

From: [Thon, Scott](#)
To: ["GBennett@nalcenergy.com"](mailto:GBennett@nalcenergy.com)
Cc: [Burton, Tricia](#)
Subject: Fw: LCP
Date: Friday, July 12, 2013 7:41:44 PM
Attachments: [Lower Churchill Project Team.docx](#)

Gilbert,

I cleaned up the draft note - let me know what you think.

Scott

From: Burton, Tricia
Sent: Friday, July 12, 2013 12:52 PM
To: Thon, Scott
Cc: Darcy, Wendy
Subject: RE: LCP

From: Thon, Scott
Sent: July 12, 2013 12:44 PM
To: Burton, Tricia
Cc: Darcy, Wendy
Subject: Re: LCP

Ok - please resend clean copy

From: Burton, Tricia
Sent: Friday, July 12, 2013 11:28 AM
To: Thon, Scott
Cc: Darcy, Wendy
Subject: RE: LCP

Scott – I have put in word document (with track changes) Let me know what you think?

Tb

From: Thon, Scott
Sent: July 12, 2013 11:09 AM
To: Burton, Tricia
Cc: Darcy, Wendy
Subject: LCP

Tricia,

Can you check for grammar and put this into a word document and send to me.

Thanks,
Scott

Lower Churchill Project Team:

On behalf of our Project Sponsor Team (Paul Harrington, John Husch, Bernard Gagne, Lance Clarke, Scott Thon, and Gilbert Bennett) I wanted update you on some of our recent work. Our work together has had a focus on how to better the project but also to strengthen the work experience for every team member. In our discussions we believe we are much more aligned on what constitutes project success and have developed operating principles to govern how we 'do' our work. Part of this is for us to ensure we put a stronger leadership governance structure in place to support the project.

Specifically, our sponsor team need to meet more frequently to ensure we capture opportunities or deal with issues more effectively. We have 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 mentioned above, we are aligned on how we want to continue to work together and reinforce across all of the project team. Our key principles are:

- No surprises – whether that be technically or the role and responsibilities of our people
- Embrace diversity of thought – diversity of thought drives creativity, while not every idea can be implemented we are open to all perspectives in a genuine way
- Being dependent on one another is expected and required – it is our only chance at success
- Demonstrate and live the values – it is expected we hold each other accountable to exhibiting our values
- Decisions and actions are taken based on achieving project success (as defined) – our focus is delivering this project for Newfoundland and Newfoundlanders, it is critical for our province

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 easily 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

Scott Thon

Executive Vice-President
Global Power

Lower Churchill Project Team:

On behalf of our Project Sponsor Team (Paul Harrington, John Husch, Bernard Gagne, Lance Clarke, Scott Thon, and Gilbert Bennett) I wanted update you on some of our recent work. Our working together has been focused on how to improve the project but also strengthen the work experience for every team member. In our discussions, we believe we are much more aligned on what constitutes project success and have developed operating principles to govern how we 'do' our work. We want to ensure we put a stronger leadership governance structure in place to support the project.

Specifically, our sponsor team needs to meet more frequently to ensure we capture opportunities and deal with issues more effectively. We have agreed to meet monthly (via teleconference or videoconference) and at a 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 timelier manner if required. Additionally, a new Project Delivery Team (PDT) has been created which will comprise of the key leaders on the project; the team will meet weekly, chaired by Paul Harrington.

With respect to the operating principles mentioned above, we are aligned on how we want to continue to work together and reinforce across the entire project team. Our key principles are:

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

All the best,
Gilbert Bennett & Scott Thon