

COMPLEXITY, AMBIGUITY AND VOLATILITY

LEADING IN THE NEW NORMAL

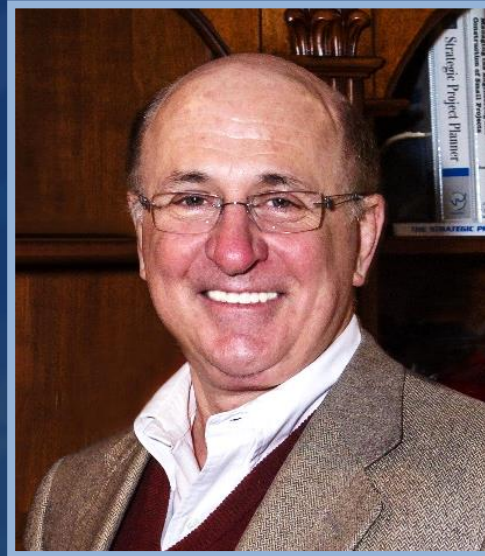




47TH ANNUAL
ECC CONFERENCE

COMPLEXITY, AMBIGUITY | AND | VOLATILITY | LEADING IN THE
NEW NORMAL

Past, Present, Future: Developing a *Differentiated Management Perspective*



Dick Westney
Founder/Director,
Westney Consulting Group



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ECC CONFERENCE**

**COMPLEXITY, AMBIGUITY | AND | VOLATILITY | LEADING IN THE
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Our Panel



**Gary
Fischer**



**John
Nobles**



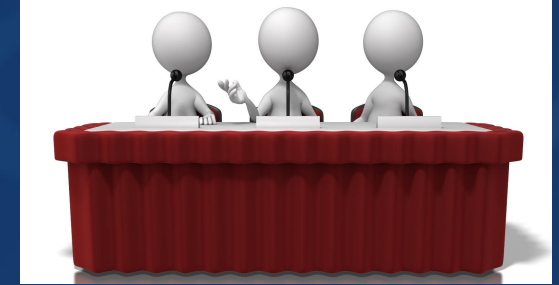
**Richard
Tucker**

ZOG MAKE
VERY PERSUASIVE
POWER POINT
PRESENTATION!



Our Format

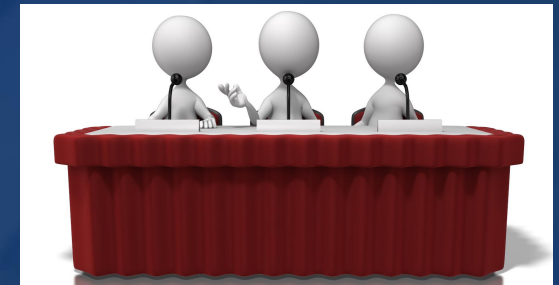
PROPOSITION



"The price of oil will hit \$20 by year-end"

Poll #1

Panelists' perspectives



Audience's perspectives

Poll #2

Final comments

ARS Proposition #1 – Poll #1

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.

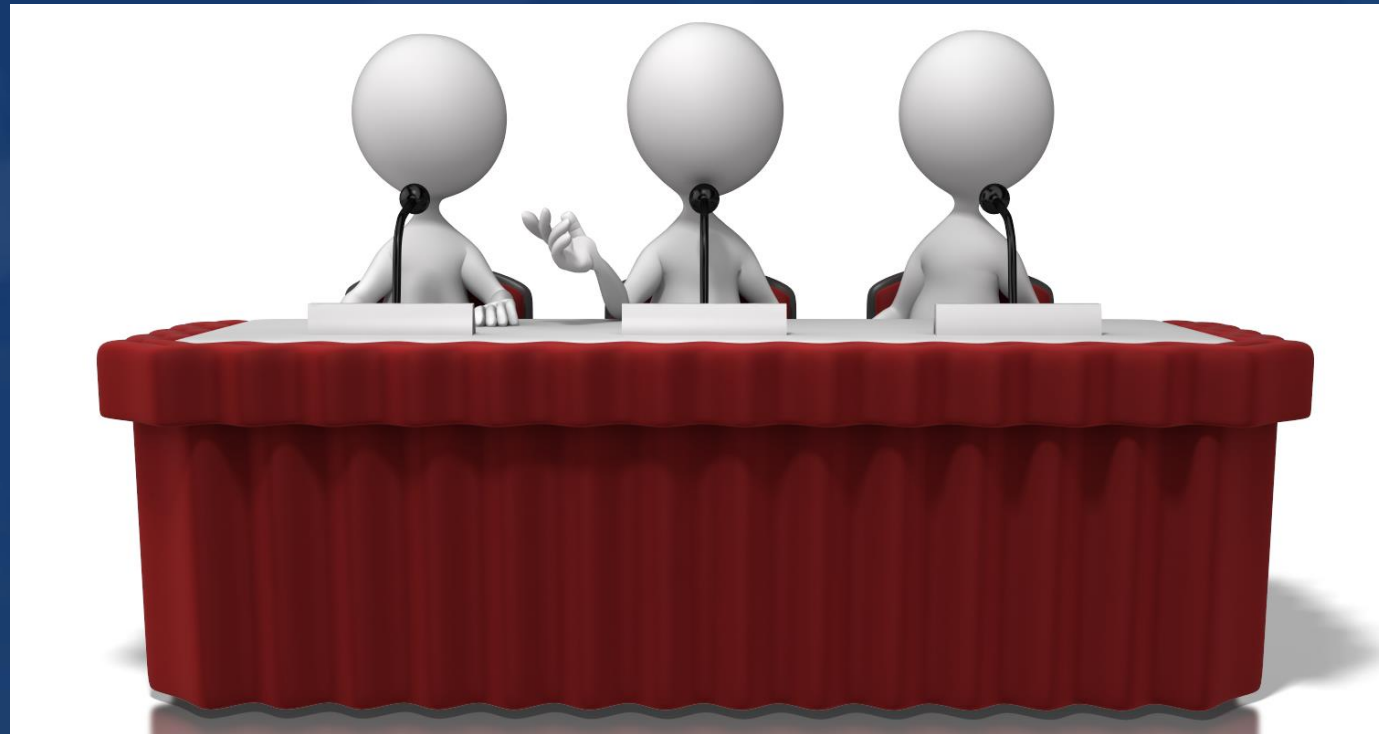
10



1. Strongly agree
28%
2. Agree somewhat
47%
3. Disagree somewhat
19%
4. Strongly disagree
6%

ARS Proposition #1: *Panelists' Perspectives*

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.



ARS Proposition #1: *Audience's Perspectives*

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.



ARS Proposition #1 – Poll #2 & Final Comments

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.

10



1. Strongly agree
31.6%
2. Agree somewhat
46.5%
3. Disagree somewhat
13.9%
4. Strongly disagree
8.0%

ARS Proposition #1 – Poll #2 & Final Comments

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.



1st Vote 2nd Vote



ARS Proposition #2 – Poll #1

The gradual weakening of owners' capital project organizations is driving poor project performance.

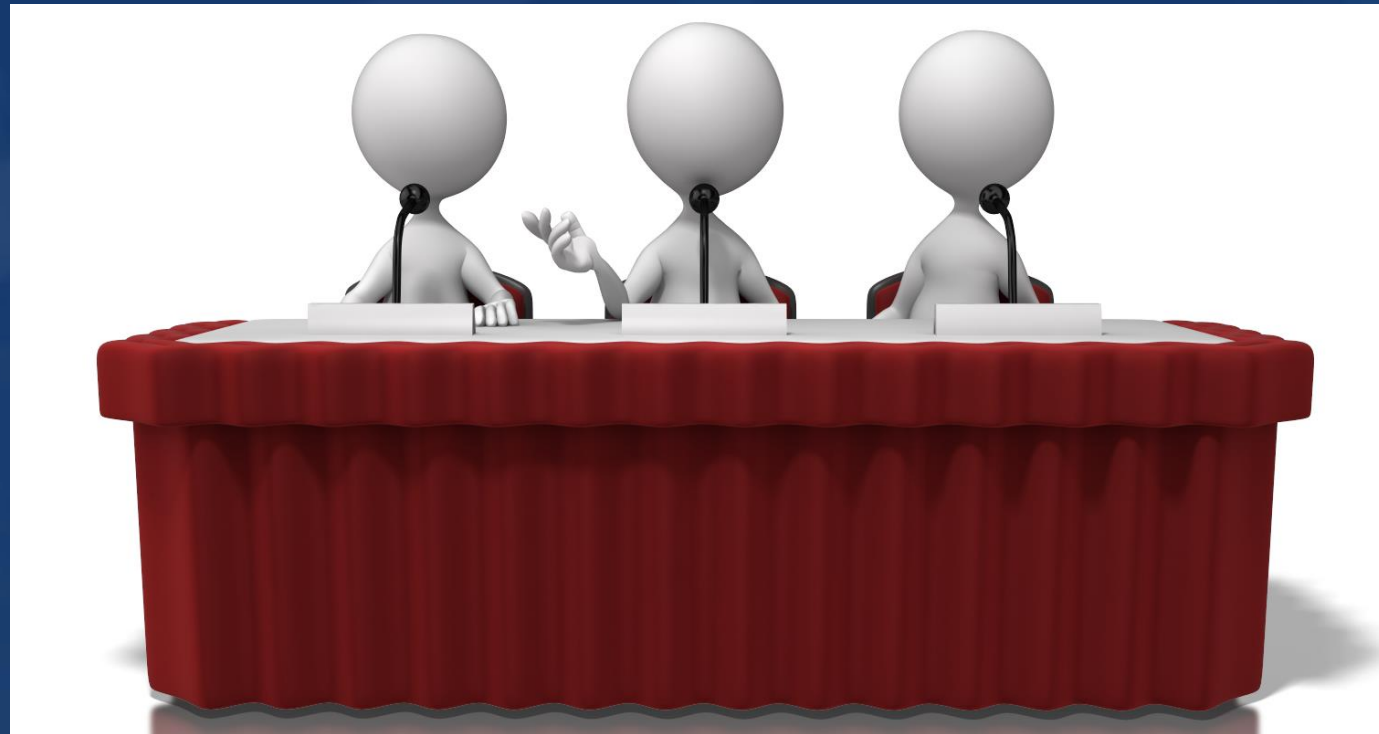
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1. Strongly agree
37%
2. Agree somewhat
29%
3. Disagree somewhat
16%
4. Strongly disagree
18%

ARS Proposition #2: *Panelists' Perspectives*

The gradual weakening of owners' capital project organizations is driving poor project performance.



ARS Proposition #2: *Audience's Perspectives*

The gradual weakening of owners' capital project organizations is driving poor project performance.



ARS Proposition #2 – Poll #2 & Final Comments

The gradual weakening of owners' capital project organizations is driving poor project performance.

10



1. Strongly agree
43%
2. Agree somewhat
34%
3. Disagree somewhat
12%
4. Strongly disagree
11%

ARS Proposition #2 – Poll #2 & Final Comments

The gradual weakening of owners' capital project organizations is driving poor project performance.



■ 1st Vote ■ 2nd Vote



ARS Proposition #3 – Poll #1

Front-End Loading is over-rated.

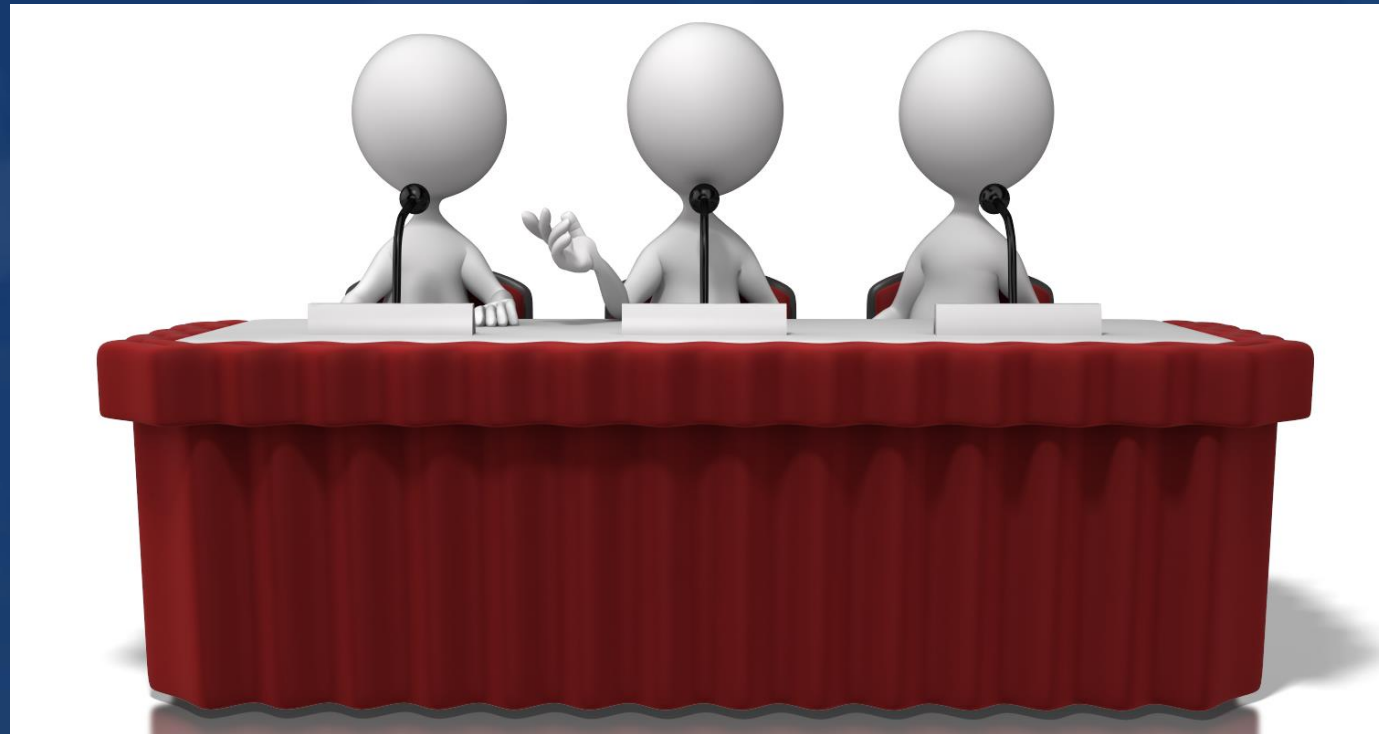
10



1. Strongly agree
10%
2. Agree somewhat
17%
3. Disagree somewhat
18%
4. Strongly disagree
55%

ARS Proposition #3: *Panelists' Perspectives*

Front-End Loading is over-rated.



ARS Proposition #3: *Audience's Perspectives*

Front-End Loading is over-rated.



ARS Proposition #3 – Poll #2 & Final Comments

Front-End Loading is over-rated.

10



1. Strongly agree



2. Agree somewhat



3. Disagree somewhat



4. Strongly disagree



ARS Proposition #3 – Poll #2 & Final Comments

Front-End Loading is over-rated.



■ 1st Vote ■ 2nd Vote

1. Strongly agree

■ 10%

■ 8%

2. Agree somewhat

■ 17%

■ 17%

3. Disagree somewhat

■ 18%

■ 26%

4. Strongly disagree

■ 55%

■ 49%

Final Questions/Comments

- 1. Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn't be wasted.*
- 2. The gradual weakening of owners' capital project organizations is driving poor project performance.*
- 3. Front-End Loading is over-rated.*

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