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48TH
TODAY
Tomorrow & Beyond
LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
ECC

SAFETY BRIEFING

JW MARRIOTT®

JW Marriott Loss Prevention – Joe Martinez

Future Leader Safety Team – Cindy Davey (Phillips 66) and Phil Hoener (CP Chem)

Evacuation Map

Hotel Emergency Information

- Loss Prevention may be reached at any time 24 Hours a day for any of your safety or medical needs from any house phone at Ext. 6966

- All local emergency responders can be reached and respond to our location from any 911 call.

- Loss Prevention:

  Joe Martinez

  951-454-6576

Pharmacy

- ***Pharmacy - Closest 24-Hour CVS:***
  - 749555 Hwy 111
  - Indian Wells, CA 92210
  - (760) 346-4464
- 6.7 miles from the hotel
- Pharmacy Hours: 24 Hours per day

Urgent Care and Emergency Room

- Desert Urgent Care
  - 74990 Country Club Drive
  - Suite 310
  - Palm Desert, CA 92260
  - (760)341-8800
  - Hours M-F 7am to 7pm, Sat/Sun 9am to 4pm

- Eisenhower Primary Care
  - 78120 Wildcat Drive
  - Palm Desert, CA 92211
  - (760)340-2682
  - Emergency Room open 24 hours

ECC Safety Graphic Recording

- Ink Factory
  - We Talk, They Draw, It's Awesome!
- Send in your thoughts and ideas!
  - #ECCSafety
  - Post-It Notes
  - QR Code
  - Talk to Dusty directly
    - She can draw while you talk!

The Connector

Using the keypad microphones

Hold the keypad 6 inches away, speak clearly

Press **and hold** the microphone key while speaking

The Connector

Using the keypad to text

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Team Lead Introductions – 2016 Members

Name	Company
Safety Team	• Cindy Davey • Phil Hoener
Social Media Team	• Rahim Ghassemi • Ramiro Rodriguez
Networking Team	• Brian Ludolph • Eduardo Carstensen
1st Year Orientation	• Ty Webb

Future Leader Liaisons

Jacob Barnett

Jacobs

Lamont Johnson

S & B

Kristie Pickering

BASF

ECC Future Leader Board Advisors

J.D. Slaughter

S&B Engineers
and Constructors

Allison Drobniak

Wood Group

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2016 ECC Future Leader Wednesday Session Agenda

6:00am - 6:15am ..... **Check-In for Fun Run**

6:15am - 7:00am ..... **Fun Run (optional)**

7:00am - 8:00am ..... **Free-Time / Breakfast**

8:00am - 8:30am ..... **Future Leaders Welcome**

8:30am - 8:40am ..... **Board Member Welcome**
J.D. Slaughter & Allison Drobniak

8:40am - 8:50am ..... **ECC App Introduction**
Social Media Team

8:50am - 9:10am ..... **Networking Activity 1**

9:10am - 10:20 Am ..... **Keynote 1**: Should You Trust Your Gut? - WhenMaking Decisions in the Face of Uncertainty, Patrick Leach - Independent Strategy Consultant

10:20am - 10:35am ..... **Break**

10:35am - 11:45am ..... **Industry Panel:** Experienced Leaders Providing Their Vision of Today, Tomorrow & Beyond, Keoki Sears - CH2M; Randy Walker - S&B; George Siappas - Chevron

11:45am - 12:45pm ..... **Lunch Break**

12:45am - 12:50pm ..... **Welcome Back Message**

12:50pm - 2:00pm ..... **Keynote 2:** 2020 Vision, Tom Himmer - Partners in Leadership

2:00pm - 2:15pm ..... **Break**

2:15pm - 2:35pm ..... **Networking Activity 2**

2:35pm - 3:45pm ..... **Keynote 3:** Leading Through Personality Diversity, Lewis Senior - Equilibria

3:45pm - 3:50pm ..... **Introduce Forums**

3:50pm - 4:00pm ..... **Message from Think Tank:** Continuous Improvement

4:00pm - 4:10pm ..... **Wrap Up Announcements**

4:10pm - 4:20pm ..... **Future Leaders Group Picture**

4:20pm - 5:30pm ..... **Free Time**

5:30pm - 7:30pm ..... **Conference Welcome Reception**

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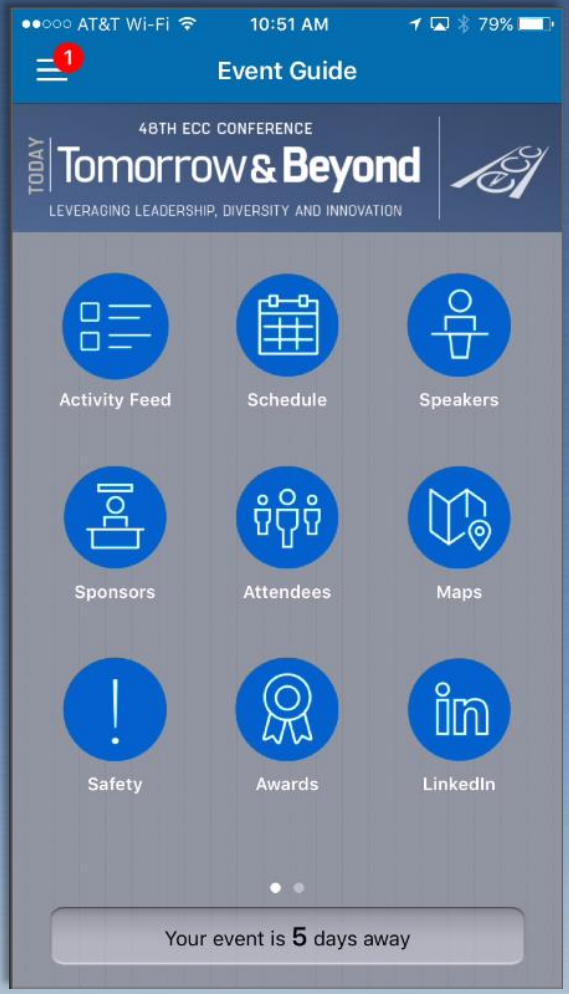
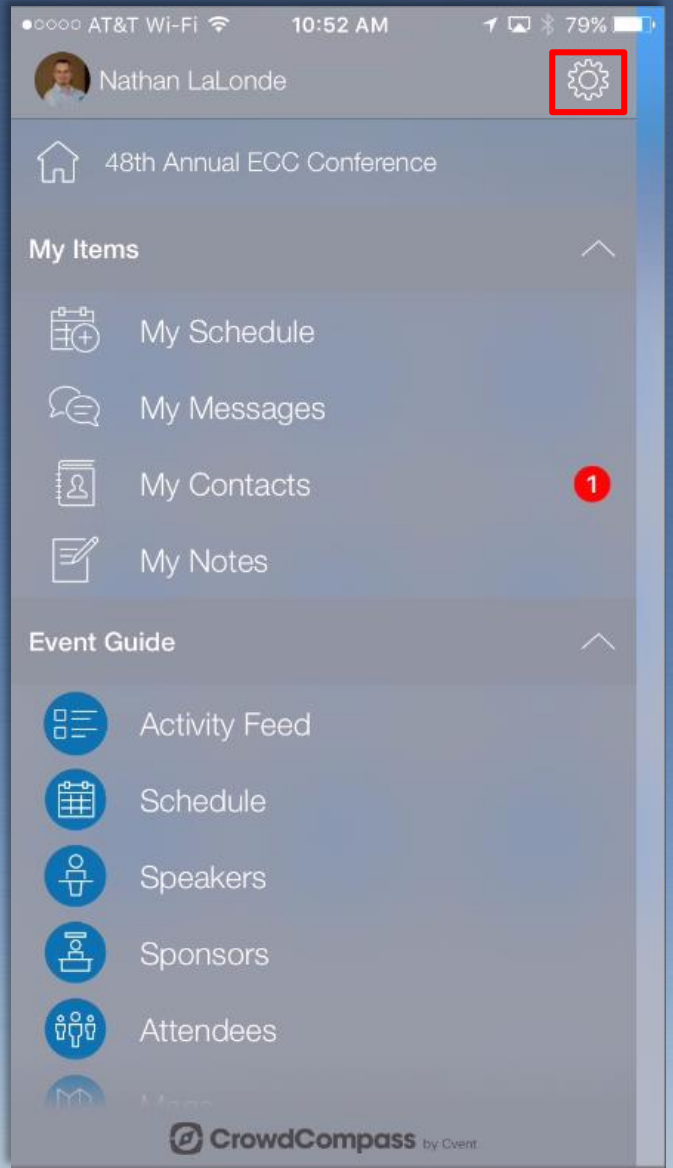
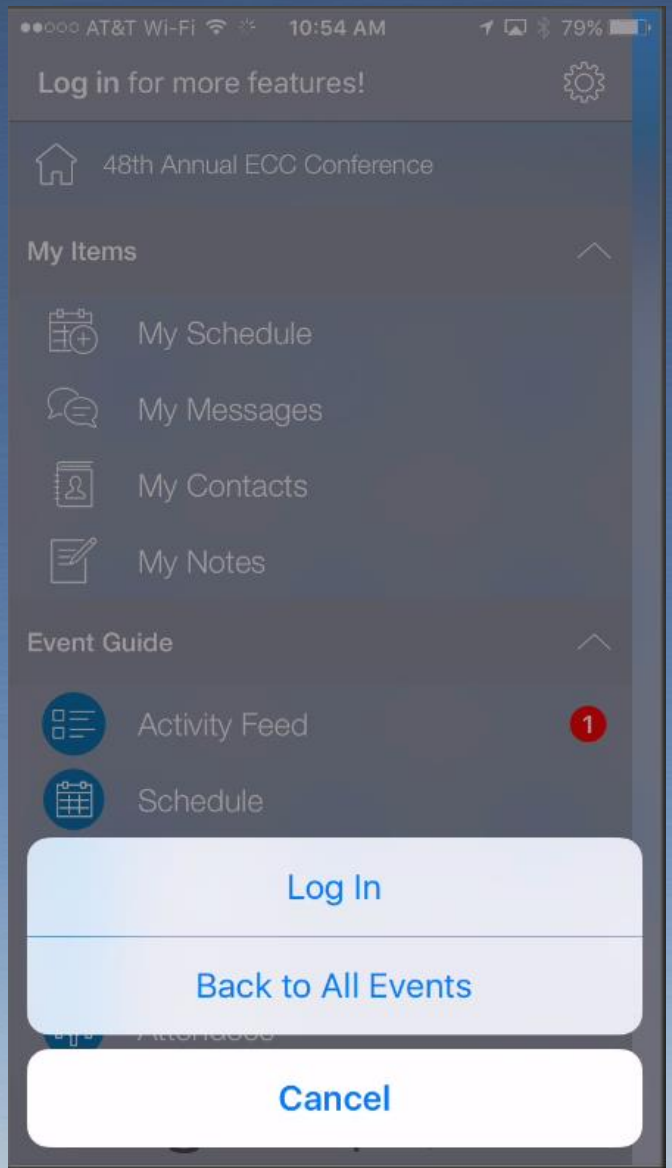
Intro to the Conference App

- Presented by Nathan La Londe – Social Media Team



Conference App – How To: Log In





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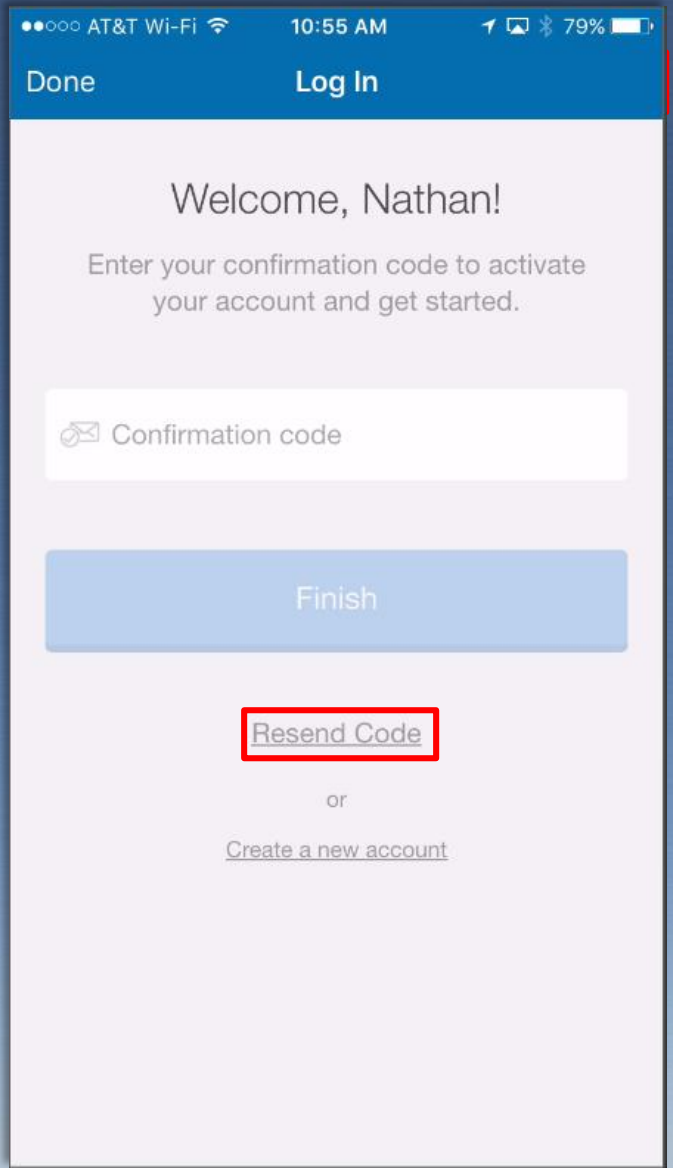

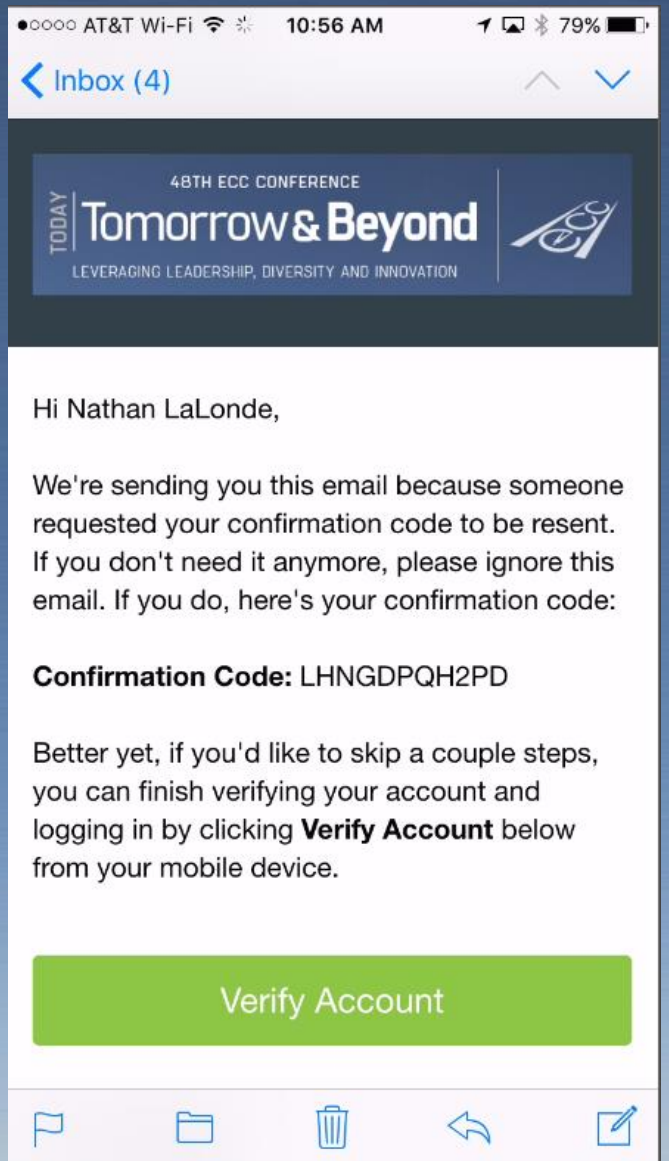

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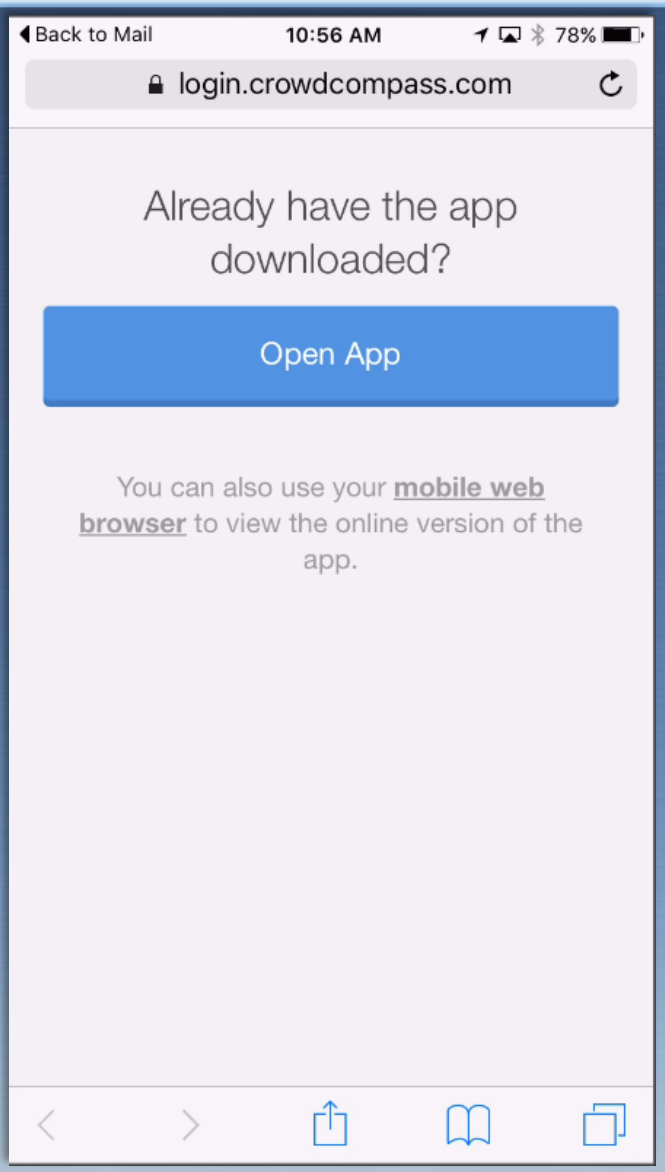
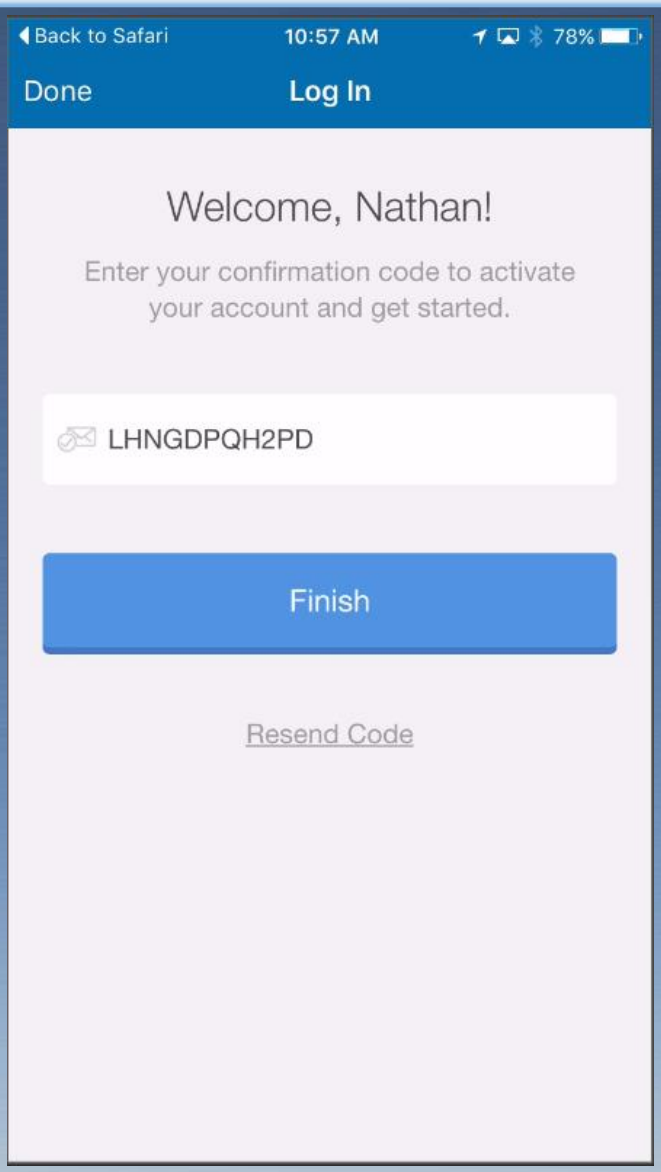
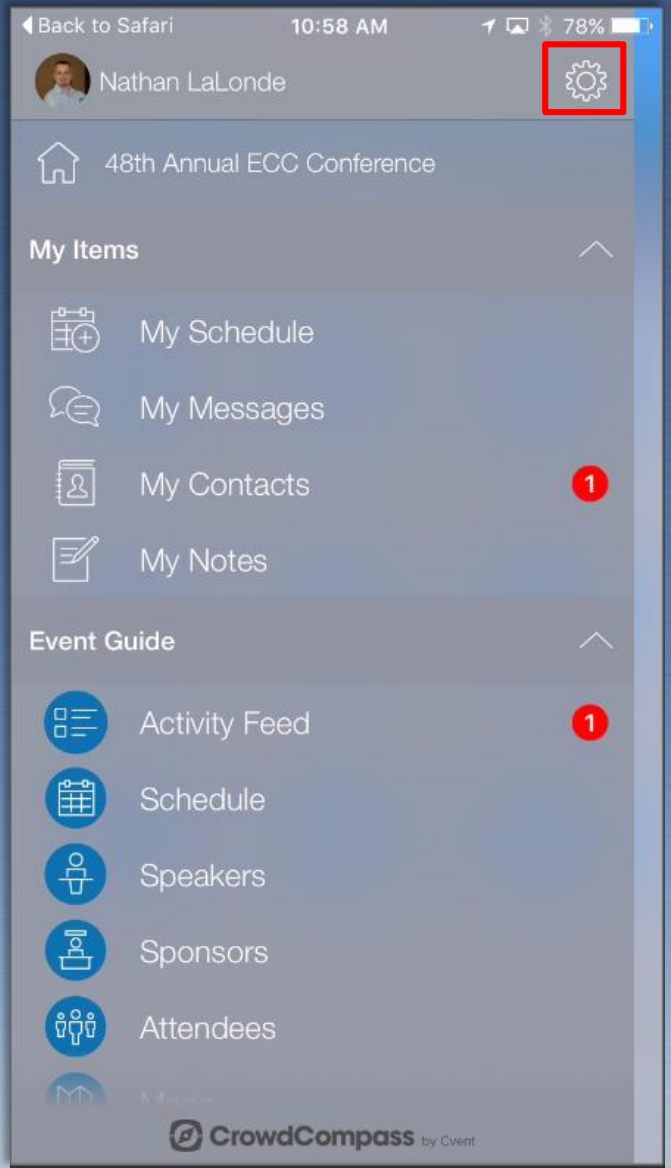
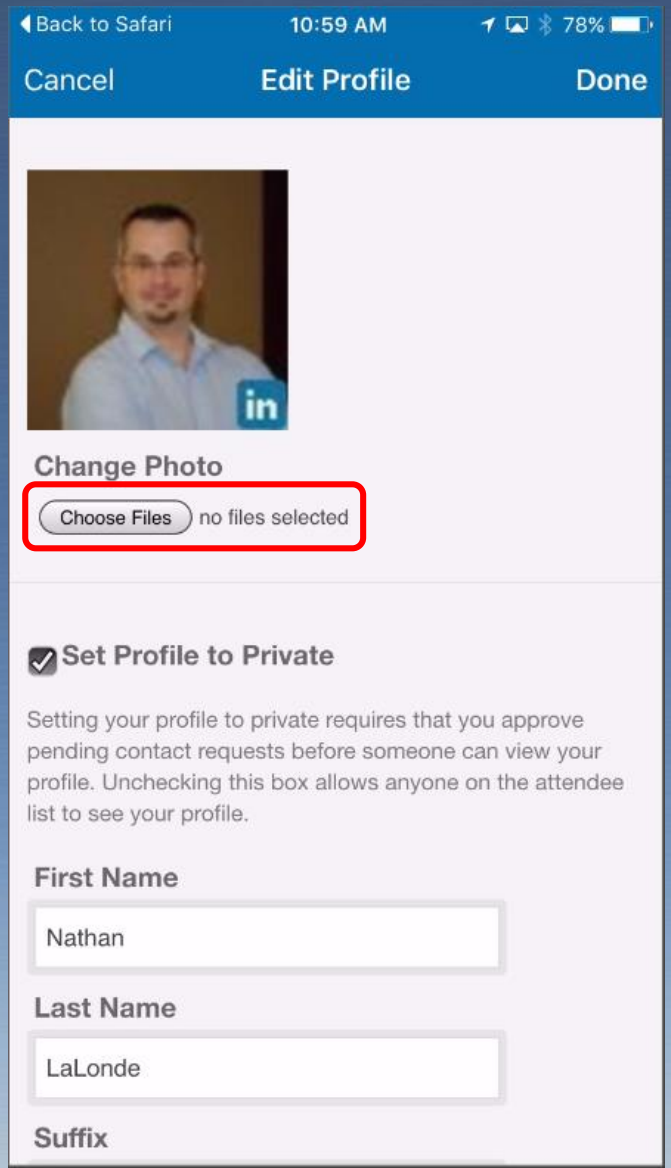




Conference App – How To: Edit Profile





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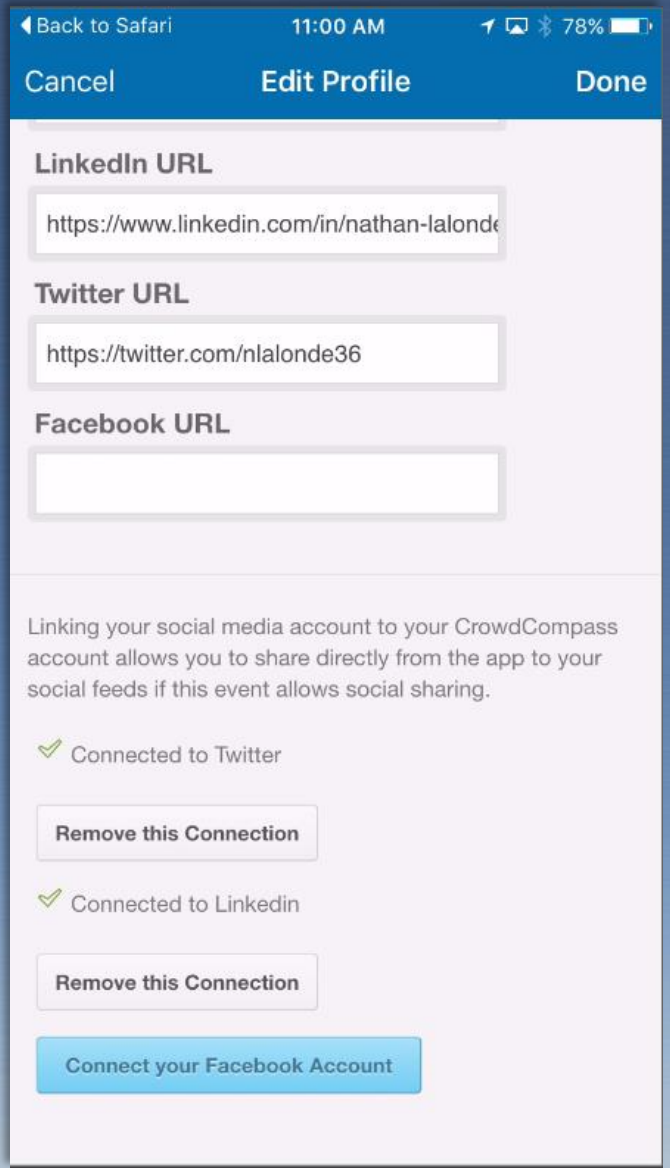
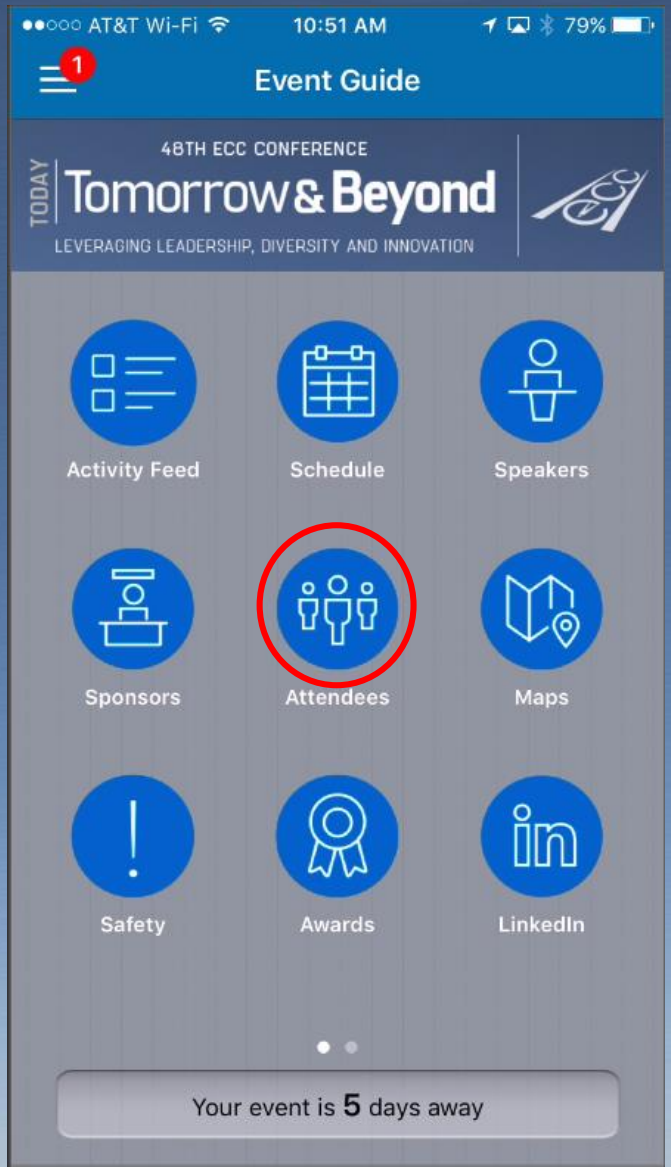
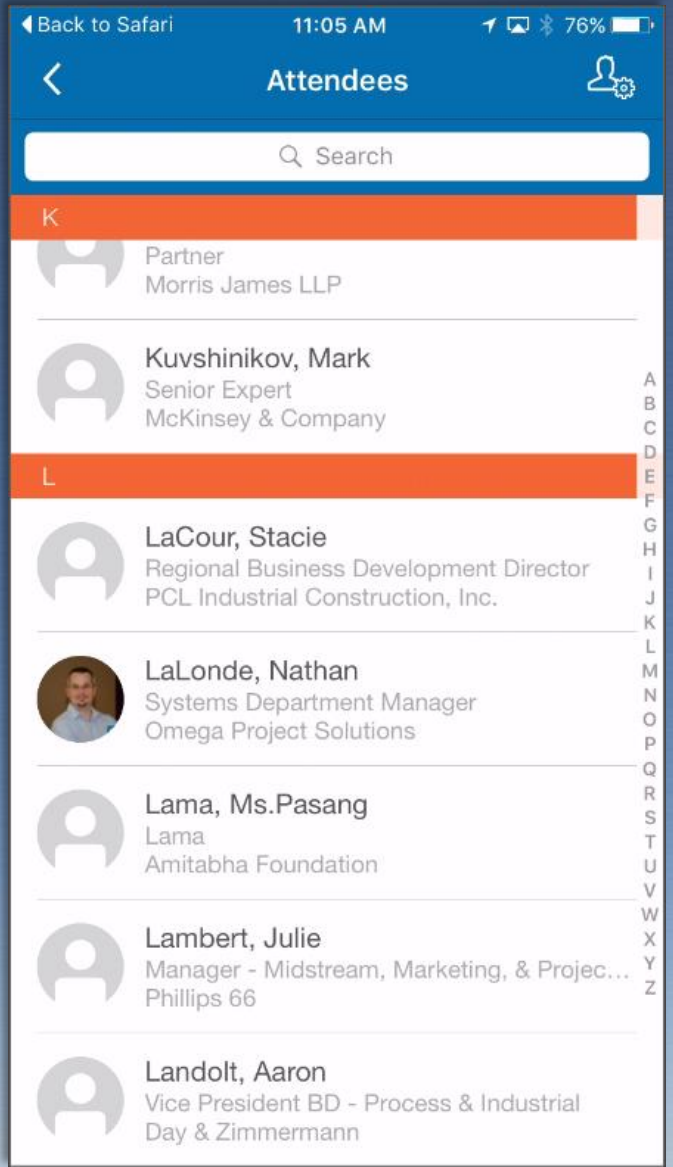
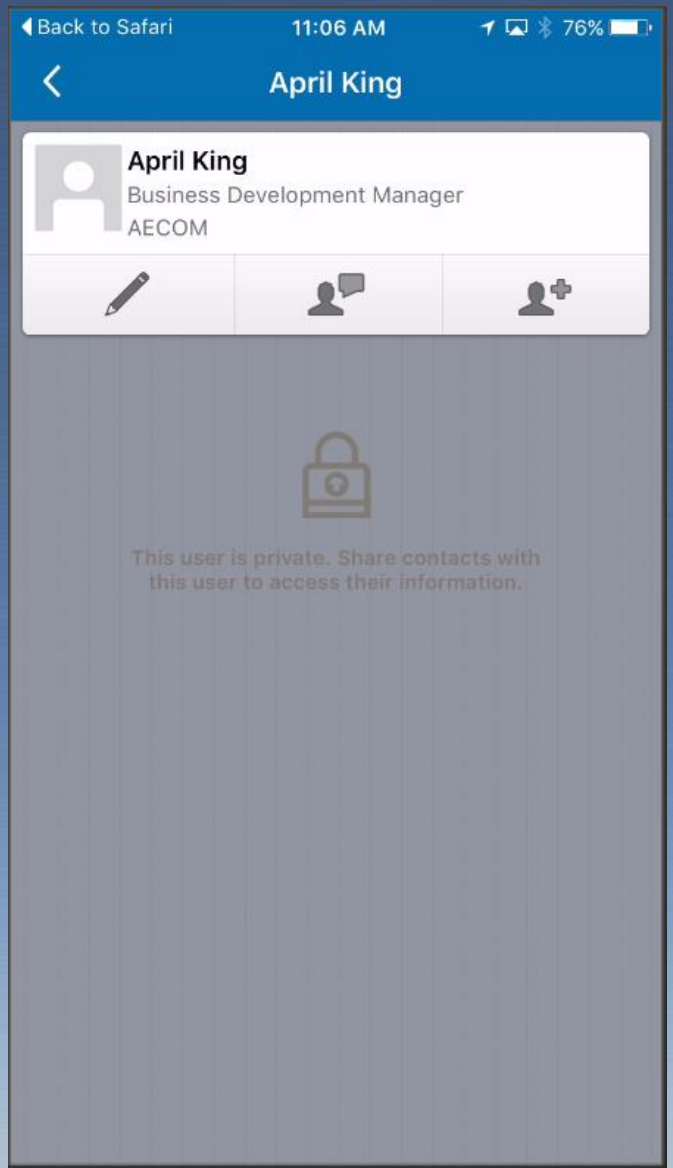


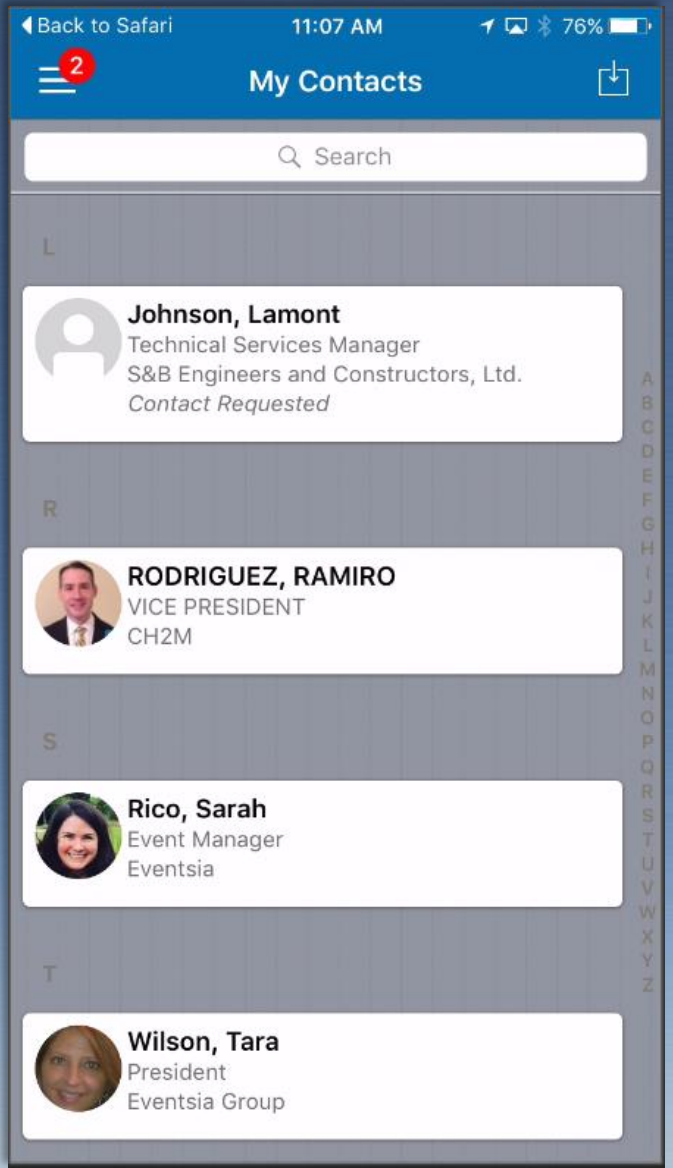
Conference App – How To: Manage Contacts



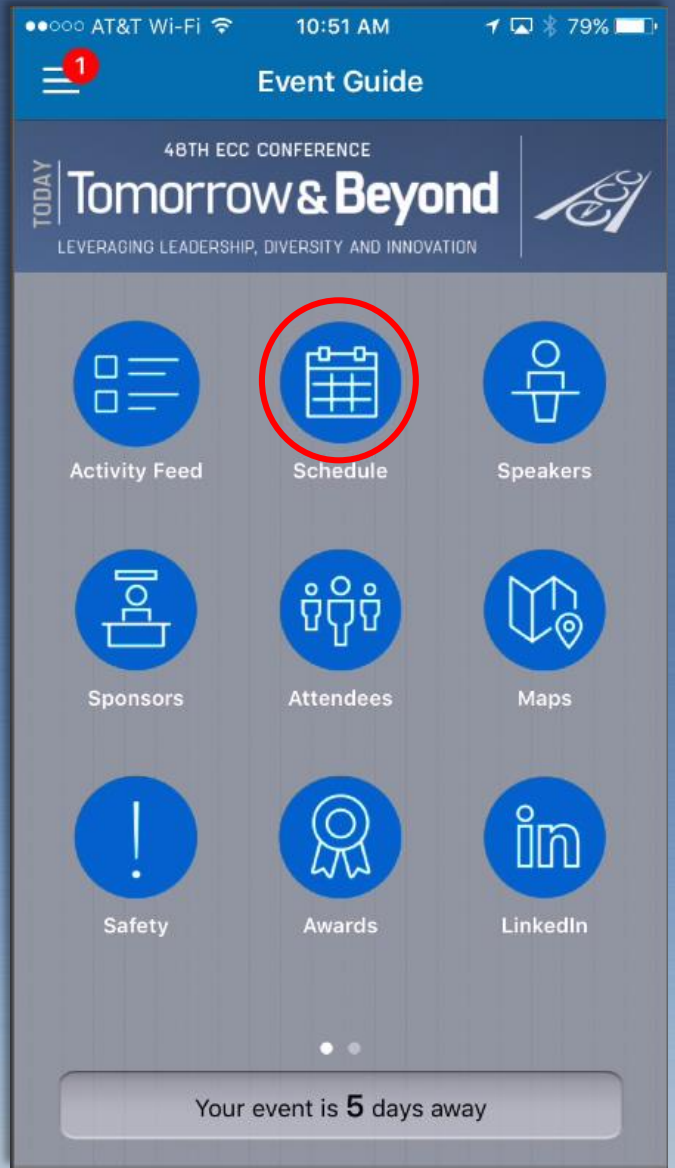


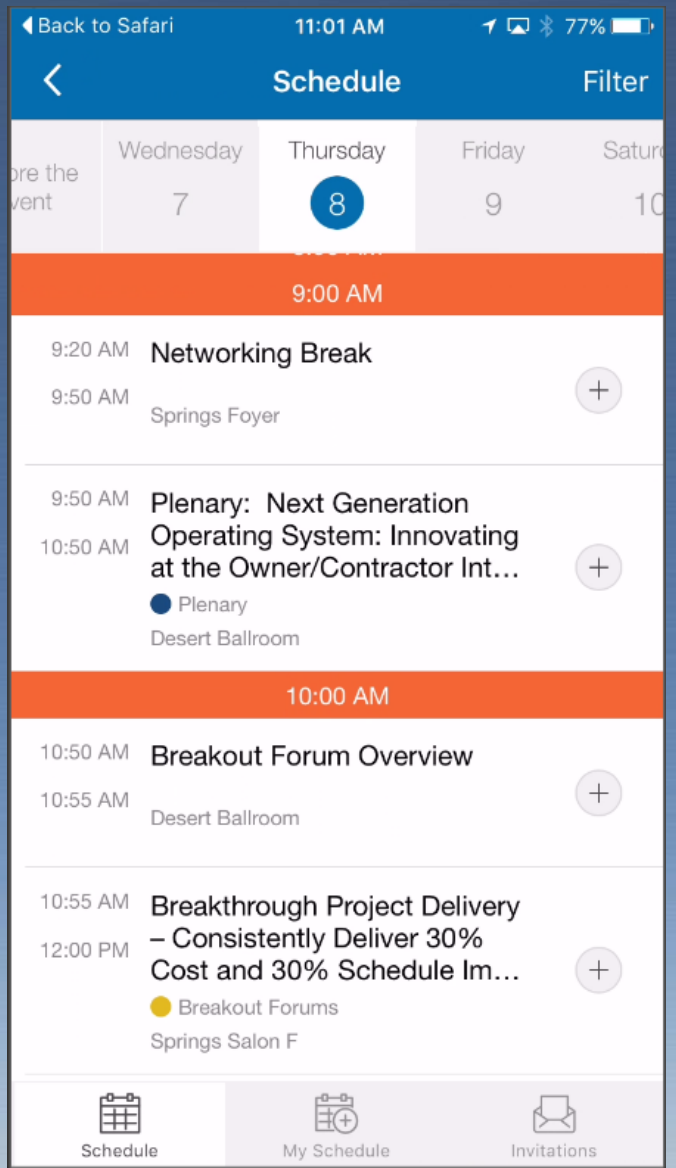
Conference App – How To: Manage Contacts



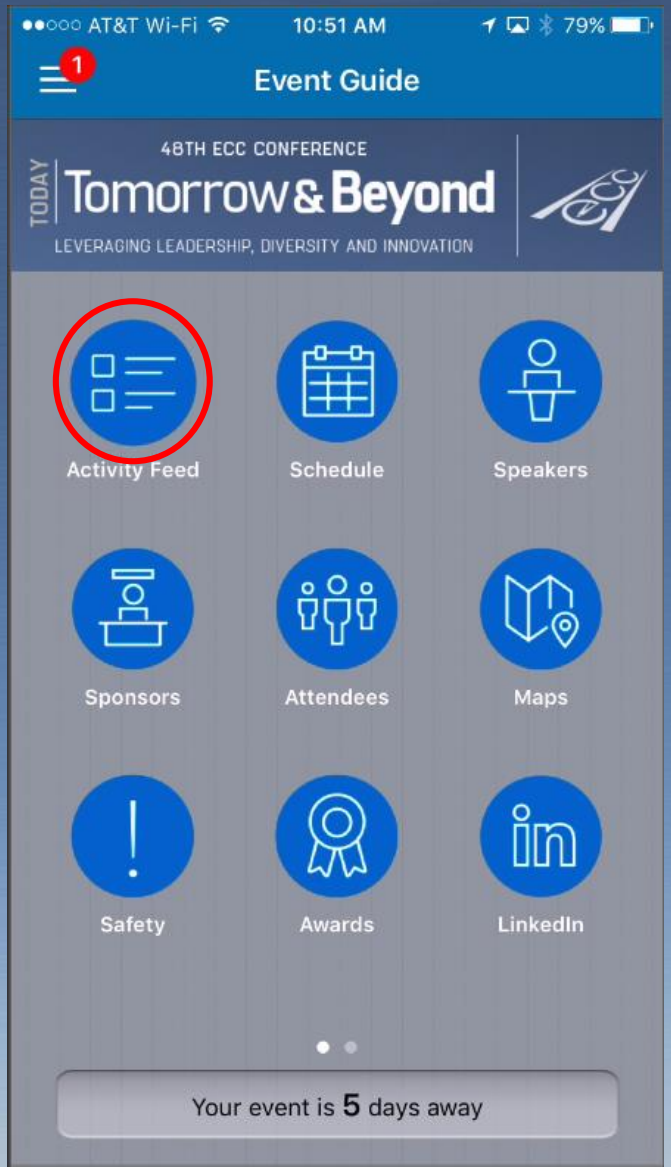


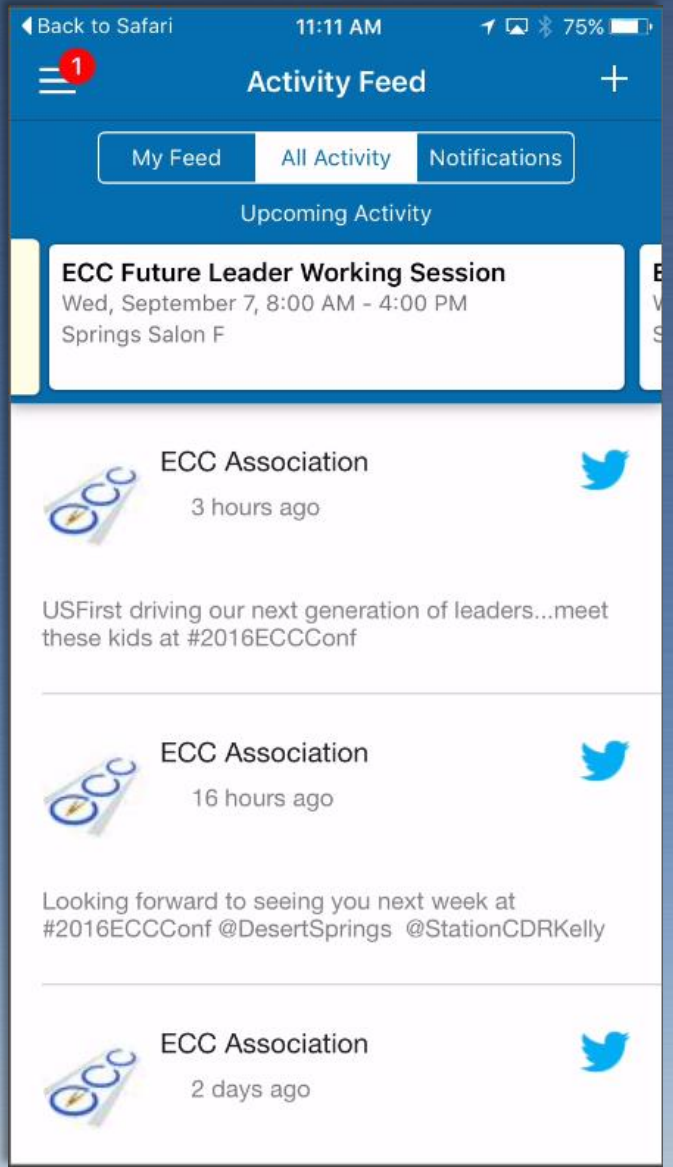
Conference App – How To: Manage Schedule



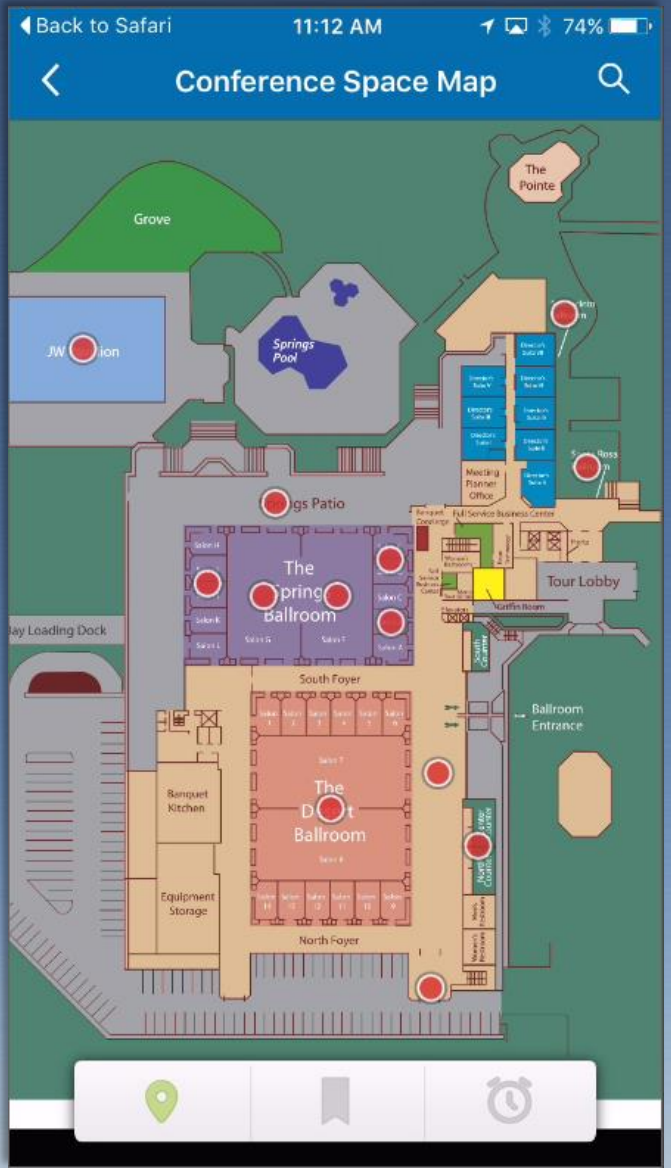


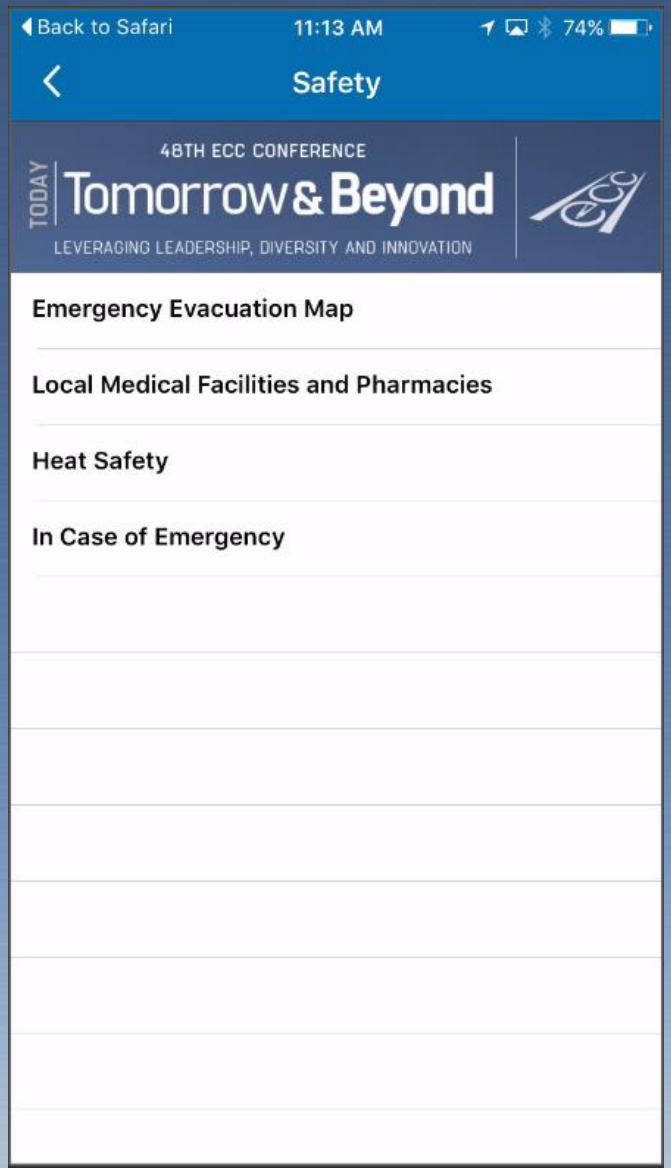
Conference App – How To: Social Media Feed





Conference App – How To: Maps & Safety





Conference App – Notes

- There are differences in menus and layout between iPhone and Android versions of the app
- Content is not saved from one year to the next, so make sure to export contacts, notes, etc after the conference.

- For Full Step by Step How to Videos on the conference app, go to YouTube and search on “THE ECC ASSOCIATION”

SOCIAL MEDIA REMINDER!

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Networking Activity

Business Card Bingo

Business Card Bingo

We have all of your names listed on cards in the bingo box.

B	I	N	G	O
		Free Space		

Every Table has a Bingo Card on it. Turn it over remember that that there is a free space in the center.

Business Card Bingo

Next, each person shall network with 4 or 5 different people and collect their business cards to place in the boxes on the bingo cards. You have **10 minutes** to complete this activity.

Later, we will draw business cards from the bingo box and announce. Regular bingo rules apply thereafter.

Business Card Bingo

The winner is the first table with five names in a row, either across, down or diagonally.

Of course, everybody really wins, because everyone makes new contacts through the process.

Should You Trust Your Gut?

Patrick Leach

Independent Strategy Consultant

“Dead Guy in the Envelope”

A bit of psychology

When it comes to potential gains, people are generally risk-averse

When it comes to potential losses, people are generally gamblers

Example: the plague

A new disease is spreading in Los Angeles, and it is estimated that 600 people will die as a result. Two alternative programs have been proposed to combat it:

With Program A, 200 people will be saved.

With Program B, there is a 33% chance that 600 people will be saved, and a 67% chance that no one will be saved.

Reference: Tversky and Kahneman

Which program would you choose?

Vote Now

10

1. Program A, 200 people will be saved.

2. Program B, there is a 33% chance that 600 people will be saved, and a 67% chance that no one will be saved.

Of the two programs, 72% of those tested chose A, 28%, B.

Reference: Tversky and Kahneman

The plague (cont.)

However, 2 new alternatives arise:

- With Program C, 400 people will die.
- With Program D, there is a 33% chance that nobody will die, and a 67% chance that 600 people will die.

With these choices, 78% chose D, 22%, C.

Reference: Tversky and Kahneman

The Framing phenomenon

If a project, decision, choice, situation, etc. is framed in terms of potential gains, most people are risk-averse

If the exact same project, decision, etc. is framed in terms of potential losses, most people become risk-seeking

This is true in financial situations, too!

Vote Now

10

Which would you choose?

1. Sure-fire $240

2. 25% chance of receiving $1000

The vast majority choose 1.

This is true in financial situations, too!

Vote Now

10

Which would you choose (if you had to choose one or the other)?

1. Sure-fire loss of $750

2. 75% chance of losing $1000

The vast majority choose 2.

Comparison of the two portfolios:

A+D: 25% probability of +$240

75% probability of ($760)

EV = ($510)

B+C: 25% probability of +$250

75% probability of ($750)

EV = ($500)

When we create portfolios based on our personal preferences for individual projects, we generate sub-optimal value!

But it all depends on the odds:

Vote Now

10

Two plaintiffs, Al and Ben, each suing for $10,000,000
Al has a 90% chance of winning; he is offered a $7.5 million settlement
Ben has a 5% chance of winning; he is offered an $800,000 settlement

1. Al is more likely to settle

2. Ben is more likely to settle

It all depends on the odds

- When looking at potential gains, if the ***probability of success is low***, people become ***gamblers*** (risk-seeking)
- When looking at potential losses, if the ***probability of loss is low*** but the ***impact*** of loss would be ***significant***, people become ***risk-averse***

Reference: Daniel Kahneman

Is irrational decision-making in our genes?

- "Jungle economy" established
- Economic theory worked perfectly

$\Rightarrow$ Monkeys are rational consumers!

Reference: Keith Chen

Trading Regime 1

Salesman A: Offers and delivers 1 apple slice

Salesman B: Offers 2 apple slices, but half the time, only delivers one

Monkeys preferred Salesman B

Reference: Keith Chen

Trading Regime 2

Salesman A: Offers 1 apple slice, but half the time, delivers two

Salesman B: Offers 2 apple slices, but half the time, only delivers one

Monkeys preferred Salesman A

Reference: Keith Chen

Trading Regime 3

Salesman A: Offers and delivers 1 apple slice

Salesman B: Offers 2 apple slices, but only delivers one

Monkeys preferred Salesman A even more strongly

Reference: Keith Chen

Emotions and decision making

The Game:

2 Players

Player 1 gets $10, and gets to decide how to split with Player 2

Player 2 can accept or reject the offer

(no negotiation; one offer, one answer)

If Player 2 accepts, they get the money in the agreed split

If Player 2 rejects, neither player gets any money

What should Player 2 do?

Brain activity in Player 2

Logical reasoning

Negative emotions

Reference: Alan Sanfey

Brain activity in Player 2

Logical reasoning

As offer becomes more unfair…

Negative emotions

Reference: Alan Sanfey

So emotions are bad, right?

Apparently not

People with damage to that part of the frontal cortex that processes emotions…

Showed no change in IQ, language ability, etc.

Did not react to intense photos

Could not make a decision!

And even when the flaw was pointed out to them, they ***could not change*** their behavior

Reference: Antonio Damasio

Striking a balance

Logic is needed to comprehend and analyze the complexities of most business situations

Emotion is needed to incorporate one's subconscious instincts and to take action

But emotions aren’t the only problem…

"Payments" or "Costs" are preferred to "Losses"

Game 1:

10% chance of +$95

90% chance of -$5

Game 2:

10% chance of +$100

90% chance of $0

Costs $5 to play

Game 2 was strongly preferred

Reference: Tversky and Kahneman

4 reasons it is so hard to kill a bad project:

1. Sunk costs

2. When faced with potential losses, people become gamblers

3. As long as the project is still alive, the funds spent are *costs*; as soon as we kill it, they are *losses*

4. Managing a killed project can be a CLM

The “Free!” phenomenon

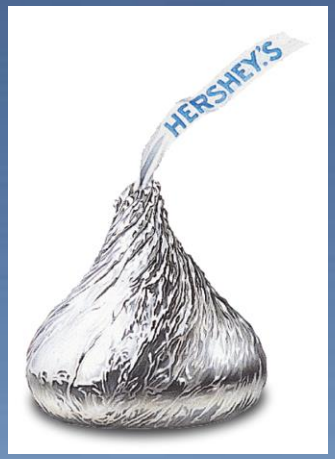
- Scenario 1: People offered a choice:

One Lindt truffle

$0.15

One Hershey kiss

$0.01



Reference: Dan Ariely

Which would you choose?

Vote Now

1. One Lindt truffle for $0.15

2. One Hershey Kiss for $0.01

The “Free!” phenomenon

- Scenario 1: People offered a choice:

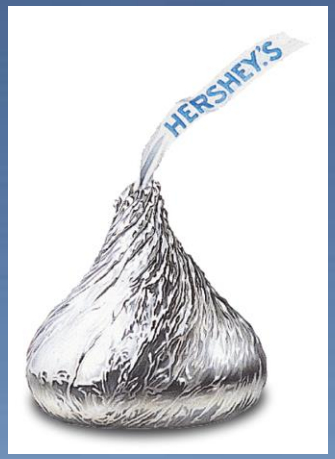
One Lindt truffle

$0.15

73%

One Hershey kiss

$0.01



27%

Reference: Dan Ariely

The “Free!” phenomenon

- Scenario 2: People offered a slightly different choice:

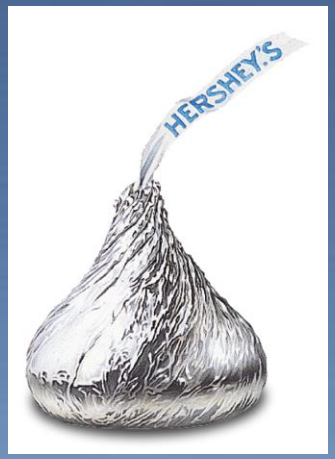
One Lindt truffle

$0.14

31%

One Hershey kiss

Free!



69%

Reference: Dan Ariely

Additional revelations from Kahneman, Tversky, Thaler, and Ariely

- The Endowment Phenomenon
- The Immediacy Phenomenon
- Anchoring
- The pain of a loss is greater than the pleasure of a gain of equal size
- People under-weight events with probabilities less than one and greater than zero
  - Result: People over-pay for “certainty” in potential gains
  - Exception: Rare, high impact events

What is the rule?

2 4 6 8 10

Reference: P.C. Wason

Seeking validation

- People tend to actively seek out and believe information that reaffirms their currently held positions
- People tend to ignore – and sometimes actually fail to see – information that contradicts their currently held positions
- People fail to consider and plan for scenarios in which their predictions turn out to be wrong

Reference: Bazerman and Chugh

Or to put it more eloquently:

"Convictions are more dangerous enemies of the truth than lies."

- Friedrich Nietzsche

"What gets us into trouble is not what we don't know, it's what we know for sure that just ain't so."

- Mark Twain

Groupthink: the antithesis of diverse thought

"… 'groupthink' [is] the mode of thinking that persons engage in when *concurrence-seeking* becomes so dominant in a cohesive ingroup that it tends to override realistic appraisal of alternative courses of action."

- Irving L. Janis

Teams in groupthink often:

- Are comprised of highly intelligent, skilled individuals
- Feel a strong sense of purpose
- Display high levels of camaraderie
  - Mutual respect between members
- Have tremendous pride in their work and mission

Symptoms of groupthink

- An illusion of ***invulnerability***
- Warnings and negative feedback are ***rationalized*** away
- Unquestioning belief in the inherent ***morality*** of the ingroup
  - Leads to ignoring the ethical consequences of their decisions
- Enemies are viewed as ***stereotypes***
- ***Pressure*** is applied to individuals who express doubt
- ***Self-censorship***
- An illusion of ***unanimity***
  - Silence is interpreted as agreement
- Members of the ingroup act as ***mindguards*** to protect each other – and especially the leader – from information that might break their complacency

Reference: I. Janis

Results of groupthink

- Few alternative courses of action are discussed
- The agreed course of action is never reexamined
- Little to no time is spent discussing potential gains or costs that might have been overlooked
- Experts are not sought out, and may be ignored
- Facts that support the course of action are seized upon; facts that do not are ignored or suppressed
- Events or accidents that might derail the chosen course of action are not discussed
  - Contingency plans are not developed

Reference: I. Janis

Fighting groupthink

- The leader must encourage the open airing of objections and doubts
- Appoint a devil's advocate team at each meeting
- The leader (especially) must accept criticism of his or her judgments
  - Opinions should be withheld initially
- Imagine train wrecks
  - Take a survey of warning signs
  - "What could cause this plan to fail?"
  - Pre-mortems
- Generate alternative courses of action

Reference: I. Janis

A wise thought

"Never hire or promote in your own image. It is foolish to replicate your strength. It is idiotic to replicate your weakness. It is essential to employ, trust, and reward those whose perspective, ability, and judgment are radically different from yours. It is also rare, for it requires uncommon humility, tolerance, and wisdom."

- Dee Hock

So when might it be okay to "trust your gut?"

- Four tests:
  - Familiarity: Do we have a lot of experience with similar situations?
  - Feedback: Did we get consistent, reliable feedback?
  - Equanimity: Were the situations emotionally charged?
  - Lack of Bias: Were and/or are we now potentially influenced by any inappropriate personal interests?

- ***If the situation fails even one of these tests, we should use a more structured decision process***

Reference: Kahneman and Klein

A word of warning

- It's tempting to assume that all of these foibles apply to "other people." Before you do, be aware of the fact that:

- People who lack expertise in a given area of endeavor tend to overestimate their abilities relative to their peers

- Those in the top quartile generally underestimate their relative abilities

Reference: Kruger and Dunning

Summary

- People (and monkeys) are often irrational when making decisions in the face of uncertainty
- In any given case, ask yourself, “Is this a situation in which I can safely trust my instincts?”
  - *Try to be objective*
- Avoid Groupthink; encourage constructive conflict
  - Maybe appoint a Devil’s Advocate team at each meeting
- Listen to your gut, but don’t be ruled by it

“To be absolutely certain about something, one must know everything or nothing about it.”

- Olin Miller

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Questions?

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Should You Trust Your Gut? – When Making Decisions In The Face of Uncertainty

Patrick Leach

Independent Strategy Consultant

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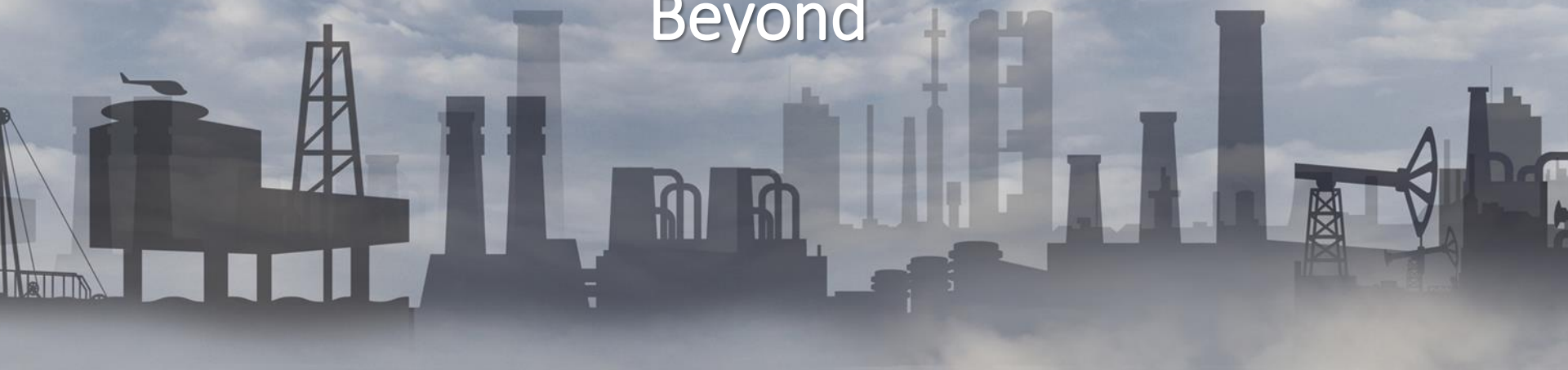
INDUSTRY PANEL

Experienced Leaders Providing Their Vision of Today, Tomorrow, and Beyond



Moderated By – Stephen Fyfe

Industry Panel Speaker

Randy Walker

Vice President, Home Office Construction Services

S & B Engineers and Constructors, LPD

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Industry Panel Speaker

Keoki Sears

Global Director of Program Management

Urban Environment & Sport

CH2M

Industry Panel Speaker

George Siappas
Subsea Manager
Anchor & Tigris Major Capital Projects
Chevron

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Leadership

The best leaders are those who adapt their leadership style to each situation.

Myth or Truth?

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Diversity

Diverse personalities, opinions and styles strengthen a team but can bring challenges.

How have you seen this impact a project team, and how would you recommend to manage it?

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Innovation

Should future leaders strive for constant innovation?

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Leadership

With constant change in our industry, what do you feel is the most challenging issue facing current and future leaders?

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Innovation

Innovation is central to being a good leader. Where is the fine line between innovation and reinventing the wheel?

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Leadership

Leadership is a skill acquired over time. There is no such thing as “natural leadership”.

True or False?

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Innovation

Is innovation a must have or nice to have?

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Leadership

To identify you successor, what would be the deciding factor between two equally competent candidates?

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Innovation

Is innovation limited to “cool” projects that carry a healthy financial support backbone?

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Leadership

Leadership required tough decision making.

What is the most difficult decision you have made?

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Diversity

Is commitment to organizational diversity important?

If so, how should it be promoted within an organization?

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Innovation

Innovation is important for continued growth.

How best is innovation measured and controlled in an organization?

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Diversity

Most projects require diverse teams. How do you overcome the pitfalls of difference that originate from diversity?

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Leadership

Do you consider executive leadership involvement in projects a necessity or hindrance?

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Diversity

A team made up of individuals of the same gender, same age group and same nationality claim to have great diversity : they have introverts, extroverts, thinkers, doers…

Is invisible diversity enough?

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ECC Board Members

What good is innovation, if over the years, project performance has not improved?

JD Slaughter – VP of Engineering & Maintenance, BASF

ECC Board Members

How do you avoid falling into the trap of stereotyping?

Scott Brandenburg – VP, Construction Sales Coordinator, SBEC

ECC Board Members

Is there any traits that embody the new leader?

Tracie Griffitt – Director of Engineering, Jacobs

Panel Wrap Up

Panel		
George Siappas	**Keoki Sears**	**Randy Walker**
Subsea Manager Anchor & Tigris Major Capital Projects	Global Director of Program Managementt Urban Environment & Sport	Vice President, Home Office Construction Services
Chevron	**CH2M**	**S&B**

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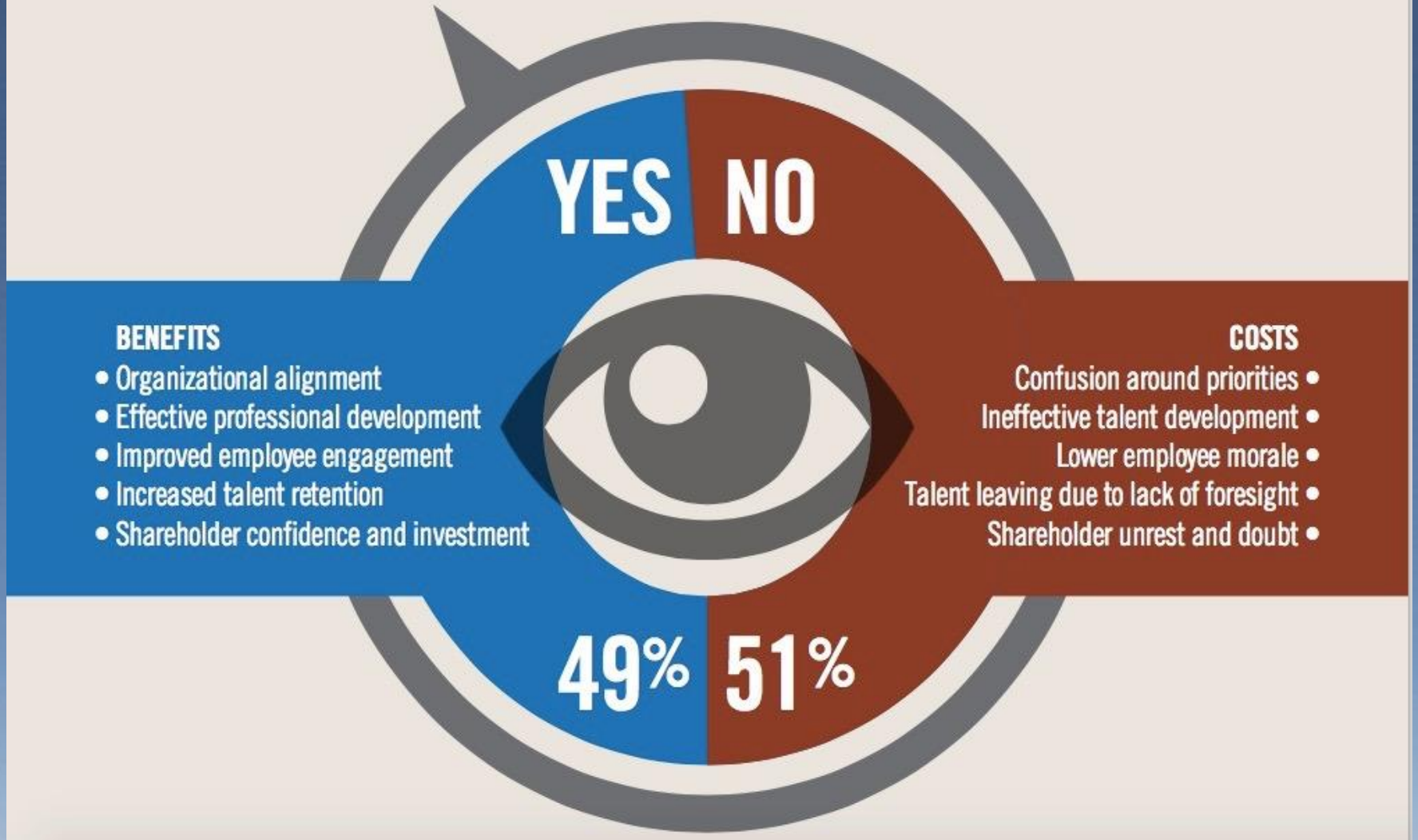
"Got 20/20 Vision?"

Tom Himmer

Executive Facilitator at Partners In Leadership

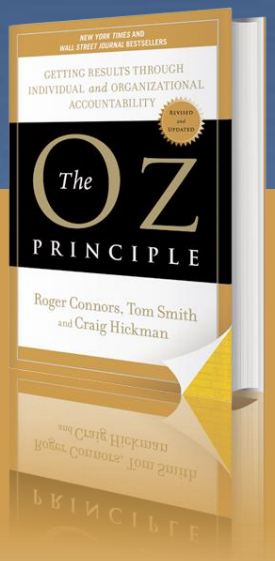
Q. Has your organization set a 2020 goal or objective?



Partners In Leadership

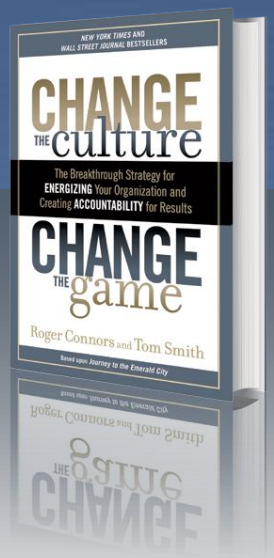
THREE TRACKS
to Creating Greater Accountability

self TRACK



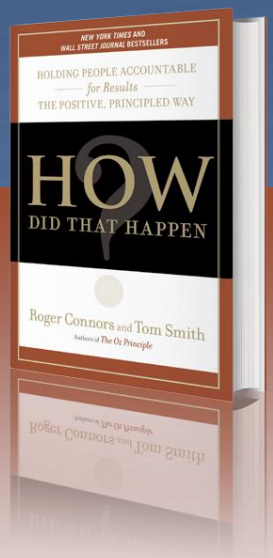
The TAKING Personal Accountability Track

culture TRACK



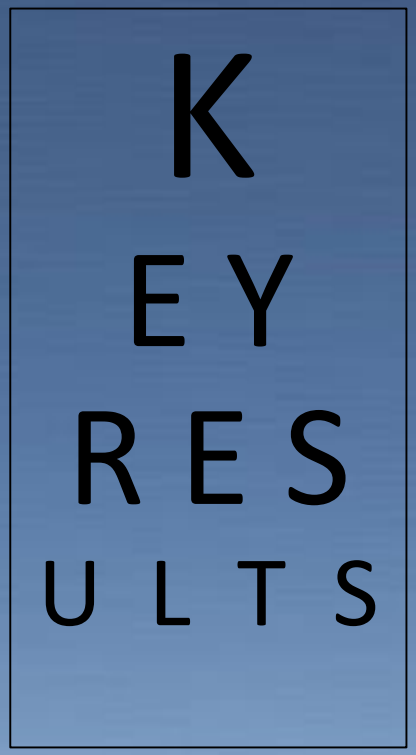
The BUILDING an Accountable Culture Track

others TRACK



The HOLDING Others Accountable Track

Treating The 20/20 Diagnosis

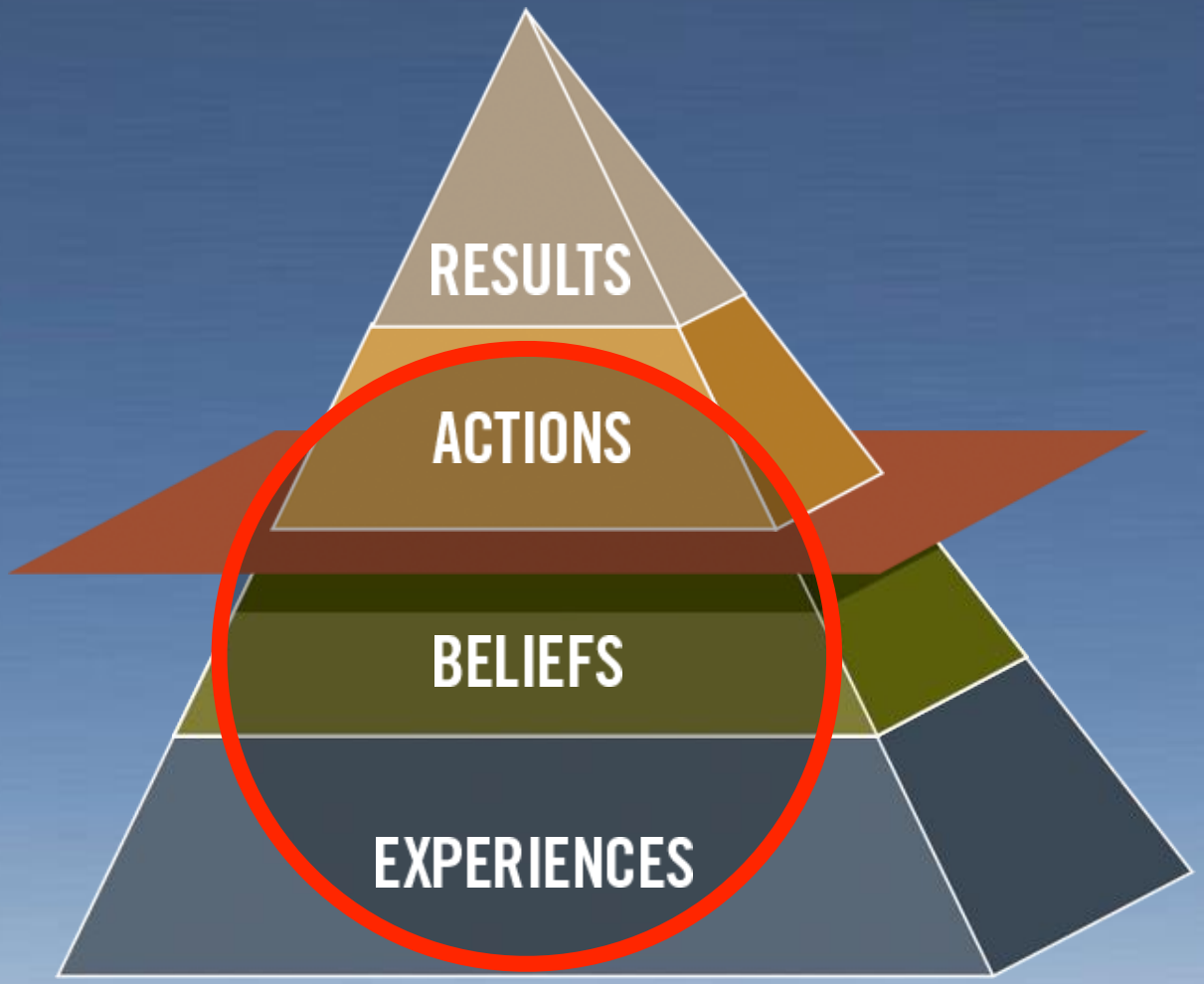


2020 Vision Prescription

1. Get clear on your current annual Key Results (R1)
2. Establish where you want your company to be in 3-5 years
3. Develop a meaningful, measurable, and memorable set of future Key Results (R2) that will get you there. Make these goals aggressive, yet obtainable.
4. Assess your current organizational culture (C1) to determine the shifts necessary to achieve the culture (C2) necessary to achieve your R2 Key Results

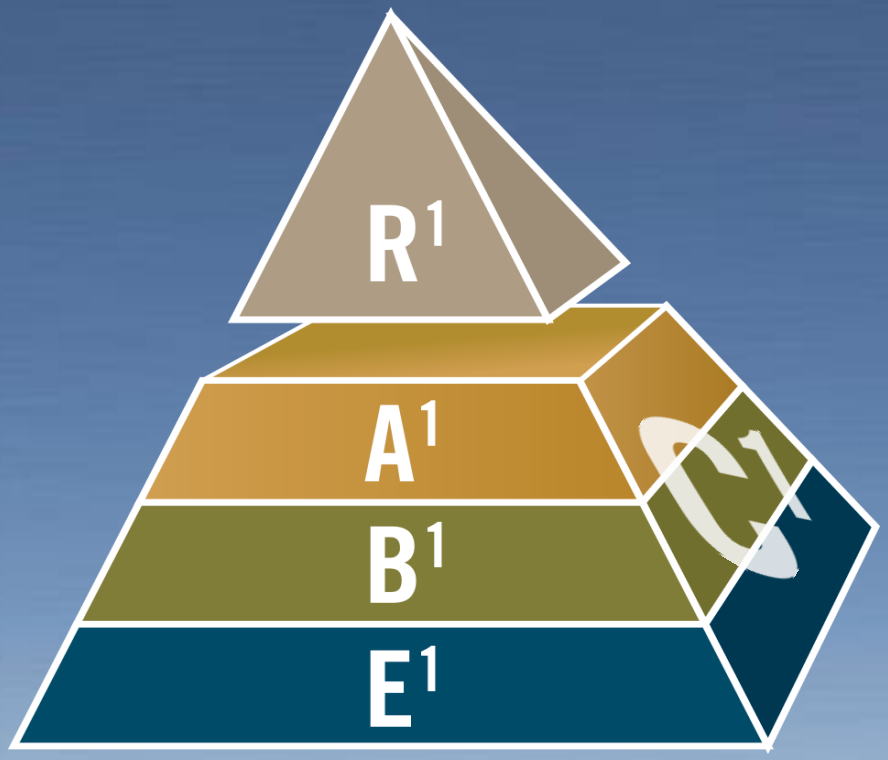
The Results Pyramid®

The Results Pyramid®



The Results Pyramid®

R^1

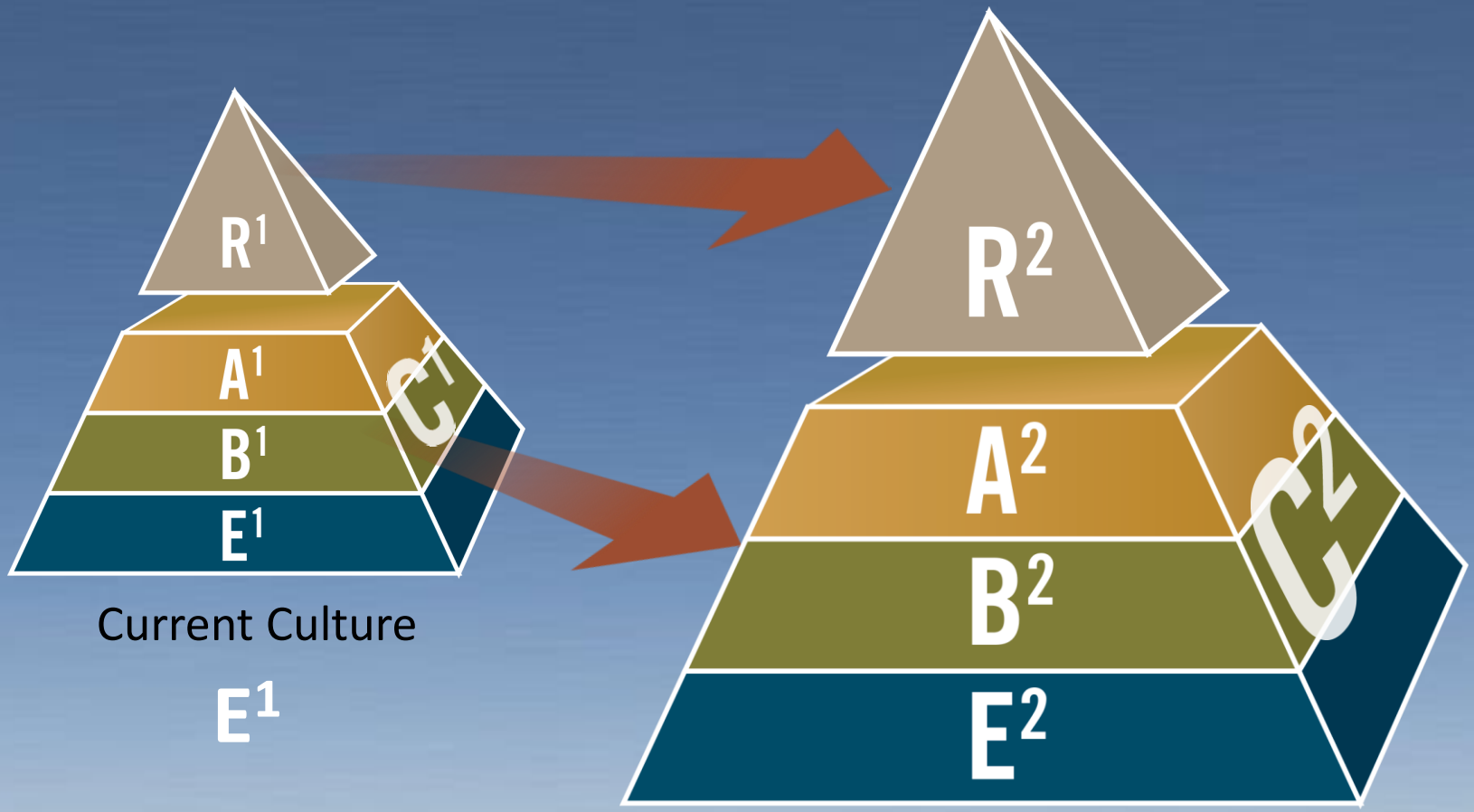


The Results Pyramid®

Achieving R^2

The Results Pyramid®

A Shift in Desired Results Drives the Need for a Shift in Culture



Our 4-point Premise

1. You are personally shaping the culture every day.

"For better or worse."

2. The culture is either working for or against your strategic objectives.

"Either you will manage your culture, or it will manage you."

Our 4-point Premise

3. You are accountable for the culture.

"It's not happening to you…you are happening to it."

4. There are different kinds of cultures; the most effective kind is what we call a Culture of Accountability.

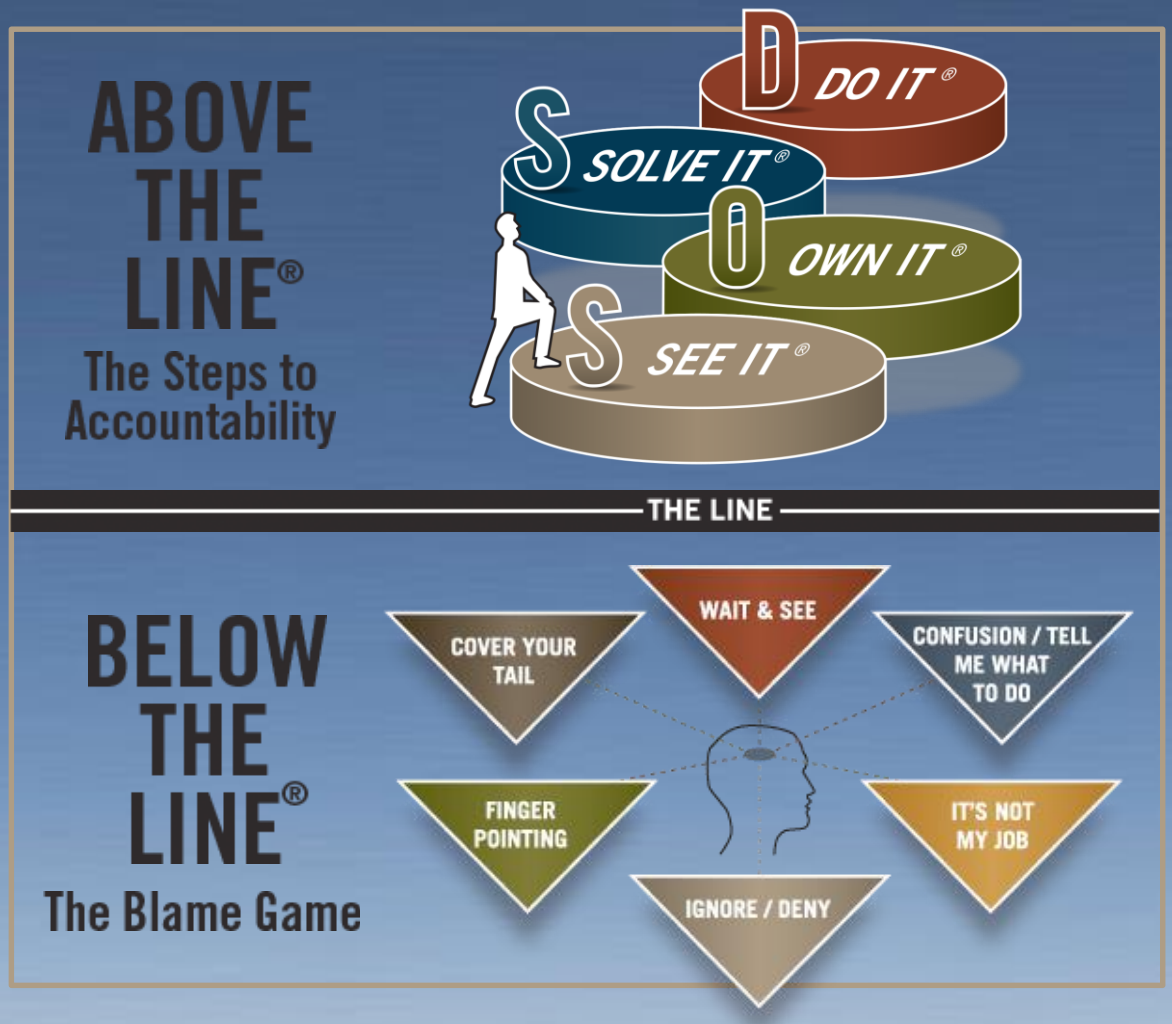
"It creates organizational and competitive advantage."

What's The Right Culture?

A Culture of Accountability®

"A workplace culture where people *take accountability* to *think* and *act* in the manner necessary to *achieve* results."

The Steps To Accountability®



The Dictionary Definition of Accountability

ACCOUNTABILITY:

Subject to having to report, explain or justify; responsible; answerable.

The Oz Principle® Definition of Accountability

ACCOUNTABILITY:

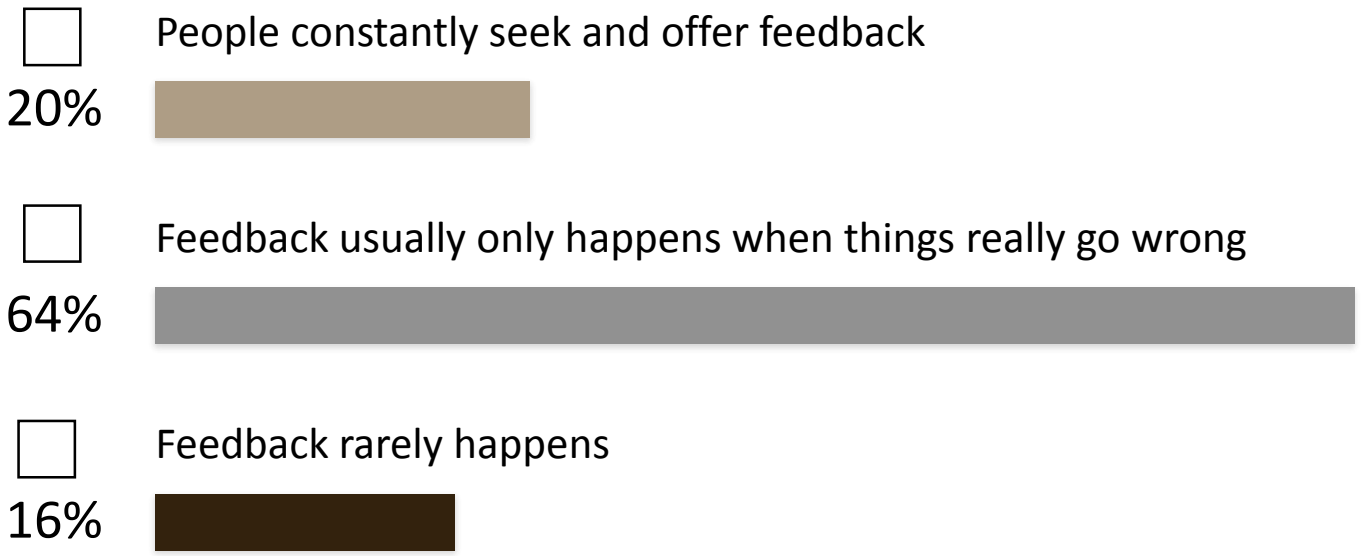
A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving Key Results; to ***See it, Own It, Solve It, Do it.***

Cola
COBAN
Mallorca

Cola
COBAN
Mallorca

Workplace Accountability Study

When it comes to how well people in the organization See It:



Margin of Error: ± 1.33% - 1.75%

Source: Partners In Leadership Workplace Accountability Study, 2011-2013

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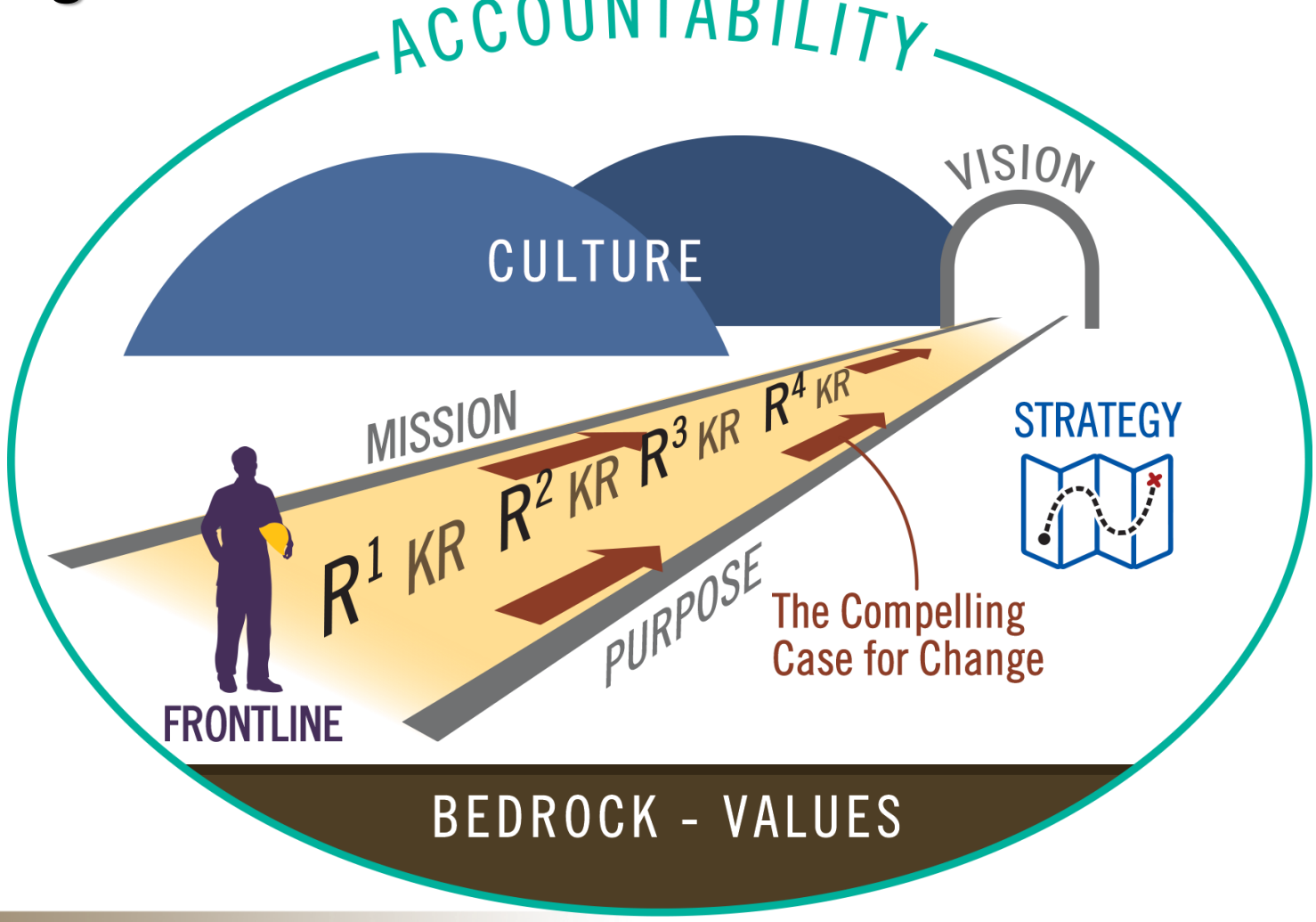
The Benefits of ”SEEING IT”!

Change Narrative



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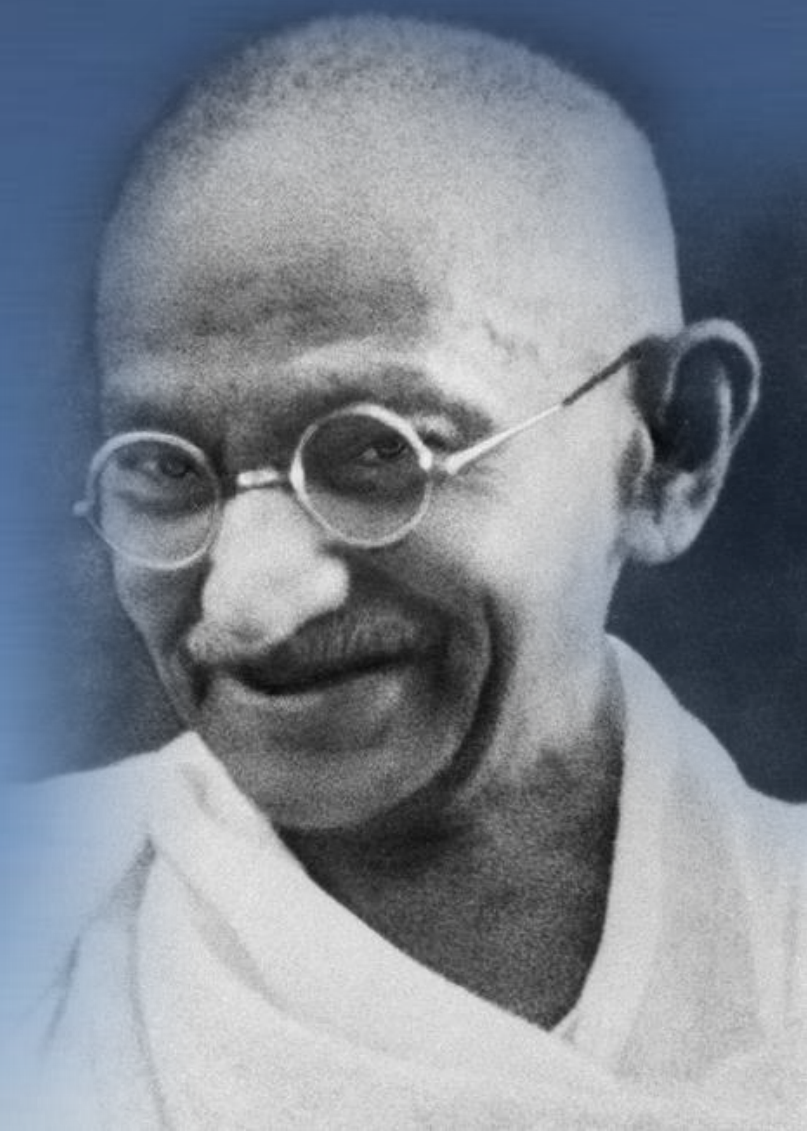
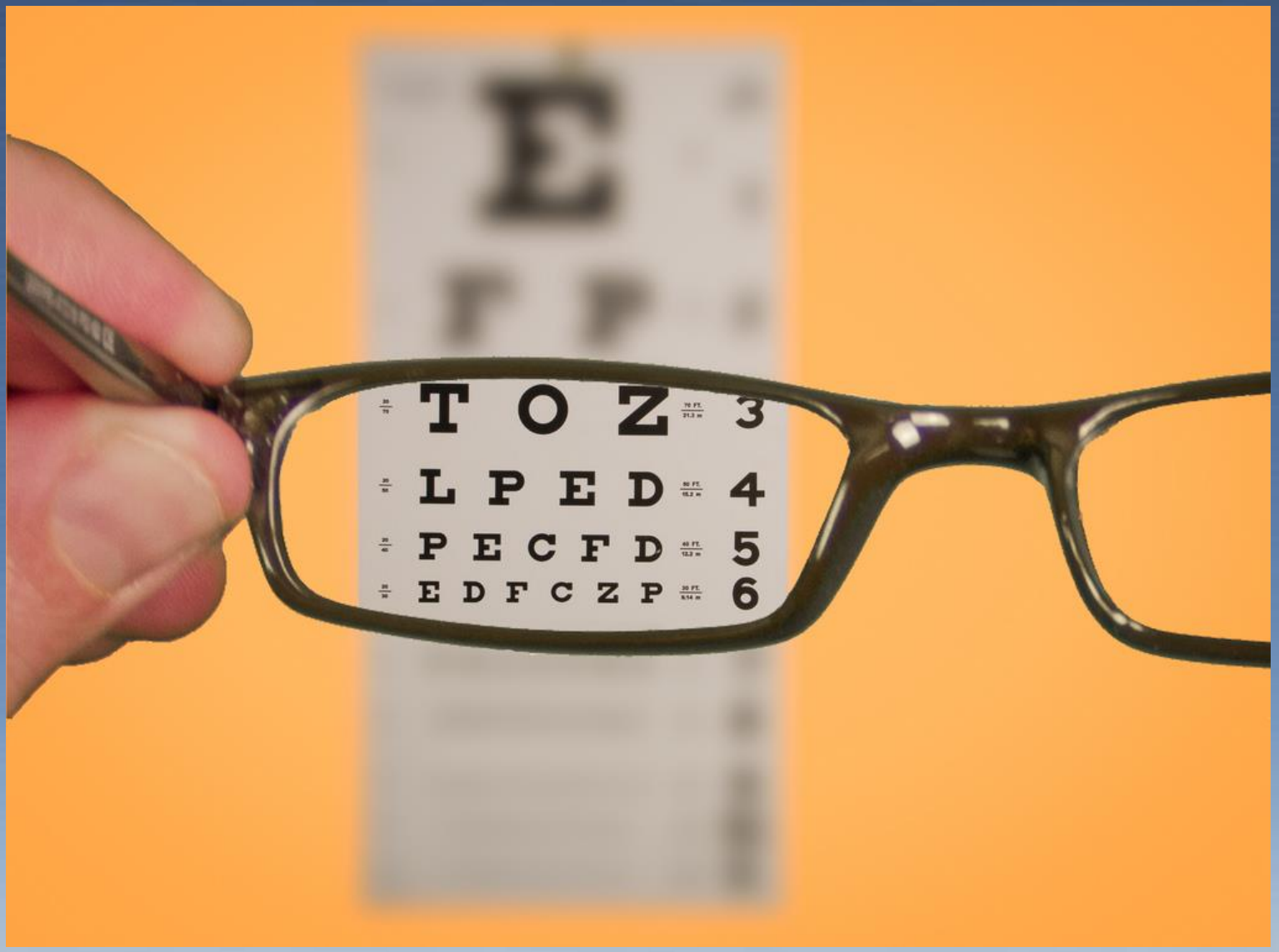
Culture Changes 1 Person At A Time…. 1 Team At A Time…..

Be the change you want to see…

Mahatma Gandhi



20/20 VISION COMES INTO FOCUS



"Got 20/20 Vision?"

Tom Himmer

Executive Facilitator at Partners In Leadership

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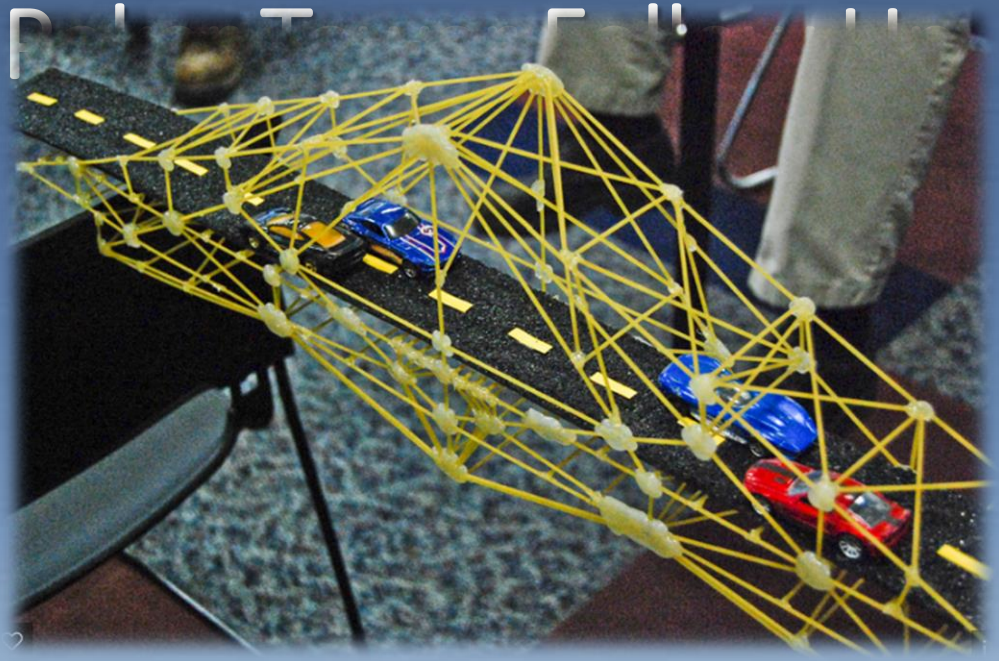
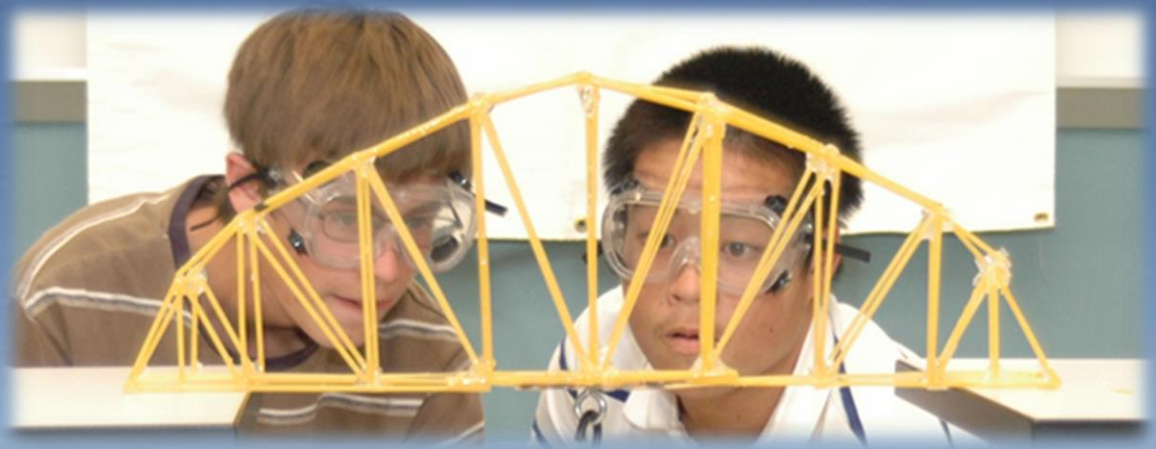
Networking Activity

Gummi Bear Bridge



Instructions

- Each table is equipped with Toothpicks, Gummi Bears, and 2 Paper cups
- The objective is to build a bridge suspended between the 2 cups using only the toothpicks and gummi bears
- You only have **15 Minutes** to build the longest bridge possible!



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Gummi Bear Bridge

- Obviously, Teamwork and Creativity are integral in the success of this activity.
- The abbreviated duration challenged our skills to collaborate effectively in an expedited environment.

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Leading Through Personality Diversity

Lewis Senior

Co-CEO & Co-Founder of Equilibria

Lewis Senior
Founder & CEO, Equilibria

37% 25% 24% 14%

MY PDI RESULTS

STRENGTHS

- Realistic optimist
- Developing people
- Abundant listener

POTENTIAL LIMITERS

- Impatient for progress
- Overly inclusive
- Difficulty saying no

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OBJECTIVE

Provide a basic awareness of **Personality Diversity** and how to leverage this dimension of Diversity as a leader.

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APPRECIATION

TOLERANCE

UNDERSTANDING

FIRST SELF, THEN OTHERS

DOUBT & RESISTANCE

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E-Colors overview

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PERSONALITY DIVERSITY INDICATOR

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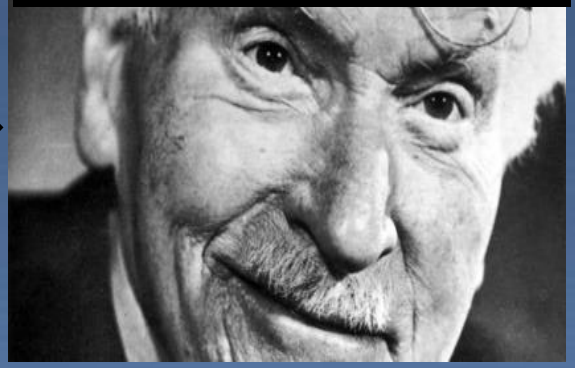
CONCEPTUAL BACKGROUND

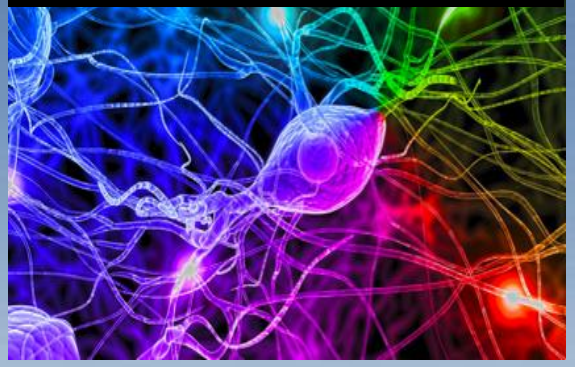
Ancient China

Ancient Greece

Contemporary Psychologists



Current Neuroscience



E-Colors Developed

EQUILIBRIA™

E-Colors applications

The E-Colors Process

Personality Styles

Raises Awareness & Understanding

We are not all the same

Different communication styles & behavioral tendencies

Usable at work and also at home with the family

EQUILIBRIA™

E-Colors applications

We have all 4
E-Colors within us

Most people show a
predominance to 2

There are therefore
12 different
E-Color combinations

Provides a simple
framework

A proven
methodology

Improves communication,
teamwork, leadership &
safety

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IN 2004
EQUILIBRIA DEVELOPED

The E-Colors

EQUILIBRIA™

PDI data

>70
clients worldwide

>250,000
know their E-Colors

>4,000
PDIs completed monthly

>80
coaches worldwide

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EXPERIENTIAL EXERCISE

E-Colors FOUNDATION QUESTIONS

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INSTRUCTIONS

With your own personality in mind, spend a bit of time self reflecting and write down answers to the following questions & statements on a piece of paper:

- What are my main Strengths? (3)
- What are my main Potential Limiters? (3)
- How do my Strengths and Potential Limiters impact my leadership style? (3)

Be prepared to have a group discussion in 5 minutes time.

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THE HUMAN BRAIN

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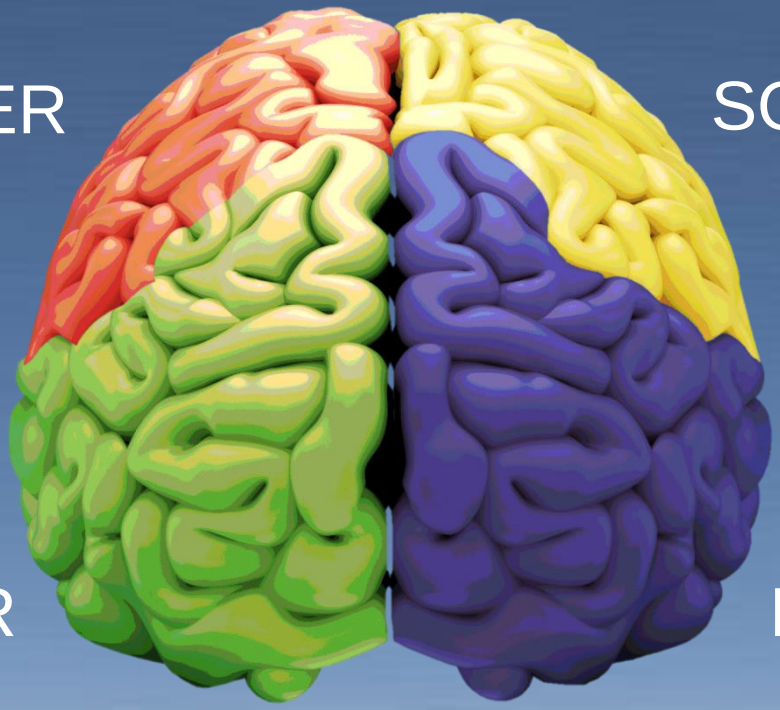
BASIC CONCEPTS

DOER

SOCIALIZER



THINKER

RELATER

EQUILIBRIA™

BASIC CONCEPTS

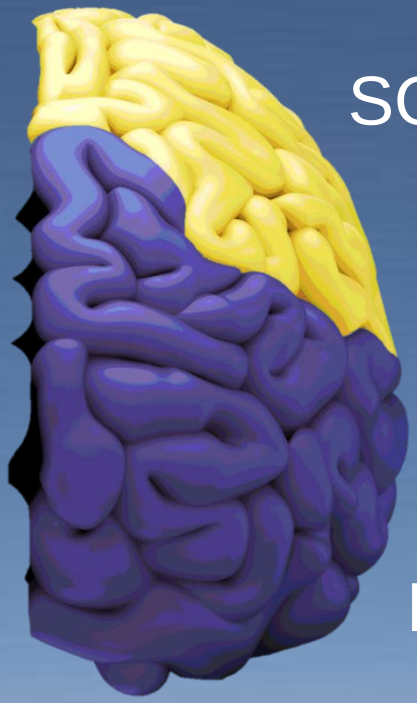
DOER

Task Oriented

THINKER

EQUILIBRIA™

BASIC CONCEPTS



SOCIALIZER

People Oriented

RELATER

EQUILIBRIA™

BASIC CONCEPTS

Action Oriented

Faster Paced

DOER

SOCIALIZER

EQUILIBRIA™

BASIC CONCEPTS

THINKER

RELATER

Information Oriented

Needs time to process

EQUILIBRIA™

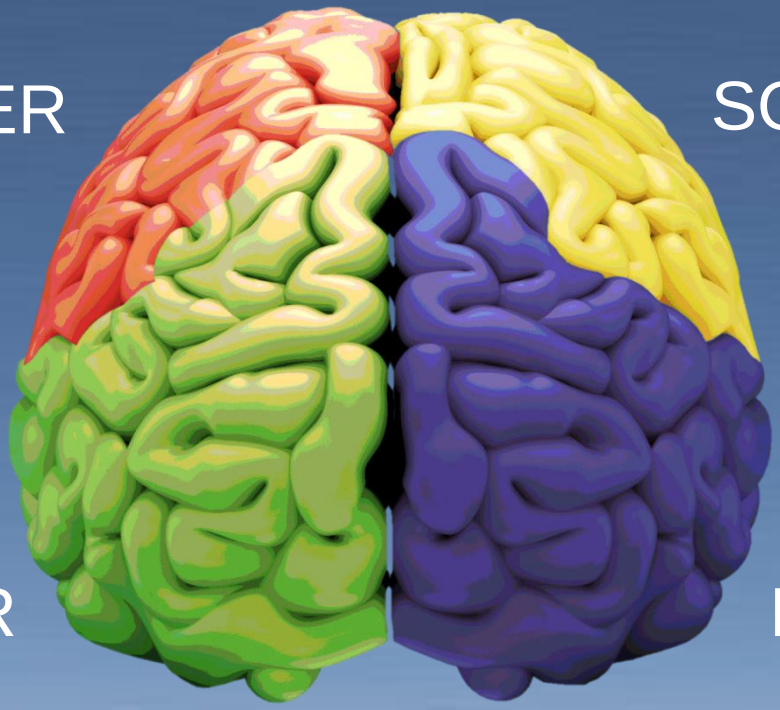
BASIC CONCEPTS

Action Oriented
Faster Paced

DOER

SOCIALIZER

Task Oriented



People Oriented

THINKER

RELATER

Information Oriented
Needs time to process

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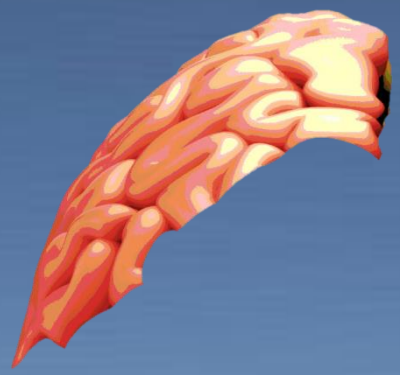
STRENGTHS & POTENTIAL LIMITERS

STRENGTHS

Practical
Strong willed
Decisive
Efficient
Achiever
Competitive
Independent
Strong Ego



POTENTIAL LIMITERS

Domineering
Pushy
Impatient
Unapproachable
Tough
Harsh
Poor listener
Insensitive

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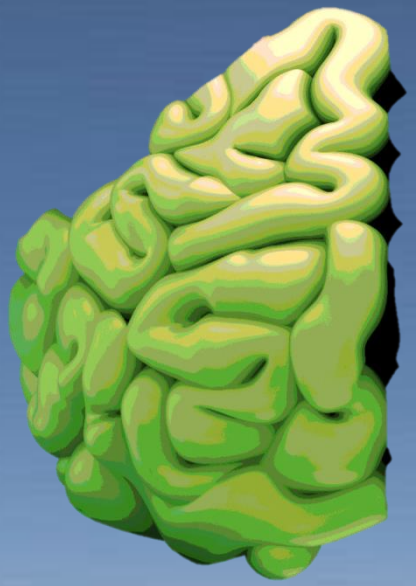
STRENGTHS & POTENTIAL LIMITERS

STRENGTHS

Perfectionist
Accurate
Persistent
Serious
Analytical
Orderly
Cautious
Logical



POTENTIAL LIMITERS

Too serious
Picky
Judgmental
Fears criticism
Critical
Self critical
Procrastinates
Detached

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STRENGTHS & POTENTIAL LIMITERS

STRENGTHS

Optimistic
Enthusiastic
Persuasive
Animated
Talkative
Stimulating
Influencing
People oriented

POTENTIAL LIMITERS

Emotional
Disorganized
Excitable
Reactive
Undisciplined
Vain
Manipulative
Overly talkative

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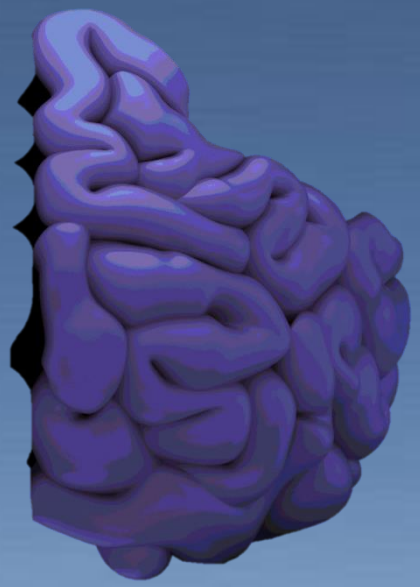
STRENGTHS & POTENTIAL LIMITERS

STRENGTHS

Supportive
Agreeable
Contented
Calm
Amiable
Thorough
Dependable
Loyal



POTENTIAL LIMITERS

Stubborn
Unsure
Awkward
Possessive
Insecure
Resistant to change
Slow to decide
Reluctant to speak up

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If you can PREDICT it you can MANAGE it!

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Personality and Character

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Personality and Character

PERSONALITY

WHAT TYPICALLY DICTATES OUR
REACTIONS

CHARACTER

WHAT TYPICALLY ALLOWS US TO
RESPOND

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Personality and Character

PERSONALITY

- Our comfort zone
- How we react instinctively
- Our tendencies

CHARACTER

- Our ethics & morals
- Our commitments & values
- Our background & beliefs
- Our training, previous & reflective experiences
- Our awareness & self management of our Potential Limiters

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E-Colors Applications

- Focus on how individual personality tendencies impact self and others:
  - How could I get hurt?
  - What makes it difficult for me to Stop the Job?
  - How I disrupt teamwork?
  - How do others disrupt teamwork for me?
  - Why I do or don't follow procedures?
  - My natural tendencies towards Diversity & Inclusion
  - If you want me to listen
  - How to delegate to me

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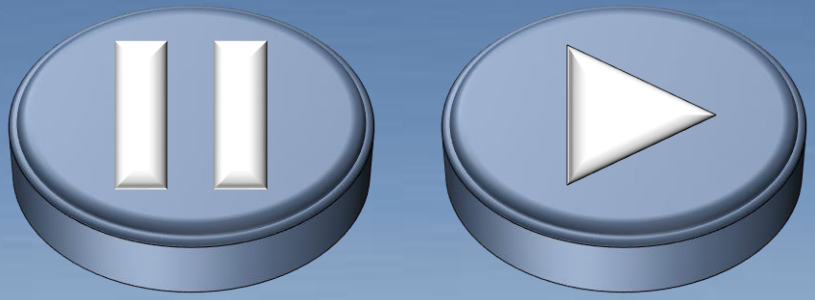
Personal Intervention

A Moment of Choice



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The power of CHOICE

UNINTENTIONAL CONSEQUENCES		**PREDICTABLE, DESIRED RESULTS**
Without Awareness	V	With Awareness
Reaction	V	Response
Personality	V	Character

E-Colors Awareness (Strengths & Potential Limiters)

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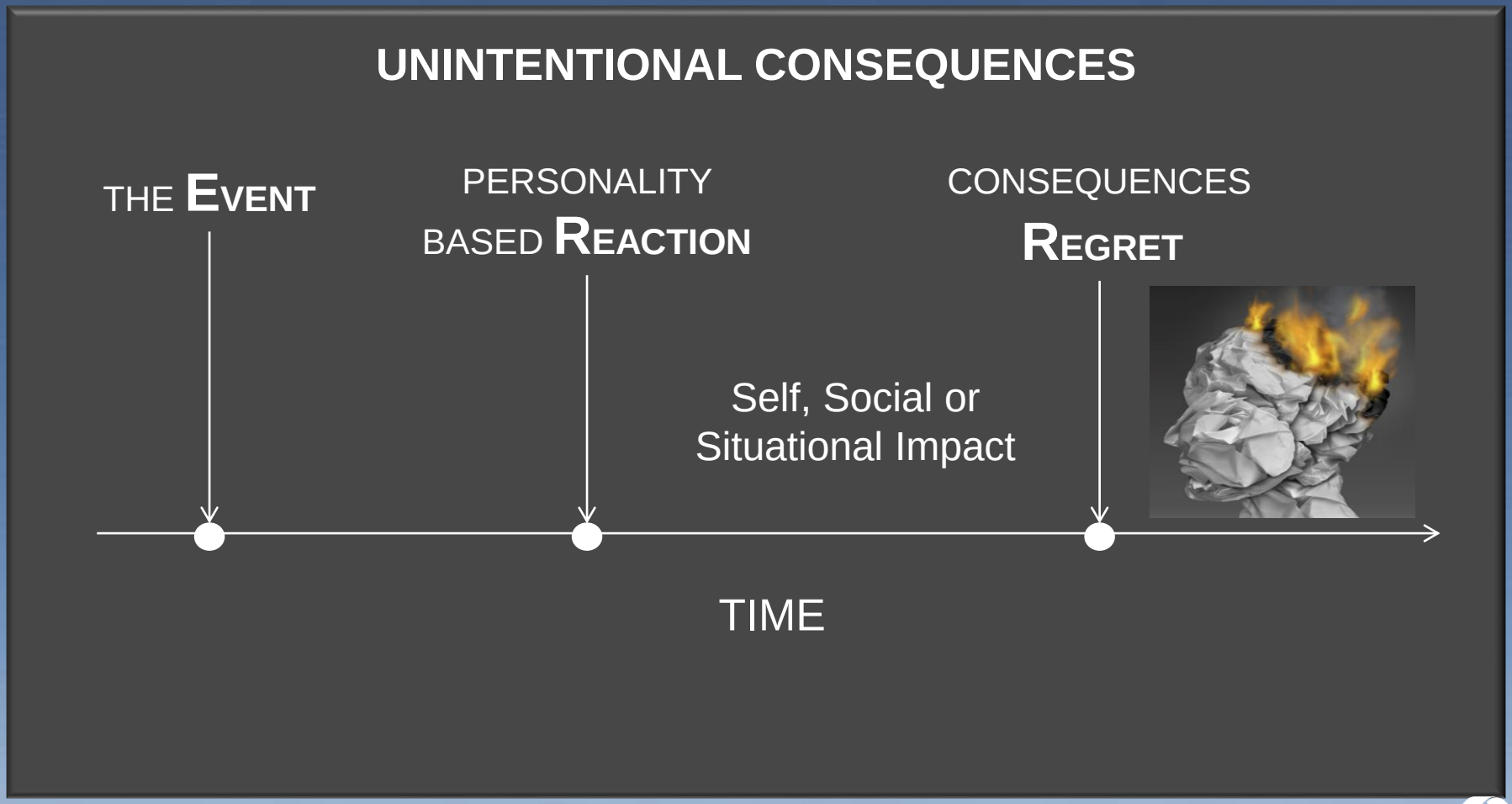
Reactions can lead to Unintentional Consequences



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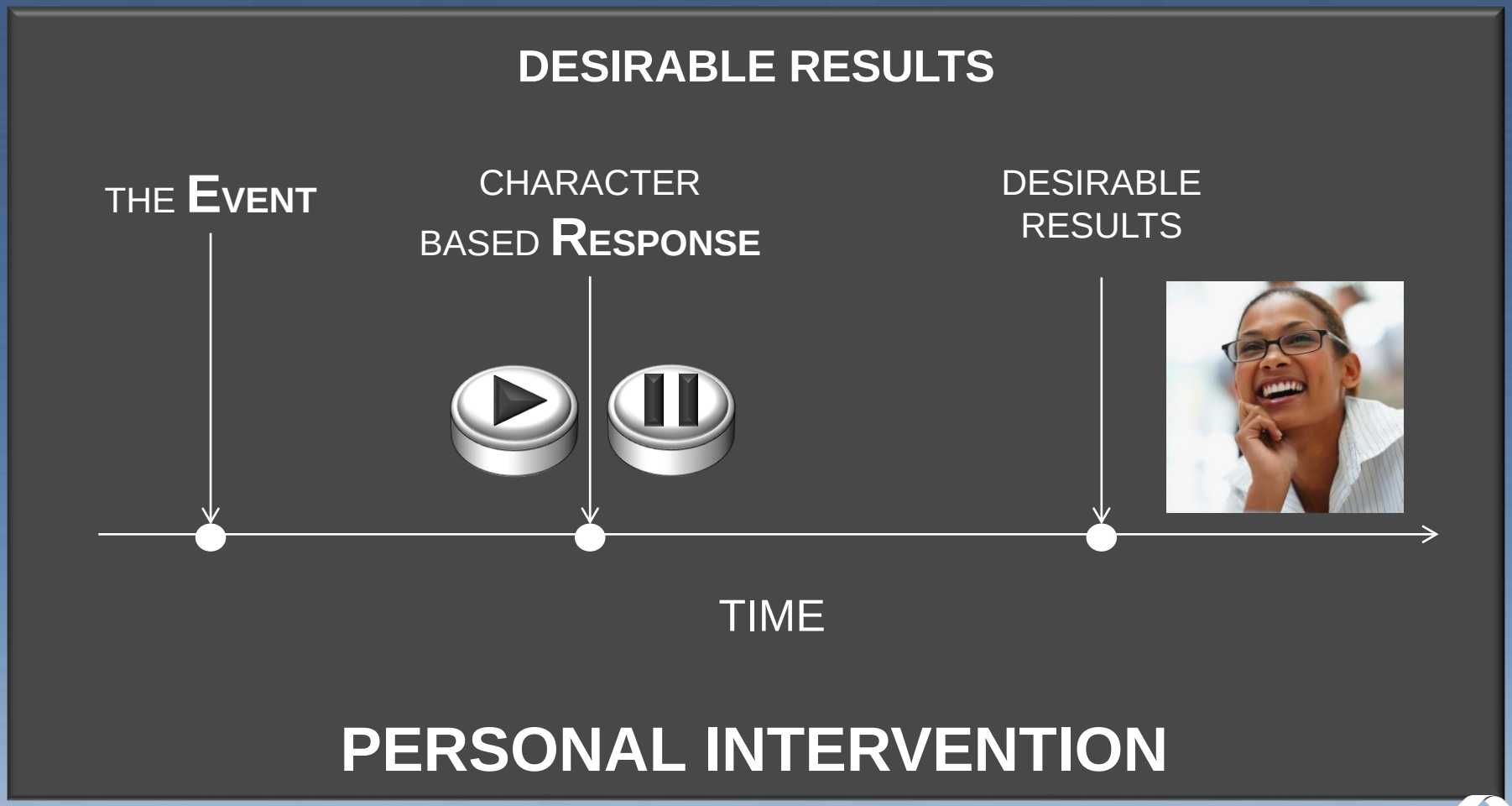
Responses will lead to Desirable Results



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We all have all 4 E-Colors within us

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MANAGING YOUR 4 E-COLORS: TIPS

- Recognize and acknowledge your whole E-Colors make-up, this includes the two lowest scoring E-Colors
- Use your pocket-guide to understand the different core tendencies of all of the E-Colors
- Be aware that not managing your lowest E-Colors can be a barrier to realizing your potential
- Start slowly, intentionally focus on leveraging one strength of your lowest E-Colors through utilizing Personal Intervention
- Monitor the progress!

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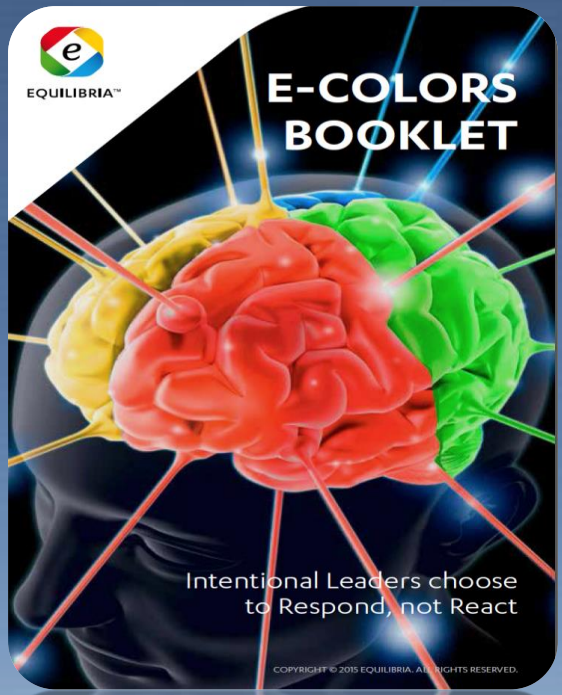
Personality Diversity Toolbox



DIFFERENTIAL EQUATION FOR LEADERS

Question for a leader:

How do I influence people to reach their maximum potential?

$$f(x) = \int_0^1 \frac{\{(Behaviors + tools) \times (E - Colors)\}}{\frac{d(y)}{dt}(x^{Tr})} = Influence$$

f(x) = Leadership function

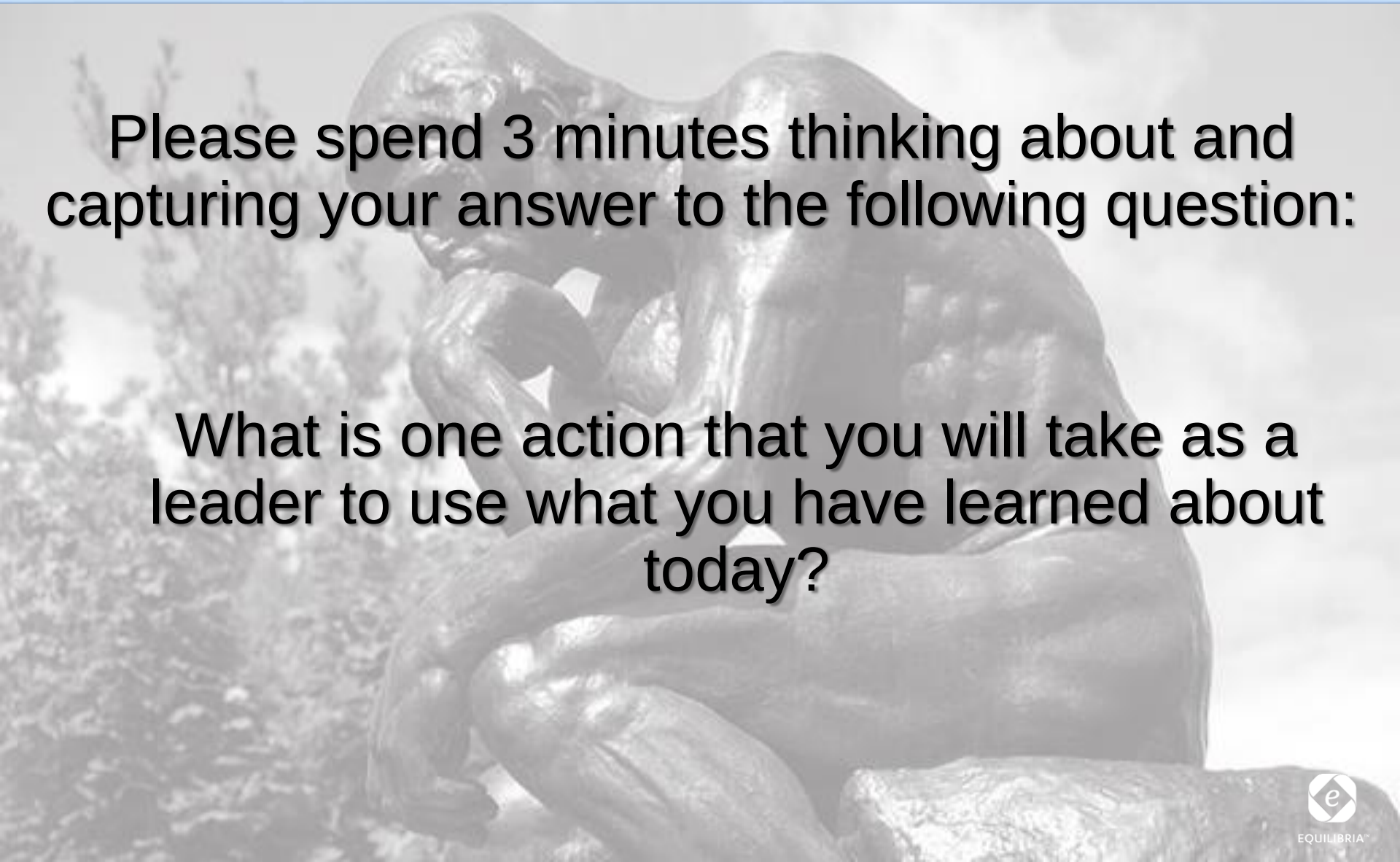
x = Yourself

y= Ability to change

t = Time

Tr = Trust

INSTRUCTIONS



Please spend 3 minutes thinking about and capturing your answer to the following question:

What is one action that you will take as a leader to use what you have learned about today?

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THANK YOU!

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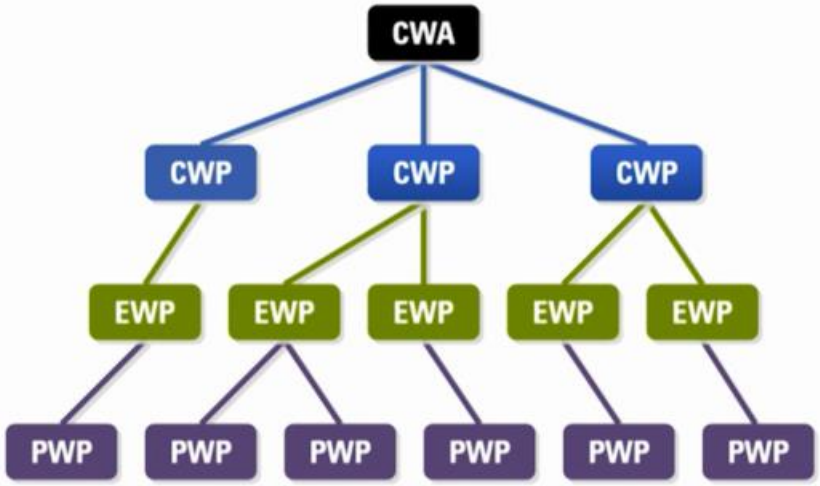
Advanced Work Packaging: A Reality Check

Panel Discussion

AWP Introduction - Video



Panel Introduction

Moderator	Panel		
Jim Rammell	**Justin Weaver**	**Michael Van Swol**	**Ash Ahmed**
Vice President, Construction Operations	Performance Improvement Project Manager	Vice President, Project Delivery	Performance Excellence Manager
Wood Group	**Southern Company**	**Jacobs**	**Shell**

AWP Implementation at Southern Company, Shell and Jacobs

- Case for Implementation, background
- What does AWP look like at your Company?
- Who really owns the AWP process?
- Data from selected Project
- How does construction-driven engineering impact the typical sequence of engineering activities?
- Key highlights from our AWP journey
- What Contracting Strategies have been most effective with AWP?

Managing Critical Project Risk: Cyber Security – Not an IT Responsibility

- Diverse Panel Discussion
- Learn about minimizing risk associated with project team safety, intellectual property theft, fiscal security, and data protection
- Hear real-life examples from industry experts with recommendations on how to protect equipment control systems in your plants, refineries, and platforms
- Cybersecurity planning as a standard part of doing business, managed in the same way we manage safety, cost, and schedule
- Cybersecurity begins with you!

ECC Think Tank 2016
Summary of Activities

Think Tank Team – 2016 Members

Name	Company	Location
Kenn Kerr (Lead)	Air Liquide E&C	Texas
April Ashworth (Co-Lead)	Mitsubishi Polysilicon	Alabama
Jack Tol	Mammoet	Texas
Tim Sadihov	Mammoet	Texas
Ram Tekumalla	Fluor	Texas
Jason Mazoch	JGC Industries	Texas
Ron Vicknair	Chevron Phillips Chem	Saudi Arabia
Scott Sifford	Nexus	Texas
Jim New	Team Industries, Inc.	Wisconsin

Think Tank Team – Mission

What is Think Tank?

Group of Future Leaders that works external to the ECC conference planning efforts to….

- Improve FL Program & overall ECC Organization
- Increase member participation & engagement
- Enhance experiences & opportunities

Think Tank Team – 2016 Topics

Think Tank – 2016 Topics Covered

- **ECC FL Marketing Video**
  - 2-3 min video highlighting FL Program & ECC
  - Video storyboard developed
    - connections
    - perspective
    - collaboration
  - Roll-out targeted for Q1 2017

Think Tank Team – 2016 Topics

Think Tank – 2016 Topics Covered

- **Increase Alumni Engagement**
  - Key to maintain ECC growth & participation
  - Suggestions:
    - Alumni Engagement team within FL Program
    - Alumni socials, newsletter, networking,….
  - Roll-out targeted for 2017

Think Tank Team – 2016 Topics

Think Tank – 2016 Topics Covered

- **Increase Owner Engagement**
  - Key to maintain ECC growth & participation
  - Suggestions:
    - Propose Owner co-leads within FL teams
  - Roll-out targeted for 2017

Think Tank Team – 2017

Think Tank Goals – 2017

- Implement 2016 topics – Video, Alumni, Owners
- Develop Think Tank "living document"
  - Ideas implemented each year
  - Lessons learned
- Review FL Program
  - Aligned with long-term ECC vision?
  - Structure optimal for long-term?
  - Opportunities to broaden FL Program in future?

Thanks for your attention…..

Questions?

TODAY
Tomorrow & Beyond
LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
48TH
2016 ECC CONFERENCE
THANK YOU TO ALL
2016 ECC FUTURE LEADERS!

2016 ECC CONFERENCE
48TH
TODAY
Tomorrow & Beyond
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