



Connecticut
Light & Power

BEST OF THE BEST

CONNECTICUT LIGHT & POWER WAS THEIR STATE'S BIGGEST ELECTRIC UTILITY COMPANY — NOW IT'S THE BIGGEST AND THE BEST

Lee Olivier was appointed president of Connecticut Light and Power in 2001, and immediately had a problem. Within five years 40% of CL&P's electric linemen would be eligible for full retirement with benefits. Electric linemen had not been trained within the company for years and a qualified lineman took at least four years to train.

Inexperience was taking a toll as rising interrupted-power incidences frustrated CL&P's 1.2 million customers. The problem, Olivier recognized, and its solution was in the CL&P culture. As a long-time client of The Pacific Institute Olivier knew The Pacific Institute's constructive cultural training could develop in CL&P the organizational cooperation to correct their problem.

By 2003 Olivier had made participation in The Pacific Institute curriculum open to his entire staff. According to Olivier, it was The Pacific Institute training that drove veteran employees and new trainees to **reduce interrupted power instances by 70 percent in 2003**. CL&P both regained client trust and built up their client base as the company's Pacific Institute trained leadership reduced capital expenditure by **\$27 million**.

DIAGNOSIS:

A Long and Out of Date Path

As a longtime leader in their industry CL&P had deep, taken-for-granted assumptions, beliefs and behaviors. In evaluating the effectiveness of company policies CL&P consultants found that the cultural stagnation created a "process-based organization with seemingly satisfactory performance, but without a clear vision, direction or strategy." According to the consultants report a "risk-averse culture" with a "reluctance to hold people accountable" had literally "frozen" CL&P into performance that was "not cohesive, nor executed with precision."

"The centralized staff governance and CL&P's implementation of a process structure are barriers...to becoming a top-performing business accountable for customer and shareholder satisfaction," the consultants rationed.



INTERVENTION:

Mission, Vision, Values, Goals and Success

The Pacific Institute assisted CL&P in developing a new executive leadership team to eliminate cultural barriers blocking cross-corporate solutions. The team started by solidifying what it meant to be part of CL&P by creating a mission, vision and values.



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"For the long-term best interest of the company and its customers, CL&P needs ...a shared vision and a sense of urgency," the consultant report said.

Using The Pacific Institute philosophy towards progression as the focus of organizational change, CL&P began transforming with a new organizational structure, the implementation of key result areas to focus the company's strengths, communication and training on the new direction and a performance measurement system.

The Pacific Institute's *Imagine 21*™ program was tailored to give CL&P's 2,300 employees a framework for personal change and create a launching pad for organizational collectivity.

"Once exposed to the power of affirmations and positive self-talk, the people of CL&P began visualizing a future for the company that was fueled by imagining the best possible future on the personal level," Olivier said.

With self-efficacy well established The Pacific Institute assisted CL&P in creating a one-year corporate strategy. The strategy's success at the leadership level in 2001 led to its expansion over the next two years to "give purpose and team identity to all employees," Olivier said. "It has provided common language...and has given leadership a tool...to discuss the company's direction, listen to the employees and to engage in constructive, robust dialogue."

MEASUREABLE RESULTS:

Back in the Light

In Olivier's drive to make CL&P the "best of the best" the organization has exceeded and continues to exceed their corporate, employee and customer satisfaction goals. Specific examples include:

- 7% **reduction** in Operation and Maintenance Costs
- 30% **reduction** in Lost Time and Accidents
- 40% **increase** Project Restoration Accuracy
- 70% **reduction** in Interrupted Service
- 400% **increase** in Completed Maintenance Tasks

Today CL&P is more agile, results-driven and forward looking than ever before. "The mindset has changed. The people now see the visions of two years ago becoming a reality," Olivier said. "They see accountability in action as results are soaring."

The Pacific Institute "ignited a future perspective, and consequent positive energy, when it launched the *Imagine 21* program to all employees and to all levels of supervision," Olivier said. This "engaged the employees in self discovery, practicing new learning, setting goals, and being accountable for the desired future."

The Pacific Institute, Inc. is a Seattle-based education and consulting company, delivering solutions based on applied psychology and best business practices. Since 1971, the Institute has helped individuals and organizations manage change, achieve goals, and transform culture.



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