

# Lessons and Successes of Mega-project Implementation



# Chronic Unease

The hidden ingredient in successful leadership?



## Box 1 - Five attributes of chronic unease

**Vigilance:** Being alert to weak indicators of risks like near misses, process upsets and localised failures.

**Propensity to worry:** An emotional tendency to worry about risk and safety.

**Pessimism:** A personal tendency to resist complacency and anticipate failure.

**Requisite imagination:** Ability to imagine and visualise possible worst-case scenarios.

**Flexible thinking:** Ability to question assumptions, considering many aspects of a problem and not jumping to conclusions.



Take Care of Each Other  
Be Innovative  
Build Great Things  
Have Fun

# Who are we?

- Over 25 years North American Industrial Experience
  - Direct Hire – Fabrication and Erection contractor
  - Market Segments
  - Project sizes to date from \$1mm - >\$1bil
  - Multiple Sectors



- Award winner of COAA's "Best Practices Leadership Award"



**Think Different**  
**BUILD BETTER**



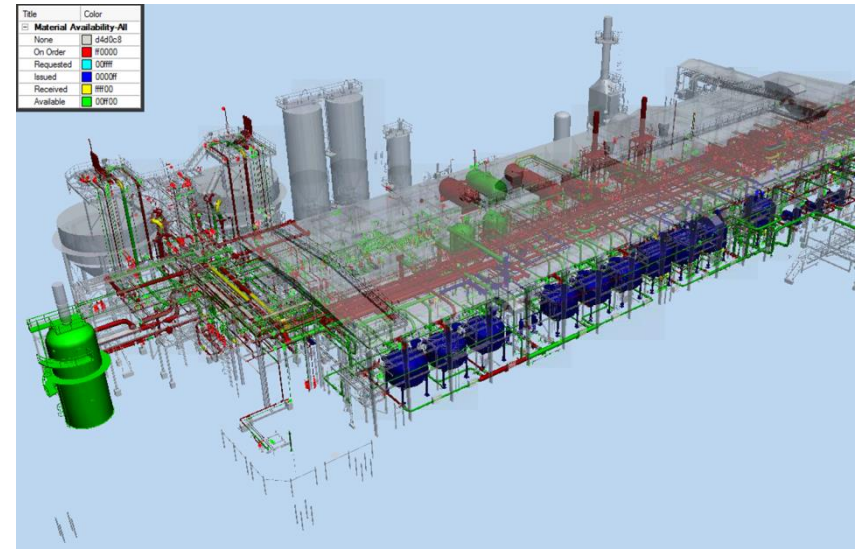
# Creating Context – The Project



- Scope – Project General Contractor
- Size – \$2.2 Bil (tic)
- Location- Northern Alberta
- Duration-29 months

# Creating Context – AWP Methodology

- COAA Model / Internal Processes
- Early Involvement
- Planned Alignment – Owner / Engineer / Constructor
- Discipline Specific Teams



# Creating Context – Risks



- Time
  - Planning
  - Recruitment
- Approach
- Technology
- Schedule
- Resources
  - Shift-work
  - Turnover

# What Happened? - Success

- We finished
- Workforce Focus
- Use of Technology Improved Process
- Improved Tool Time
- Positively Impacted Productivity



# What Happened? – Breakdowns



- Leadership
- Alignment
- Interface Points
- Knee Jerk Reactions
- Plan vs. Reality
- Scope Management





# Points to Consider

- “It works”
- Senior Leadership
- Construction Management
- Trade Personnel
- Interface Points



# Questions

