

RESULTS STORY

WIND INDUSTRY

CAVU, the RelyOn Leadership Academy, partnered with a major oil and gas player to address leadership gaps within its expanding renewable energy business. By focusing on Leadership Fundamentals, Continuous Improvement, and Team Resource Management (TRM), CAVU implemented a tailored coaching and mentoring program.

Goal:

CAVU collaborated with a major oil and gas player to address challenges within its expanding renewable energy business. The company, a global leader in oil and gas, diversified into wind energy but struggled with a significant leadership gap identified in an internal audit of safety critical roles over a year ago.

Seeking CAVU's expertise, the client aimed to enhance operational excellence and bridge the leadership gap across North American wind generation sites. CAVU's strategy focused on Leadership Fundamentals, Continuous Improvement, and Team Resource Management (TRM). CAVU implemented a coaching and mentoring program with each site's top leaders and managers that focused on the following:

- **Leadership Fundamentals:** cultivating effective communication, decision-making, and supportive leadership styles tailored for the wind energy sector.
- **Continuous Improvement:** implementing a four-step model to instill a culture of continuous improvement, emphasizing debriefs, lessons learned, and standardized processes.
- **Team Resource Management (TRM):** drawing from commercial aviation and nuclear power practices to enhance leadership, communication, decision-making, situational awareness, teamwork, and human factors.



"CAVU was tasked with helping us close a leadership gap and improve safety critical roles. Their experts not only increased our leaders' effectiveness, but most notably their coaching and mentoring improved the communication of our Operator and Contractor Team and encouraged our technicians to provide valuable lessons learned via daily debriefs."

-Performance Unit Leader



Actions:

Keeping these areas of focus in mind, the CAVU coach, with concurrence of the site leadership, implemented the following actions:

- CAVU facilitated comprehensive Leadership Development Workshops for each site leadership team, fostering open and honest communication among team members. Through brainstorming sessions, participants identified key successes and challenges, which were then consolidated and prioritized across all management levels. With the top issues pinpointed, CAVU coaches collaborated with leaders at every level, from site managers to lead technicians, to craft tailored Individual Action Plans. These plans outlined specific actions for each individual to reinforce successes and address their top challenges, ensuring a proactive approach to improvement.
- In each coaching engagement, the client was a wind farm operator, typically with a small leadership team. However, the majority of work and maintenance at these wind farms was carried out by contractors. While CAVU was contracted to coach and mentor the operator, it became evident that communication barriers between the operator and contractors were hindering performance. To address this, CAVU coaches facilitated Leadership Development Workshops for *both* leadership teams, aligning on top successes and challenges and fostering a collaborative approach to improvement. This shift ensured that actions to enhance performance were a collective effort, benefiting both the operator and contractors alike.



TEAM RESOURCE MANAGEMENT SKILLS

- ▶ Leadership
- ▶ Communication
- ▶ Teamwork
- ▶ Situational Awareness
- ▶ Decision Making
- ▶ Human Factors



Actions (cont.)

- CAVU coaches facilitated extensive leadership discussions, leveraging our comprehensive online video series, Leadership PRO, to guide each session.
- Site leadership teams welcomed our coaches to address all operator and contractor personnel during the morning plan of the day meetings. Here, our coaches covered key topics within the six critical skills of Team Resource Management (TRM). Furthermore, during the weekly safety meetings, both contractor and operator EHS trainers allowed CAVU the opportunity to present a topic within Leadership Fundamentals, Continuous Improvement and TRM.
- Throughout the coaching period, CAVU mentored and worked with the entire crew in implementing the six critical skills of TRM to instill a culture of continuous improvement.
- CAVU collaborated with the team to create a customized Plan/Brief/Debrief guide, introducing essential structure into their workflow. This guide streamlined job planning, enhanced communication of plans within the team, and optimized the debriefing process to effectively capture and share valuable lessons learned.
- At the conclusion of each 1-2 week coaching phase, CAVU coaches delivered comprehensive End of Phase Reports. These reports offer a thorough assessment of the organization's strengths and areas for improvement in human performance. Beyond simply identifying challenges, the reports also present concrete recommendations for addressing these issues, ensuring actionable insights for ongoing enhancement.



KEY CAPABILITIES

Drawing from our military training, CAVU develops high-reliability teams across roles and capability, from the frontline up to the executive management. Most importantly, we engage the entire organization to capture what was learned, what can improve, and what will lead to continued future success.



RESULTS

The outcomes were transformative, effectively bridging the leadership gap and yielding substantial improvements in work execution, revenue, and profitability by enhancing the reliability of power generation. Noteworthy enhancements were observed in decision-making, communication, and change management. Communication between operator and contractor improved dramatically. Interestingly, while the operator was the primary client, contractor leadership teams recognized the value of CAVU coaching, particularly in implementing standardized briefs and debriefs, fostering a proactive culture over a reactive one.

- Fundamental leadership skills, teamwork, and mentorship were significantly enhanced.
- Increased situational awareness and improved briefing and debriefing processes were implemented.
- Standardized approaches to planning, review, and feedback have fostered a cohesive operational environment.
- Participation of technicians of all levels notably increased, fostering a culture of continuous improvement.
- TRM training emphasized situational awareness, open-ended questions, and the importance of debriefs.
- CAVU's interventions closed the leadership gap and revitalized operational programs.
- The client is now positioned as a leader in efficiency and safety within the renewables industry.
- Collaboration with CAVU has propelled the company towards its carbon-neutral goals, setting a new standard for excellence in the wind energy sector.

"Having everyone collaborate in a single setting was the biggest contributor as barriers were broken.

CAVU spearheading the pre/post/lessons learned methodology was awesome and eye-opening for many in the sessions.

CAVU was the catalyst that allowed leaders to bond on a proven business improvement plan.

This continues to steer us in the back of everyone's mind to a continuous improvement mindset."

-Director of EHS



Ready to Learn More?