



PULSE OF THE INDUSTRY

PROMOTING THOUGHT LEADERSHIP | ENGINEERING & CONSTRUCTION CONTRACTING ASSOCIATION

A LOOK BACK AT THE 45TH ANNUAL ECC CONFERENCE

Judd Kuehn, 45th Conference Chair



I would like to express my gratitude to those of you that attended the 45th Annual ECC Conference in Palm Springs, CA and to the Board of Directors for their efforts to orchestrate another outstanding ECC conference. The 2013 conference once again set a record for attendees, program sponsors, and future leaders. In addition, the feedback from the post-conference survey was very positive in regard to the quality of the venue, content, AV, and speakers.

CONTINUED ON PAGE EIGHT

A Note From The Chair

Manuel Junco, ECC Board Chair

Our 45th Annual conference was a huge success with yet again record breaking achievements. Close to 750 participants joined us in sharing industry insight and interacting on a personal level with industry leaders. Judd Kuehn, the Executive Board, and Executive Advisory Committee did an outstanding job delivering a deep understanding of flawless project execution.

It's an honor to chair this year's ECC Executive Board, and an extreme pleasure to have the opportunity to further enhance the quality of the program's sound foundation established by previous Executive Boards, Executive Advisory Committees, and past Chairs.

Our 2014 Conference will be held in Orlando, Florida at JW Marriott Grande Lakes. The board is hard at work creating a thought-provoking conference, accentuated by powerful keynote speakers, interesting plenaries and breakout sessions revolving around current market insight. We will continue to focus on promoting thought leadership, strengthening relationships within the Engineering & Construction industry and providing engaging networking opportunities.

The Future Leaders Program, now in its ninth year, consists of about 180 participants from 90+ sponsoring companies, and is a key component in supporting the ECC mission of "Promoting Thought Leadership". The Future Leaders actively engage in the development of ECC Conference content, benefit from learning through increased exposure to industry topics, and establish long-lasting relationships with industry leaders and peers. To learn more about the Future Leaders Program, please visit the Future Leaders web page at www.ecc-conference.org and click on Future Leaders.

On behalf of the Executive Board and the Executive Advisory Committee, I would like to thank all sponsors for their continuous commitment to the ECC.

I look forward to seeing you all in Orlando September 3rd - 6th.

Best Wishes,
Manuel Junco
ECC Chair, 46th Annual Conference



Interview with 2013 ECC Keynote: Jim “Murph” Murphy

After the 2013 ECC Conference, we sat down with Murph to follow up on his remarks about something he touched on in his keynote — the Importance of Operational Discipline and Formality to Improving Safety in High-Reliability Organizations.

ECC: Can you explain how you define High-Reliability Organizations?

Murph: In the Air Force, I oversaw numerous High-Reliability Organizations. High-Reliability Organizations (HROs) are organizations which routinely operate and execute in high risk, dangerous environments, yet have very few safety incidents or mishaps. We’ve now taken that experience to the private sector to apply our collective military experience to project environments, and the results have been impressive.

ECC: You spoke in your presentation about Operational Discipline and Formality in your Flawless Execution model. What does that look like in an organization?

Murph: Because of our team’s background in high risk operations, we believe high-reliability organizations in the oil and gas industry benefit greatly from making operational discipline and formality cultural norms. And as our clients adopt and leverage Flawless Execution year-over-year, those cultural norms not only reduce incidents and save lives, they directly impact the bottom line.

We define operational discipline as a mindset and commitment to strict adherence to standards, processes and rules that govern operations in groups or individuals. Operational discipline encompasses multiple operators, teams, business units or an entire organization. Operational discipline epitomizes professionalism and encompasses what we call formality.

Whereas operational discipline is a mindset or commitment, the dictionary defines formality as that strict adherence to established rules and procedures; rigidity. Formality is the actionable part of the operational discipline mindset and is the mechanism that establishes and maintains forms, rules, processes, or

customs. Formality is the engine that drives operational discipline from a mindset to action. It is through formality in process, and strict adherence to those processes, that operationally disciplined organizations are able to safely and successfully conduct operations in the high risk arena.

Together, operational discipline and formality determine how individuals and teams act, communicate, resolve issues, perform maintenance, back teammates up and foster ownership. We believe that very often, the difference between successful high risk operations and unsafe operations is in how operationally disciplined and formal a team is at following established processes, maintaining established standards, and how well they truly embrace a no-nonsense approach to execution. Disciplined, formal, no-nonsense adherence to established standards and processes, before, during, and after operations is what makes operational organizations great.

ECC: Your Flawless Execution model has now been adopted by many organizations from pro football teams to major oil and gas corporations. How do you work to embed that model to so many different kinds of organizations?

Murph: Afterburner’s Flawless Execution methodology of Plan - Brief - Execute - Debrief is an operational framework that closes execution gaps and prevent errors and crises and applies to virtually any type of organization. The organizational objectives may vary (win a Superbowl vs. zero injury safety environment vs. flawless project execution), but it applies equally. As we train our clients’ teams in the Flawless Execution model in your industry, they are equipped and empowered to work together to develop collaborative plans, maintain accountability, seamlessly execute tasking, and then debrief events to

garner lessons learned for the next planning cycle. The result is continuous improvement in safety and project performance in even the most hostile operating environments.

The Plan - Brief - Execute - Debrief cycle is scalable and flexible enough that it enables strict adherence to any organization’s already established processes and procedures. Without such a structured, formal process, teams are often unable to create clear, measurable, and achievable mission objectives and plans. Mission briefs may be inconsistent, execution tends to be marred by communication failures and task saturation, and debriefs either don’t happen or become inefficient and ineffective. Teams that rigorously adhere to processes such as the Flawless Execution Cycle become operationally disciplined and formal in action. They also plan better, quickly identify root causes of errors, and, therefore, are able to eliminate execution gaps. Eliminating just one such gap this year has saved our client over \$200,000 on a single project.

ECC: You spoke about how key communication was in your military experience as a fighter pilot. How do you see that as it applies to our industry?

Murph: It’s absolutely crucial and must be formal. A process every organization should understand is how to communicate. Whether you’re performing maintenance or delivering instructions during a stressful process, formalized communications can significantly enhance and improve safety, execution and productivity. Organizations engaged in high-risk operations should consider using precise, simple communications and verbiage for alerts, directions and questions. In the fighter pilot world, on bridges of ships, and in elite Spec Ops teams deployed down range, we use a method to communicate called “comm brevity” — a simple, efficient, standardized



Jim "Murph" Murphy founded Afterburner in 1996 after a military career as an Airforce Fighter Pilot. Afterburner, Inc. is a veteran-owned, small business established in 1996, providing consulting, training, seminar, and human capital placement firm led by retired elite military officers. Recent and current major clients include Proctor & Gamble, National Oilwell Varco, Groendyke Transport, Walmart, Verizon, BP, Chevron, Siemens, USAA & Bank of America.

use of terms to give direction during execution.

"Commbrevity" is a verbal form of formality in communications. It avoids the pitfalls or confusion of using too many words or the use of lingo or slang during execution. Many times, errors occur because personnel may not know or might not understand what was said or meant by a fellow team member or leader, thus causing confusion or improper action. Such communication errors can result in unsafe situations, as directions or requests are potentially only partially-heard, partially-completed, or go unnoticed altogether.

By using standardized formal communication, teams and leaders are better able to assess when operations are being executed correctly. Teams can also better comprehend and assess when problems are occurring, even if the environment is distracting or if task saturation sets in.

ECC: *You also talked about Standards, Standard Operating Procedures and Issue Resolution. Explain how our industry can take the lessons from the military and apply them to projects.*

Murph: In the world of high risk operations (whether its flying an F15 or safely executing a project), teams must invest the time to establish organizational standards and standard operating procedures. These standards govern the behavior and actions of a

group or individual and are critical to success.

Another important aspect of formality is issue resolution. How do you resolve issues in your organization – formally or informally? Do you have a common process? How and to whom are issues reported? Are your resolutions documented and are you generating and distributing the lessons learned? Are corrective actions timely and tracked? How well do you debrief? What will you debrief – planned events, unplanned events, or both? What process do you use to debrief? The Flawless Execution debriefing methodology we used in the military and further evolved that we now share with clients is a simple seven-step process called "STEALTH." The STEALTH Debrief Model, delivers explicit, actionable lessons learned, and is a structured, yet simple and scalable model that can be used at any level to provide answers to all of the above questions.

ECC: *In the end, doesn't it come down to ensuring adoption of the model?*

Murph: Definitely. The final and very important pillar of organizational discipline and formality is the fostering of individual and organizational ownership. Passionate ownership, at a personal and organizational level, is what makes good organizations great. Great organizations that foster personal ownership are deeply rooted in

personal accountability and responsibility.

Infusing ownership comes down to answering two simple questions: "What is OUR standard?" and "How do WE ensure it is being met?"

Once the standard is determined and formalized, we must constantly ask ourselves several key questions to ensure we are not missing the mark. Such questions might include: "Are we providing proper supervisory oversight during key events or evolutions?" "Do our supervisors and leaders conduct proper, formalized tours or inspections prior to operations?" "Or are our leaders overlooking events or conditions that do not meet the standard, no matter how big or small?"

Our methodology delivers operational discipline and formality by teaching leadership processes to teams and team leaders. Once personnel are trained on the standards, and operational discipline and formality are embedded in their DNA, when the "fog of war" or stressful situations set in, they will revert to and maintain the standards you set for them. The Flawless Execution methodology, coupled with operational discipline and a strict adherence to formalized processes and standards, becomes the winning combination your teams need to consistently overcome even the most challenging environments and achieve the highest level of safety and productivity in even the harshest playing fields.



Interview with 2013 ECC Speaker and



Most people learn to lead while they are leading. And the best leaders in the world embody great character. They are competent and well respected and thrive at the intersection between their personal strengths, passion and value to others — also known as their sweet spot. >>> Leadership expert Scott Snook identified these core characteristics in the lessons he shared during his lecture at the 2013 ECC conference. We decided to talk with him again to gain a deeper understanding of his theories, research and knowledge.

Who is Scott Snook?

Snook, a nuclear engineer, graduated with honors from West Point and retired from the U.S. Army Corps of Engineers after 22 years during which he served in various command and staff positions to include leading troops in combat.

He is an expert in leadership development, having earned an MBA from Harvard Business School, where he graduated with high distinction as a Baker Scholar. Snook also earned his doctorate in organizational behavior from Harvard.

Before joining the Harvard Business School as an associate professor in 2002, Snook taught in the Behavioral Sciences and Leadership Department at West Point.

Snook is married to fellow West Point graduate Kathi and they have five children — four of whom studied at West Point and are either serving or about to serve in the Army.

Through his Army experiences and intensive research, Snook offers a unique perspective on leadership in challenging situations when swift decisions are essential to success.

He's widely known for inspiring managers and future leaders while exploring the "sweet spot" model and expounding on other well-documented leadership examples, to include sentiments from the late retired Army general, Norman Schwarzkopf.

Snook's interest in leadership development began fresh out of West Point as a young Army platoon leader when he became fascinated with people and organizations.

"These 30-40 young soldiers showed up, and I was responsible for them. And I realized that, while I loved the beauty and potential of engineering — still do — I was simply fascinated by people and organizations and the ever-changing, very real challenge of leading," he said in a recent interview. "The engineering part I could do."

After being wounded during the 1983 invasion of Grenada, Snook — then serving in the 82nd Airborne Division — decided it was time for some serious study. He had always considered returning to teach engineering at West Point, but after leading soldiers, his heart lay elsewhere.

"I'd interviewed in the engineering department and actually bumped into the head of the leadership department who recognized me from my days as a cadet," Snook said. "He said: 'You shake my hand right here, I'll send you to Harvard for an MBA, and you come back here and teach leadership.' I shook his hand. It was an easy decision."

Snook fell in love with teaching and leader development and advising the West Point institution on how to develop better leaders.

"I love being a part of something that is bigger than myself," he said.

Much of his inspiration comes from the best teachers he's ever had, including his 11th grade chemistry teacher whose passion was infectious and got him interested in science, he said.

Swath of Research

Snook's research and consulting includes leadership, leader development, leading change, organizational systems, and culture.

Much of his coaching and interaction with people is shaped by Robert Kegan's theory of adult development. A cornerstone of Snook's research in leader development, it has changed how he views the world and understands himself, he said.

A Harvard psychologist, Kegan teaches, researches, writes, and consults about adult development, adult learning, and professional development.

His constructive-developmental theory focuses on five stages of psycho-

social growth that Snook has applied in his leader development research and teaching over the past 20 years.

In a nutshell, your stage of adult development will fundamentally influence how you lead and interact with others and the world.

"You have to meet them where they are and then help them move forward," Snook said of future leaders.

As we grow, what develops as human beings is how we make sense of ourselves, others and the world. These changes evolve in predictable and qualitatively different stages, he said.

"Knowing what stage someone is in from a developmental perspective frames almost everything else I think about someone — how I think about motivating people, the way I think about everything from parenting to teaching to leading," Snook said.

While Kegan's theory has five stages, it's really the middle three that are most relevant to leading in the adult world.

Stage 2 people have a very concrete and transactional view of the world. They feel a lot of autonomy, like they can control their environment by giving others what they want. Conversely, they are also focused on doing whatever they can to get what they want. A fairly elementary form of motivation — rewards and punishments — makes the most sense when leading people operating from a Stage 2 perspective.

People in Stage 3 experience an overly embedded view of the world. Peer pressure reigns supreme. In this stage, we can hold two perspectives simultaneously allowing us to experience empathy. However, we are largely defined by others' view of ourselves. The challenge for Stage 3 leaders is that they have no executive function that allows them to decide which view is the correct one. Whatever group they find themselves in defines who they are. This makes true "leading" almost impossible, says Snook.

Leadership Expert Dr. Scott Snook

We finally become true adults once we gain a Stage 4 perspective. This developmental shift is characterized by our ability to “self-author,” to take a perspective on what others think and make up our “own minds.” It’s not until we’ve gained this potential that we can truly lead. In Stage 4, we still feel the pressure of what others think and it matters. However, we now have the ability to take a perspective on this pressure and decide for ourselves.

Of Snook’s MBA students at Harvard, who are the average age of 27, one-third are in Stage 2, one-third are in Stage 3 and one-third are in Stage 4.

“Knowing this fundamentally shapes how we approach developing them as leaders,” Snook said.

Over a period of ten years, Snook and his colleagues have used Kegan’s theory to study Army officer identity development. They conducted hundreds of interviews of pre-commissioned cadets at West Point through full colonels at the U.S. Army War College, where high level military personnel and civilians are prepared for strategic leadership duties. Snook and his colleagues used these interviews to determine officers’ stage of development.

Snook said this research helped the Army modify its approach to leader development and helped influence how officers were being selected and assigned to positions that demanded increasing levels of psychological maturity. “Somewhere around two-thirds of us in this country haven’t reached Stage 4,” Snook said.

The Sweet Spot

One of the questions Snook gets asked a lot is “Are leaders born or made?” “The answer is yes,” Snook said. “It’s a combination of both nature and nurture.”

Mostly, people learn to lead while they are leading. “Leadership development is largely about social capital: 70 percent is learning by doing, 20 percent is learned while leading with good feedback and the other 10 percent might happen in a formal classroom,” he said.

And the very best leaders have found their sweet spot. This means uncovering your strengths, discovering your passion and identifying your value to others.

The process of discovering your “developmental sweet spot” is very difficult emotional and psychological work.

So, what is the sweet spot?

Picture a Venn diagram with three overlapping circles. One circle represents hard-wired, genetically determined skills or strengths, one represents interests and passion and the third represents what others value.

Your “sweet spot” lies at the intersection of these three circles. Most people have skills that apply at work. But their work doesn’t always align with their sweet spot.

Surprisingly, many people have a hard time identifying their passions, Snook said. You’ve got to dig deep and ask yourself what do I really enjoy doing? What did I do when I was a child, before anyone told me what I “should” do? Where do I gain pure pleasure from simply doing something, no matter if I get paid or not?

When Snook was a kid he’d go behind electronics stores and disassemble old televisions in order to build amplifiers and customized speakers.

“I ask my students what they did when no one was telling them what to do,” he said. “Then I tell them to try and unpack those things that intrinsically drive them.”

Unfortunately most people try to find their sweet spot as it applies to careers. But it’s not in the job; it’s in the activities you do in your job.

Using himself as an example, Snook said the job of being an engineer or a college professor doesn’t define his sweet spot. Teaching does.

Competence isn’t Character

Snook spent decades among some of the country’s top leaders while serving in the Army—one of the best training institutions in the world. Over the years he has conducted a wide variety of research and documented the outcome in

multiple articles and books. His publications include leadership training manuals for West Point as well as books on tacit knowledge, organizational failure and leader development.

Snook talks extensively about the Army’s simple but powerful “Be, Know, Do” framework for leader development. This model suggests that there are certain things that a leader must know, certain things that he or she must be able to do, and certain ways that he or she must be. Snook has focused much of his research on the “be” component, which he says is one of the most challenging and potentially impactful of the three.

He refers to the late General Norman Schwarzkopf to illustrate.

After returning from leading coalition forces during the first Gulf War, Schwarzkopf addressed the Corps of Cadets at West Point with his famous speech on “character and competence.”

Schwarzkopf said to be competent you need all of the necessary knowledge and skills to accomplish a mission. But competence doesn’t mean character. And to be a great leader, you must have character to be respected, he said.

Character is essentially the “be” component of the Army’s framework. It is who you are, what you stand for, the values you hold and how you see the world around you.

What if you don’t embody great values?

While it’s difficult to shape character later in life, it does happen. Organizations with strong leadership and culture can have a profound influence on our growth and development much later in life than we previously imagined possible.



The Spirit of



The ECC Board of Directors was pleased to present the 2013 Spirit of ECC Award to the Mitchell Energy Barnett Shale Team. In 1981 the late George Mitchell assembled a team of geologists, engineers, and other critical groups to find a commercially viable way to extract natural gas trapped in the North Texas Barnett shale formation. At the time, few people

expected this endeavor to succeed and none except maybe for George Mitchell himself, could have imagined the energy revolution this team would begin to unleash 17 years later.

Today, the practice of horizontal drilling and hydraulic fracturing used to extract shale gas is a well-known process that has provided the United States with access to a plentiful low cost energy source. Shale gas is now sparking a resurgence in the North American manufacturing sector, leading to predictions of 1 million new jobs being created over the next 10 – 15 years. The thought leadership, entrepreneurial spirit, and perseverance the Mitchell Energy Barnett Shale Team demonstrated over those 17 years is at the core of what the Spirit of ECC Award represents. It took tremendous teamwork to overcome all of the uncertainties and setbacks

encountered in working on a new technology development project for that period of time.

A diverse group of 67 people were at the core of this project, with no doubt many others contributing to the team's ultimate success. These team members have not received a high level of notoriety for what they accomplished, making it even more satisfying to take the opportunity to acknowledge their achievement at the 2013 ECC Conference. We were saddened that Mr. Mitchell passed away before this award could be presented, but appreciate his vision and perseverance along with the many men and women listed to the right who contributed to this accomplishment.

ECC

2014 Nominations Are Now OPEN!

The ECC is proud to announce that nominations are now open for the 4th Annual Spirit of the ECC Award. This year's recipient will be recognized at the 46th Annual ECC Conference at the JW Marriott Grande Lakes Resort on September 4, 2014. The award will recognize an exceptional organization, project or project team that exemplifies the true spirit of the ECC.

This annual Spirit of ECC Award, initiated in 2011, recognizes an outstanding exemplar of an owner, contractor or supplier in the global energy, process, industrial, general manufacturing or related industry (at a national or international level), that unequivocally demonstrated a unique and significant:

- Commitment to Global Competitiveness;
- Improvement to the Outcome of a Capital Project;
- Strategic Response to a Fundamental Challenge or Opportunity;
- Application of Thought Leadership;
- Implementation of Value Creation for all Stakeholders

Nominations will be accepted online on the ECC Website (ecc-association.org) through May 2014. The recipients will be chosen by the ECC Board of Directors and Executive Advisory Committee based on the criteria above. Self-nominations or third party nominations are welcome — we just ask that all nominated are available to accept the award at the conference in September. If you have questions about the nominations process or award itself please contact:

Tara Wilson
twilson@EventsiaGroup.com
713-337-1600.

SENIOR MANAGEMENT

George P. Mitchell (deceased)
Tom Battle (deceased)
Don Covey (deceased)
Gene Foglietta
Homer Hershey
John C. Hibbeler

Bobby M. Hickman (deceased)
W. D. "Bill" Stevens
Allen Tarbutton
Bruce Withers (deceased)
Jack Yovanovich

CRITICAL TEAM MEMBERS

Dwaine Abraham
Steve Adcock
Jim Addison
Laura Anderson
Tom Bettis
Kent Bowker
Bill Buckler
Keith Burkhart
Keith Claghorn
Greg Colburn
James Dixon
Gregg Dodd
Jay Ewing
Eugene Fielder
Alan Goodwin
Bill Green
Dan Higdon
Richard Horton
George Hover

Jon Huggins
Andrew Hrychusko
George Jackson
Everett Johnson
Mike Leckie
George Moretti
Linda Manning-Miller
Steve McKetta
Doug Mitchell
Pat Noyes
Mike O'Donnell
Bill Pyle (deceased)
Roger L. Smith
Roger Smith
Brian Saunders
Judy Savaso
Chris Stamm
Nick Steinsberger
Mark Stephenson

Dan Steward
Wendell Thomas
Cheryl Thompson
Tom Trott
Lee Utley
J.W. Varner
Christopher Veeder
Loren Vogel
Dallas Wagner
Bill Wells
Rusty Werline
Paul Westbrook
Bob Wheeler
Mark Whitley
Roger Wiggin
Rick Wilson
George Wilson
Doris Zajac

A Look Back At The 45th Annual ECC Conference

Continued from Page One.

Our theme was “Conquering the Summit – Aspiring to Flawless Project Delivery”, which reflects the continuous challenge our industry faces to effectively plan and execute our capital projects. The ECC Board designed the conference around this theme to address the increasing project complexity, changing project portfolios, resources issues, global pressures at home and abroad, security and other issues that come to play each day as we strive for flawless project delivery.

The Board’s desire was to provide thought leadership around these issues and networking opportunities for the current and the future leaders of our industry. With this goal in mind, we were delighted to host over 740 participants from 9 different countries and 200+ companies, which included over 150 future leaders of our industry. Based on post-conference feedback, these participants benefited from the content presented and the opportunities to network and develop important long term business contacts.

In 2013, we heard from some interesting and informative speakers. These included Jim “Murph” Murphy CEO of Afterburner, Inc. Murph gave us his view from the cockpit on leading our projects and businesses, and provided us with a key take away, that many attendees talked about,

and that was doing post action debriefs. We also heard some key leadership insights from Stephen Shapiro and Scott Snook. In addition we heard a story from Aron Ralston on his harrowing experience. In total, over 25 speakers and panelists participated in our Plenary Sessions and Breakout Forums providing valuable insight into today’s business environment.



Mr. Emmitt Nelson, Shell Oil (retired)/Co-founder of Zero Injury Institute was recognized and received the prestigious ECC Achievement Award for his lifetime contribution to our industry in the area of safety. The Spirit of ECC Award was presented to The Mitchell Energy Barnett Shale Team for their thought leadership, entrepreneurial spirit and perseverance in pursuing the

development of the Barnett Shale Gas. Congratulations to these very worthy recipients!

In closing, I wish to thank the ECC Executive Board and Executive Advisory Committee for the honor of being selected to serve as the 2013 ECC Chair and I sincerely thank our conference speakers and participants for their support of this past year’s conference. I look forward to seeing you at the 46th Annual ECC Conference, September 3 – 6, 2014 at the JW Marriott Grande Lakes Resort in Orlando, Florida.

Access to Kate’s Story

Many of you requested access to the video shared in the very poignant breakout “Kate’s Story.” It is now available via the past presentations page under Breakout Forums, 2013 on the ECC website at **ecc-conference.org**, or on Jacob’s YouTube channel at **youtube.com/jacobsworldwide**.

The Future Leaders Program Is Growing And Preparing For Record Level Participation In 2014.

*By 2014 ECC Future Leader Board Liaisons
John Morris, BASF; Kurt Davis, CH2M HILL; and
Lindsey Weems, Hargrove Engineers + Constructors*

First, we would like to congratulate the 2012-2013 Future Leaders on a successful year. The group first participated in the Mid-Year Meeting in March where the morning thought leadership exercise focused on the topic, "Stop Managing, Start Leading." The afternoon session was dedicated to planning for the 2013 ECC Conference.

At the conference, the group started off participating in the Future Leader Pre-Conference Session which featured Bill Hawkins of the Marshall Goldsmith Group as well as Denise and Rob Elston of Elston Technical Consulting and Shell, and a roundtable discussion with members of the ECC Board. The Future Leaders also led two forums at the conference. The "Cost, Schedule and Quality" forum as well as "Stealing Industry Genius" forum presented innovative solutions to challenges we face in the industry today.

This year, we are again planning thought provoking leadership activities and development training, as well as creating new ways that the Future Leaders can participate in the conference and other networking activities throughout the year. Our first social event was held in December in Houston, with over 60 Future Leaders and ECC Board members in attendance. The Mid Year meeting in March will kick off the Future Leader planning activities for the 2014 ECC Conference, where the ECC Board will challenge us to push the bar even higher.

Future Leader participation is a key benefit of sponsorship – don't forget that 1st, 2nd, and 3rd year Future Leaders are provided a registration discount as well as special opportunities reserved just for them. Don't miss out!

Introduction of Board and EAC

This year's Board of Directors and Executive Advisory Committee has been hard at work developing not only the Annual Conference but also working on initiatives including the Future Leader Program, a Society Collaboration Initiative as well as programs to better link our industry to academia. Below are the colleagues leading the ECC Association this year.

ECC Board of Directors

ECC Chair

Manuel Junco – Jacobs

ECC Past Chair

Judd Kuehn – Chevron

ECC Vice Chair

Tom Hudes – ExxonMobil

ECC Treasurer

Samar Walther –
ConocoPhillips

William Barger – APS

Joan Miller – CH2M HILL

Jerry Bell – BP

John Nobles – Burns &
McDonnell

Don Brundage – Intergraph

Ronald Paez – Petrocor AG

Stephen Buras – Albemarle

Tim Rowe – BASF

Jay Diefenderfer – Fluor

Greg Sills –
Cobalt International Energy

Allison Drobniak –
Wood Group Mustang

Mahesh Thadhani – URS

Doyle Johnson –
Hargrove Engineers +
Constructors

Matt Wilson –
Mitsubishi Polysilicon

Manson Massie – Invista

Academia Advisor

Jorge Vanegas – Texas A&M University

Executive Advisory Committee

Gary Berman – WorleyParsons

Michael Lowder – Eastman
Chemical

Thomas Butts – CH2M HILL

Mike McAtee – BASF

Steve Dedman – Zachry

Jeff Reilly

Larry East –
Albemarle Corporation

J. D. Slaughter – S&B

Ralph Hargrove –
Hargrove Engineers +
Constructors

Robert Telage – Foster Wheeler

Michael Yost – Fluor

Future Leader Liaisons

Kurt Davis – CH2M HILL

Lindsey Weems –
Hargrove Engineers +
Constructors

John Morris – BASF



Of course, we think you should attend the 2014 ECC Annual Conference, but don't take our word — listen to how some past attendees have described the Annual ECC Conference:

"The only venue that I know of where representatives from the majority of the industry come together under one roof. What would take months of meetings can be accomplished in three days. Speakers are always top notch and I walk away from the meeting every year professionally and personally better than when I arrive."
Owner

"Best owner and contractor event of the year."
Contractor

"This is the only conference that I attend because it is a great interaction between owners and contractors."
Owner

"It is the best industry (EPC) event in the world to attend."
Supplier

"Excellent cross-industry dialogue, topics were very timely and pertinent to business 'right now,' excellent networking opportunity."
Owner

"Unparalleled opportunity to connect with the industry. Top-notch keynotes."
Contractor

"An open / safe platform for people from all parts of the industry to get together and network on current issues which affect all of us."
Contractor

"Highly collaborative event with a mix of networking, valuable workshops and latest industry trends."
Contractor

"Excellent networking opportunities, overall good presentations with several high energy/informative sessions. Provides some good takeaways for personal and professional application."
Owner



COMMITTED TO SAFETY

We know that while risks exist, incidents are avoidable. Each individual has a personal responsibility for their own safety and the safety of others. As leaders we are accountable for driving this safety culture.

Sneak Peak for 2014

After another record year for ECC with nearly 750 attendees, the planning is well underway for the 46th Annual ECC conference. The theme of 2014 conference will be Aligning the Stars – Connecting People, Projects and Performance. During the conference, speakers and sessions will focus on the fact that capital spend continues to grow in our industries...the stars are aligned. The natural resources, investments and project opportunities are abundant in the industrial sector. We'll focus on how we align the opportunities with the talent and the leadership capabilities necessary to take advantage of this unique time in history; how we align expectations among the owners and the contractors; and how we align the engineering, procurement and construction for excellence in project delivery?



SEPTEMBER 3-6, 2014
JW MARRIOTT GRANDE
LAKES, ORLANDO, FL

ALIGNING THE STARS

CONNECTING PEOPLE, PROJECTS, & PERFORMANCE

The 46th Annual ECC will be held Sept 3-6, 2014 at the JW Marriott Grande Lakes Resort in Orlando, Florida. Towering above its 500 acre setting of lush, tropical landscape, the Grande Lakes Resort matches outstanding service with a dazzling wealth of fine touches, from fine bedding to stunning landscape design. Enjoy relaxing at the Ritz-Carlton spa, dining at one of the award winning restaurants, floating the Lazy River or playing a round at the world-class Greg Norman-designed golf course. Please plan to join us for a very valuable, collaborative forum focused on providing real takeaways for owners, contractors and suppliers in the capital projects community.

Mark your Calendars for Future ECC Conference Dates

September 9-12, 2015

JW Marriott Hill Country Resort, San Antonio, TX

September 7-10, 2016

JW Marriott Desert Springs, Palm Desert, CA



ECC ASSOCIATION

23501 Cinco Ranch Blvd., Suite H220
Katy, TX 77494

www.ecc-association.org

ECC SPONSORSHIP OPPORTUNITIES

Before we look forward to the 46th Annual ECC Conference at the JW Marriott Grande Lakes Resort, we would like to ask each of you to take a look back at the 45th Conference in Palm Desert which would not have been possible without the unwavering support of our Corporate Sponsors – for this support we would like to express our tremendous gratitude to each and every one who continues to support the ECC. We would like to ask that you continue your support in 2014 and welcome any comments you may have to increase the value you receive from participation. Whereas we make every attempt to minimize commercialization, sponsorship is an opportunity for your company to be recognized for its support and participate in the ECC Future Leader Program. We welcome your participation.

Thank you to our 2013 sponsors who supported the 45th Annual Conference and our 2014 sponsors who have already committed to the 46th Annual ECC — these organizations are part of the reason the quality of the ECC Conference remains so high.

Anixter Inc.	Cain & Associates Engineers & Constructors, Inc.	Foster Wheeler	Lockwood International	S&B Engineers and Constructors
Air Liquide	Constructors, Inc.	Fugro	Lyondell Chemical Company	Shell
Albemarle Corporation	Cajun Constructors	Hargrove Engineers + Constructors	McKinsey & Company	Siemens
Ambitech	Catamount	HOK	McLaren Software	SK E and C USA
AMEC	Celanese	Honeywell	Merck	SNC Lavalin
Andrews Myers	CH2M HILL	Hunt, Guillot & Associates	Middough	TAI Engineers, Managers,
APS, Advanced Project Solutions	Chemstress Consultant Company	IHI	Mitsubishi Heavy Industries	Technical Services
AT Kearney	Chevron	Ineletra	Mitsubishi Polysilicon	Team Industries
Austin Industrial	Commonwealth E&C	Infinity Construction Services	MMR	Technip
AVEVA	ConocoPhillips	Interface Consulting	Newtron Group	Thompson Construction Group
Avondale	Cruver, Robbins & Fu, LLP	Intergraph Corporation	OnQuest	U.S. Metals
B&E	Day & Zimmermann	Invensys	Pathfinder, L.L.C.	UniversalPegasus International
BASF	Dow Chemical Company	INVISTA Chemicals	PCE Constructors Inc.	URS
Bechtel	Eastman Chemical	ISC Constructors, LLC	PCL Industrial Construction Co.	Valdes Engineering
Bentley Systems	Eli Lilly and Company	Jacobs	Performance Contractors	Walbridge
Bilfinger	Emerson	KBR	Petrin Corporation	Willbros
BP	ExxonMobil	Kentz	Petrocor AG	Wood Group Mustang
Brace Industrial Group	Fibrwrap, an Aegion Company	Kiewit Energy	Phillips 66	WorleyParsons
Brierley Associates	Flowserve	KPMG	Process Industry Practices	Y&V Engineering and Construction
Brock Group	Fluor	Lauren Engineers & Constructors, Inc.	Richard Industrial Group	Yates
Burns & McDonnell	Ford, Bacon & Davis	Leidos	Rockwell Automation	Zachry

If you are interested in becoming a corporate or event sponsor for the 2014 Annual Conference, contact:

Mahesh Thadhani at mahesh.thadhani@urs.com, Ron Paez at ronald.paez@petrocor.ch or Stephen Buras at stephen.buras@albemarle.com