



A2B Case Study: Dong Energy

THE CLIENT



DONG Energy was established in 2006 by the merger of six Danish energy companies. It now has 6500 employees and in 2013 achieved an EBITDA of \$2.7bn.

The company is committed to the UK for the long term with two key areas for growth: offshore wind power and oil and gas exploration and production. They also have a B2B gas sales business in the UK and are the second largest supplier of gas to the industrial and commercial sector.

DONG Energy has committed investments of over £5 billion to the UK - of which £4 billion is in offshore wind, helping develop the secure, low carbon energy supplies the UK requires.

THE CHALLENGE

Westermost Rough is an offshore wind farm development, just off the Hull coastline. It will be made up of 35 Siemens turbines, with a total delivery capacity of 210MW – enough to supply CO2-free electricity to almost 210,000 UK homes.

Richard Powney (Lead Project Manager, Dong Energy) needed to raise the morale and delivery performance of his multinational, 22-member Project Management team. They were at the final delivery stage of the Westermost Rough development, appropriately titled 'Sail away' - and needed to invigorate the project to get it over the line. 'Sail away' was a hard deadline: miss it, and costs would increase exponentially (if marine resources were even available at all).

His challenges were typical of intensive, long-running specialist projects. None of these issues in

themselves would critically impact delivery; yet together they represent an enormous loss of momentum and efficiency:

- Some inexperienced team members
- Overwork - not enough time to perform tasks
- Too much travel
- Fatigue from long days
- Lack of communication
- Perceived lack of support from departments, managers etc.
- Ill-defined and resented processes
- Best practice not carried forward from previous projects

THE SOLUTION

Working with Richard, A2B Excellence developed a bespoke 'Motivation and Training' intervention for the whole project team. The objectives were:

- To introduce the whole team to our 'A2B Team Working' model, and assess their motivation and performance against that benchmark.
- To introduce the team to the science of Paradigms (new ideal ways of working), Visualising Wasted Effort and the simplicity and power of 'A2B Process Mapping'. Ultimately, through shared learning, understanding and tackling tasks, to raise morale and enhance their sense of belonging to a world class team, taking on ground-breaking challenges together.



To foster the spirit of competition and challenge, we arranged for the design of an interactive 3D puzzle, against which the group – split into two competing halves - could measure their performance.

ONE DAY IN NYBORG

The complete project team was flown into Nyborg, Denmark; and Richard Powney set the scene with a comprehensive project update and an outline of the challenges facing the team over the coming 12 months. Richard then handed over to the A2B team.

Using an engaging blend of interactive presentations, videos, simulations and group activities, all structured specifically to meet the needs of this project, we gave the team the strategic tools they need to perform more effectively, now and for the rest of the delivery cycle, in a supportive and collaborative environment.

The Westernmost Rough project delivery team members now know:

- Their own individual roles in discovering breakthrough solutions to problems
- How to identify wasteful activities in their own programme...
- ...and remove or improve them in a safe, structured and efficient manner.
- How to visualise their own – and their colleagues' – activities as part of a shared vision for achievement

The highlight of the session was A2B's 'Lean Construction Challenge'. The group split into two and, against the clock, used our bespoke simulation to construct a complex three dimensional shape. (The initial time taken to work out how to complete the puzzle became the baseline of our two teams' performances).

Then, using the skills they had been introduced to during the day, they visualised their own approaches, identified wasteful activities and started to streamline and improve their process. In the space of an afternoon, the teams managed a step-change in performance, cutting the activity time from around 20 minutes to less than a quarter of that, demonstrating clearly to the group that process improvement is achievable and valuable!



"When the team were up against a tight timeline and challenging engineering complexity, we needed something which would galvanize the whole group together. I worked with Jim a couple of years ago, so he was the first person I called, and I'm so glad I did. What Jim and his team did for us, in such short timescales and showing such flexibility to come all the way out to us, shows how much they care about delivering for their clients. A2B's material was first rate, their facilitation was fun yet informative, and the simulation really challenged everybody.

With A2B's experience and natural motivation skills we started a fundamental change in mindset that really helped us deliver this project in time and against the odds."

*Richard Powney, Lead Project Manager,
Dong Energy*

THE BENEFITS

Targets and incentives alone are not sufficient to raise team performance significantly. To achieve a lasting step-change, team members also need:

- reliable approaches which they can apply to their situations
- the opportunity to try out their new knowledge
- and the softer skills which allow them to recognise the value of a team and each individual's role in it

Richard and his team benefited from:

- A collective sharing of new approaches, tailored to be applicable in their own project

- An opportunity to experiment with new skills in a controlled and safe environment
- An introduction to the science of motivation, paradigms and team building,
- The personally rewarding experience of working collaboratively, in a challenging environment, raising performance and succeeding together,
- A deeper sense of teamwork and shared history which breaks down the barriers to communication and allows the new approaches and skills learned to be continuously applied to new challenge.

WORK WITH A2B

At A2B, we significantly raise morale and engagement in teams; today and for the rest of the team's existence. It's a step-change in productivity, evidenced by improved performance every day. We help people at all levels to work together to get their projects over the line, creating efficiency, productivity, and happier workplaces.

Our model scales from twenty delegates to many hundreds, and our team will make it their business to tailor every aspect of each engagement to your business: the contexts in which you work and the challenges you face today.

We believe that a project is only as motivated as its people – and the reasons for inertia are many. Recognition, collaboration, authority, clarity and



many more factors are required to get the most out of your team. We are only too pleased to help – see our website for more details.