



# Leadership Simulation

“Creating the LDC of the Future”

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*Providing Halton Hills with electricity distribution excellence in a safe and reliable manner.*



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# What was HHH looking for?

- Critical and Creative Thinking has been an ongoing initiative at HHH
- Leadership team has gone through many different aspects of Leadership
- 363, 360's got the team to a better understanding of team dynamics
- Needed a different approach to get HHH to the next Level
- Build leadership skills within the team
- Have staff step outside of their normal roles to look at different perspectives
- Come up with creative solutions for a future LDC
- Come up with innovative solutions that could be pursued by Halton Hills Hydro as we become an LDC of the future



# What was HHH looking for?

- To develop leadership skills through emotional intelligence at the senior level
- Remove managers from their professional comfort zones and from silos
- Consider succession planning and cross-collaboration

# Simulation Learning

- The highest forms of learning (e.g., application, synthesis evaluation) are best demonstrated through a case
- The best forms of learning occur when participants connect what they know with what they're learning. Reflection was key.
- Developing leadership competencies are anchored in emotional intelligence

## **Emotional Intelligence (EI)**

EI is the ability to recognize our own and other people's emotions in order to guide thinking and behaviour and to manage and adjust emotions to adapt to environments or achieve one's goals.

Emotional intelligence is the single greatest differentiator among leaders

# Scenario

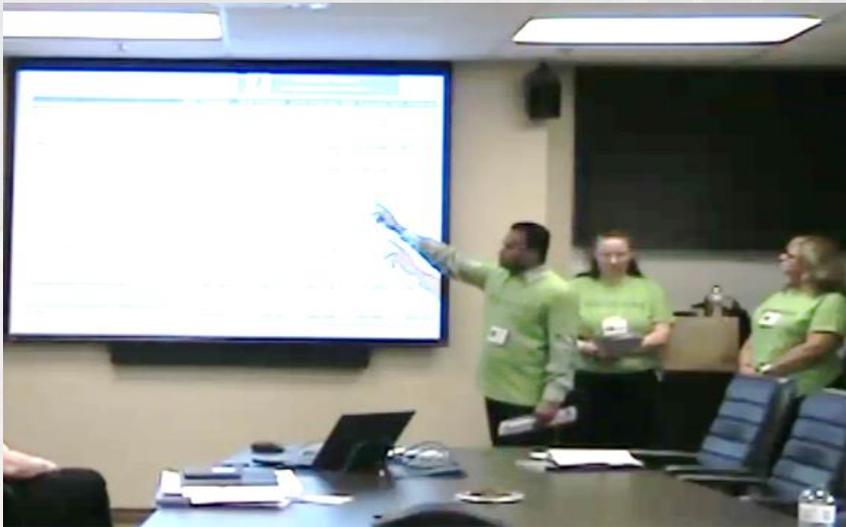
- A fictional utility environment set at some point in the future
- Competition in the marketplace
  - Utility only retains 1/5<sup>th</sup> of customers
  - Competition has 60%
  - Remaining customers using alternative forms of energy
- Rapidly advancing technology “wild west”
- Outdated infrastructure
- No returns to investors in several years
- Nothing is off the table

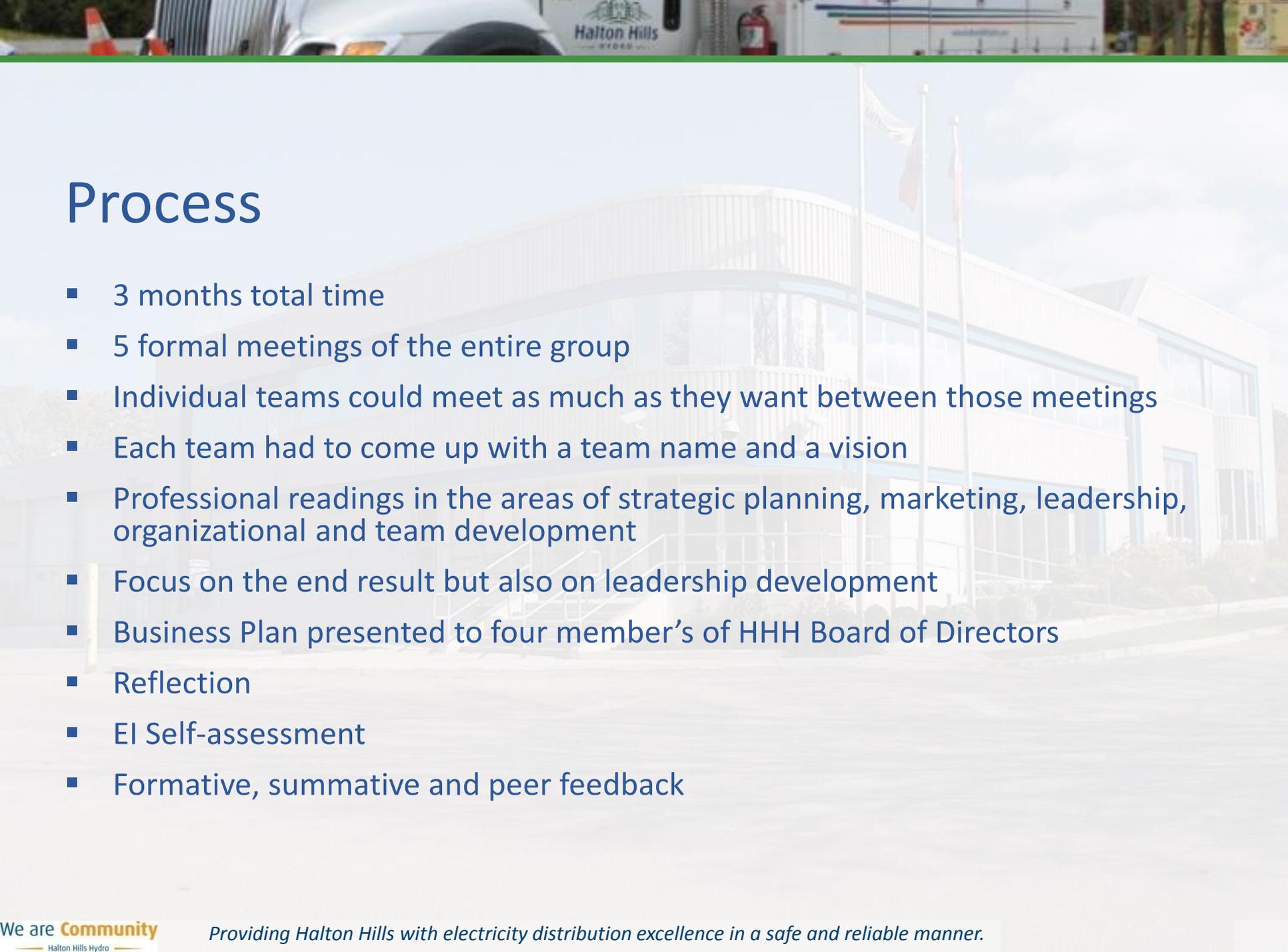


# Format

- Entire leadership team split into two groups
- Competing teams
- Our sessions were held at various community venues throughout Halton Hills
  - Arenas
  - Community Center
  - Town Hall
- Develop a solution to create a viable company
  - Strategic Plan
  - Operations Plan
  - Presentation to Halton Hills Hydro Board members
- Scenario challenge added – union strike – each team had to negotiate







# Process

- 3 months total time
- 5 formal meetings of the entire group
- Individual teams could meet as much as they want between those meetings
- Each team had to come up with a team name and a vision
- Professional readings in the areas of strategic planning, marketing, leadership, organizational and team development
- Focus on the end result but also on leadership development
- Business Plan presented to four member's of HHH Board of Directors
- Reflection
- EI Self-assessment
- Formative, summative and peer feedback



**INNOVATIVE ENERGY INC.**

***Your leading provider of  
Energy Solutions***

### **TEAM 1 – INNOVATIVE ENERGY**

- DERs (Distributed Energy Resources)
- Nanogrid technology
- Community Energy Storage
- Mobile charging to provide an “Always ON” guarantee
- Customer Satisfaction
- Employee satisfaction
- Corporate Social Responsibility
- Community Engagement



**Franklin Power**

***Energizing a Better Tomorrow***

### **TEAM 2 – FRANKLIN POWER**

- DERs (Distributed Energy Resources)
- Connecting DER customers with other customers – Uber model for power purchase & sales
- EV Charging stations
- Rewards program
- Customer Satisfaction
- Employee satisfaction
- Corporate Social Responsibility
- Community Engagement

# Key Learnings

- The “Future LDC” is already here
  - Lots of exciting innovations underway in the sector
  - We have the skills and resources we need to be ready for the future
  - Employees stepped up and took on new roles and challenges with enthusiasm
- 
- Established an “innovation Committee” to be sure we are ready to be an LDC of the future



# Thank you!

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# Questions and Discussion



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# Thank You

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