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RESULTS THROUGH EXPERIENCE

# Lessons Learnt from a Legacy Mega Project

WATERVIEW CONNECTION PROJECT

Pip Hair and Kym Williams

15 November 2017



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# The Waterview Connection Project

NZ's biggest  
and most  
ambitious  
road project



**WELL-CONNECTED  
ALLIANCE**  
PROUDLY  
DELIVERING

16 20 Waterview Connection



NZ TRANSPORT AGENCY  
MINIKA KOTAHU

Roads of national significance

# The Alliance Participants including Sub-Alliances

## Well-Connected Alliance:

- **NZ Transport Agency** - Client
- **Fletcher Construction** - Construction
- **McConnell Dowell** - Construction
- **WSP** - Design
- **Beca** - Design
- **Tonkin + Taylor** - Design
- **Obayashi Corporation** – Engineering and Construction

## Sub-Alliance partners:

- **SICE** – Design and construction supervision, Mechanical and electrical design, Operations and maintenance, Tunnel operation
- **Wilson Tunnelling** – Precast concrete, Tunnel segments and Bridge beams



# What role did BRS play?



## **People & Communications Director – Pip Hair**

- Alliance culture initiative development
- Member of the Leadership team
- Lead Communications & Stakeholder team
- Lead Human Resources and Administration team
- Facilitation of workshops and 1:1 coaching



## **High Performance Coach – Kym Williams**

- Specialist inputs and advice to assist the team to develop a high performance culture
- Focus on development of leadership and one team approach
- High performance planning and challenge
- Facilitation of workshops and 1:1 coaching

# Why did the project exist? – Driving Change

## THE ASPIRATIONAL GOALS

### BOOST AUCKLAND

Make Auckland an easier place to move around for people and businesses, and create jobs that thrive beyond the life of the project.

### BUILD COMMUNITIES

Go beyond mitigation of disruption to building amenities and local icons that strengthen community identity.

### BETTER LIVES

Go beyond “all going home safe” to actually enriching lives with strong relationships, good health and career identity.

### DRIVE VALUE

Drive value-for-money outcomes by questioning costs – with innovations that change the industry.

### FINISH FAULTLESSLY

Full and final completion on time to cap off an outstanding project.

DRIVING  
CHANGE



WELL-CONNECTED  
ALLIANCE

PROUDLY  
DELIVERING

Waterview Connection



Road to a better tomorrow



# What were we trying to achieve?

## Project Objectives

### 1. *Demonstrable commitment to Zero harm*

- Safety in design
- Safe methodology
- Safety talked about and visible on-site
- Safety for the community
- Safety underpinning well-being

### 2. *A fully integrated link between SH20 and SH16 that is efficient and safe to use and maintain*

- High quality infrastructure that maximises tunnel availability for road users and minimises O&M costs
- O&M regime that respects the needs of users across the project
- Traffic management that enhances the efficiency of the wider network
- Integrated with all modes of transport and the urban landscape

### 3. *Balance between social, environmental and economic imperatives*

- Respects the local community and the environment
- Complies with relevant conditions
- Looks good and lasts - award winning and sustainable

### 4. *Best use of the money*

- Controlled spending - aligned to agreed targets and milestones
- Clear value for money
- Innovative design-construct
- Beat the TOCs - controlled cost

### 5. *Highly collaborative relationships and interfaces*

- Within our Alliance
- With Auckland Council, Auckland Transport, Auckland Motorway Alliance and Joint Traffic Operations Centre
- With our suppliers and sub-contractors
- With others doing work in the area
- With the community and wider stakeholders

### 6. *Exceptional people development*

- Integrated and enduring high performance culture
- Embedded One Team framework
- Clear understanding of roles
- Connection back to home organisations
- Opportunity, development, recognition and satisfaction
- Work life balance

# The challenge?



1. Unite multiple organisations to form 'one team' to deliver a winning bid in a short timeframe and then deliver on what we promised
2. Bring together a wide range of diversity in skill sets, backgrounds, organisational cultures and nationalities
3. Competitive environment where traditional competitors needed to work together
4. Balancing a high performance leadership programme with delivery challenges and constraints
5. Building a relationship with the wider community
6. Getting the right people in the right roles
7. Steep 'ramp-up' of people joining the team – 'onboarding' and 'offboarding' at the same time
8. Aligning on key messages early through internal communications
9. Building of capability and capacity within New Zealand

# Our early project learnings in building momentum

- **Mobilisation** – transition from winning the bid to project stage could have been better managed with better execution of early mobilisation and robust implementation of systems, processes and procedures
- **Systems, Policies & Procedures** – challenges with implementation of systems caused a lack of engagement and acceptance of systems
- **Leadership** – did not align the Project Alliance Board and Alliance Management Team as quickly as we should have
- **Internal communications** – absolutely critical to ensuring people on the same page about what's important
- **Planning** – a 90 day planning framework to provide focus for AMT leadership activities should have been implemented sooner as it drives better communication and improved performance at all levels
- **Role clarity** – The right people need to be in the right roles to take a 'best for project approach'
- **One size doesn't fit all** – Requires constant changing and trialling of new initiatives

# Our early project learnings in building momentum

- **Project Vision, Key Result Areas, Milestones and Programme** – development of vision, key result areas and critical big picture information and provided to all team members and stakeholders earlier would have provided better engagement and understanding
- **Knowledge** – international expertise and experience within team could have been utilised and leveraged more effectively
- **Performance Criteria** – Documented performance criteria for the Alliance Project Director and other key personnel should have been put in place earlier to address aligned and united expectations between the board, the project director and the management team.
- **Design management** – always a challenge on every project – design constructability is a significant challenge in ensuring it is on time, fit for purpose and aligned to constructability

# So, What are the lessons?

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feedback and photos  
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# Align people to the Vision early

1

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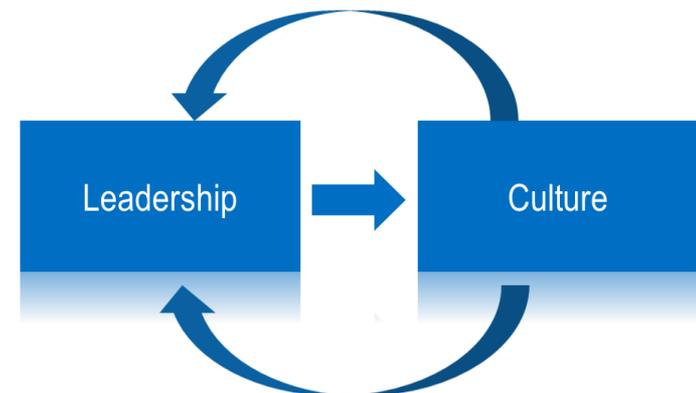
Waterview Connection

Road to regional excellence



# Get *the right* people into leadership roles

- Leader's behaviour represents the Alliance's conscious mind
- Around 80% of a project's culture including its commitment to safety is determined through leaderships shadow (behaviour)
- If we didn't have excellent leaders who were committed to doing what was right, then we couldn't expect the team to commit
- Important to develop leaders and their leadership effectiveness through 1:1 coaching, psychometric testing
- A strong focus on building trust and relationships
- Trust = Speed
- Accountability



# Embed a One Team approach

One Team Practices	United Leadership Practice
<i>Share the <b>Big Picture</b></i>	<i>Create a sense of purpose and direction and align all your messaging around that</i>
<i>Share the <b>Reality</b></i>	<i>Create an open feedback culture Hold people to account for their roles</i>
<i>Share the <b>Air</b></i>	<i>Give people opportunities to have their say in an open environment</i>
<i>Share the <b>Load</b></i>	<i>Bring people together to collaborate and support each other while playing your individual part</i>
<i>Share the <b>Wins and Losses</b></i>	<i>Seek success and celebrate together Learn lessons and look to improve</i>

# Drive through United Leadership at PAB and AMT Level

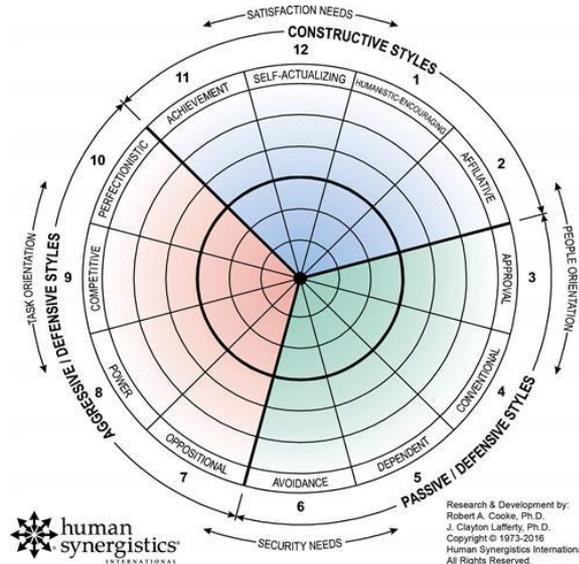


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<ul style="list-style-type: none"> <li>❑ We lead by an agreed set of values</li> <li>❑ We work to a clear and agreed purpose as a team</li> <li>❑ We tackle the key issues as a united team</li> <li>❑ We actively promote a credible, commercial and emotionally compelling big picture that engages staff</li> </ul>	<ul style="list-style-type: none"> <li>❑ We are committed to making united leadership our trademark</li> <li>❑ We skilfully tackle the tough conversations</li> <li>❑ We give clear, powerful feedback to each other</li> <li>❑ We ask reality check questions</li> </ul>	<ul style="list-style-type: none"> <li>❑ We act in ways that build trust</li> <li>❑ We respect our different styles and preferences</li> <li>❑ Our lines of communication are open</li> <li>❑ We follow a team code of behaviour</li> </ul>	<ul style="list-style-type: none"> <li>❑ We plan and prioritise together</li> <li>❑ We collaborate on problems and opportunities</li> <li>❑ Our meeting agendas are focused at the right level</li> <li>❑ We coach a one team / partnering ethos throughout the business</li> </ul>	<ul style="list-style-type: none"> <li>❑ We share the wins and losses</li> <li>❑ We accept 'one person accountable – multiple people responsible'</li> <li>❑ We pay close attention to whole-of-business results</li> <li>❑ We make 'debrief – learn – adapt' a ritual</li> </ul>
<p><b>Share the Big Picture</b></p>	<p><b>Share the Reality</b></p>	<p><b>Share the Air</b></p>	<p><b>Share the Load</b></p>	<p><b>Share the Wins and Losses</b></p>
<p><b>Pursue other Agendas</b></p>	<p><b>Avoid and Deny</b></p>	<p><b>Stifle Communication</b></p>	<p><b>Look after your own Turf</b></p>	<p><b>Play I Win, you Lose</b></p>
<ul style="list-style-type: none"> <li>❑ We give only the small picture</li> <li>❑ We set the example of working in silos</li> <li>❑ We fail to engage our people in a bigger picture</li> <li>❑ We let friction points and vacuums prevail across the business</li> </ul>	<ul style="list-style-type: none"> <li>❑ We put a 'spin' on everything</li> <li>❑ We avoid direct, honest feedback conversations</li> <li>❑ We avoid the vigorous debate, or we play the person not the issue</li> <li>❑ We cover our backsides – don't take accountability</li> </ul>	<ul style="list-style-type: none"> <li>❑ We speak over the top of others</li> <li>❑ We each hoard / keep information</li> <li>❑ We quickly dismiss alternative views</li> <li>❑ We each use our status or position to achieve or to block things</li> </ul>	<ul style="list-style-type: none"> <li>❑ We plan and prioritise in isolation</li> <li>❑ We treat others as suppliers – not partners</li> <li>❑ We deny the need for help</li> <li>❑ We keep problems insulated from the Team</li> </ul>	<ul style="list-style-type: none"> <li>❑ We avoid open debriefing / learning with partners &amp; teams</li> <li>❑ We share the losses not the wins</li> <li>❑ We never celebrate</li> <li>❑ We make process more important than outcomes</li> </ul>

# Support with Psychometric Tools

'Educating people rather than telling them'



# Get clear on role clarity – individuals and teams

- Role clarity encourages ownership and accountability over individual roles
- Minimises inefficiencies
- Important to develop role clarity matrices during the initial mobilisation of project

HR Team Roles and Responsibilities

Employment Relations	Who	Recruitment	Who	High Performance	Who
Assist with HR admin	RD	Coordination of all surface works, wiri and pre-cast salaried staff recruitments	SDS	People and culture events - agendas / speakers / organisation / management	PH/RD
Updating and maintaining HR database	SDS	Coordination of all MacDow wage recruitments	SDS	Wellness events organisation / management	RD
Flowers etc birth / sickness	RD	Onboarding of new staff - preparation of induction pack	SDS	Co-ordinated site survey collection	RD
Attend WCA gathering and speak about alliance initiatives	RD	WCA business cards	SDS	Assist with overseeing just culture process/implementation	ER
Assist in preparing guidelines as requested	SDS	Exit process - coordination of offboarding of staff - exit interviews/departure cards	SDS/RD	Leadership development	PH
Payroll advice / queries / REM and package advice	ER	Recruitment for FCI employees waged/salary - complete relevant docs, sift applications, interview support, complete and see through appointment	KL/SDS	Stretch Targets	PH
Employment relations / employee issues	ER	Arrange temporary staff	KL	Alliance Culture initiatives and strategies	PH
Adhoc queries / employee admin	ER	Tunnel salary recruitment & onboarding	ER	High Performance plan	PH
Immigration advice	ER	Coordinate labor hire to direct appointments	KL	Human Synergistics	PH
Coordinate resignations for FCI waged/salary	KL/ER			Better lives literacy and numeracy program	RD/KL
Update wages staff list for admin team payroll information	KL/ER			Diagnostics reports	PH
Training	Who	Home Organisation Interface / Contact	Who	Resourcing	Who
Communicate training to staff	RD	Coordination with home organization HR teams	ER	Admin / general support for PH	RD
Maintain training data entry	RD	Compilation of HR monthly report for PAB	SDS	Internal transfers, updated PD's	SDS/KL
Organisation of training sessions - book trainer/ room/ attendees/ catering	RD	Member of AMT - HR representative	PH	Oversee HR function / coordination	ER
Create and schedule / maintain training calendar	RD	PAB Support	PH	Charing in resource meetings/ HR meetings	ER
Liaise with home companies re: training records	RD	PAB/AMT Summits/Retreats	PH	Succession plan	PH
Sourcing training providers	RD	Contact for person on site - payroll, employment, promotion, transfer, general	KL	Organisation Charts	KL/SDS
Develop training matrix as required	RD			Strategic projects eg offboarding strategy / stretch targets / emergency response	ER
Training Plan	PH			Support wider management team	PH
Coaching	PH			Manager of HR/Admin	PH



# Drive accountability and behaviours through KRAs



# The Key Result Areas



## Safety

Our Safety objective is a demonstrable commitment to zero harm. Measures of our success include worker wellbeing, fatigue level making sure our people are trained and aware of hazards, and protecting the public moving around us.



## Quality & Efficiency

Our Quality and Efficiency key result is about 'getting it right first time'. We need to focus on reducing defects and our impacts on the roads around the project.



## Social & Environment

This key result is about leaving the area in a better state than when we found it. It focuses on the wider project environment and how we are making it better and protecting it for future generations.



## Cost

We are required to make the best possible use of the money allocated to building the Waterview Connection. Measures of our success include our budget position, our progress against programme, how we are managing risks and how we are contributing value for the money we spend.



## Collaboration

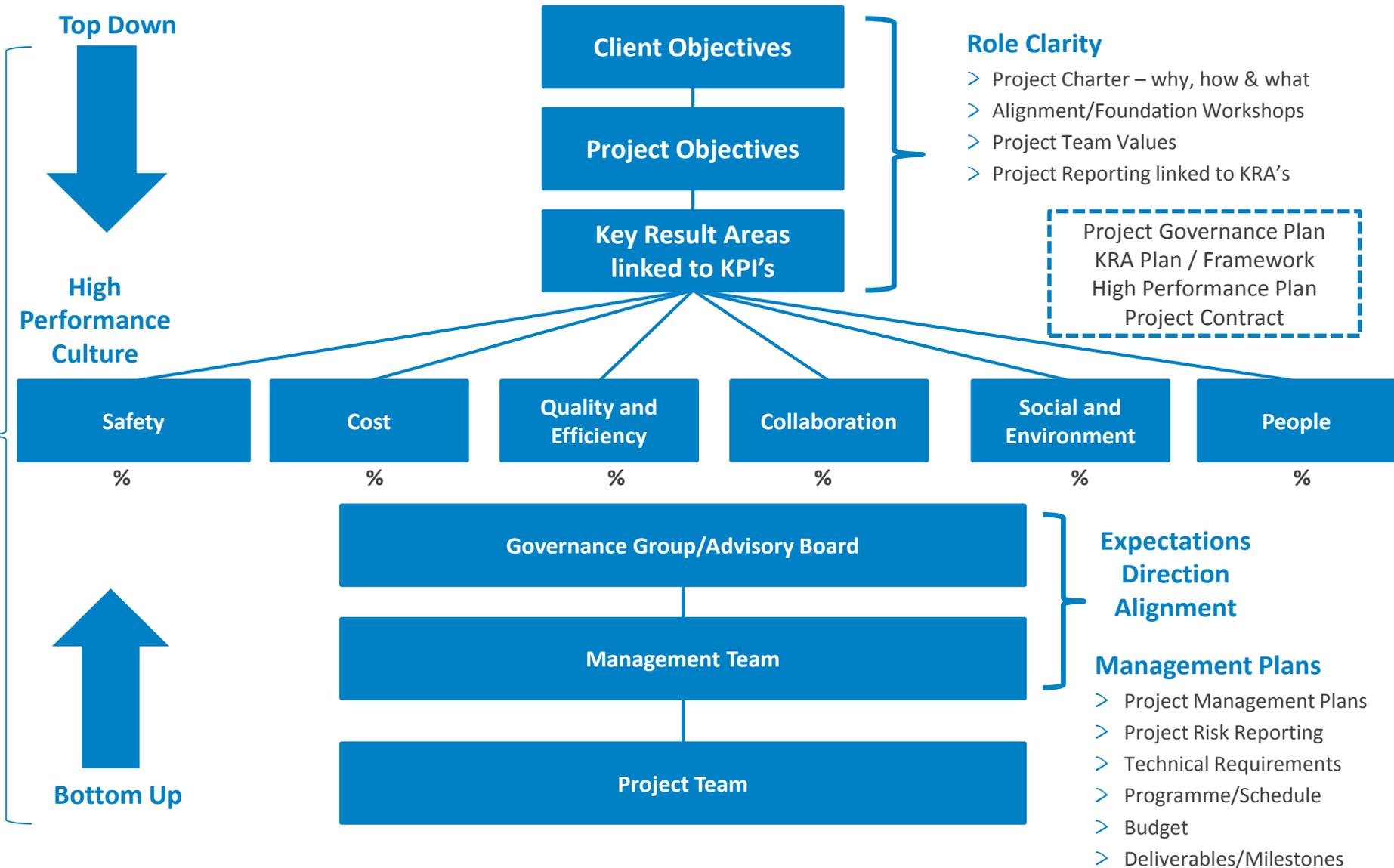
This is about working together and with key stakeholders to deliver the best outcomes for the project. We measure how we are listening, talking and interacting with the community, Auckland Council, other businesses and the wider public.



## People

Our People key result looks at how the project is developing its people. It includes measures for team engagement and leadership.

# Take a top-down and bottom-up approach to Project Governance



# Governance Plan

- Helps develop a shared understanding of **why**, **how** and **who** is **responsible** for the **effective governance of the project**
- Outlines the **overarching framework of rules, relationships, systems and processes** to be applied on the project, and **mechanisms for control and accountability**
- Outlines **how objectives will be set and achieved**, and **how risk will be monitored and assessed**
- Outlines **how the project will be structured**, how **decisions will be made** and the **project's communication processes to enhance the ownership and operation** of the project



# High Performance Plan

- Details the objectives, background information, action and initiatives required over a rolling 12 month period to continue to develop a high performing project and culture that focuses on leadership and improved teamwork
- Updated every year to include reflection lessons learnt and achievements
- Presented to the Board for signoff
- High performance must be measured for it to be managed

Developing and implementing a comprehensive and clear high performance plan is critical to overall success. Endorsement from the board and management team is critical.



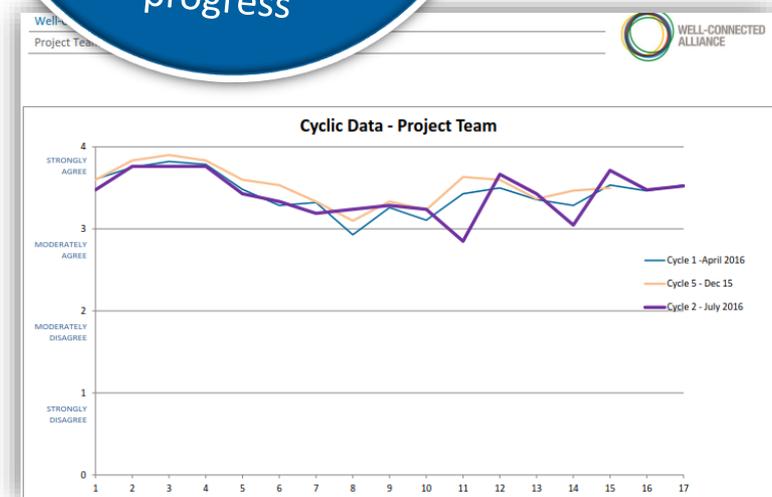
# Measure successes, manage and improve

7

## Using Diagnostics – PAB, AMT and project team

- Identify silo behaviours in an evidence-based manner and address these
- Focus on team behaviours and how you continue to leverage these across the project
- Receive timely feedback at all levels of the project
- Evidenced-based approach to a critical key measure on a project
- Allow for resources to be targeted where they are needed most

Rather than leaving the health of your project team to guesswork – measure it regularly to track progress



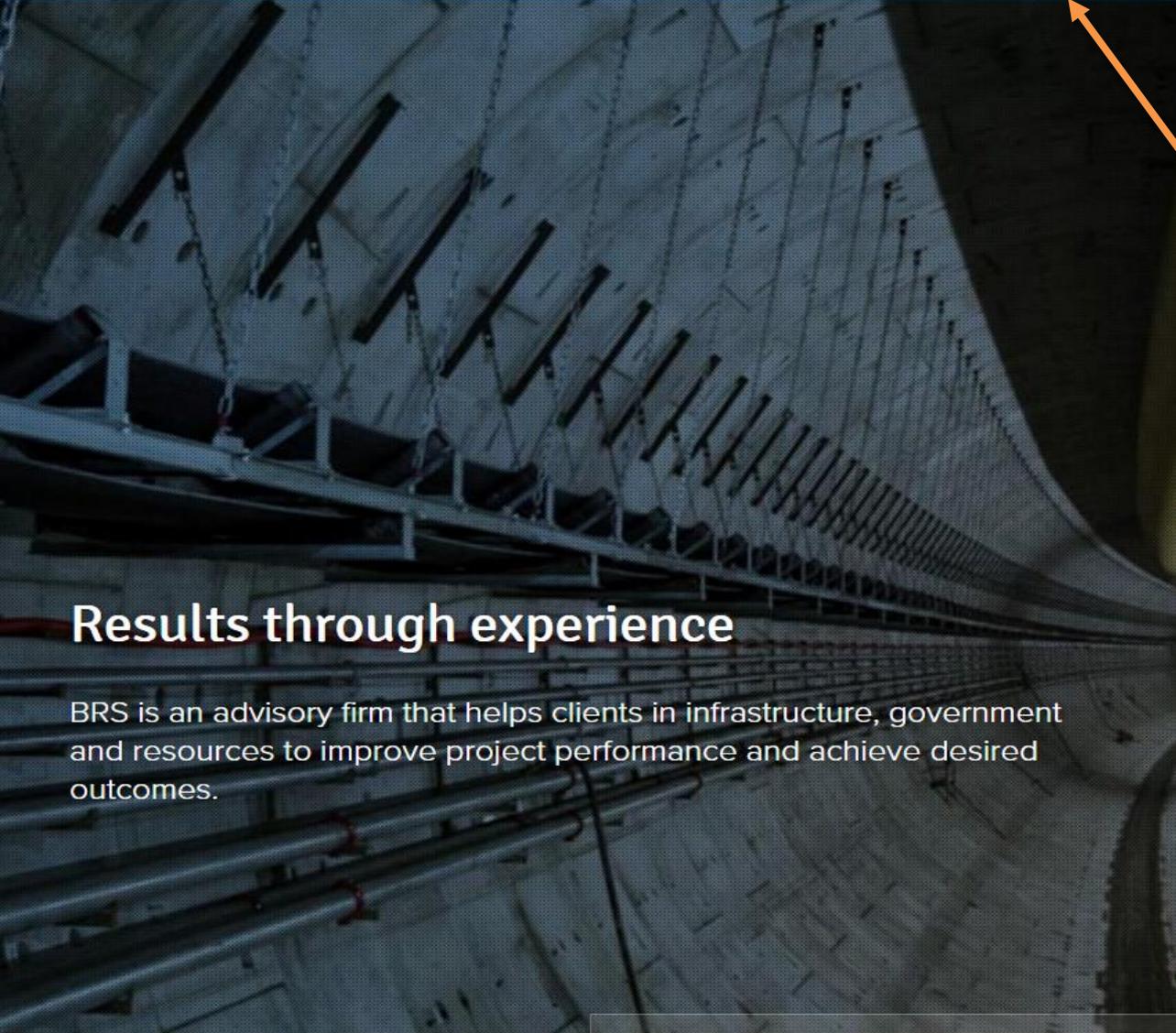
# Summarising the Lessons

1. Align people to the Vision early
2. Get the right people into leadership roles
3. Embed a One Team Approach
  - i. Drive through United Leadership
  - ii. Support with Psychometric tools
4. Get clear on roles
5. Drive accountability Take a top-down and bottom-up approach to Project Governance
6. Measure successes and improve

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# Q&A Discussion





## Results through experience

BRS is an advisory firm that helps clients in infrastructure, government and resources to improve project performance and achieve desired outcomes.

*BRS provide all clients with a great deal of value post workshop through blogs, newsletters, events and more*

## GAINING SYNERGY FROM HIGH PERFORMING BID TEAMS

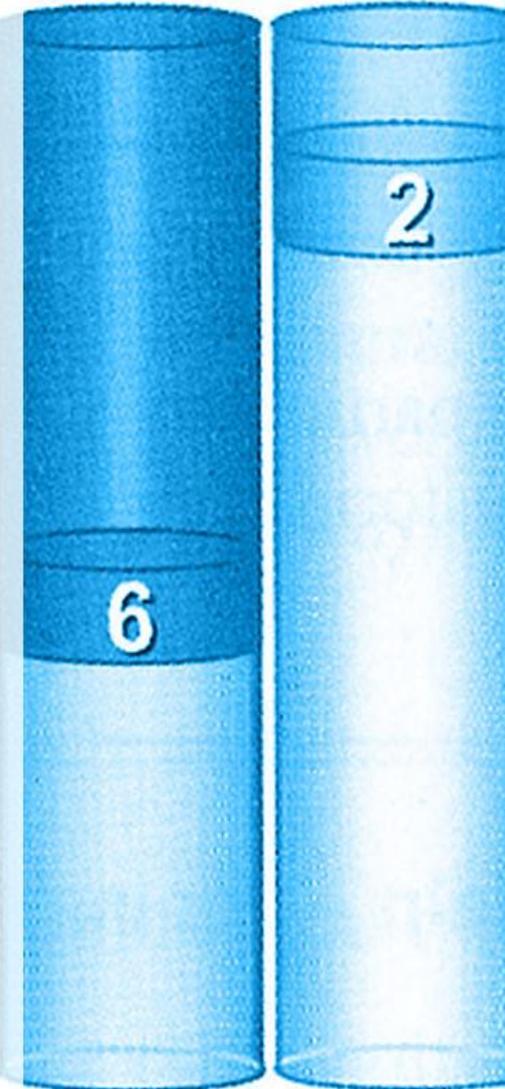
through using a tool called Kolbe

THE BRS BREAKFAST SERIES

Auckland, 29 November 2017



aru Quick Start Implemento



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