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Cc: [rdowen@](#); [Parsons Dhamija, Catherine \(CA - Toronto\)](#); [pharrington@nalcorenergy.com](#); [Husch, John](#); [Gagné, Bernard \(Hydro \)](#); [LanceClarke@nalcorenergy.com](#); [Marsh, Vince \(CA - Halifax\)](#)
Subject: Team Effectiveness Program - Sponsor Accountabilities
Date: Tuesday, July 2, 2013 10:18:45 AM
Attachments: [TE Programme Time Commitments 10 Jun 13.xlsx](#)
[LCP TEP Phase 4 CTR 10June2013.xlsx](#)
[LCP TE Proposal Phase 4.pptx](#)
[Sponsor Summit Communication June 2013.docx](#)

Gentlemen,

We are aware of the intense workload of the project. In an effort to help you deliver on your commitments made at the sponsor summit a month ago we have collected the actions, outputs and documents and are resending these as a useful prompt to action.

At the highest level the agreed actions were:

1. Gilbert and Scott – to create and distribute a communication to project team on the summit achievements – early as possible (suggested text in file: Sponsor Summit Communication. Doc)
2. Gilbert and Scott – to schedule and hold monthly teleconference sponsor meeting and quarterly face to face meetings – June
3. Gilbert, Scott, and Lance to discuss and agree commercial assumptions for funding the next phase of the Leadership and Team Effectiveness Programme and, based on the outcome, instruct Deloitte (three files attached: phase 4 proposal, phase 4 CTR, phase 4 time commitments)

There were two more detailed actions recorded in the summit:

1. Lance – to distribute the LCP sections of the Nalcor corporate plan to Scott, John and Bernard - June 7th
2. Paul – to develop a “strawman” model for getting the PDT bought-in to the Nalcor corporate values- June 30th

Further, on reflection, one idea that came to light was the possibility of creating another team that ostensibly would sit between the Sponsor Team and the Project Delivery Team. This would be a Project Management or Project Leadership Team and would consist of the following people (tbc): Paul, Lance, Ron, Normand, Serge, and Jason. This would really function as a connection point between sponsors and project leadership while not requiring the sponsors to get into the day-to-day delivery of the project. If you like this proposal, it may make sense to include within the communication.

We remain ready to deploy phase 4 at your convenience.

Best regards,
Alex

Alex Twells
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This chart outlines the time commitment required of project sponsors and team members to participate in the team effectiveness programme. Time is measured in days and spans over the duration of the current programme (May-July).

	Sponsor Group					Sponsor + LCP Leadership					LCP Leadership Team									
	Bernard Gagné	Gilbert Bennett	John Husch	Paul Harrington	Scott Thon	Normand Béchard	Ron Power	Jason Keane	Lance Clark	Serge Guerette	Bob Barnes	Darren Debourke	David Green	David Riffe	Kyke Tucker	Marion Organ	Pat Hussey	Scott O'Brien	Robert Woolgar	John Mulcahy
Total Number of Days	0	0.5	0	3.5	0.5	5	5	4.5	4.5	5.5	2.5	6	2.5	2.5	5	2.5	2.5	6	2.5	2.5
Details																				
2.0 Leadership Development																				
2.1 leadership strategy workshop and program design		0.5		1	0.5	0.5	0.5	1	1	1										
2.2 Leadership Capability Assessment (pilot) total population to be confirmed						1	1			1		1						1		
2.2 Leadership Training Modules						1	1	1	1	1	1	1	1	1	1	1	1	1		
2.3 Individual Leader development	<i>Process and time commitments to be confirmed</i>																			
3.0 Organization Alignment & Team Effectiveness																				
3.1 LCP Leadership Team TEL (2-days)*				2.5		2.5	2.5	2.5	2.5	2.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5		
3.2 Component Leadership Team TELs (2-days each)*												2.5			2.5			2.5	2.5	2.5
3.3 Area Manager TELs (1-day each)	<i>Process and time commitments to be confirmed</i>																			
3.4 Construction Site Alignment Meetings	<i>Process and time commitments to be confirmed</i>																			

* Note: time commitment includes up to half a day of preparation for each meeting



Lower Churchill Project
Leadership and Team
Effectiveness Programme
Phase 4 Proposed Plan



June 2013

An integrated approach to drive alignment from the top down

1.0 Sponsor Alignment Summit complete

2.0 Leadership Development

2.1 Leadership Strategy and program Design

2.2 Leadership Capability Assessment (see appendix for detail)

2.3 Leadership Development

- Deliver training around required competencies (e.g. accountability, perspectives & judgment, decision making)

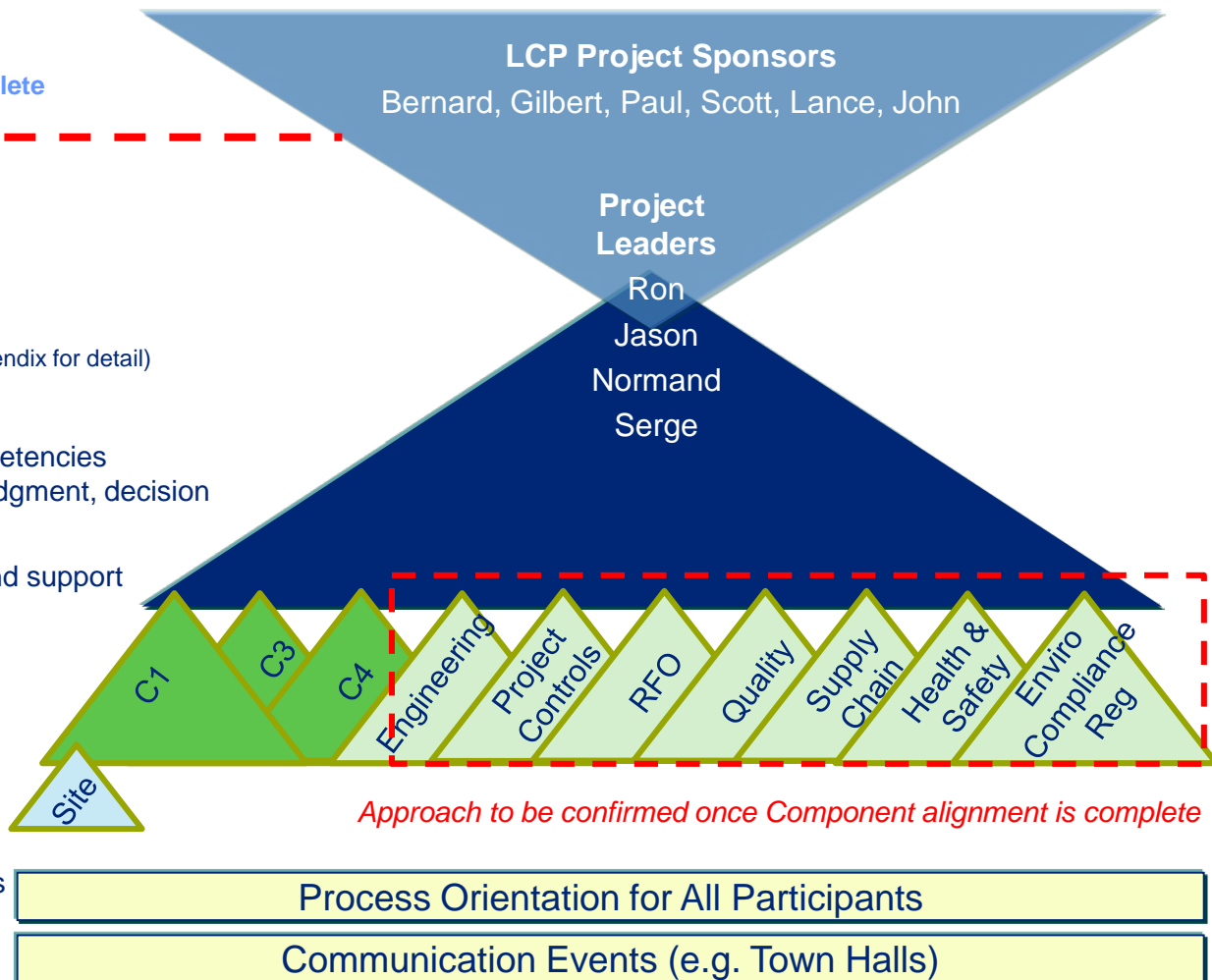
3.0 Organization Alignment & Team Effectiveness

3.1 2-day LCP Leadership Team Effectiveness Lab® (2 day for project leadership, 1 day for delivery team)

3.2 2-day Component Leadership Team TELs

3.3 1-day TELs for Component Down Teams (Areas)

3.4 On-site alignment process



Process Orientation for All Participants

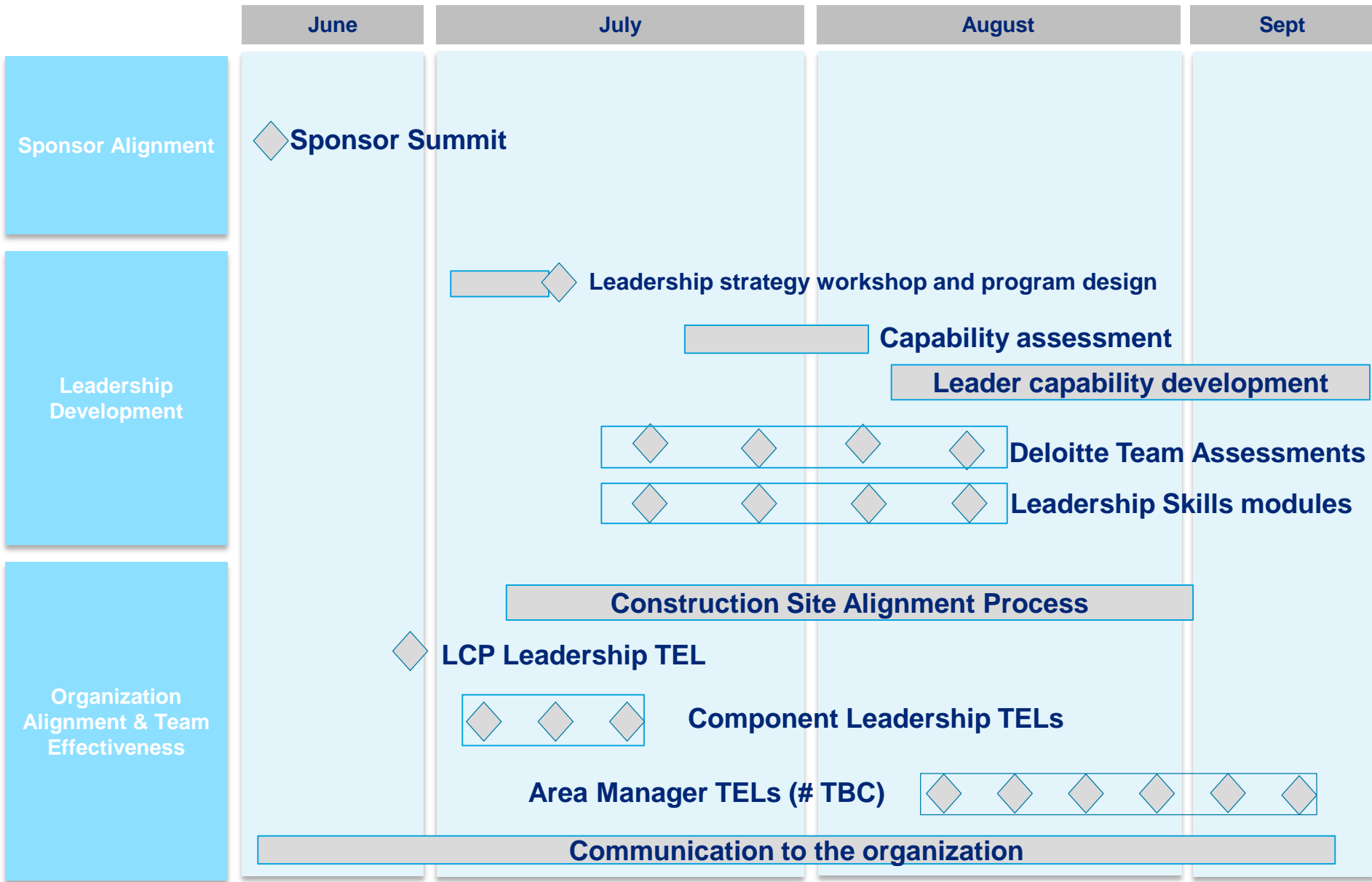
Communication Events (e.g. Town Halls)

Professional Fees Estimate: \$223,000

DTA Fees and Kaisen Assessment Fees: \$49,000

Total + Expenses: \$302,000

Implementation Roadmap



Appendix: Leadership Development Process

Proposed Leadership Development Process

Proposed leader development process

Schematic of Leader Development Process



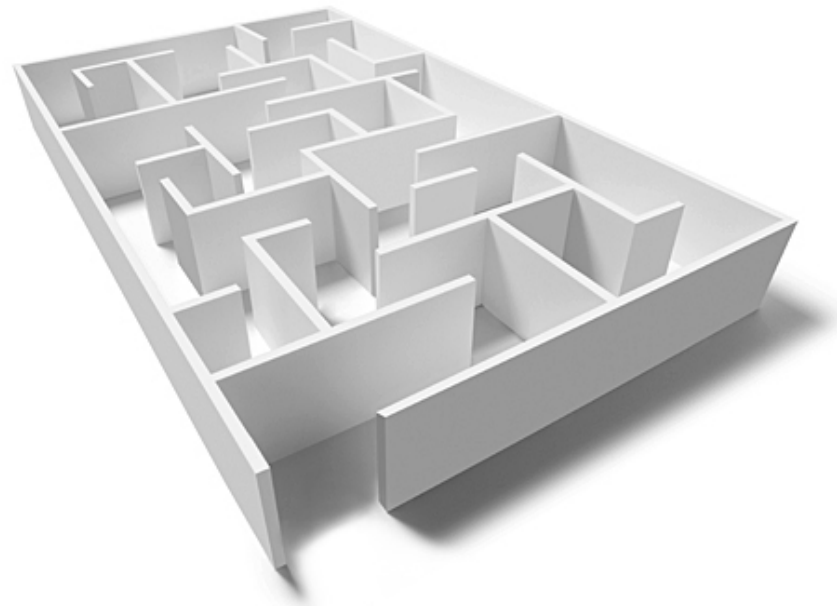
Appendix: Deloitte and Kaisen Consulting

Deloitte and Kaisen have partnered together to develop extensive experience in the development and delivery of assessment programs for clients globally.

Kaisen are specialists in the assessment of world class leadership potential. They have worked in more than 40 countries and assessed more than 60 different nationalities. Kaisen are known for their powerful assessment methodology which delivers rigorous scientific measurement and predictive benchmarking against a global database of senior leaders, including those from global banking organizations and investment banks.



Executive/ Leadership Candidate Assessment Discussion Document



June 2013

Deloitte and Kaisen Consulting

Deloitte Consulting

- **Our mission:** Help our clients and people excel by developing their ability to build and maintain high performing leadership teams
- **Commitment:** Global Leadership Team Centre of Excellence located in Halifax
- **Team benchmarks:** Benchmark leadership teams to senior teams of Canada's 50 Best Managed winning companies

Kaisen Consulting

- Established 1991
- **Our mission:** Improving the quality of leadership at all levels in organizations
- **Multicultural experience:** Work with senior leaders in over 40 countries with over 60 nationalities
- **World-class benchmarks:** Kaisen database with assessment data from over 14,000 leaders from major global organizations



Background

- A particular area of expertise is in the assessment of potential for different levels of leadership, for businesses with global reach.
- While many providers assess potential with a 360 type of assessment or psychometric alone, our approach uses a range of data points, and is benchmarked against our database of over 14000 leaders from over 60 nationalities. The data can also be 'aggregated'. This enables the client organisation to:
 - Identify the potential, strengths and development areas of an individual leader
 - Support the individual leader in creating a focused career and personal development plan
 - Compare individual leaders, with each other and against external benchmarks
 - Facilitate career mobility
 - Identify common development areas and overall 'bench strength'
 - Compare different subgroups in terms of potential and capabilities
- Our approach can be used with any client capability or competency framework, or with our leadership framework
- Our approach is highly flexible; we can assess face-to-face with leaders or remotely, we can report in a range of ways from simple ratings and verbal debrief to full detailed individually crafted narrative

Benefits of assessment approach

- Our expertise is in making reliable predictions of leadership potential. Our 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.
- The benefits of our approach are that:
 - We are able to measure ‘headroom’; i.e. potential for more than ‘one level up’
 - We can measure a leader’s fit with different business environments and roles
 - We can predict a leader’s ability to work in a role or environment for which they don’t have previous experience
 - We can benchmark assessments against a global sample of over 14,000 leaders
 - We are not only able to assess potential and identify development gaps, but we can also identify the underlying causes of development gaps, and therefore how best to develop them
 - We are able to flex the approach to suit the needs of the client; we can vary the assessment design program, assess face-to-face or remotely, report in a range of ways including reporting against the client’s competency framework or our own model of capability and potential

Business know how - detail

We assess the extent, depth and richness of the leader's know how in relation to:

- People Management
 - Performance Management – understanding how to drive performance
 - Talent Development – understanding how to build future capability
 - People Leadership – understanding how to lead
- Commercial
 - Financial Management – financial know how
 - Competitive Advantage – market know how
- Strategic
 - Project context – understanding current and subsequent projects growth in a global context
 - Stakeholder – understanding stakeholder needs
- Cultural
 - Intercultural/ Diversity – cross national know how
 - Relationship management – political know how

Core components of the Kaisen assessment approach

- A structured holistic interview – one-to-one biographical interview to identify patterns in motivation, performance, decision making, personal style, interpersonal approach, experience etc. – duration 2 hours
- Proprietary business know how assessment – construct elicitation using a repertory grid interview to assess generic aspects of business know how; i.e. can the leader apply what they have learnt from experience – duration 1 hour
- Psychometrics – 4 personality questionnaires and cognitive measures - duration 2 hours
 - The psychometrics can be completed online, or face-to-face and in the leader's home language
 - We are happy to add other personality questionnaires at client request (e.g. MBTI, FIRO B)
- Track record feedback interviews with senior stakeholders (optional)
 - We are happy to include a Kaisen 360 feedback survey, or to incorporate the results from a client 360 survey on request (e.g. Lominger Choices Learning Agility survey)

Psychometrics - detail

- The core psychometrics that we use are:
 - NEO-PIR; a personality questionnaire measuring the ‘big five factors’ of reliable individual difference (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness). This takes approximately 40 minutes to administer and complete.
 - Hogan Development Survey; a ‘dark side’ personality questionnaire measuring 11 ‘de-railing’ factors. This takes approximately 20 minutes to administer and complete.
 - GMA-A; a culture fair cognitive measure of conceptual thinking. This test is strongly correlated in all our research studies with strategic capability. It is timed and takes approximately 40 minutes to administer and complete.
 - Consequences; a culture fair measure of creative thinking. The test examines both productive thinking (number of ideas) and lateral thinking (quality of ideas). It is timed and takes 10 minutes to complete.
 - All the measures that we use have met the most stringent test (American Psychological Association) in relation to potential adverse impact for different cultures or minorities.

Assessment process

Remote

Completion of psychometrics online

Personality Questionnaires

- NEO
- Hogan DS



Cognitive Tests

- GMA-A
- Consequences

Day 1: Data collection with the individual 1:1

Introduction

- A brief introduction to the day
- Run through the activities including start and finish times
- Opportunity to ask questions



Interview

- A Structured holistic interview; biography + in-depth exploration of leadership skills and capabilities



Business Know How Assessment

- Know How Assessment



BREAK



Feedback with Consultant

- Feedback on psychometrics
- Know How feedback
- Profile 'headlines'; key strengths and development areas

Face-to-face

Day 1: Data collection with the individual 1:1

Introduction

- A brief introduction to the day
- Run through the activities including start and finish times
- Opportunity to ask questions



Interview

- A Structured holistic interview; biography + in-depth exploration of leadership skills and capabilities



Personality Questionnaires

- NEO
- Hogan DS



Business Know How Assessment

- Know How Assessment



Cognitive Tests

- GMA-A
- Consequences



BREAK




Feedback with Consultant

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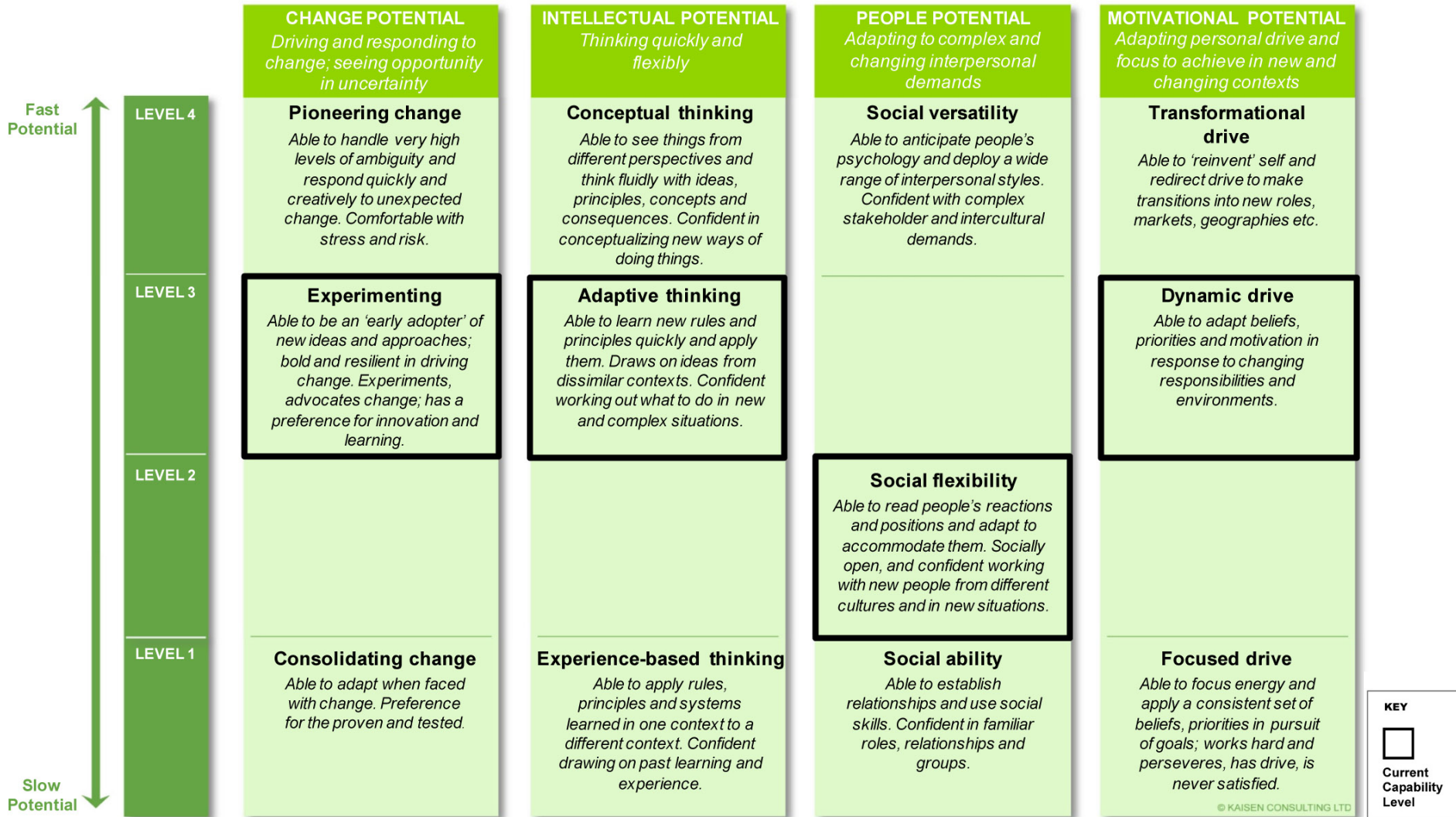
Assessment outputs: example capability ratings

		Competitive Edge <i>Driving business competitiveness and innovation</i>	Influence <i>Building key relationships and winning people over without using position</i>	Strategic Direction <i>Setting and communicating vision and direction for people</i>	Performance Drive <i>Achieving results through others</i>	Talent Development <i>Developing people for the longer term</i>	Inspirational Leadership <i>Inspiring followership and modeling sense of partnership</i>	
		COMPLEXITY OF LEADERSHIP DEMANDS						
LEVEL 4	Developing new markets <i>Innovating to create new demand and new markets, in the U.S. and globally</i>	C suite influencing for global enterprises <i>Using high-level influence skills to secure support and commitment</i>	Creating enterprise wide strategy <i>Conceptualizing and setting the long-term green-dot direction</i>	Driving multi-FSS execution <i>Holding top leaders accountable for delivering business success</i>	Mentoring business leaders <i>Raising the game of senior leaders</i>	Demonstrating global leadership presence <i>Achieving global external recognition as a business leader</i>		
	LEVEL 3	Delivering business growth <i>Being bold and innovative to stay ahead of the competition</i>	Stakeholder influencing <i>Getting broad support and buy-in for proposals; leveraging relationships with key players</i>	Defining and communicating strategic direction <i>Setting strategic direction and engaging diverse parts of the firm with a unifying picture of the future</i>	Stretching high performers <i>Stretching the performance of senior leaders and high performers from widely different disciplines</i>	Opening up opportunities <i>Providing assignments and mentoring for talent from outside known team</i>	Providing figurehead leadership <i>Inspiring followership across firm; demonstrating a clear leadership 'brand'</i>	
		LEVEL 2	Delivering competitive advantage <i>Differentiating to get ahead of the competition</i>	Assertive influencing <i>Communicating controversial views and positions confidently and assertively</i>	Translating and communicating strategy <i>Turning high-level strategy into operational goals</i>	Coaching to improve performance <i>Driving performance from people with a range of performance abilities</i>	Accelerating diversity <i>Targeting a diverse range of talent for personal mentoring and development</i>	Inspiring diverse teams <i>Showing versatility and understanding in inspiring people from different functions and cultures</i>
			LEVEL 1	Identifying and implementing best practices <i>Driving continuous improvement</i>	Persuasive communication <i>Presenting information convincingly; understanding the needs of the 'audience'</i>	Explaining strategy <i>Making high-level strategy meaningful for people</i>	Setting goals and reviewing performance <i>Keeping people's performance on track; anticipating obstacles</i>	Mentoring talent


KEY

 Current Capability Level

Assessment outputs: example potential ratings



KEY

 **Current Capability Level**

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Assessment outputs: example narrative (shortened)

Strengths	Development Areas
<ul style="list-style-type: none">• Values-led leadership; he is personally highly driven, he presents well and is impactful as a figurehead. Polished, candid, charismatic and resilient, he is someone people will want to follow.• Entrepreneurial profile; he is bold, assertive, open to new ideas, hardworking and robust. He is prepared to fight for things he believes in, and is constantly looking for areas for improvement; he sees opportunities for differentiation.• Long-term planning; he is a 'big picture' thinker, good at planning, setting individual objectives, using metrics to track change and monitor execution.• Relationship building capability; he is engaging, warm and able to relate quickly to people at all levels. He puts together compelling arguments in order to persuade others.• Commitment to talent development; he 'walks the talk' in terms of developing others, delegating and mentoring the stronger people in his team.• Strategic potential; he has the intellect, motivation and orientation to make a strong strategic contribution.	<ul style="list-style-type: none">• Client and stakeholder understanding; his appreciation of the needs of clients is much weaker than it should be at his level. In particular, understanding the potential of more bespoke solutions, the internal political context for clients and the pressures of meeting market expectations, are all areas he needs to work on.• Over delegation; he has a tendency to let his team make decisions and take responsibility, when others think his 'steering' is needed particularly with the less strong team members. He needs to spend more time talking to, and raising the game of, <u>all</u> of his people. He needs to counter views that he has bias towards those who are in his own image.• Interpersonal repertoire; he 'runs out of road' if the charm offensive or cogent argument fails to persuade. His assertiveness can be seen as arrogance. He needs to 'tune in' more to the positions, perspectives and emotions of others in order to influence more effectively.• Visioning; he needs to work on translating his vision into a more detailed picture for others to follow; he tends to be enthusiastic but generalised re. direction.• Impatience; he fails to recognise that he needs to take the time to be as fluent with the details of projects as he is with high-level client priorities if he is not to miss issues that others think are obvious.

Further information

- For further information please contact Vincent Marsh, 902.721.5535, vmarsh@deloitte.ca

Deloitte.

Lower Churchill Project Team:

Last Thursday/Friday a group of us, now known as the Sponsor Team (Paul Harrington, John Husch, Bernard Gagne, Lance Clarke, Scott Thon, and Gilbert Bennett) met together to discuss our project – its successes, its challenges and its future. The session was highly productive and over the course of the two days, we accomplished a number of things including:

- we became even more aligned on what constitutes project success,
- we developed operating principles to govern how we 'do' our work and
- we put a stronger leadership governance structure in place to support the project.

Specifically, our sponsor team has agreed to meet monthly (via teleconference or videoconference) and at minimum quarterly face-to-face. We believe this will help us to stay aligned on the most pressing strategic priorities, stay connected and course correct in a most timely manner should that be required. Additionally, a new Project Delivery Team (PDT) has been constituted which will comprise the key leaders on the project; the team will meet weekly, chaired by Paul Harrington.

With respect to the operating principles, they are below and represent the principles by which everyone on the project should operate, beginning with the Sponsor Team.

- No surprises
- Embrace diversity of thought
- Being dependent on one another is expected and required
- Demonstrate and live the values, and hold each other accountable to them
- Decisions and actions are taken based on achieving project success (as defined)

These operating principles were formed after an extensive discussion on how well we are living our values. Behaviours are the best way to demonstrate how well team members are adhering to the values. The operating principles are enablers to guide you in that effort. We encourage you to read and internalize them. We expect that you may have questions. There will be a forum for you to have your questions answered in the near future. In the meantime, please reach out to one of the Sponsor Team if you need a more immediate response.

Finally, it was encouraging how quickly the Sponsor Team aligned on what constitutes project success - we all knew it and we know you know it too. Please watch for a further communication for details.

We have been on a journey of team effectiveness for a number of months which is no surprise given the size and scope of our operation. We continue to put actions in place to develop the overall team and leader effectiveness of our project. More details will follow. In the meantime, please keep the lines of communication open and speak with your immediate manager should you have any specific questions; he/she will know how to get them answered.

We look forward to continuing to keep you apprised of the Sponsor team discussions.

All the best,
Gilbert Bennett & Scott Thon