Staying Aligned!
How Owners and Contractors can stay aligned Throughout EPC Execution

Warren Kennedy – Facilitator
David Senko – Contractor Representative
Mike Elliott – Owner Representative
Staying Aligned!
Contractor Representative

David Senko
Executive Director of Construction, JGC
David Senko

- Over 35 years industry experience, mostly EPC, mostly site / field, emphasis on construction
- Progressed up through the ranks from craftsman, to supervision, to site management, to project management, to department management, to executive management
- Construction Management degree University of Florida; graduate studies at Portland State University and Executive Studies at Babson College
Staying Aligned!
Owner Representative

Mike Elliott
Senior Shareholder Representative
Mike Elliott

- Senior Shareholder Representative of Chevron and Phillips, USGC Project
- Licensed Professional Engineer and earned a Master of Business Administration
Some Thoughts from our Experts

- Alignment Philosophy
- Observations
Staying Aligned? First priority is to ensure there is effective alignment

Not just as entity (owner & contractor) but also commercially, functionally and individually through the ranks

Beyond routine engagement and activity, have check-up points

Establish protocol by project, then maintain it

Pet Peeve – Over-alignment!
Elliott: Alignment Philosophy

• “Great projects are built by a strong team of great people working together.”

• Communicate, communicate, communicate; validate a common understanding and then communicate one more time.

• Share the vision, drivers and priorities - engage everyone - and then watch the magic.
Group Activity - Round Table Discussion

- Select a scribe
- Discuss a question on the topic – Share thoughts
- Stay on topic – at least for a minute
- Capture a “golden nugget” or two – nothing confidential or proprietary
- Report out to the Audience (when asked)
Table Topics

- Team size and configuration (DS)
- Optimize Owner – Contractor Interfaces (ME)
- It’s OK to ‘just say no’ (DS)
- Provide clear direction (ME)
- Third-Party Alignment Facilitation (DS)
Topic 1 - Team Size and Configuration

- What is the optimum size of the owner’s team?
- What are roles unique to the owner?
- What are roles unique to the contractor?
- What is the optimum size for the contractor’s team?
- Why do we not staff this way?
- What might we do better?
Topic 1 - Team Size and Configuration

- What is the optimum size of the owner’s team?
- What are roles unique to the owner?
- What are roles unique to the contractor?
- What is the optimum size for the contractor’s team?
- Why do we not staff this way?
- What might we do better?
Topic 2 - Optimize Owner – Contractor Interfaces

• Which is better (a) communication is through the project managers, (b) communication is at all levels of the project team?

• Distribution Matrices – good or evil?

• Who needs to be involved with what?
Topic 2 - Optimize Owner – Contractor Interfaces

• Which is better (a) communication is through the project managers, (b) communication is at all levels of the project team?

• Distribution Matrices – good or evil?

• Who needs to be involved with what?
Topic 3 - It’s OK to “just say no.”

- Should Contractors have Backbones?
- Should the Contractor always do what the Owner says to do?
- What to do when the Owner says ‘just do it’?
Topic 3 - It’s OK to “just say no.”

- Should Contractors have Backbones?
- Should the Contractor always do what the Owner says to do?
- What to do when the Owner says ‘just do it’?
• How do I do what you want, when it isn’t always the same as what you say?
• Isn’t the ‘direction’ spelled out in the contract?
• What really are the Project Objectives? Is there a hierarchy where some are more important than others?
• How do I do what you want, when it isn’t always the same as what you say?
• Isn’t the ‘direction’ spelled out in the contract?
• What really are the Project Objectives? Is there a hierarchy where some are more important than others?
<table>
<thead>
<tr>
<th>Topic 5 - Third-Party Alignment Facilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Who has had a good/bad experience?</td>
</tr>
<tr>
<td>• How do you prepare for the facilitated alignment session(s)?</td>
</tr>
<tr>
<td>• What is the best way for follow-up (i.e. you can get aligned, but how do you stay aligned)?</td>
</tr>
<tr>
<td>• What do you look for when selecting a Third-Party Facilitator?</td>
</tr>
</tbody>
</table>
Topic 5 - Third-Party Alignment Facilitation

• Who has had a good/bad experience?
• How do you prepare for the facilitated alignment session(s)?
• What is the best way for follow-up (i.e. you can get aligned, but how do you stay aligned)?
• What do you look for when selecting a Third-Party Facilitator?
Wrap-up / Walk-aways

• Stay focused on the cup
• Don’t fight in front of the children
• Be aligned on what ‘alignment’ is
• Legal “stuff” shouldn’t matter – but it does.
• Alignment is never finished; it always needs adjustment
What questions do you have for our experts?
Thank you for joining us!