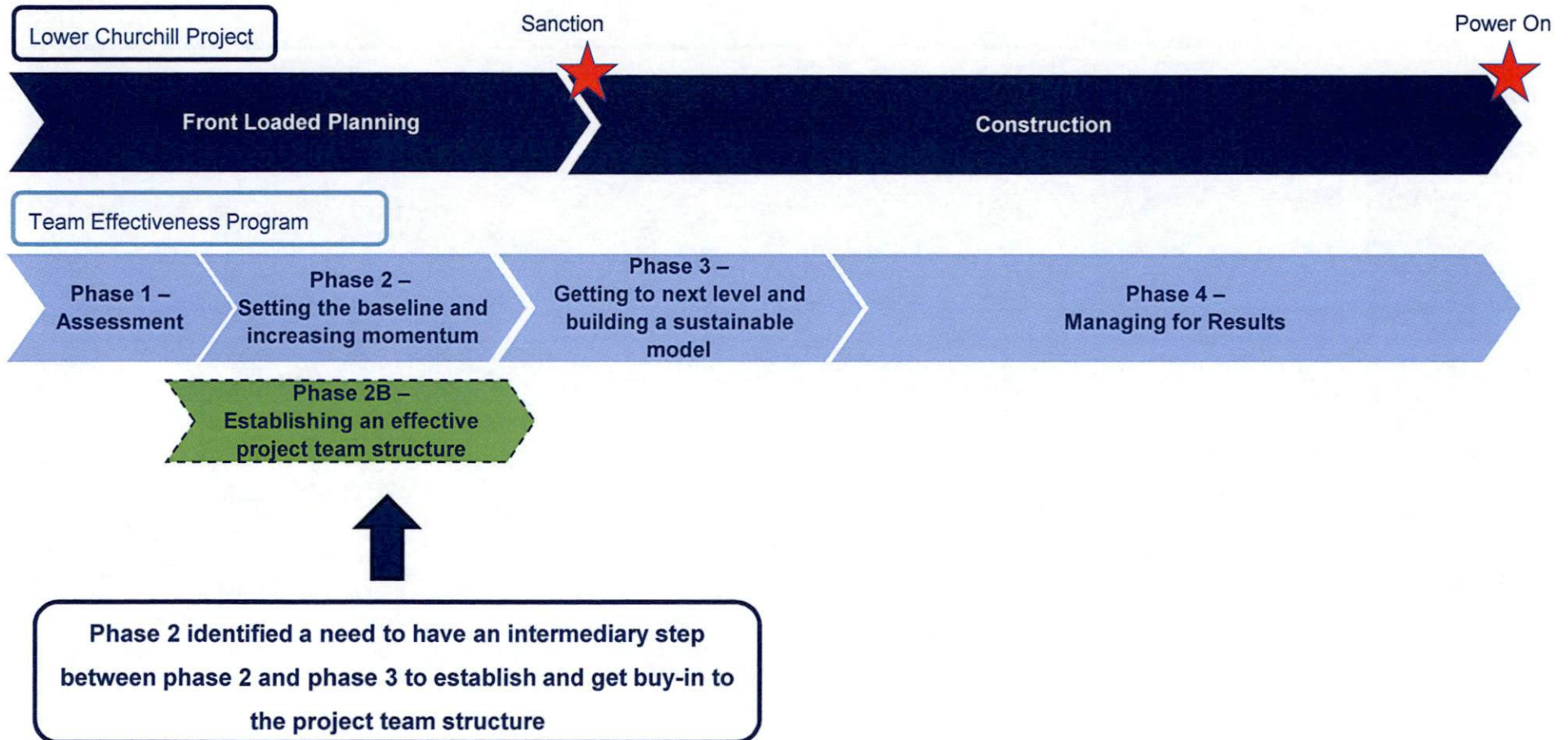
This was motivating and refreshing

We had a real need to come to a new way of operating this project [we're now doing that]

10

The Lower Churchill Project Team has started the journey towards heightened Team Effectiveness, but are still in a 'build phase' and critical stages still remain.

11
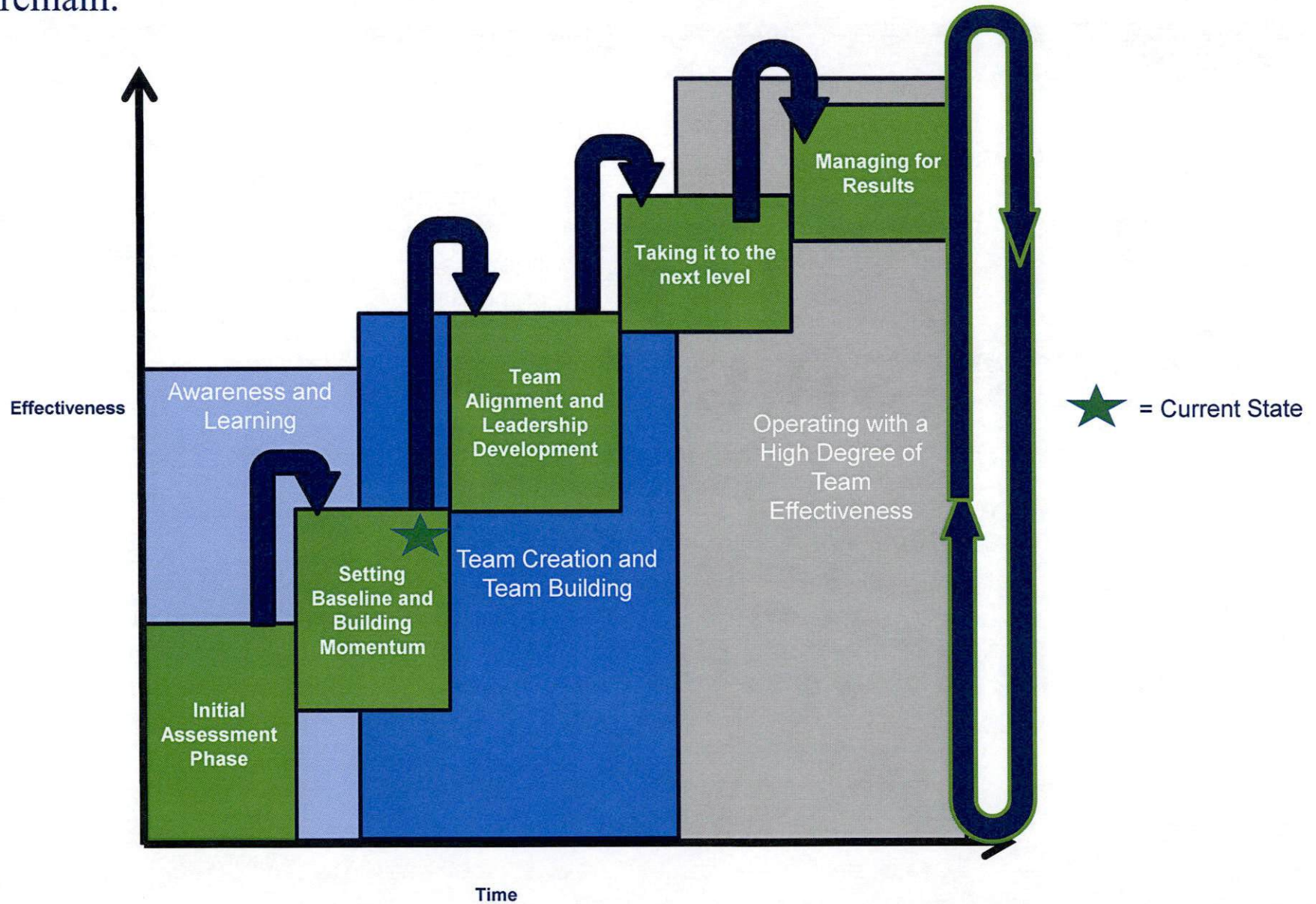
The Team Effectiveness Program approach is designed to support the Lower Churchill Project throughout the life of the project.

Lower Churchill Project

Sanction

Power On

Front Loaded Planning

Construction

Team Effectiveness Program

Phase 1 – Assessment

Phase 2 – Setting the baseline and increasing momentum

Phase 3 – Getting to next level and building a sustainable model

Phase 4 – Managing for Results

Phase 2B – Establishing an effective project team structure

Phase 2 identified a need to have an intermediary step between phase 2 and phase 3 to establish and get buy-in to the project team structure

12

The next phase of Deloitte's Team Effectiveness Programme will focus on *Getting to the next level and building a sustainable model* by establishing and mobilizing around the structure.

Phase 2B & 3: High level roadmap

	Phase 2B: Sept 17 – Sept 28, 2012	Phase 3: October 1, 2012 – January 31, 2013
Organization Effectiveness Program	Structure Buy-in Feedback Session Response	TEL Deployment Coordination and Kick-off TEL Deployment and Alignment Meetings
Leadership Effectiveness Program		Leadership Skills Workshops Leadership Assessments (Hogan and Kaisen) Leadership Planning Individual/Team Coaching Action Learning DTA Re-assessments
Additional Team Alignment Opportunities	Ongoing Support of Phase 2 Activities (Social Committee, Onboarding, LCP Logo, Internal Communication Plan, Steering Committee, Team Assembly)	Project Team Engagement Survey

Present more detailed approach for TEL Deployment and Alignment Meetings

13

The Team Effectiveness Lab® is a tool with proven success in aligning teams and driving for results.

Combining a focus on results and on team process will create a more effective team.

What needs to be accomplished	+	How the team should work together	=	A new kind of meeting

What needs to be accomplished
- Accountabilities, measures and objectives for the team
- Accountabilities, measures and objectives for each member of the team
- Key initiatives to be accomplished
- Key processes to be fixed and responsibilities defined
- Issues identified and action plans created

How the team should work together
- Team Leader's role defined
- Team decision-making defined
- Team meetings planned
- Team effectiveness reviewed
- Individual styles and effectiveness reviewed

A new kind of meeting
- Facilitated, but controlled by the team
- Consensus based
- Commitment to objectives and priorities
- Role clarity
- Increased openness and candour
- More efficient and effective team

14

The next phase of Deloitte's Team Effectiveness Programme will focus on *Getting to the next level and building a sustainable model* by establishing and mobilizing around the structure.

Phase 2B & 3: High level roadmap

	Phase 2B: Sept 17 – Sept 28, 2012	Phase 3: October 1, 2012 – January 31, 2013
Organization Effectiveness Program	Structure Buy-in Feedback Session Response	TEL Deployment Coordination and Kick-off TEL Deployment and Alignment Meetings
Leadership Effectiveness Program	Leadership Planning	Leadership Skills Workshops Leadership Assessments (Hogan and Kaisen) Individual/Team Coaching Action Learning DTA Re-assessments
Additional Team Alignment Opportunities		Ongoing Support of Phase 2 Activities (Social Committee, Onboarding, LCP Logo, Internal Communication Plan, Steering Committee, Team Assembly) Project Team Engagement Survey

Present more detailed approach for TEL Deployment and Alignment Meetings

15

Thank you! Questions?

16

Appendix

In line with the LCP Team Effectiveness Model, key deliverables aligned to the Organization Effectiveness Programme affected a majority of the project team

Deliverable	Key Activities	Output	Next Steps	●	○
Internal Communication Plan	• Established Communication plan committee (Faustina, Jose, Karen, Janine, Deloitte) • Developed Communication Plan Framework including Stakeholders, Key Messages, Roles, Communication Vehicles and principles	• Proposed current state communication plan • Alignment of communication goals and capabilities of SLI and Nalcor team members • Identification of opportunities for improved communication	• Refine plan based on upcoming project changes • LCP to own the plan • Socialize plan with appropriate project team members	✓	
Feedback Sessions	• Designed and facilitated 3 team building and feedback sessions across the entire Torbay road project team • Provided session prework and event communication to the LCP team • Launched a post session survey. Reported results back to the Steering Committee	• Opportunity for 2-way communication between team members and project leadership • Project wide engagement in the team effectiveness programme • Provided a process that allows the Steering Committee to systematically respond to feedback	• Provide additional avenues for giving and receiving feedback • Leadership response to recommendations	✓	✓
Leadership TEL *Originally: Sponsor Summit*	• Designed meeting agenda and prework • Facilitated session on September 11/12	• Buy-in to the purpose of Leadership team and to the role of the leadership coordinator • Alignment on the measures of success and objectives for the Leadership Team • Increased open communication and alignment amongst leadership	• Cascade goals, roles and accountability through TEL process • Communicate consistent messaging regarding the formation and role of the Leadership team to the LCP	✓	✓
Supply Chain Interventions	• Designed 2 half day sessions with the objective of assessing current challenges, team building and sharing feedback with leadership and each other • Solicited feedback on the team building session from SC team	• Open and honest conversations on challenging and emotional topics • Agreed to Team Operating Principles • Stated improvement in team dynamics	• Identify additional teams requiring specific intervention • Establish leadership and role clarity within SC team	✓	✓

● Setting the Baseline Initiative   ○ Increasing Momentum Initiative

18

Key deliverables aligned to the Leadership Effectiveness Programme enabled targeted groups to have open dialogue and increase awareness on the effectiveness of their team

Deliverable	Key Activities	Output	Next Steps	🔵	🟢

Leadership Team Definition (Aug 29)	• Agree upon the Owner and EPCM key accountabilities
	• Defining the leadership team's
	   • Purpose
	   • Structure design principles
	• Draft leadership team org. structure
		• Common understanding of roles of each company
		• Defined purpose of the LCP Leadership team and project management team straw model
		• Sponsor Team aligned to the role of the project leadership team
			• Meeting with Leadership Team & communication
			• Leadership summit
			• Meeting with Project Management Team Cross Project functional forum identification
				✓	

DTAs	• Draft and organize initial communication • Agree upon survey specifics • Launch DTA surveys • Coordinate questions • Leverage participation • Collect data	• Increased awareness of the competencies that make up high performing teams • Recognition that the participant is viewed as a team member • Understanding of the targeted team's effectiveness	• Facilitate discussion to determine if any additional teams need to be assessed	✓	
DTA Debriefs	• Book debriefs • Prepare results presentations • Present results • Discuss findings • Determine next steps	• Increased understanding of the concept of a team and drivers • Team member empowerment - team owned action plans on how to improve • Open forum for two-way team communication	• Facilitate discussion to determine Deloitte's involvement in the next steps • Support interventions as identified and deemed appropriate	✓	
Coaching and support	• Informal advice and support • Adhoc team discussions and communication development	• Alignment in support of TEP milestones	• Conduct formalized assessments • Facilitate leadership strategy Including coaching and training opportunities • Execute to the plan	✓	✓

🔵 Setting the Baseline Initiative   🟢 Increasing Momentum Initiative

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The additional team alignment activities helped accelerate the culture of "One Team. One Vision"

Deliverable	Key Activities	Output	Next Steps	⬤	⬤
Social Committee	• Drafted up communication to solicit interest in the social committee • Facilitated first two social committee meetings • Supported drafting of the social committee charter and role assignment	• Established a structure and process for the social committee that is now owned by the LCP team members	• Social Committee activities will be owned and executed by LCP team members • Deloitte will checkpoint with the committee and support as required	✓	
New Hire Onboarding Process	• Conducted research to understand the current processes used by Nalcor and SLI. • Interviewed team members that conduct the onboarding process • Attended 2 onboarding sessions	• Recommendations on how to enhance the current processes and approaches used to onboard new project team members.	• Nalcor and SLI HR representatives agree on a consistent approach to onboarding project team members • Implement selected onboarding initiatives/tactics	✓	✓
LCP Logo	• Communications committee identified scope for the logo • Created creative brief	• Alignment on the purpose and creative direction for the LCP logo • Visual graphic to unify the project team (once logo exists)	• Graphic designer develop logo concepts • Agreement on logo from SC and other required parties • Launch logo at sanction	✓	
Project Team Contact List	• Facilitated sessions with SLI and Nalcor representatives to develop a consolidated contact list • Established a process to keep the contact list current	• Increased accessibility of communicating across the project team complete with a process to maintain information accuracy	• Consolidated list will be owned by SLI and Nalcor representatives and will be updated bi-weekly.	✓	
Team Assembly	• Supported the coordination of logistics • Developed pre-session communication • Developed post-session feedback survey	• An understanding of what worked well, and opportunities for improvement for future quarterly team assemblies	• Project leadership maintain the momentum of hosting quarterly team assemblies for all project team members	✓	
Steering Committee Meetings	• Develop agenda and minutes for weekly Steering Committee Meetings • Developed draft charter and dashboard	• An established process to enable regular communication and decisions on the execution of the Team Effectiveness Programme	• Conduct on a weekly basis • Track progress against dashboard	✓	✓

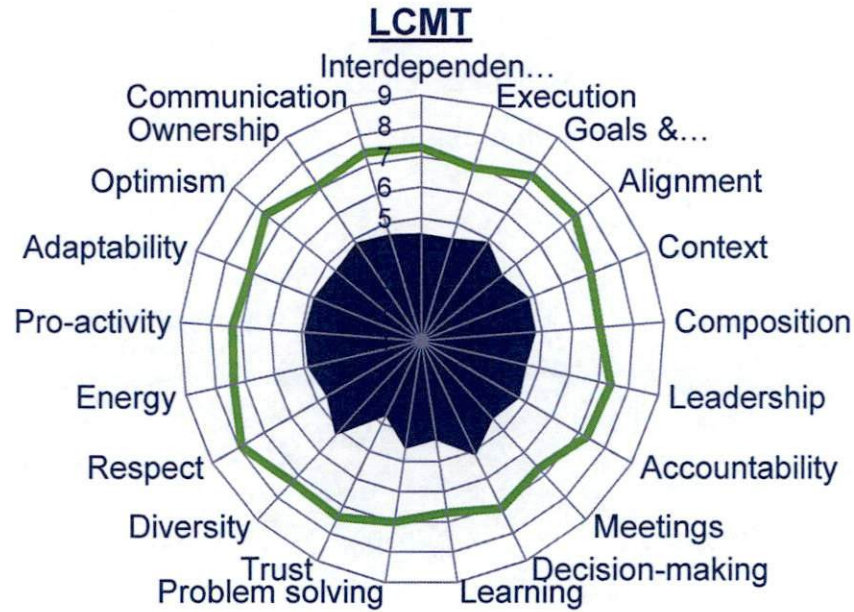⬤ Setting the Baseline Initiative   ⬤ Increasing Momentum Initiative

Deloitte Team Assessments

Legend:
- ▨ Highest performing teams
- ▮ Individual team members

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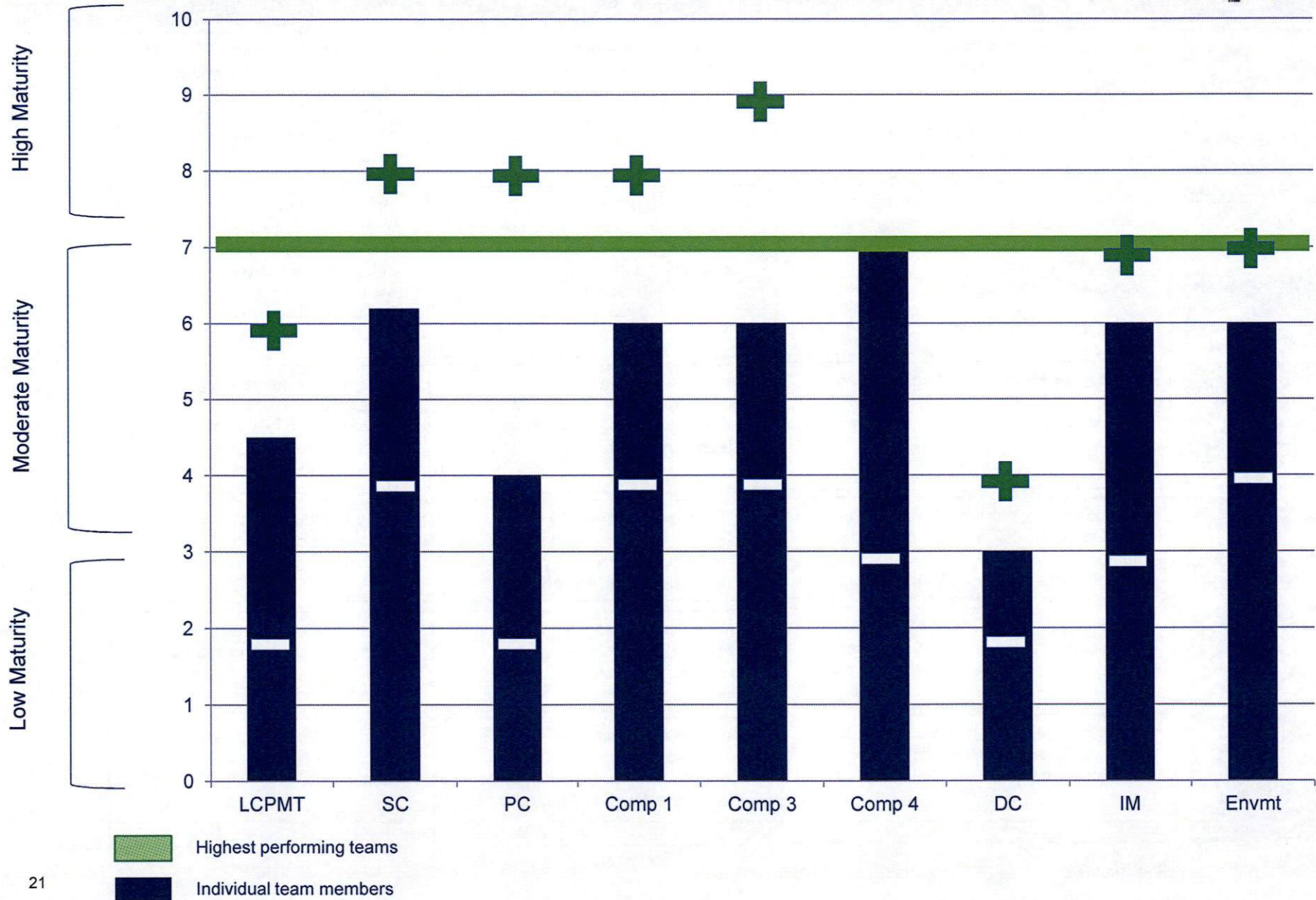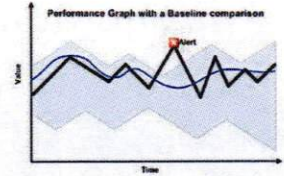
Deloitte Team Assessment – Spider charts

DTA – Competencies

■ Your teams
■ Highest performing teams

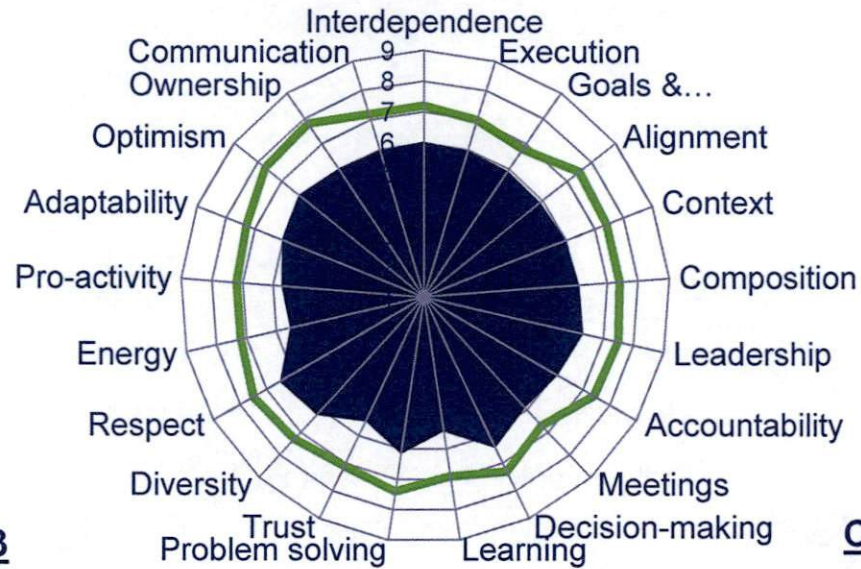**LCMT**

Supply Chain

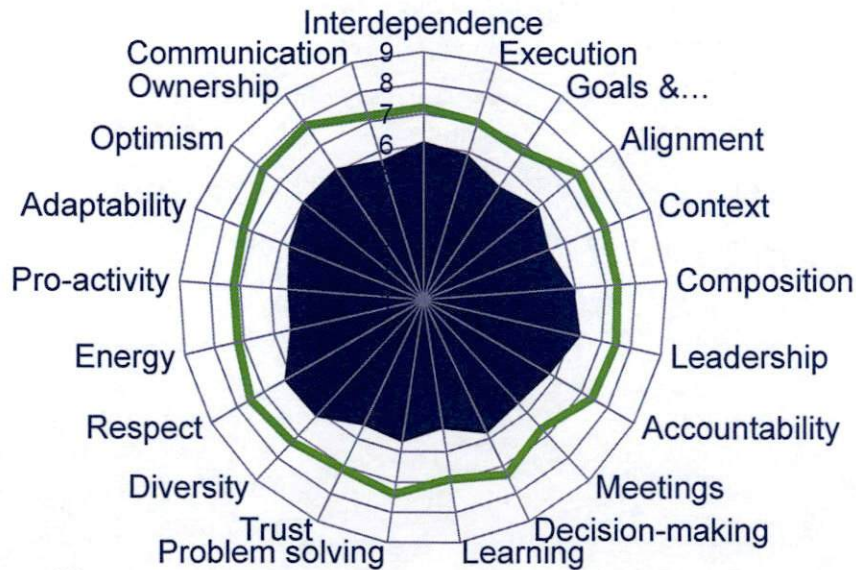**Project Controls**

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Deloitte Team Assessment – Spider charts
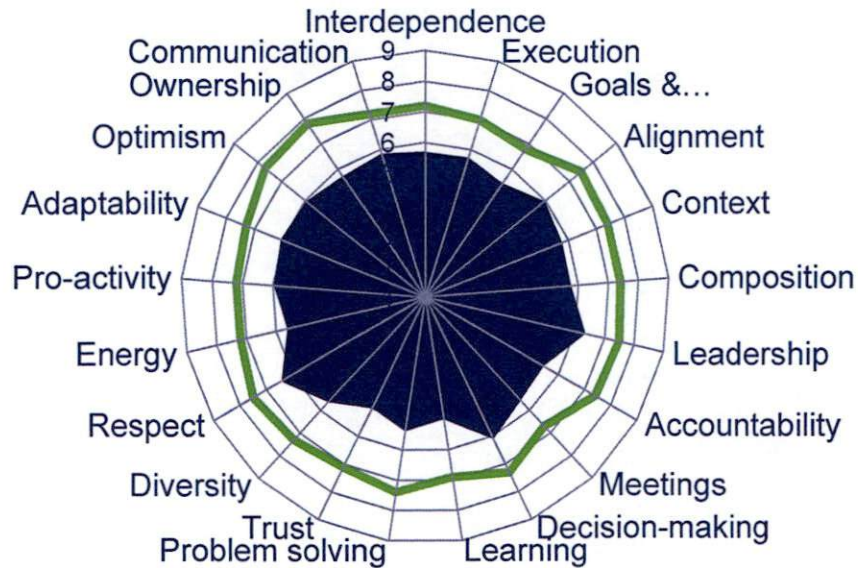
Component 1

Component 3

Component 4

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Deloitte Team Assessment – Spider charts

Information Management

Environment

Document Control

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