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.

*Source: RISKworld – issue 25 spring 2014 page 2*
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