

PerspECCtive

Theme:
INSPIRE

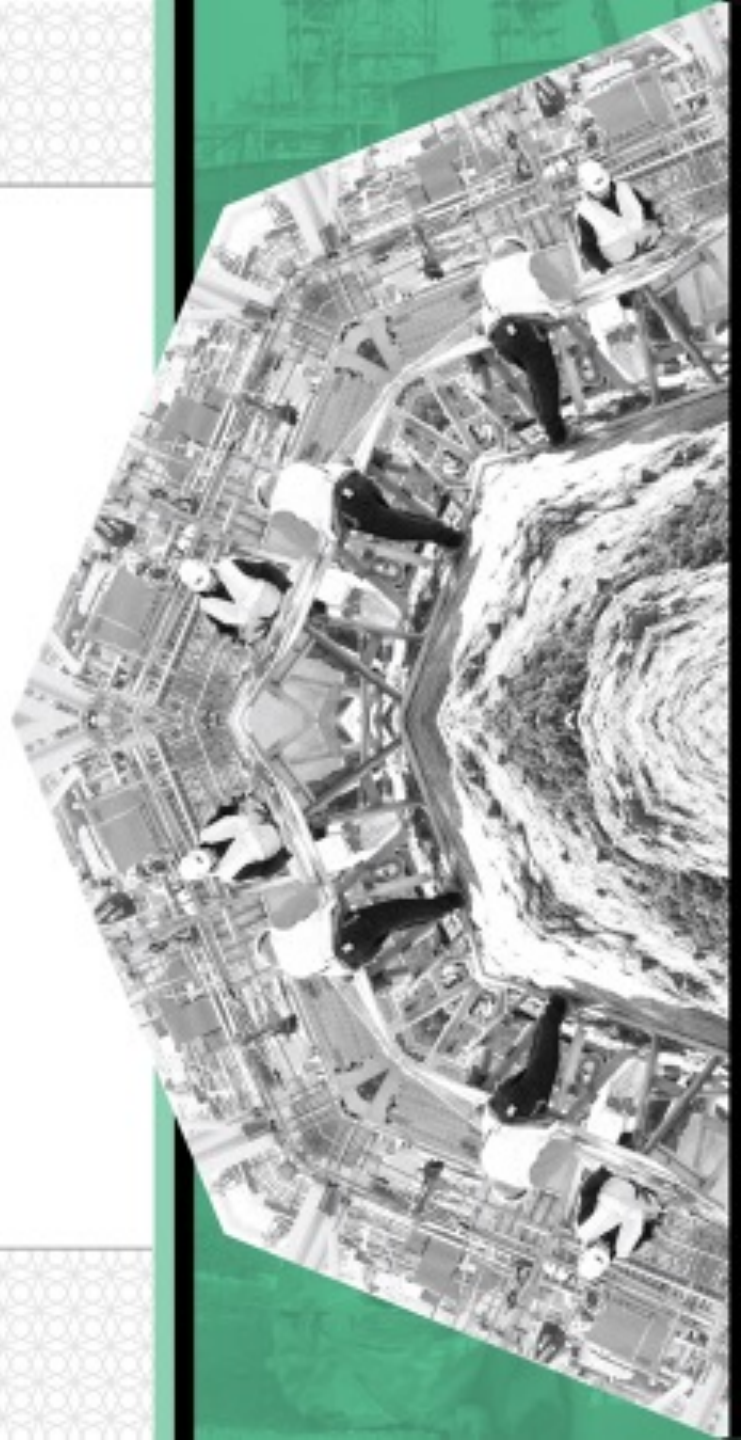
My ECC Experience

Summary of Key Takeaways from the 2022 ECC Conference

Year:
2022

Date:
September 7-9

Location:
San Antonio, TX



ECC Overview

For over 50 years, the Engineering and Construction Contracting (ECC) Association has provided unique opportunities for industry pioneers and innovators to collaborate in a forum free from the daily demands and politics of business. Formed by owners, contractors, suppliers and academics in the engineering and construction business, the ECC aims to drive excellence and the long-term success of the industry through networking, innovation, and outreach.

The ECC Association provides:

- a business-neutral platform for its diverse participants to come together outside the constraints of everyday business, to explore new paths, collaborate, exchange ideas, and gain perspective.
- Honest, genuine peer-to-peer interaction that promotes better understanding to individual careers and company
- A source for real knowledge and skills that allow participants to be a leader and decision maker within their unique industry role.



ECC 2022
AT A GLANCE

98 TOTAL
SPONSORS

19 15 YEAR PLUS
SPONSORS

18 FIRST
TIME
SPONSORS

15%
INCREASE IN
SPONSORSHIP

865
ATTENDEES

22%
OWNERS

57%
CONTRACTORS

21%
SUPPLIERS

2022 ECC Conference Theme



INSPIRE

CHANGE LEADERS INNOVATION

CHANGE

In order to inspire change, we must first recognize and embrace change.

The ECC network provides perspective-altering conversations about how to:

- Remain relevant to an emerging workforce
- Embrace rising industries driven by the energy transition
- Manage risk/reward relationships for this necessary evolution.

LEADERS

"Leaders are made, they are not born." – ~ Vince Lombardi

Leadership development is crucial our industry. ECC Conference content supports success by:

- Embracing diversity, inclusion, and mentorship.
- Transforming the workplace through servant leadership
- Focusing on psychological safety and building trust with action.

INNOVATION

Imagine what is possible, and make it happen.

The ECC community understands that without innovation, we will not succeed. Together we:

- Uncover opportunities to improve processes, approaches, and tools
- Discuss critical issues and trends that will impact the future of engineering, construction, and delivery of capital projects.



We are in a transformative era, where the balance of demand and sustainability are of the utmost importance. Traditional approaches to ways of doing business— people, processes, business areas — are being disrupted.

We must be *INSPIRED* to join this disruption.

Insert Slides from Back-Up Section to share Key Takeaways

This is a placeholder slide that can be used to customize your presentation based on what stood out as the most impactful parts of ECC's Keynotes, Breakout Forums and Future Leader Wednesday Session Presentations.

Select from the eighteen single-page summary slides to add a few of the pre-made templates of the key takeaways from each session into your **ECC Experience** presentation.

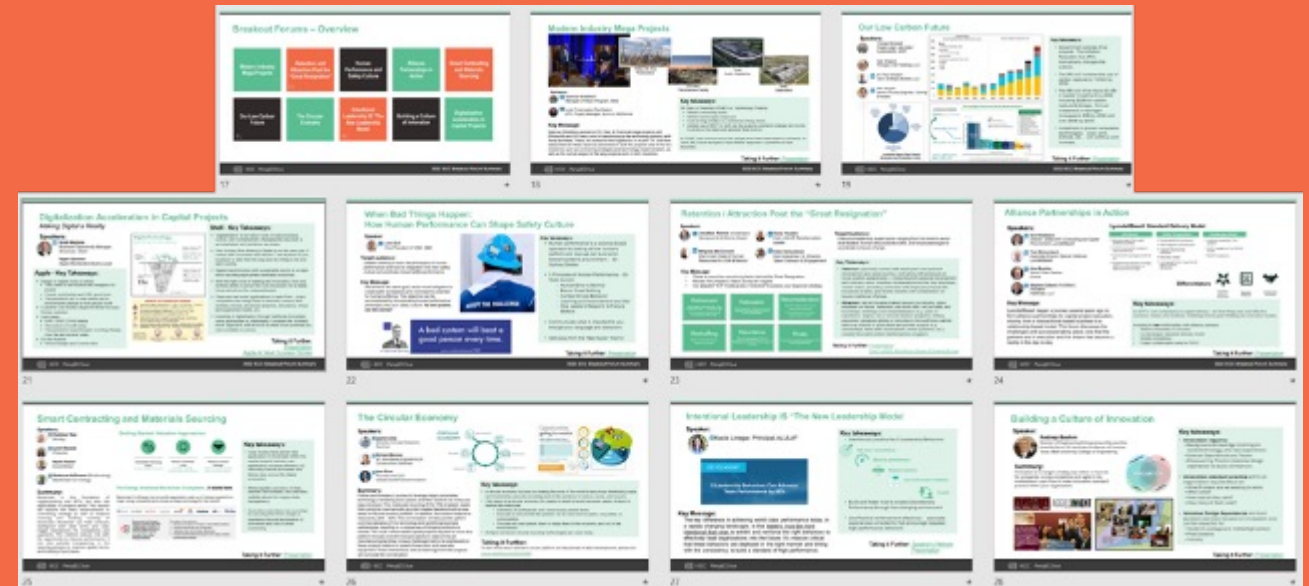
Hyperlinks on the summary slides will take you to Speaker LinkedIn pages, websites and the [ECC Resource site](#) where full presentations will be made available for download.

Note that the Sponsor Only Session takeaways will be sent out separately to those who attended the session.

(5) Keynote Summaries



(10) Breakout Forum Summaries



(3) Future Leader Wednesday Session Summaries



My Personal ECC Experience



How the ECC experience will impact my role, career, company
XXXX



Who did I meet...
XXXX



What did I learn...
XXXX



What can **OUR COMPANY** implement...

- *IDEA 1*
- *IDEA 2*
- *IDEA 3*



Progression of the ECC Experience & Next Steps

Regular Participation

- ☐ Attend the **ECC Annual Conference & ECC Extra**
- ☐ **Champion ECC** within your organization, develop a long-term engagement approach
- ☐ Interact with Industry peers and begin to develop your **ECC Network**

Support through Sponsorship

- ☐ Commit to long term **ECC Sponsorship**
- ☐ Participate in **Sponsor Only Sessions** and ECC Networking Events throughout the year
- ☐ Leverage the **ECC Future Leader program** by nominating staff from your organization each year into the three-year program

Impact through Leadership

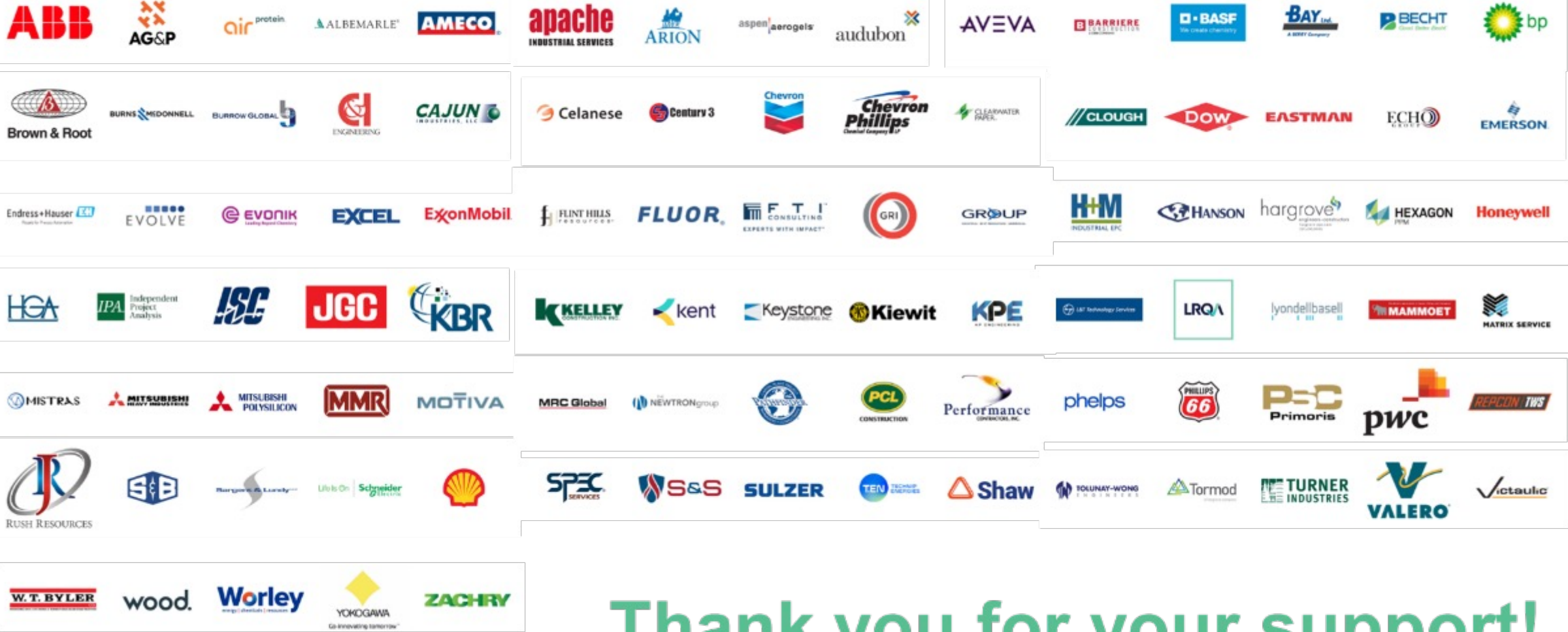
- ☐ Bring **ECC Conference learnings** back into your organization.
- ☐ Encourage your organization's leaders to participate in **ECC Leadership**
- ☐ Encourage your organization's Future Leaders to **lead a working committee** or serve as a **Board Liaison**.

Develop a Long-Term Connection

- ☐ Bring others within your network into the **ECC Community**
- ☐ Make ECC part of your long-term **career development plan**
- ☐ Stay active in the **Future Leader Alumni** community

Visit the [ECC Website](#) for information [ECC Sponsorship](#), the [Future Leader Program](#) and more

Our 2022 ECC Sponsors...



Thank you for your support!

2023 ECC Calendar of Events

2023 ECC Annual Sponsorship is Open ([Link to Sponsor](#))



February 16, 2023

The Roosevelt
New Orleans, Louisiana

**Future Leader
Mid Year &
Sponsor Only
Sessions**



April 12, 2023

The Houstonian
Houston, Texas

**ECC Annual
Conference**



Aug 30 - Sep 2, 2023

JW Marriott
Marco Island, Florida



ECC

Featured Speakers - Overview



Peter Zeihan
Geopolitical Strategist
Zeihan on Geopolitics



Amy Jaffe
*Expert on Global Energy
and Geopolitical Risk*
Tufts University



Ewan Drummond
Senior Vice President Projects
bp



Duncan Wardle
Former Head of Innovation & Creativity
Disney

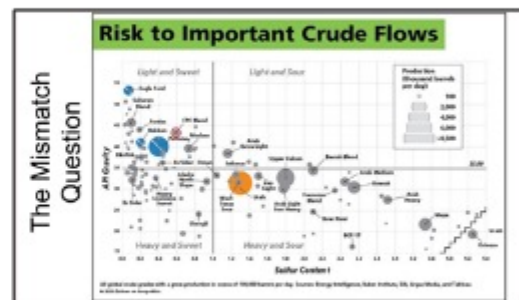


Gen. David Petraeus (ret.)
Director, CIA (2011-2012)
Commander, US & Int'l Security Assistance
Forces-Afghanistan (2010-2011)
Partner, KKR

Peter Zeihan: Energy at the End of the World



Peter is a critically acclaimed author whose first three books — *The Accidental Superpower*, *The Absent Superpower* and *Disunited Nations* — have been recommended by Mitt Romney, Fareed Zakaria and Ian Bremmer. Peter is also a highly sought after public speaker. With a keen eye toward what will drive tomorrow's headlines, his engaging approach transforms topics that are normally dense and heavy into accessible, relevant takeaways for audiences of all types.



Peter's fourth book, [*The End of the World is Just the Beginning: Mapping the Collapse of Globalization*](#), was released in June 2022.

Key takeaways:

- **European conflicts will permanently disrupt global supply chains**
 - Russia's motive is existential survival, will push them beyond capabilities as NATO countries support Ukraine
 - Food exports (wheat crops, potash and ammonia fertilizer) will lead to significant shortages in subsequent years
 - As Russian crude stops its flow, the entire system could be frozen across the permafrost (1990s led to complex +30-year re-start)
 - The path of oil from Russia to China is logistically challenging
- **The US policy continues to prioritize US market, permanently changing the pre-Cold War globalization systems**
 - US Naval fleet no longer holds capacity to police the world's oceans
 - Plan for a surplus of light sweet oil in the region, and less heavy sour imports, which will lead to refining infrastructure retooling
 - Likely shift from liquid rich shales back to natural gas, especially as need for nitrogen (fertilizer) increases
 - Past 50+ years of globalization created a false sense of CPI stability (get ready for change)
- **Population demographics drive the future**
 - Countries like China are aging to the point of permanent change in global significance (no longer the low-cost leader in manufacturing)
 - The US Millennial birth rate could help fill the labor shortages (projected to peak at 900k by 2032)
 - Texas and Northern Mexico could be the global leader in global growth

Taking it Further: [Speaker's Website](#)
[Presentation Slides and Recording](#)

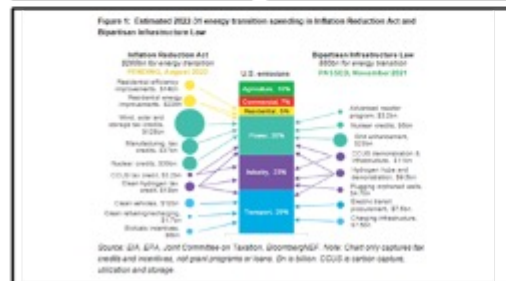
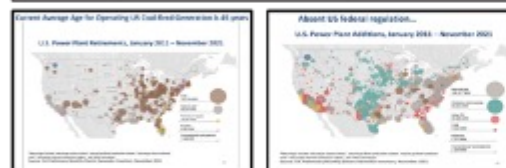
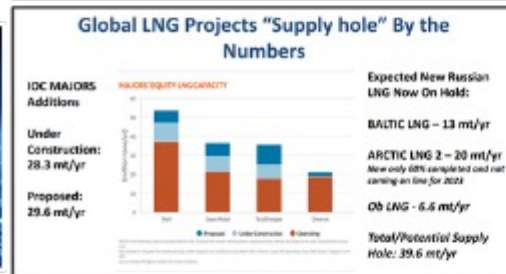
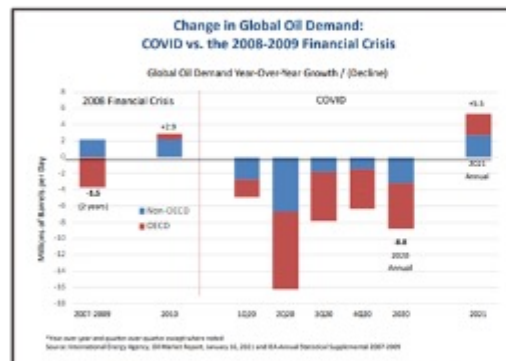
Amy Myers Jaffe: Global Energy Policy Expert



Key Message:

Amy is a research professor and Managing Director of the Climate Policy Lab at Tufts University and has served as an Energy Security and Climate Change expert on the Council on Foreign Relations and the leadership council of the U.S. Association of Energy Economists. She is widely published and a frequent media commentator and will share with ECC her deep understanding of the pace of the energy transition.

Her talk at the 2022 ECC Annual Conference covered the energy market's current challenges, and key trends and enablers for the energy market's future.



Key takeaways:

• Oil Prices: *It's Still Cyclical*

- Russia outages are smaller than past disruptions, the market responds and adjusts
- Predictive data helps map energy demand and plan for future events (ex. California Heat Wave)

• Natural Gas is a different story

- Gazprom will bankrupt before reaching China via pipeline
- Europe is already moving on, FLNG is increasing it's pace to fill the "supply hole"

• Pace of the energy transition

- Regions that are unable to afford LNG will pivot to green energy out of availability and economic advantage
- Battery metals is a short-term challenge, recycling is built into the life cycle to stabilize source extraction pace
- US transition is paced by demand and planned retirement of non-renewable technology (coal) more so than by policy

• Inspiration to lead the way

- US existing infrastructure can be leveraged within the Energy Transition, China and India are setting ambitious targets to keep pace
- Organizations that lead the way in the energy transition are a magnet for top talent – be mission driven, offer work-life balance, show visible leadership and offer room for advancement

Taking it Further: [Speaker's Website](#)
[Presentation Slides and Recording](#)

Duncan Wardle: Embedding innovation into everyone's DNA



Key Message:

As Head of Innovation and Creativity at Disney, Duncan and his team helped Imagineering, Lucasfilm, Marvel, Pixar, and Disney Parks to innovate, creating magical new storylines and experiences.

He now brings his extensive Disney expertise to audiences around the world using a unique approach to Design Thinking, helping people capture unlikely connections, leading to fresh thinking and disruptive ideas.

Delivering a series of keynotes, workshops and ideation forums, his unique Innovation toolkit helps companies embed a culture of innovation into everyone's DNA.

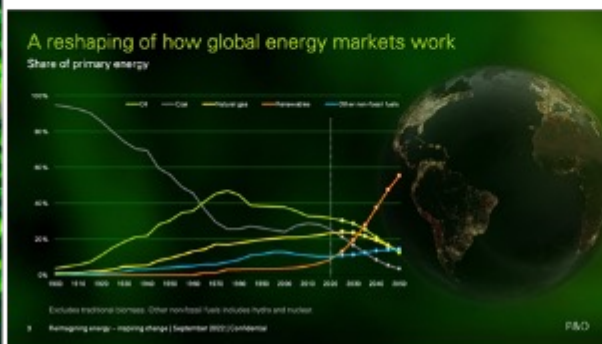
Duncan is a TED speaker and contributor to Fast Company, Forbes & the Harvard Business Review. He teaches innovation Master Classes at Yale, Harvard, and Edinburgh University.

Key takeaways:

- We can **innovate** our industry by **challenging the rules** (*movie theater, theme park lines, video store examples*)
- Learn real-life examples of how to **embed a sustainable culture of innovation and creativity** throughout your organization
- Most Important Skills for the future of our advancing workforce - **Creativity, Intuition, Curiosity and Imagination**
- Leverage the “**naïve expert**” to draw out questions experts won't ask
- Creativity drives innovation, and **work should be fun**
- Practice saying- “**Yes and...**” instead of “**no, because...**”

Taking it Further: [TedX Presentation](#)

Ewan Drummond: SVP Projects, bp



Key Message:

Ewan Drummond is a member of bp's extended leadership team with accountability for bp's capital projects activity, covering the full portfolio of hydrocarbon, low carbon energy, renewables and refinery investments.

Ewan has been with bp for 38 years and has held a range of roles in upstream prior to his SVP appointment. From 2013-2020 Ewan was vice president for projects in the Azerbaijan, Georgia and Turkey region, where he led the Shah Deniz 2 project from FID in 2013 through to start up and early operations. Prior to that he was vice president global projects organization; project director for the Valhall redevelopment, Norway; and performance unit leader Java, Indonesia.

Key takeaways:

- The world needs a better energy system – built to solve the trilemma of secure, affordable and clean energy.
- A new energy mix will bring much greater integration of energy sources, carriers and technologies that will reshape the way energy markets work in the future.
- It is a huge opportunity that brings a complex set of challenges. It requires a complete reimagining of energy.

Taking it Further: [Speaker's Website](#)
[Presentation Slides](#)

General David H. Petraeus



Key Message:

General David H. Petraeus (US Army, Ret.) (New York) is a Partner at KKR and Chairman of the KKR Global Institute, which he established in May 2013. He is also a member of the boards of directors of Optiv and OneStream, a venture investor in some 20 startups, and engaged in a variety of academic endeavors. Prior to joining KKR, General Petraeus served over 37 years in the U.S. military, culminating his career with six consecutive commands, five of which were in combat, including command of the Surge in Iraq, command of U.S. Central Command, and command of coalition forces in Afghanistan.

Following military retirement, he served as Director of the CIA during a period of significant achievements in the global war on terror, the establishment of important Agency digital initiatives, and significant investments in the Agency's most important asset, its human capital.

Key takeaways:

- **Life is a competitive endeavor; we should do our best.**
 - Motivation to do your best should drive us all, but make it about the success of our teams
 - We learn the most from the hard stuff we take on
 - Leaders must drive the campaign in peace and war
 - Be willing to stand-up boldly when in the key moments
- **Strategic Leadership drives organizational direction and requires:**
 - Getting Big Ideas Right
 - Communicating clearly and consistently
 - Oversee Implementation (get the metrics right)
 - Determine Effectiveness and modify as needed (leverage Lessons Learned, make changes as needed)
- **Success in the future will require efficiency and a simple focus on working harder on the right things**
 - Fence Out time as leaders to “go and see” organizational effectiveness for yourself
 - Maximize productivity everywhere possible
- **Global Challenges**
 - The Russia Ukraine conflict shows an example of coming together to work on the right things together
 - China is the challenge of our lifetime; a multi-government approach (clear eyes) is essential to deter conflict in the east

Taking it Further: [Speaker's Website](#)
[Presentation Recording](#)

Breakout Forums – Overview

Modern Industry
Mega Projects

Retention and
Attraction Post the
“Great Resignation”

FL

Human
Performance and
Safety Culture

Alliance
Partnerships in
Action

Smart Contracting
and Materials
Sourcing

Our Low Carbon
Future

FL

The Circular
Economy

Intentional
Leadership IS “The
New Leadership
Model

FL

Building a Culture
of Innovation

Digitalization
Acceleration in
Capital Projects

Modern Industry Mega Projects



Phillips 66: NGL Fractionation



CPChem:
Petrochemical Facility



Tesla:
Austin Gigafactory



Meta:
Datacenters

Speakers:



Spencer Middleton
Manager of Major Program, Meta



Leah Freshwater (Facilitator)
EPC Project Manager, Burns & McDonnell

Key Message:

Spencer Middleton worked on Oil, Gas, & Chemical mega-projects with Phillips 66 and CPChem, prior to transitioning to the technology industry with Tesla and Meta. There, he worked on the Gigafactory in Austin, TX, and then datacenters for Meta. Spencer presented on both the projects-side of the two industries, such as contracting strategies and technology implementation, as well as the human aspect of the way projects work in both industries.

Key takeaways:

Oil, Gas, & Chemical (OG&C) vs. Technology Projects:

- Similar contracting styles
- Similar technologies employed
- Cost is King (OG&C) vs. Schedule is King (Tech)
- Limited use of AWP in Tech, as the projects constantly change and evolve to produce the latest and greatest final product.

In OG&C, the culture is such that people must earn their stripes to advance. In Tech, the culture accepts a “best-athlete” approach. Experience is less important.

Taking it Further: [Presentation](#)

Our Low Carbon Future

Speakers:



Thomas Bereswill
Project Lead – Big Data / Sustainability, BASF



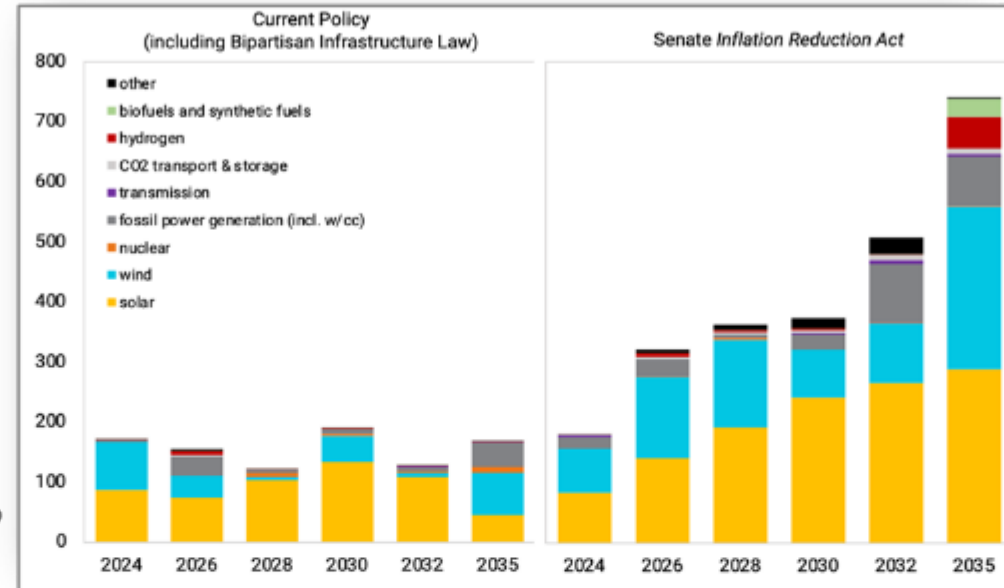
Kyle Simpson
Principal, KSE Holdings, LLC



Dr. Paul Schubert
CEO, Strategic Biofuels, LLC

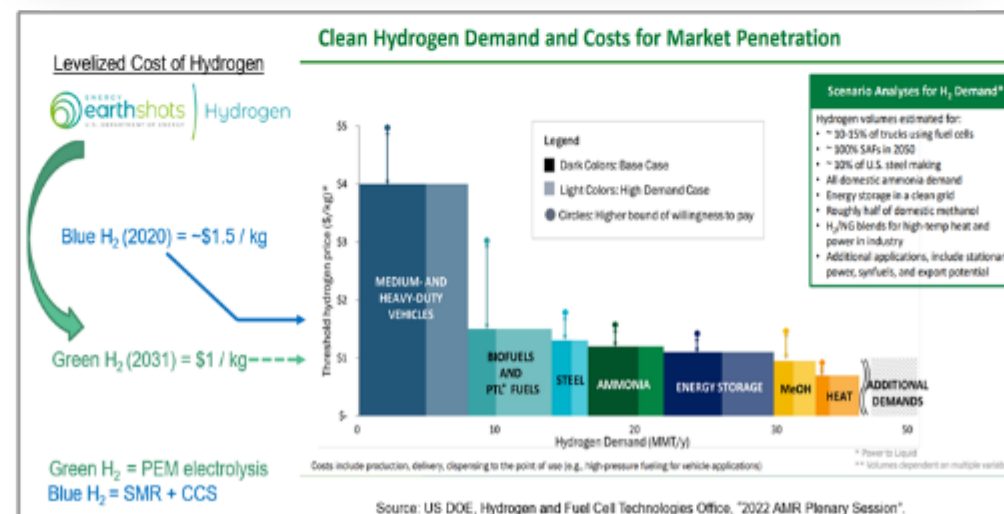
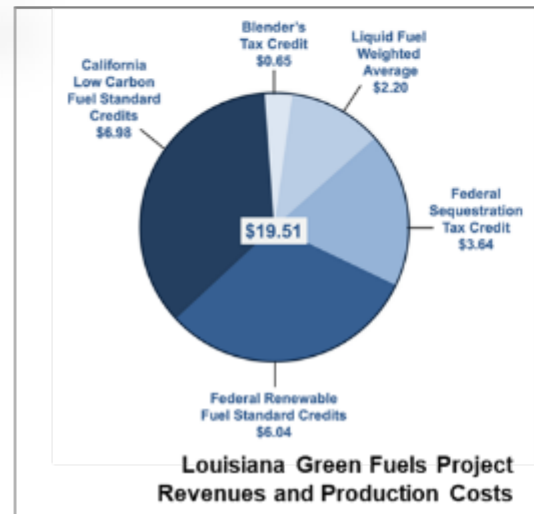


Alex Brayton
Senior Process Engineer, Technip Energies



Key takeaways:

- Government policies drive projects. The Inflation Reduction Act (IRA) dramatically changes the outlook.
- The IRA will increase the use of carbon capture by 13-fold by 2030.
- The IRA will drive nearly \$3.5B in capital investment by 2032 including \$20B for carbon capture & storage. Annual investment in hydrogen increases to \$3B by 2030 and over \$50B by 2035.
- Investment in proven renewable technologies – solar, wind, biofuels, etc. – will continue and increase.



Taking it Further: [Presentation](#)

Digitalization Acceleration in Capital Projects

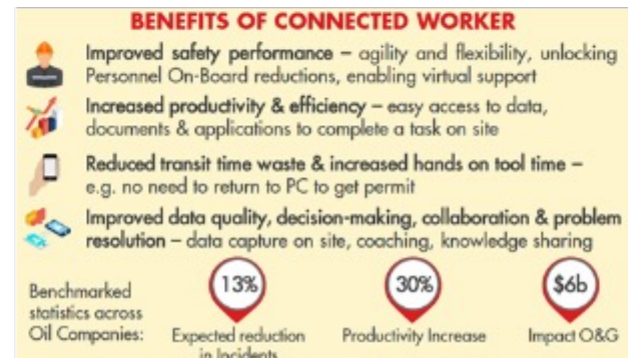
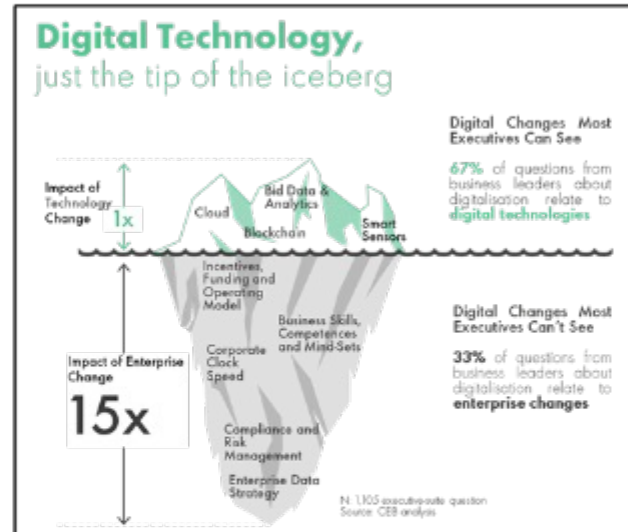
Making Digital a Reality

Speakers:



in **Scott Mayhew**
Business Opportunity Manager,
Americas - Shell

Apple Speaker
Apple Worldwide Industry Lead



Apple - Key Takeaways:

- Design of Digital Tools is critical
 - They need to be intuitive and designed for people
 - People work better and USE good tools
 - The pandemic led to new needs and a monumental change in how people work
- Customer Use Stories (Apple At Work Success Stories website)
- Use Cases
 - EHS / OHS COVID needs
 - The nature of work today
 - The pandemic supercharged evolving change over the last several years
- On the Horizon
 - Virtual Design and Construction

Shell - Key Takeaways:

- “Digitalization” is not about tools, it’s about people, culture, and fundamentally changing the way work is accomplished and decisions are made.
- The Journey from Analog to Digital is not an easy one, it comes with successes and failures. Find a piece of your business to take that first step and be willing to fail and learn quickly.
- Digital transformation with sustainable results is a major effort requiring appropriate dedicated resources.
- With the right level of training and motivation, front line workers ability to adopt the tools necessary for a digital future should not be underestimated.
- There are real world applications to learn from – many companies are using iPads to remotely connect field workers, drones, advanced analytics, simulators, virtual and augmented reality, etc.
- Investing in digitalization through traditional immediate value approaches is challenging. Consider the “building block” approach, with a focus on what future potential you want available to unlock.

Taking it Further:

[Presentation](#)

[Apple At Work Success Stories](#)

When Bad Things Happen: How Human Performance Can Shape Safety Culture

Speaker:



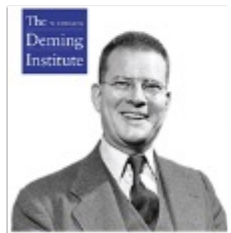
 John Bolt
Vice President of HSE, S&B

Target audience:

Leaders seeking to learn the philosophy of human performance and how its integration into their safety culture can positively impact safety performance.

Key Message:

We all have the same goal, and a moral obligation to create safer workplaces and minimize the potential for human suffering. This objective can be accomplished by incorporating human performance philosophy into your safety culture. **Fix the system, not the worker!**



W. Edwards Deming

A bad system will beat a
good person every time.

source: quotes.deming.org/10091

Key takeaways:

- Human performance is a science-based approach to looking at how humans perform and how we can build error tolerant systems around them. – Dr. Sydney Dekker
- 5 Principles of Human Performance – Dr. Todd Conklin
 - Human Error is Normal
 - Blame Fixes Nothing
 - Context Drives Behavior
 - Learning and Improvement are Vital
 - How Leaders Respond to Failure Matters
- Communicate what is important to you through your language and behaviors
- Get away from the “Bad Apple” theory!

Taking it Further: [Presentation](#)

Retention / Attraction Post the “Great Resignation”

Speakers:



Jonathan Rennie (moderator)
Honeycomb Anthems, Coach



Diane Youden
PwC, US HR Transformation
Leader



Melynda McConnell
Mammoet, Head of Human
Resources for USA & Mexico



Katie Schuckman
Koch Industries, Sr. Director,
Talent Outreach & Engagement

Key Message:

- *There is more than one driving factor behind the Great Resignation*
- *Review PwC Hopes & Fears Survey for insights*
- *Our adapted "6-R" model gives a "checklist" to assess your response strategy*



Target Audience:

Executive leadership, supervisors—ranging from first level to senior level leaders, human resources/recruiters, and employees eager to accelerate company change

Key Takeaways:

- **Retention:** genuinely connect with employee's own personal development and career journey; work jointly with employee on future position assignments – connecting both personal development and company value; retention considerations include stay interviews, "career webs", providing connection with employee personal life household (if able), and flexible benefits with consideration for beyond traditional offerings
- **Attraction:** tap into broader market beyond our industry; place emphasis on values, behaviors, and work ethic, not just skills and knowledge; challenge over-credentialization (e.g. years of experience, degree, etc.); "second chance" programs, military personnel, caregivers joining or returning to the workforce; partner with local schools to grow talent and provide support (e.g. scholarships, trade skills development, career guidance, etc.); consider innovative tuition reimbursement programs

Taking it Further: [Presentation](#)
[PwC's 2022 Workforce Hopes & Fears Survey](#)

Alliance Partnerships in Action

Speakers:



in Don Heimbach
Director, Global EPC Contracting and Capital Procurement, LyondellBasell



in Tom Weisenbach
Associate Director, Special Initiatives LyondellBasell



in Alex Buehler
Senior Client Partner Evolve



in Stephen Cabano (Facilitator)
President Pathfinder, LLC

Key Message:

LyondellBasell began a journey several years ago to form alliance partnerships for capital project execution, moving from a transactional-based business to a relationship-based model. This forum discusses the challenges and successes taking place, now that the partners are in execution and the dream has become a reality in the day-to-day.

LyondellBasell Standard Delivery Model

Attributes	Value Proposition	Challenges/Risks
<ul style="list-style-type: none">▪ Reimbursable EP/Cm with preferred partners▪ LS/UR Construction using pre-approved bid list▪ Construction package awards at IFC▪ Supplier lead solutions in design, delivery methodologies, or differential technology	<ul style="list-style-type: none">▪ Predictability & Consistency▪ Risk mitigation and allocation▪ Supplier Relationship Evolution▪ Execution clarity▪ Leveraging Partner Expertise & Best Practices Attributes	<ul style="list-style-type: none">▪ Limiting competitive “Eco-system”▪ Earlier engagement vs defined model▪ Model Compliance

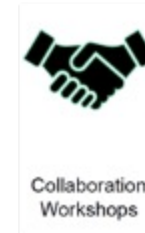
Differentiators



Functional Alignment Workshops



Standard Playbook



Collaboration Workshops

Key takeaways:

An EPC's core competency is capital delivery – let them bring new cost-effective solutions, means, and methods. Challenge Owner past thinking and execution models.

Investing in **real** relationships with alliance partners

- Shared ownership of outcome
- Co-developed standard delivery model
- Global consistency
- Project collaboration early in FEED

Taking it Further: [Presentation](#)

Smart Contracting and Materials Sourcing

Speakers:



Pushkar Rao
Worley



Lynn Rousse
Chevron



Mark Foster
ExxonMobil



Rebecca Hofmann (Moderating)
Blockchain for Energy

Summary:

Blockchain is the foundation of cryptocurrency and NFTs, but also has applicability in projects world. This session will explore the latest advancements in contracting strategy as well as material sourcing and tracking courtesy of blockchain. Blockchain can make contracts bulletproof with clear terms and clear trigger mechanisms for completions and payments. This method reduces risk with the opportunity to improve performance. It can also provide transparency in the sourcing process to improve speed, terms, and tracking of purchases.

Getting Started: Valuation Approaches



The Energy Business Blockchain Ecosystem...it starts here

Blockchain For Energy is a non-profit organization made up of industry experts from major energy companies who choose to shape technology for their benefit.



Blockchain for Energy's mission is driven by their collaborative creation of shared single-source-of-truth solutions for the benefit of the entire energy industry.

The effect of this will be to:

- Develop and deploy innovative, value-added solutions,
- Future proof the way we do business
- Optimize costs and increase efficiencies
- Create transformational change for the energy industry, by the energy industry

Key takeaways:

- Case studies have shown that application of blockchain within the capital projects industry can significantly increase efficiency by removing manual processes and linking data across the digital ecosystem
- When applied, accuracy of data transfer can increase, and real-time visibility allows for supply chain transparency
- Cycle time reductions are occurring by reducing time from design to operations through automation of processes and use of smart contracting

Taking it Further: [Presentation](#)

The Circular Economy

Speakers:



in Jayme Leita
Director, Circular Solutions
Eastman



in Richard Bonner
VP, Worldwide Engineering &
Construction, Eastman



in Jose Pires
Founder and CEO
Global Excellence & Innovation

Summary:

Follow one company's journey to leverage legacy proprietary technology in breaking down plastic and fiber waste to its molecular base structure. This molecular recycling of the 70% of plastic waste that cannot be mechanically recycled creates feedstock with a new lease on life and product portfolio. In addition, the carbon footprint is reduced by 20% - 30%. The conversation will discuss the upfront commercialization of the technology and solidifying business partnerships, resulting in a unique way of bringing products to market. The multi-million-dollar capital projects required to move this platform forward, transformed pilot plants to state-of-the-art manufacturing facilities. Unique challenges had to be addressed on these projects relative to speed of execution and specialty equipment. These elements as well as learnings from the projects will conclude the conversation.

CIRCULAR ECONOMY



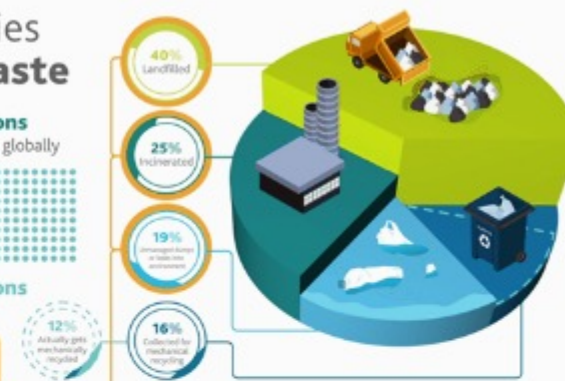
Opportunities going to waste

300 million metric tons of new plastics are produced globally



260 million metric tons of plastics are disposed

Eastman Advanced Circular Recycling technologies are applicable to these types of waste



SOURCE: www.mckinsey.com/industries/chemicals/our-insights/new-plastics-waste-recycling-could-transform-the-chemical-industry

Key takeaways:

- A circular economy focuses on making the most of the world's resources- minimizing waste and maximizing value by providing end-of-life solutions to reduce, reuse, and recycle.
- The vision of a circular economy for plastic in which it never becomes waste. Actions to realize this vision are
 - Eliminate all problematic and unnecessary plastic items.
 - Innovate to ensure that the plastics we do need are reusable, recyclable, or compostable.
 - Circulate all used plastic items to keep them in the economy and out of the environment
- Multiple advanced circular recycling technologies are used today.

Taking it Further:

To learn more about Eastman's circular platform and stay abreast of latest developments, please visit:

www.eastman.com/circular

Intentional Leadership IS “The New Leadership Model

Speaker:



 Kacie Linegar, Principal, ALULA®

DID YOU KNOW?

**5 Leadership Behaviors Can Advance
Team Performance by 80%**

Key Message:

The key difference in achieving world class performance today, in a rapidly changing landscape, is that leaders must be more intentional than ever to exhibit and reinforce the right behaviors to effectively lead organizations into the future. It's mission critical that these behaviors are deployed in the right manner and timing with the consistency to build a standard of high performance.

Key takeaways:

- Intentionally practice the 5 Leadership Behaviors:



- Build and foster trust to enable Discretionary Performance through this changing environment
- Use Positive reinforcement effectively – associate experiences consistently that encourage repeated high-performance behaviors

Taking it Further: [Speaker's Website](#)
[Presentation](#)

Building a Culture of Innovation

Speaker:

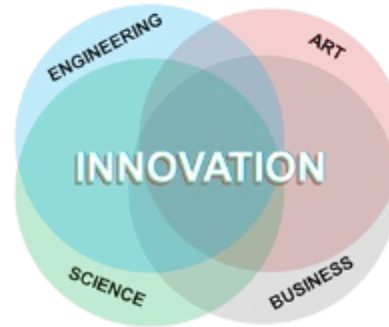


Rodney Boehm

Director of Engineering Entrepreneurship and the Artie McFerrin '65 Associate Professor of Practice
Texas A&M University College of Engineering

Summary:

Innovation is no longer a hobby, but rather a must-do for companies to stay competitive and agile in the marketplace. Learn how to make innovation standard practice within your organization.



Key takeaways:

- **Innovation requires:**
 - Background Knowledge (training on tools/technology, and real experience)
 - Diverse Experiences and Teams
 - Empowering Practice (*intensive design experiences* to build confidence)
- **Innovation standard practice** within an organization requires focus on:
 - What Problem are we seeking to solve
 - Who cares?
 - How bad do they care?
 - How much / how many of them care?
- **Intensive Design Experiences** are short duration exercises focused on innovation and can be impactful for
 - Students (college and middle/high school)
 - Post Doctoral
 - Industry



Taking it Further: [Presentation](#)

Future Leader Wednesday Session


185 in Attendance from 77 Sponsoring Companies



Timothy P. McGuire: Mission Command from the Football Field to the Foxhole

Speaker:



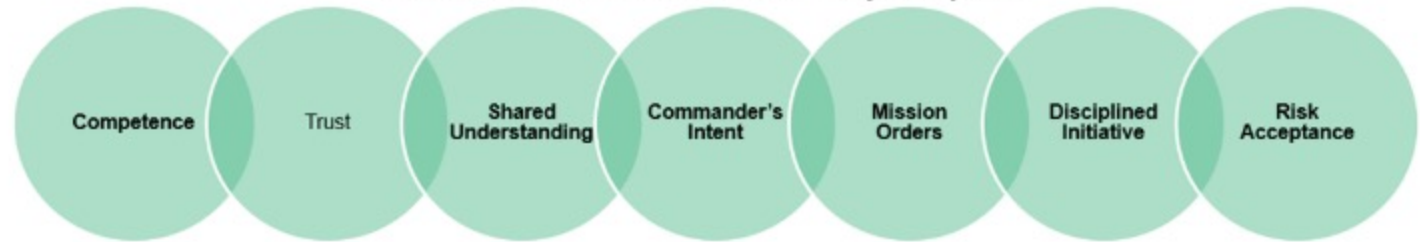
 Tim McGuire
Retired U.S. Army Major General

Key Message:

Retired U.S. Army Major General, Tim McGuire is an accomplished leader, public speaker, and leadership coach. Tim draws on a superb record of leadership success and outstanding interpersonal and communication skills. Tim will elaborate Army's Mission Command approach to build resilient and high-performing teams whose actions are informed by a strong sense of values and ethical behavior.



Mission command is based on 7 principles:



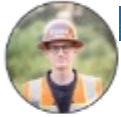
Key takeaways:

- U.S. Army's Mission Command approach:
 - Is based on seven principles
 - Emphasizes on seizing, retaining, and exploiting the initiative
 - Capitalizes on individual's ingenuity, innovation, and decision making to achieve Leader's intent
 - Empowers team level decision making and decentralized execution appropriate to the situation
- This approach can be adopted to create high performing teams in the Corporate World

Taking it Further: [Presentation](#)

BuildWitt: Inspiring the Next Generation

Speakers:



in Aaron Witt, *Chief Dirt Nerd*
CEO, BuildWitt



in Eric Jumper, *Connoisseur of heavy equipment related matters*
Field Training Expert, BuildWitt



in Alex Horton
Podcast Producer, BuildWitt



Key Message:

Aaron Witt is the self-proclaimed “Chief Dirt Nerd” and CEO of BuildWitt, a services, media, and software business focused on the infrastructure and mining industries. He started the company four years ago after studying engineering and working for companies like Kiewit and Skanska.

As CEO of BuildWitt, Aaron’s role is split between helping to lead the team of over eighty wonderful humans and traveling across America and as far as the Middle East to visit job sites and meeting the people of the Dirt World.

BuildWitt will be recording an episode of their Dirt Talk podcast as they discuss, and seek our feedback on, how the heavy construction industry can be made a better place through inspiring the next generation, modernize how companies invest in their people, and educating society on what it takes to meet their basic needs.

Key takeaways:

Listen to the live recording of BuildWitt’s “Dirt Work” Podcast, captured from the Future Leader Wednesday Session Stage to hear:

- BuildWitt is developing and inspiring the next generation
- The importance of investing in our people – Training, sharing experiences, etc.
- Educating society on what it takes to meet our basic needs
- Industry should be working together to build A workforce, not just building YOUR workforce

Taking it Further: [Presenter’s Website](#)
[Dirt Talk Podcast](#)

Digitalization & Innovation: Have we come as far as we think?



Speakers:



in Kevin Paylow (moderator)
Corporate Storyteller,
Deliberate Consulting



in Kurt Krieg
Director of Digitization & Systems Enterprise,
BASF



in Summer Husband
SVP, Data & AI
Worley



in Jay Schwartz
VP, Strategy & Enablement
Hexagon

Key Message:

Future Leaders are a key stakeholder and have a role to play in adoption of digitalization & innovation

Key takeaways:

- *Industry progress: So far, large investment made with not as much business value delivery as expected. People, Processes, Technology are currently out of balance.*
- *Leader adoption: Need to understand your business and be data-savvy enough to apply solutions. Get GOOD at earning sponsorship within your business and become a good sponsor of others looking to innovate in your business.*
- *Perfectionism can delay the delivery and miss the opportunity. Take small, incremental steps and celebrate wins along the way to maintain momentum and sponsorship from management.*
- *Future Leader can enact change within their organization through curiosity, willingness, and our ability to learn*

Taking it Further: [Deliberate Consulting Website](#)