Jeffrey Garten
Professor — Yale School of Management, Business Columnist & Former Undersecretary of Commerce
Jeffrey E. Garten’s vast credentials, reputation and experience make him one of very few business experts placed firmly on the crossroads of economics and foreign policy. As he notes with great eloquence in his best-seller, The Big Ten: Emerging Markets and How They Will Change Our Lives, that is the crossroads where businesses will thrive or perish in the 21st Century. Prior to being named Dean of the Yale School of Management in 1995, he served as U.S. Undersecretary of Commerce for international trade in the Clinton administration. Garten also spent thirteen years on Wall Street as a managing director of Lehman Brothers and the Blackstone Group.

John Hofmeister
Founder & Chief Executive — Citizens for Affordable Energy; Former President — Shell Oil Company
John Hofmeister is the retired President of Shell Oil Company and the Founder and CEO of Citizens for Affordable Energy. Hofmeister serves as the Chairman of the National Urban League and is a member of the U.S. Department of Energy’s Hydrogen and Fuel Cell Technical Advisory Committee.

Jack Lengyel
Outstanding Coach
On November 14, 1970, a chartered airplane carrying 37 members of the Marshall University football team crashed, also taking the lives of eight coaches and the flight crew. In the aftermath, there was talk of disbanding the team and cancelling the rest of the 1970 season. The man selected to lead the team was Jack Lengyel. This dramatic story and incredible leader were portrayed in the movie, “We Are Marshall.” Coach Lengyel will share some amazing stories of commitment and determination.

Jeffrey E. Garten, author of The Big Ten: Emerging Markets and How They Will Change Our Lives, will be the keynote speaker at the 41st Annual ECC Conference. His appearance is another reason why it's important to attend this year's conference. 

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Jack Lengyel, the retired football coach, will speak about the lessons learned from the tragedy of the Marshall University football team.

Welcome to the summer edition of ECC's Pulse of the Industry.

It's summer, and that means it's time to set your plans to attend the ECC's 41st Annual Conference. This year's conference is worth getting excited about. It will be held at the Houstonian Hotel, 2100 Almeda Road, Houston, TX. Just outside Austin September 9th, 10th, and all will be welcome.

Each year the ECC conference grows in size and is sure to provide you with timely relevant content and networking opportunities. This year's theme, The Perfect Storm: Navigating through the Turbulence of Risk and Change, reflects the current challenges in our Capital Project Business and how some companies and leaders are responding to and taking advantage of the current market conditions.

We currently are putting the finishing touches on our plan for this year's conference. We have engaged an impressive group of presenters and are building the agenda around our meeting times and featuring stimulating, educational, and engaging programs. There will also be plenty of time to network with others in your industry.

The Future Leaders program, now in its fourth year, has seen incredible growth as part of fulfilling our mission of "Promoting Thought Leadership." By seeing thought leaders today and tomorrow, the program aims to encourage the next generation of future leaders. The Future Leaders program is designed as an outreach effort to give thought leaders an opportunity to lead and inspire the next generation of leaders.

To learn more about this year's conference, registration, and activities and to make your reservations, visit our website at eccconference.org. Registration is now open.

I would like to personally thank all of our sponsors for their strong commitments to the ECC. We have had a great year even during these trying times, which confirm the value that the organization brings to our industry. I still hope to support this year's conference events. To sponsor an event, contact Tara Wilson at twilson@EventiaGroup.com or 713-337-1600.

Thank you for your interest, participation, and support and I look forward to seeing you all in Bastrop, TX in September.

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Chairman's Note

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Emergency Project Management Behavior Applied to the Normal Everyday Work Process

How is it that in times of disaster we can so successfully work with such obstacles? Why is it that we can overcome these challenges that seem so insurmountable to us when we work in a regular environment? It could be that this is the difference between purely emergency project management and normal project management.

The attendees of this year’s ECC conference will get the opportunity to learn the tools in an unusual setting.

For the first time in many years, the ECC Conference will feature a full line-up of classic, traditional and contemporary topics, including a live demonstration of disaster and recovery processes.

There are no conflicts of interest.

In the seventy-five minutes allotted, the attendees will explore two primary fundamental concepts.

One great example of emergency project management behavior is the work performed by scores of organizations in connection with the rebuilding of the Bay Bridge in San Francisco when a 168-foot section of ramp buckled and collapsed in an earthquake. Reconstruction took only 18 days – 25 days less than originally envisioned. A variety of schemes were implemented by Caltrans which facilitated this remarkable behavior – not the least of which was a reliance on preassembly. On December 17, 1989, Caltrans had already assembled the beams for the ramp – an entire year ahead of schedule. The reason for the remarkable behavior was quite simple: the Bay Bridge in San Francisco was designed to be easily reconstructible since it is located on a seismic zone.

As soft behavior might be characterized as the sense of euphoria, the adrenaline rush, one would experience being on a disaster recovery team. A team is a “self-acting body,” with the ability to over-ride the ordinary and the everyday to qualify for the most extraordinary performance. Without this concept, the recovery would not be able to achieve the goals that it did.

Management 101.

The goal of the Forum is to provide conference attendees and those working in the Engineering and Construction Contracting (ECC) industry with new answers. A roll-up of these summaries will be available after the conference on the ECC website.

The attendees will explore two primary fundamental concepts.

One of the key components is to provide owners, contractors and suppliers the tools to manage the “millennials” on their projects.

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