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Subject: Apr LCP Assessment Summary_FINAL.pptx
Date: Wednesday, May 29, 2013 1:46:53 PM
Attachments: [Apr LCP Assessment Summary_FINAL.pptx](#)

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Lower Churchill Project Team Effectiveness Re-Assessment



May 1, 2013

Safety Moment

Meeting Objectives

1. To ensure a common understanding of the results of the qualitative assessment.
2. To agree on the issues related to team effectiveness.
3. To gain buy-in to the approach for Phase 3 of the Team Effectiveness Programme.
4. To reach consensus on the next steps to implement the Programme.

Meeting Agenda

1. Introductions
2. Team Effectiveness Re-Assessment Overview
3. Assessment Findings & Recommendations
4. Proposed Approach for Phase 3
5. Wrap-Up & Next Steps

Team Effectiveness Re-Assessment Overview

Re-Assessment Objectives

1. Understand the effects of new, integrated structure on the organization and the team effectiveness challenges and opportunities facing the LCP
2. Recommend a programme to enhance team effectiveness and support the successful delivery of the project

Re-Assessment Activities

<p>Project Governance</p>	<ul style="list-style-type: none"> – Gather and analyze governance documentation (organization structure, etc.) – Meet with Paul, Gilbert, Bernard and Scott to understand the current level of alignment and their requirements of the programme – Identify intersection with project governance and existing commitments – Draft TE governance structure and process for approval
<p>Project Leadership</p>	<ul style="list-style-type: none"> – Planning / update meeting with key leaders to identify the priorities for TE – One on one meetings with 10 project leaders to understand the current structure, its strengths and weaknesses – Create a summary of findings
<p>Wider Project Team Effectiveness</p>	<ul style="list-style-type: none"> – One on one meetings with 15 project team members – Taking a vertical and horizontal cross section of roles – Three focus group meeting with select component or functional teams – Create a summary of findings

Team Effectiveness Re-Assessment Overview

Interview Participants

Project Governance

- Bernard Gagne
- Gilbert Bennett
- Paul Harrington
- Scott Thon

Project Leadership

- Afzal Hussein
- Claude Daneau
- Darren DeBourke
- Jason Keane
- Kyle Tucker
- Lance Clarke
- Normand Bechard
- Ron Power
- Scott O'Brien
- Serge Guerette

Wider Project Team Effectiveness

- David Green
- Ed Over
- Faustina Cornick
- Greg Snyder
- Jose Gillis
- Luc Turcotte
- Pat Hussey
- Satish Sud
- Victoria Stanford
- **Procurement Team**
- Carlene Fowler
- Ken O'Keefe
- Leslie Noel
- Paul Kennedy
- Tony Jackman

Assessment Findings & Recommendations

While the conversation has changed, the challenges around leadership and effectiveness are still being felt



July 2012

April 2013



Green = mostly positive sentiment

Orange = both positive & negative sentiment

Red = mostly negative sentiment

While the conversation has changed, the challenges around leadership and effectiveness are still being felt



There have been noticeable improvements on the project and effort is required to make them sustainable

1. Integration from the structure change has had a positive influence on accountability, communication, decision making, role clarity and morale:
 - Team members are feeling better about the project
 - Pockets of alignment exist
2. At the leadership level, a sense of passion, drive and commitment exists to complete the project successfully
 - Failure is not an option
3. Teams that were struggling last year have made significant improvements in effectiveness (supply chain, document control)

LCP needs to build the capability required to deliver the project successfully

Two key capabilities will support success:

1. Leadership

[the ability to mobilize others in pursuit of a common goal]

- Capability definition / assessment
- Development

2. Team effectiveness

[achieving the outputs required of a role]

- Alignment of teams and the development of team culture
- Improved efficiency of decision-making and role clarity
- Clear accountabilities

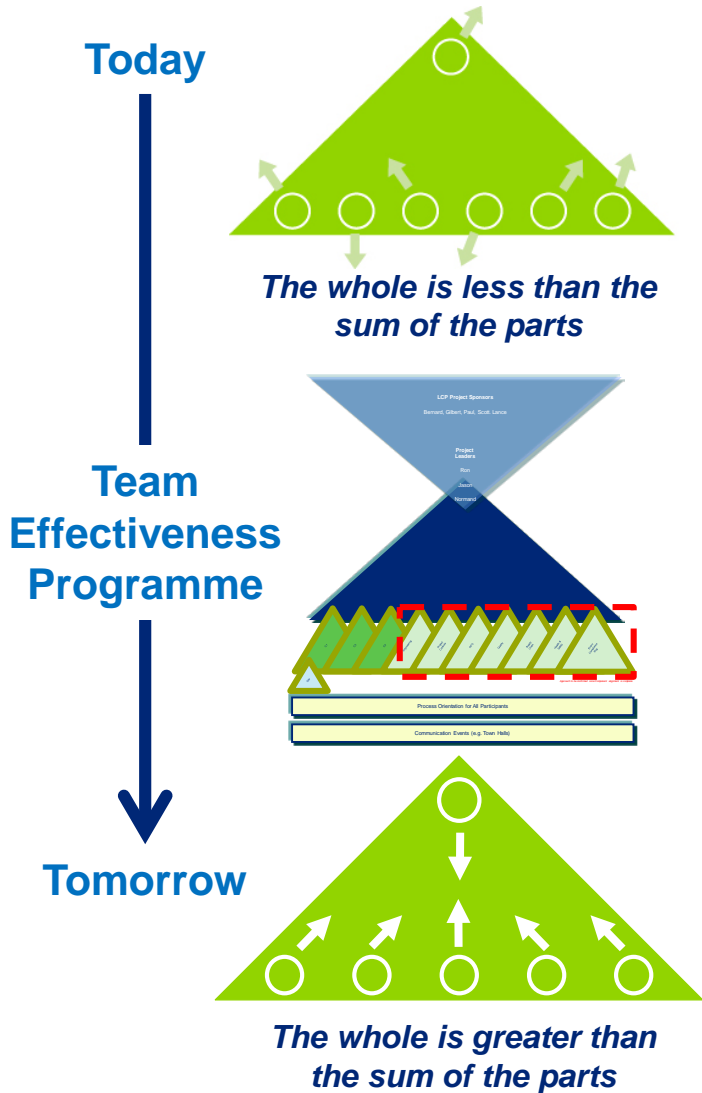
There remains a gap across the project in the level of leadership competency required for success

Our assessment of leadership opportunities:

1. Overall, there is a shorter-term focus on what needs to get done
 - Some individuals and teams are “firefighting” on a regular basis
2. Strong technical management is present and is being relied on heavily to manage the project. However, a “Just get it done” attitude has casualties:
 - People are being pushed to or past their limits
 - Processes are being overlooked, circumvented or recreated to meet the needs of a specific situation
3. Leadership of construction site operations has become critical to project success, leadership gaps exist adding significant risk to the project

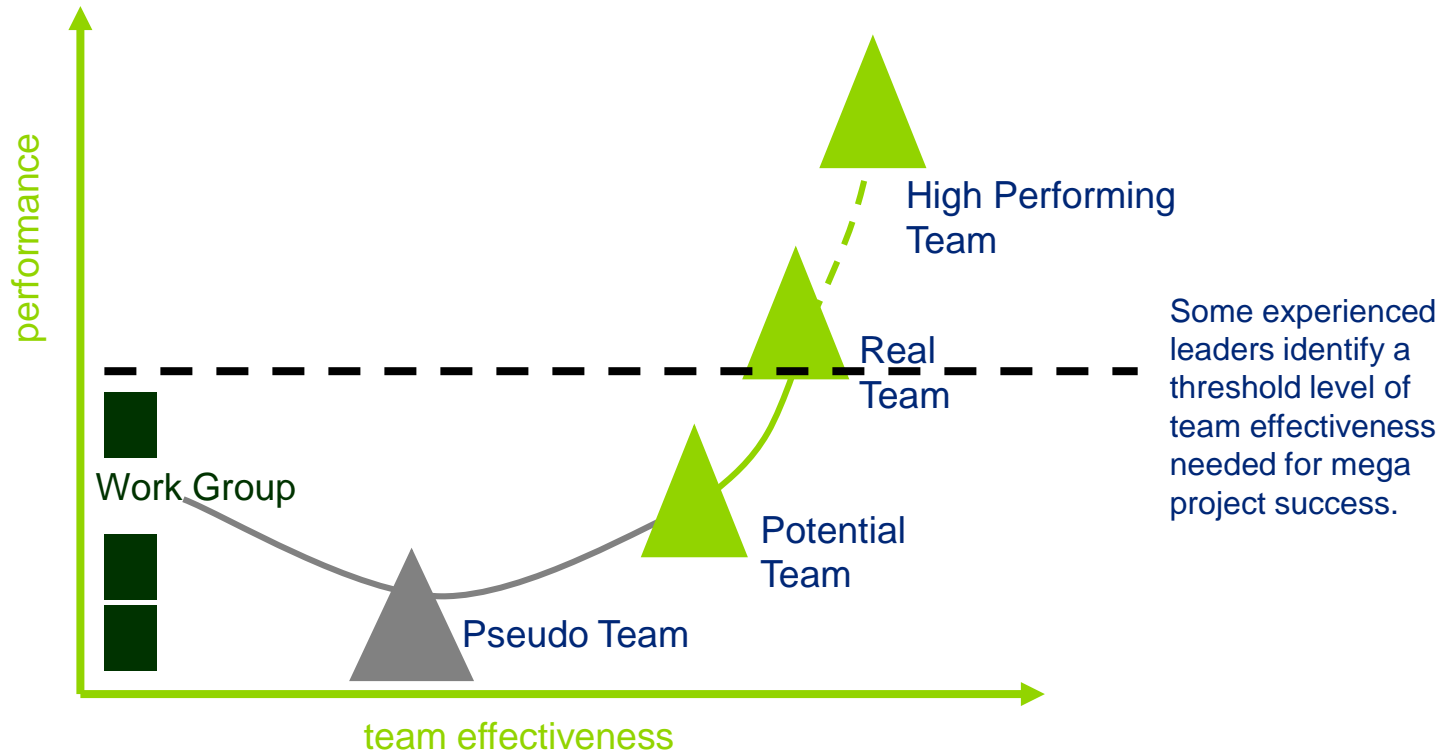
Having the right people with the right leadership skills appears to be one of the biggest challenges facing the project

Team effectiveness enables higher levels of performance by optimizing the output of individuals



- Mis-alignment at the project sponsor level
- A shared definition of success is not clear
- Heavy reliance on technical skill vs. leadership skill
- Concentrated authority and accountability
- Lack of empowerment / communication – limited sense of “team”
- Sponsor alignment is critical to “walk the talk”
- Buy-in and commitment to the definition of project success
- Identify and develop leadership capabilities needed to succeed
- Align teams and define accountabilities
- Alignment and buy-in to project direction and success
- Build the team through empowerment
- Clear delegation of accountability & authority
- Productivity dividend from cohesiveness, organization & decision / process efficiency
- Increased capacity and capability to proactively manage the project and emerging issues

Realizing the full potential of teams



Some experienced leaders identify a threshold level of team effectiveness needed for mega project success.

Source: Katzenbach and Smith - *The Wisdom of Teams*

The whole is greater than the sum of the parts
 Draw on collective resources to do what you could not do alone

Recommendations

1.0 Project sponsor alignment and governance

- Align behind the definition of and route to project success
- Identify the leadership capabilities required of project sponsors / leaders
- Define project sponsor governance model – *how are we going to work together?*

Requirement before embarking on 2.0 and 3.0

2.0 Leadership capability development

- Definition of leadership needed at the project team level
- Assessment of key capabilities required for project success
- Identify choices around leadership strategy & facilitate development to support delivery of the project

3.0 Organization and alignment of project team

- Align the project leadership team to help ensure role clarity and accountability
- Align the project organization to optimize effectiveness & efficiency → Components & Functions
- Specific interventions to align site operations with corporate
- Communication! Explain rationale for changes and really build buy-in and commitment

Recommended principles for team effectiveness

Commitment to the team effectiveness principles agreed to in July 2012 will enable success of the programme

Leadership alignment & commitment is critical

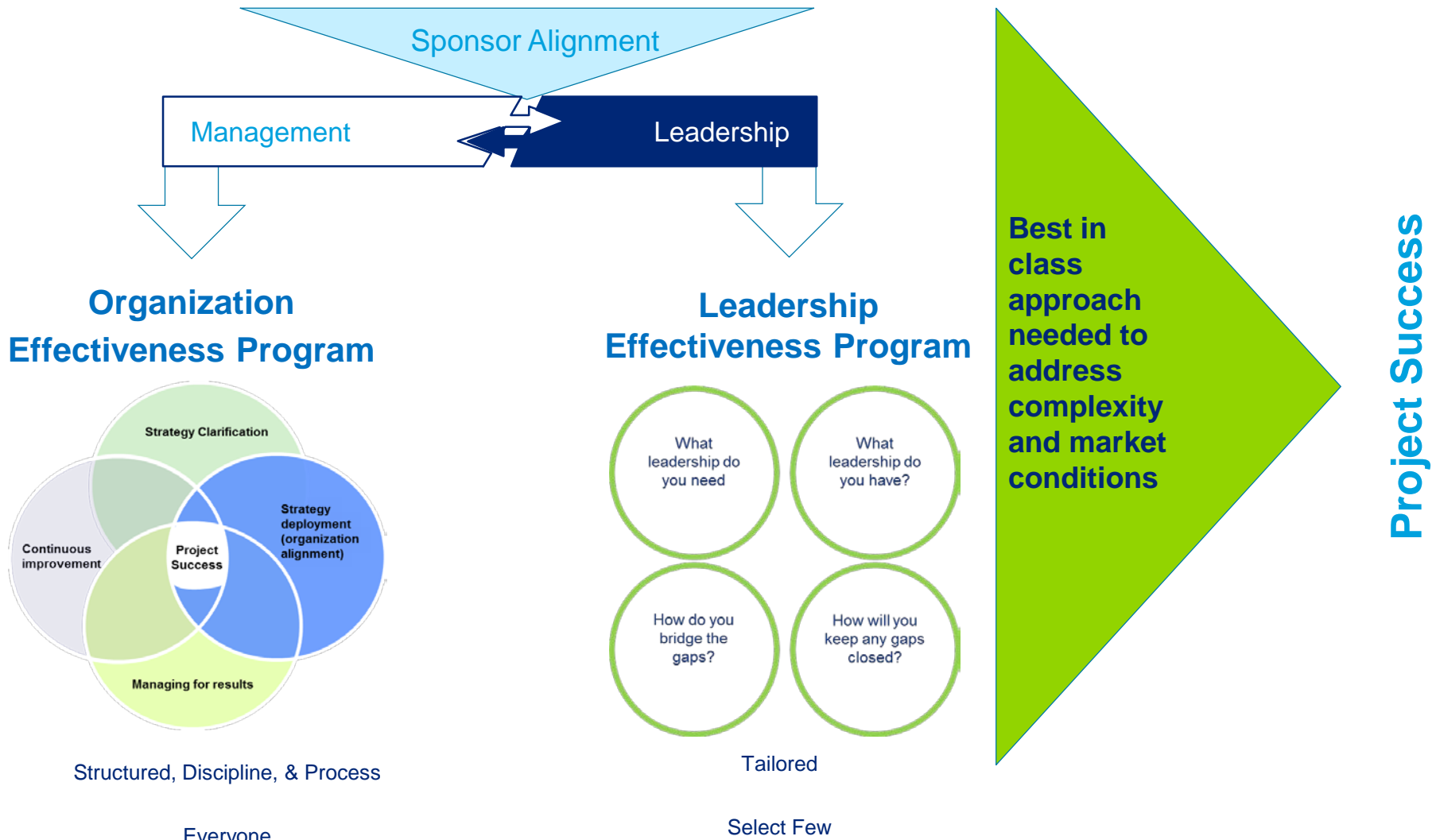
1. Management and leadership must be integrated and aligned.
2. Team effectiveness demands sustainable, long term buy-in and commitment; it is not a one-time event.

Programme principles

1. The programme approach must address the project at an organization, team and individual level.
2. The complexity of the solution must match the complexity of the environment.
3. To achieve organization effectiveness interventions must take place, one team at a time.
4. Success requires a strategic approach, but it is also possible to create impact immediately.
5. Decision making is not about right and wrong, but selecting the best from a range of options.
6. Skilled expertise to facilitate the programme is critical to success.

Proposed Approach

Our approach to creating sustainable change is practical and integrated



The approach drives alignment from the top down

1.0 Sponsor Alignment

1.1 Sponsor Summit

- Define project success
- Identify leadership capabilities
- Sponsor governance

2.0 Leadership Development

2.1 Leadership Capability Assessment

2.2 Leadership Training

- Build curriculum around required competencies (e.g. accountability, perspectives & judgment, decision making)
- Run modules

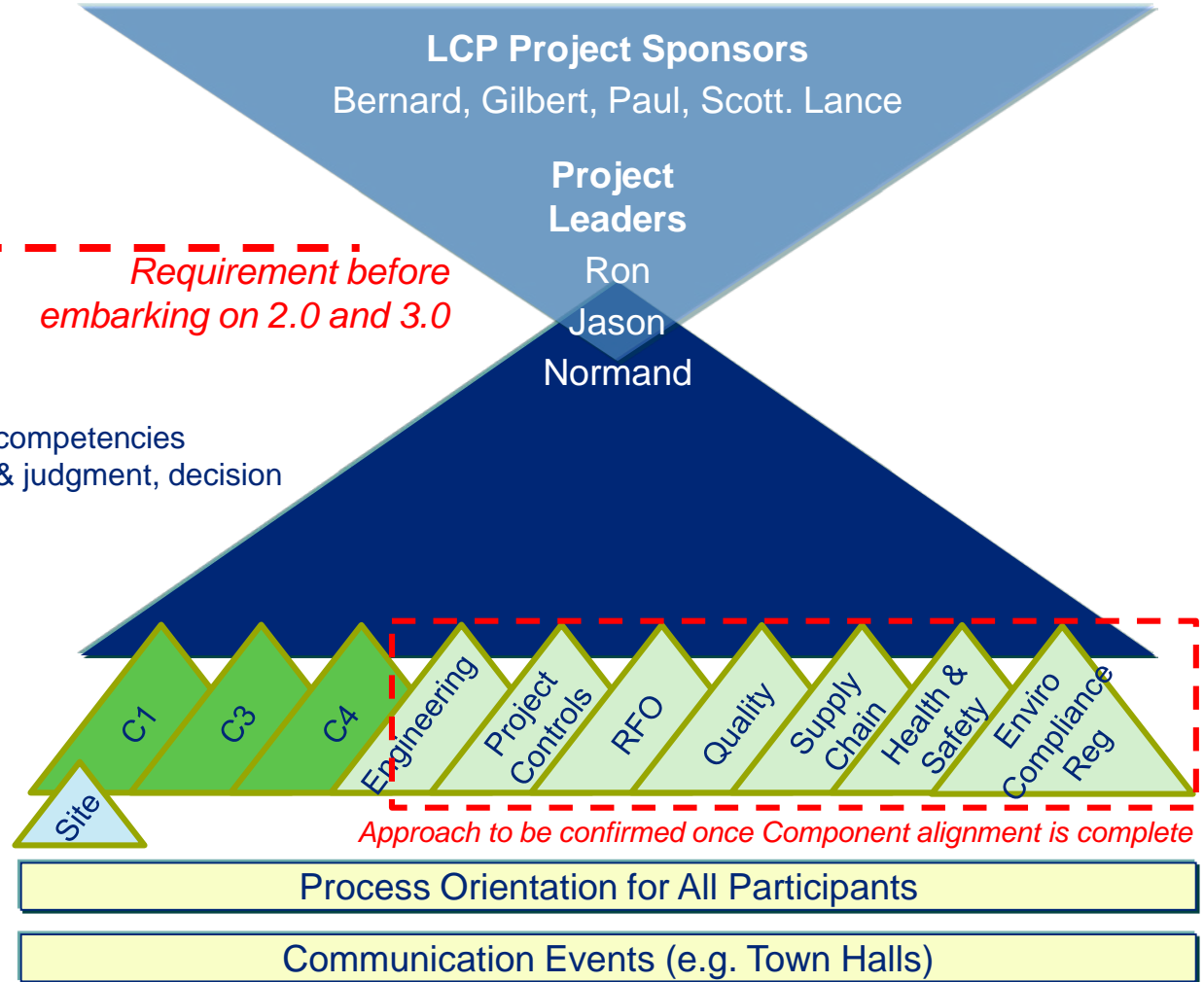
3.0 Organization Alignment & Team Effectiveness

3.1 2-day LCP Leadership Team Effectiveness Lab®

3.2 2-day Component Leadership Team TELs

3.3 1-day TELs for Component Down Teams

3.4 On-site alignment process



Leadership is key to delivering project success



Deloitte can help senior project leadership to:

- Identify the capabilities required for leaders to deliver the project now and in the future;
- Support capabilities development with a comprehensive, multi-year program with measurable outcomes; and
- Create the conditions in which leaders become both willing and able to develop capabilities and deliver the changes needed for project success.

These are the first steps in a broader program to sustain effectiveness

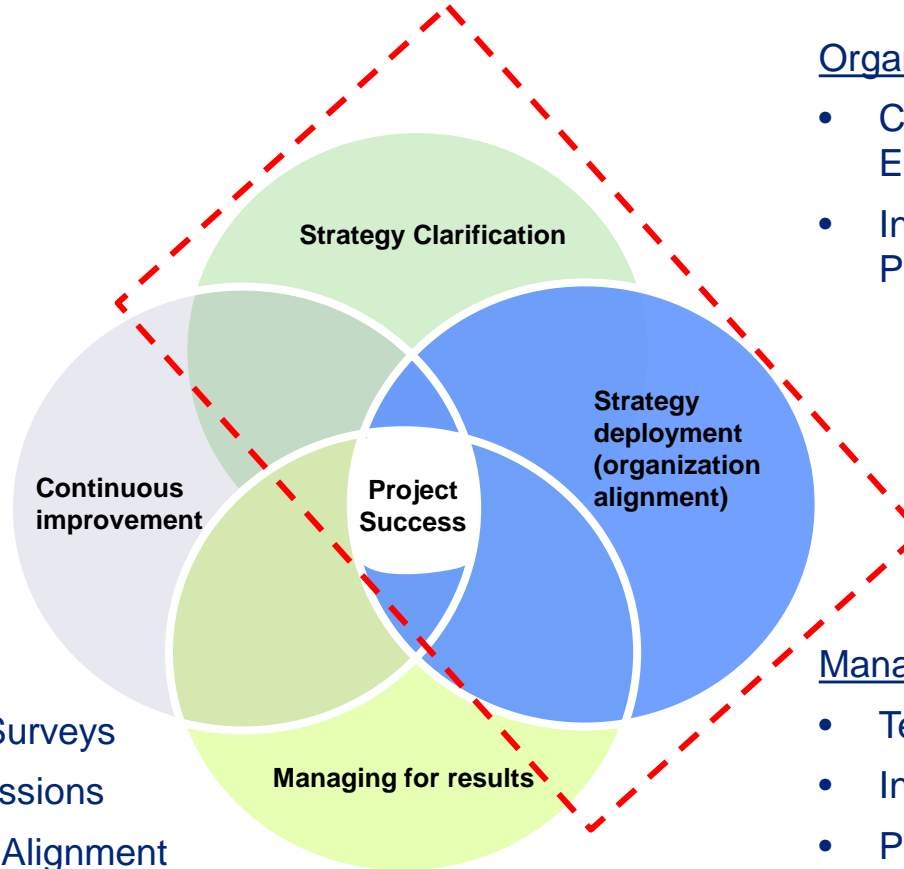
Organization (Project) Effectiveness Program

Strategy Clarification :

- Sponsor Alignment Summit
- Leadership Assessment & Development

Organization Alignment:

- Cascading Team Effectiveness Labs®
- Internal Communication Plan



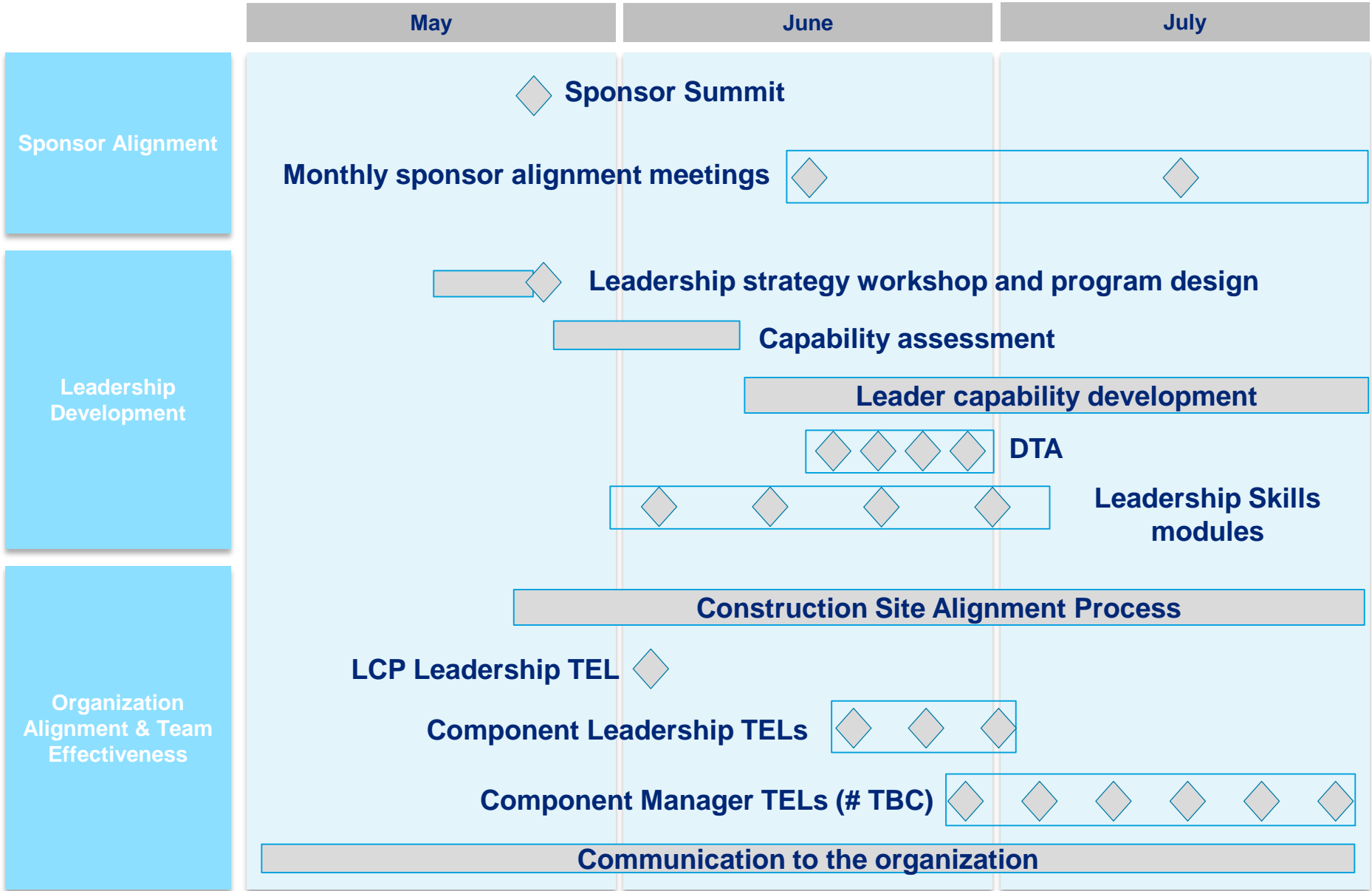
Continuous Improvement:

- All-hands Satisfaction Surveys
- All-hands Feedback Sessions
- Cross Functional Team Alignment Meetings
- Training
- Team building

Managing for Results Process:

- Team Checkpoints
- Individual Checkpoints
- Performance Management System
- Reward and Recognition (Linking compensation / incentives to performance)

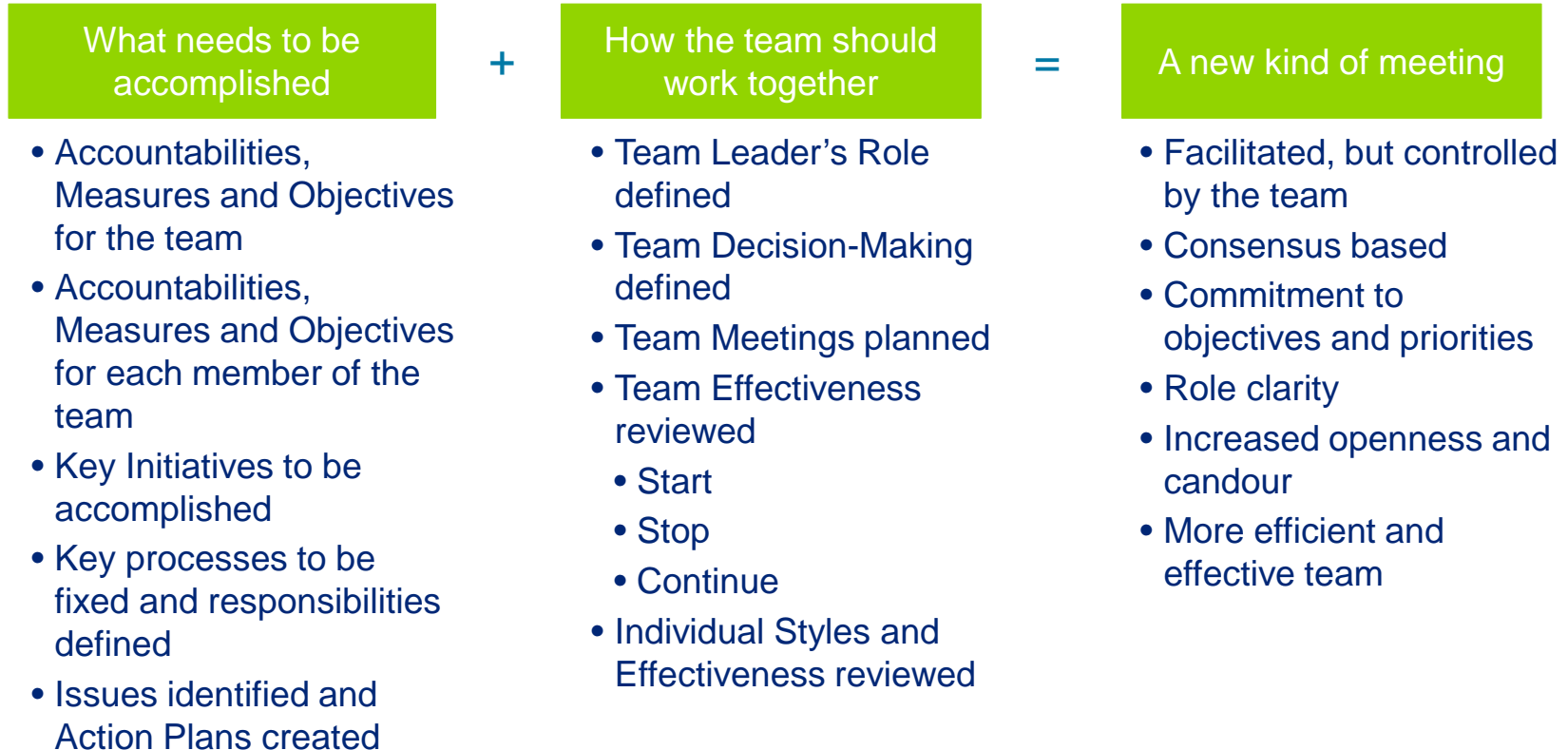
Implementation Roadmap



Appendix

Aligning teams through the Team Effectiveness Lab[®]

Combining a focus on results and on team process will create a more effective team



Psychological Assessment Tools

The core theory and method for these two assessment tools are integrated.

Tool	Description	Participants
<p>Kaizen Assessment</p>	<p>The Kaizen assessment approach is based on a ‘measuring the building blocks of leadership’ methodology, which has been developed for the assessment of senior leaders across the globe and across business sectors. It offers strong predictive validity and the ability to assess the individual against changing business scenarios and a range of potential leadership roles rather than against a static role specification or business context.</p>	<p>The most senior leaders in the organization</p>
<p>Hogan Personality Tool</p>	<p>The Hogan Personality Inventory (HPI) is a measure of normal personality and is used to predict job performance. The HPI is an ideal tool to help strengthen leadership development, succession planning, and talent management processes. The HPI was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community.</p>	<p>Leaders and Decision Makers</p>

Coaching and Action Learning Projects

Tool	Description	Participants
Individual Coaching	<ul style="list-style-type: none"> • Develops leadership skills • Tailored for each individual • Uses assessments as the base line • Allows leaders a safe environment to test ideas 	Selected Key Project Leaders
Team Coaching	<ul style="list-style-type: none"> • Teams are more than the collection of individuals in the team • Team coaching develops team leadership capability • A coach helps the team recognize their dynamics and adapt their environment for success 	Team Leaders and People Managers
Action Learning Projects	<ul style="list-style-type: none"> • Applies leadership learning to project deliverables • Recognizes the way adults learn • Coordinated through coaching sessions and action learning workshops • Can be created at the individual or team level 	Individual Team Leaders or selected Teams

Leadership skills development

Some consistency in the use of core leadership skills will enhance effectiveness

Module	Description of content
Communication	<ul style="list-style-type: none"> • Three levels of listening • Persuasiveness • Communication toxins • Communication heuristics
Accountability	<ul style="list-style-type: none"> • Definition – what accountability is and is not • Ways to hold and accepts accountability • Accountability in matrix structures • Feedback as a core component of accountability
Decision Making	<ul style="list-style-type: none"> • Exposure to a simple decision making framework • Practice using the framework to make decisions
First Team	<ul style="list-style-type: none"> • Identification of the team of primary importance • Behaviours associated with first team • Relationship and communication to different teams

Deloitte.