

Achievements of A. C. Macris

A. C. Macris Consultants

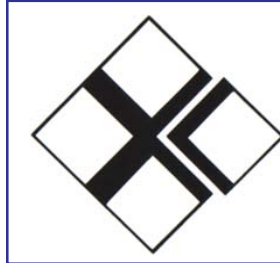
The following contains a synopsis of selected achievements of A. C. Macris. For a more comprehensive description of these engagements, including other key projects over our 20-year history, please contact us at the address or number below.

Leadership Development for a national electrical construction company

The President and CEO of the 5th-largest specialty construction company in the United States realized the need for enhancing the leadership skills of his direct reports and high-potential managers. We designed and developed an ongoing leadership development program, with the understanding that participants would have the potential for maximum positive impact and long term behavioral change when challenged to focus continually on leadership.

Key accomplishments

- Developed and implemented a senior management leadership program spanning several years
- Enhanced the leadership skills necessary to sustain growth, acquisition by a major public utility and safety challenges
- Improved the ability of the CEO to implement major initiatives that resulted in removing \$11M out of the cost structure
- The CEO said, *"Without Dean's efforts our ability to change the ingrained culture and values of our company would have been severely hampered. By helping us better define ourselves, commit to common strategies and improve the performance of our key managers, we were able to grow our business from less than \$100 million to over \$700 million in the span of seven years."*



Few mysteries remain in the business world; instead we have puzzles. Shaping the pieces of the puzzle and fitting them into a cohesive effective organization is the challenge. The A.C. Macris logo illustrates the critical piece we bring to fitting the pieces of the puzzle together.

to address these issues so the project could move forward and meet completion deadlines.

Key Accomplishments

- The Electrical contractor Vice President indicated that this intervention *"made all the difference in the project."*
- The Electrical portion of the project was \$20M. We addressed the issues in a manner that met the needs and requirements of the parties, agreements were reached regarding remaining work, and a model created for addressing issues in the appropriate hierarchy, rather than everything being

bumped to the highest levels. The project was completed and completed profitably.

Control Strategy for the UK Railway system

Facilitated a peer review group of 15 International Railway Experts to gain consensus on a corrective rail management strategy developed as a result of a high-speed passenger train derailment. The peer review provided a forum to understand and review the relevant issues and problems leading to the control strategy, exchange ideas and thinking, confirm that the proposed Control Strategy was viable, to identify flaws, to determine the level of agreement among the experts, and to specify areas for further investigation.

Key accomplishments

- Conducted/facilitated a three day workshop with railway experts from Netherlands, South Africa, Canada, UK, and United States, as well as academics and industry group experts
- Addressed and successfully discussed issues that validated the Control Strategy
- Identified several other issues and discussed those issues regarding applicability to the program or for future consideration and integration.
- Feedback comments from the international experts included:
 - *Right buttons are pushed.*
 - *Good basis to settle down and get going.*
 - *An interesting and exciting event.*
 - *"Endorses what is being done!"*
 - *Consensus is good on our approach.*

New England Nuclear Utility companies – Computer Based Training (CBT) Development & Implementation

Designed, developed and implemented PC-based CBT for General Employee Re-qualification Training. These modules reduced training time and increased throughput of contract workers thus getting them on the job faster.

Key Accomplishments

- Reduced training and lost work time in a range of 30% to 50%.
- Reduced training time resulted in cost savings in excess of \$125,000 for each outage.
- Incorporated a trainee database to provide management with information to make personnel assignments and ensure optimum task performance.
- Reduced demands on training staff resulting in additional savings.

De-regulation planning for western U.S. public utility

Senior management of one of the largest public utilities in the western United States recognized that the impact of the pending deregulation of the electric generation and transmission industry would have significant consequences on the way the company operated. In an attempt to be proactive and prepare for the un-bundling of the existing customer base and a highly competitive energy marketplace, management decided to institute organizational reviews and to create strategic organizational improvement plans. The head of the engineering department recognized that the traditional 'lists of things to do' would not cause the process, systems, structural, and cultural changes necessary to significantly affect the engineering services provided. Therefore we created a living framework by which the organization positioned and transitioned itself to meet challenges of deregulation and a competitive business environment.

We were looking to achieve improvements internally and externally to the engineering department consistent with corporate policies by inspiring cultural change and individual ownership.

Key Accomplishments

- Reduction in overhead percentage from 24% to 12%.
- Enhanced the scrutiny of projects submitted for the Capital Budget Process resulting in an increased profitability index.
- Identified and created an understanding of the true cost of Design Engineering by the organization; created Overhead "pools" providing for additional controls on overhead charges, and additional insights for future reductions.
- Designed and authored the Improvement Plan, a methodology and model for assessing the on going improvements, and provided the tools to assess current ways of doing business, explore new ways, and benchmark/monitor progress.

Intervention with the General and Sub-contractor for a major casino construction project

Two of the nation's largest management and construction companies were building a new casino in Las Vegas. The General Contractor and the Electrical sub-contractor needed to address issues in order to successfully complete the project. They jointly engaged our services to design and conduct an intervention