2016 ECC CONFERENCE 48th

TODAY

Tomorrow & Beyond

LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
SAFETY BRIEFING

JW Marriott Loss Prevention – Joe Martinez
Future Leader Safety Team – Cindy Davey (Phillips 66) and Phil Hoener (CP Chem)
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

Trackball

Press Submit when finished

Space

Symbols & Punctuation
TODAY: Tomorrow & Beyond
LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION

2016 ECC CONFERENCE 48th
# Team Lead Introductions – 2016 Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
</tr>
</thead>
</table>
| 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 Drobnia
Wood Group
Today Tomorrow & Beyond
LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
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 Drobniaik
8:40am - 8:50am .......... ECC App Introduction
                         Social Media Team
8:50am - 9:10am .......... Networking Activity 1
                          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
Intro to the Conference App

- Presented by Nathan La Londe – Social Media Team
Welcome, Nathan!
Enter your confirmation code to activate your account and get started.

Confirmation code

Finish

Resend Code

or

Create a new account

Hi Nathan LaLonde,

We’re sending you this email because someone requested your confirmation code to be resent. If you don’t need it anymore, please ignore this email. If you do, here’s your confirmation code:

**Confirmation Code:** LHNGDPQH2PD

Better yet, if you’d like to skip a couple steps, you can finish verifying your account and logging in by clicking **Verify Account** below from your mobile device.
Conference App – How To: Log In

Already have the app downloaded?

Open App

You can also use your mobile web browser to view the online version of the app.

Welcome, Nathan!
Enter your confirmation code to activate your account and get started.

LHNGDPQH2PD

Finish

Resend Code
Conference App – How To: Edit Profile

1. Open the Conference App and tap on your profile icon.
2. Tap on the gear icon to access profile settings.
3. Under Change Photo, tap on Choose Files to select a new profile photo.
4. Set Profile to Private by checking the box.
5. Enter your First Name and Last Name.
6. If applicable, enter a Suffix.
Conference App – How To: Edit Profile

LinkedIn URL
https://www.linkedin.com/in/nathan-lalonde

Twitter URL
https://twitter.com/nlalonde36

Facebook URL

Linking your social media account to your CrowdCompass account allows you to share directly from the app to your social feeds if this event allows social sharing.

✔ Connected to Twitter

Remove this Connection

✔ Connected to LinkedIn

Remove this Connection

Connect your Facebook Account
Conference App – How To: Manage Contacts

1. Event Guide
   - Activity Feed
   - Schedule
   - Speakers
   - Sponsors
   - Attendees
   - Maps
   - Safety
   - Awards
   - LinkedIn

2. Attendees
   - K
     - Partner
     - Morris James LLP
   - Kuvshinikov, Mark
     - Senior Expert
     - McKinsey & Company
   - L
     - LaCour, Stacie
       - Regional Business Development Director
       - PCL Industrial Construction, Inc.
     - LaLonde, Nathan
       - Systems Department Manager
       - Omega Project Solutions
     - Lama, Ms. Pasang
       - Lama
       - Amitabha Foundation
     - Lambert, Julie
       - Manager - Midstream, Marketing, & Project
       - Phillips 66
     - Landolt, Aaron
       - Vice President BD - Process & Industrial
       - Day & Zimmermann
Conference App – How To: Manage Contacts
Conference App – How To: Social Media Feed

- Activity Feed
- Schedule
- Speakers
- Sponsors
- Attendees
- Maps
- Safety
- Awards
- LinkedIn

Your event is 5 days away

ECC Future Leader Working Session
Wed, September 7, 8:00 AM - 4:00 PM
Springs Salon F

ECC Association
3 hours ago

USFirst driving our next generation of leaders...meet these kids at #2016ECCConf

ECC Association
16 hours ago

Looking forward to seeing you next week at #2016ECCConf @DesertSprings @StationCDRKelly

ECC Association
2 days ago
Conference App – How To: Maps & Safety

Conference Space Map

Safety

- Emergency Evacuation Map
- Local Medical Facilities and Pharmacies
- Heat Safety
- In Case of Emergency
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!

#ECCConf2016
TODAY TODAY
Tomorrow & Beyond
LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
Networking Activity

Business Card Bingo
Business Card Bingo

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

Every Table has a Bingo Card on it. Turn it over and remember that there is a free space in the center.
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”
When it comes to potential gains, people are generally risk-averse.

When it comes to potential losses, people are generally gamblers.
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?

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
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!

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!

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!
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

⇒ 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
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?

1. One Lindt truffle for $0.15
2. One Hershey Kiss for $0.01
The “Free!” phenomenon

• Scenario 1: People offered a choice:

<table>
<thead>
<tr>
<th>Choice</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Lindt truffle</td>
<td>$0.15</td>
</tr>
<tr>
<td>One Hershey kiss</td>
<td>$0.01</td>
</tr>
</tbody>
</table>

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’ [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
“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
References

Questions?

Patrick Leach
Independent Strategy Consultant
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Leveraging Leadership, Diversity and Innovation
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
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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The best leaders are those who adapt their leadership style to each situation.

Myth or Truth?
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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?
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?
Innovation is central to being a good leader. Where is the fine line between innovation and reinventing the wheel?
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Leadership is a skill acquired over time. There is no such thing as “natural leadership”.

True or False?
Is innovation a must have or nice to have?
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Leadership

To identify your successor, what would be the deciding factor between two equally competent candidates?
Is innovation limited to “cool” projects that carry a healthy financial support backbone?
Leadership required tough decision making.

What is the most difficult decision you have made?
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Is commitment to organizational diversity important?

If so, how should it be promoted within an organization?
Innovation is important for continued growth.

How best is innovation measured and controlled in an organization?
Most projects require diverse teams. How do you overcome the pitfalls of difference that originate from diversity?
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Do you consider executive leadership involvement in projects a necessity or a hindrance?
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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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What good is innovation, if over the years, project performance has not improved?

JD Slaughter – VP of Engineering & Maintenance, BASF
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

<table>
<thead>
<tr>
<th>Panel</th>
<th>George Siappas</th>
<th>Keoki Sears</th>
<th>Randy Walker</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Subsea Manager</td>
<td>Global Director of Program</td>
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<td></td>
<td>Anchor &amp; Tigris Major</td>
<td>Management</td>
<td>Office Construction</td>
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<td></td>
<td>Capital Projects</td>
<td>Urban Environment &amp; Sport</td>
<td>Services</td>
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</table>

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- **Keoki Sears**: Global Director of Program Management, Urban Environment & Sport, CH2M
- **Randy Walker**: Vice President, Home Office Construction Services, 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?

- **YES**: 49%
- **NO**: 51%

**BENEFITS**
- Organizational alignment
- Effective professional development
- Improved employee engagement
- Increased talent retention
- Shareholder confidence and investment

**COSTS**
- Confusion around priorities
- Ineffective talent development
- Lower employee morale
- Talent leaving due to lack of foresight
- Shareholder unrest and doubt
THREE TRACKS
to Creating Greater Accountability

The TAKING Personal Accountability Track
The BUILDING an Accountable Culture 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

- Results
- Actions
- Beliefs
- Experiences
The Results Pyramid®
Achieving $R^2$
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.”
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

Above the Line®
The Steps to Accountability

Below the Line®
The Blame Game

Steps:
1. See It®
2. Own It®
3. Solve It®
4. Do It®
ACCOUNTABILITY:

Subject to having to report, explain or justify; responsible; answerable.
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.
# Workplace Accountability Study

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

<table>
<thead>
<tr>
<th>Feedback Type</th>
<th>Percentage</th>
<th>Margin of Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>People constantly seek and offer feedback</td>
<td>20%</td>
<td>± 1.33% - 1.75%</td>
</tr>
<tr>
<td>Feedback usually only happens when things really go wrong</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Feedback rarely happens</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Partners In Leadership Workplace Accountability Study, 2011-2013
The Benefits of "SEEING IT"!

Domino's Pizza, Inc. (NYSE:DPZ)

131.75 USD ↑1.68 (1.27%)

Real-time: 1:18PM EDT
NYSE real-time data - Disclaimer
Currency in USD
Change Narrative
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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LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
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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LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION
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
STRENGTHS

- Realistic optimist
- Developing people
- Abundant listener

POTENTIAL LIMITERS

- Impatient for progress
- Overly inclusive
- Difficulty saying no

MY PDI RESULTS

37% 25% 24% 14%

Lewis Senior
Founder & CEO, Equilibria
OBJECTIVE

Provide a basic awareness of **Personality Diversity** and how to leverage this dimension of Diversity as a leader.
EMBRACING & LEVERAGING THE DIVERSITY OF THOUGHT FOR OPTIMUM RESULTS

APPRECIATION

TOLERANCE

UNDERSTANDING
FIRST SELF, THEN OTHERS

DOUBT & RESISTANCE
E-Colors overview
PERSONALITY DIVERSITY INDICATOR
CONCEPTUAL BACKGROUND

Ancient China

Ancient Greece

Contemporary Psychologists

E-Colors Developed

Current Neuroscience
The E-Colors Process

E-Colors applications

Personality Styles

 Raises Awareness & Understanding

Usable at work and also at home with the family

Different communication styles & behavioral tendencies

We are not all the same

The E-Colors Process

Personality Styles

Usable at work and also at home with the family

Different communication styles & behavioral tendencies

We are not all the same
We have all 4 E-Colors within us
Most people show a predominance to 2
There are therefore 12 different E-Color combinations

Improves communication, teamwork, leadership & safety
A proven methodology
Provides a simple framework
IN 2004
EQUILIBRIA DEVELOPED

The E-Colors
PDI data

>70 clients worldwide

>250,000 know their E-Colors

>4,000 PDIs completed monthly

>80 coaches worldwide
EXPERIENTIAL EXERCISE

E-Colors FOUNDATION QUESTIONS
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.
THE HUMAN BRAIN
BASIC CONCEPTS

DOER

SOCIALIZER

THINKER

RELATER
BASIC CONCEPTS

DOER

Task Oriented

THINKER
BASIC CONCEPTS

SOCIALIZER

People Oriented

RELATER
BASIC CONCEPTS

Action Oriented
Faster Paced

DOER    SOCIALIZER
Information Oriented
Needs time to process
BASIC CONCEPTS

Action Oriented
Faster Paced

DOER
SOCIALIZER

Task Oriented
People Oriented

THINKER
RELATER

Information Oriented
Needs time to process
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
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
STRENGTHS & POTENTIAL LIMITERS

STRENGTHS
- Optimistic
- Enthusiastic
- Persuasive
- Animated
- Talkative
- Stimulating
- Influencing
- People oriented

POTENTIAL LIMITERS
- Emotional
- Disorganized
- Excitable
- Reactive
- Undisciplined
- Vain
- Manipulative
- Overly talkative
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
If you can PREDICT it you can MANAGE it!
Personality and Character

PERSONALITY

CHARACTER
Personality and Character

What typically dictates our reactions:

Personality

What typically allows us to respond:

Character
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
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
Personal Intervention

A Moment of Choice
The power of CHOICE

UNINTENTIONAL CONSEQUENCES

Without Awareness

Reaction

Personality

E-Colors Awareness (Strengths & Potential Limiters)

PREDICTABLE, DESIRED RESULTS

With Awareness

Response

Character
Reactions can lead to Unintentional Consequences

THE EVENT

PERSONALITY BASED REACTION

CONSEQUENCES REGRET

Self, Social or Situational Impact

TIME

UNINTENTIONAL CONSEQUENCES
Responses will lead to Desirable Results

The Event

Character Based Response

Desirable Results

Personal Intervention

Time
We all have all 4 E-Colors within us
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!
Question for a leader:
How do I influence people to reach their maximum potential?

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

\( f(x) = \) 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?
THANK YOU!

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Advanced Work Packaging: A Reality Check

Panel Discussion
AWP Introduction - Video
# Panel Introduction

<table>
<thead>
<tr>
<th>Moderator</th>
<th>Panel</th>
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<tbody>
<tr>
<td>Jim Rammell</td>
<td>Justin Weaver</td>
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<tr>
<td>Wood Group</td>
<td>Michael Van Swol</td>
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<tr>
<td>Vice President, Construction Operations</td>
<td>Ash Ahmed</td>
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<td>Southern Company</td>
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<td>Jacobs</td>
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<td>Shell</td>
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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

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Location</th>
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<tbody>
<tr>
<td>Kenn Kerr (Lead)</td>
<td>Air Liquide E&amp;C</td>
<td>Texas</td>
</tr>
<tr>
<td>April Ashworth (Co-Lead)</td>
<td>Mitsubishi Polysilicon</td>
<td>Alabama</td>
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<tr>
<td>Jack Tol</td>
<td>Mammoet</td>
<td>Texas</td>
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<tr>
<td>Tim Sadihov</td>
<td>Mammoet</td>
<td>Texas</td>
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<tr>
<td>Ram Tekumalla</td>
<td>Fluor</td>
<td>Texas</td>
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<tr>
<td>Jason Mazoch</td>
<td>JGC Industries</td>
<td>Texas</td>
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<tr>
<td>Ron Vicknair</td>
<td>Chevron Phillips Chem</td>
<td>Saudi Arabia</td>
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<tr>
<td>Scott Sifford</td>
<td>Nexus</td>
<td>Texas</td>
</tr>
<tr>
<td>Jim New</td>
<td>Team Industries, Inc.</td>
<td>Wisconsin</td>
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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 – 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 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?
THANK YOU TO ALL 2016 ECC FUTURE LEADERS!