

# THE INTEGRATION OF UNION GAS AND ENBRIDGE GAS DISTRIBUTION

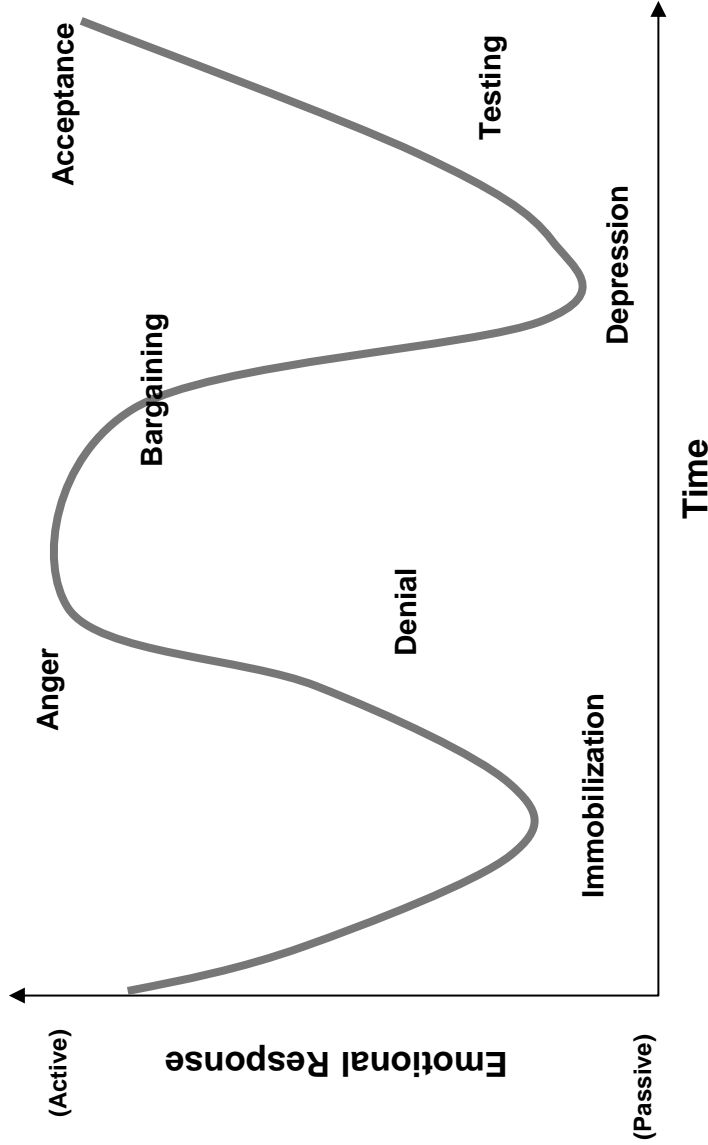


## What do I need to know to lead my team through utility integration?

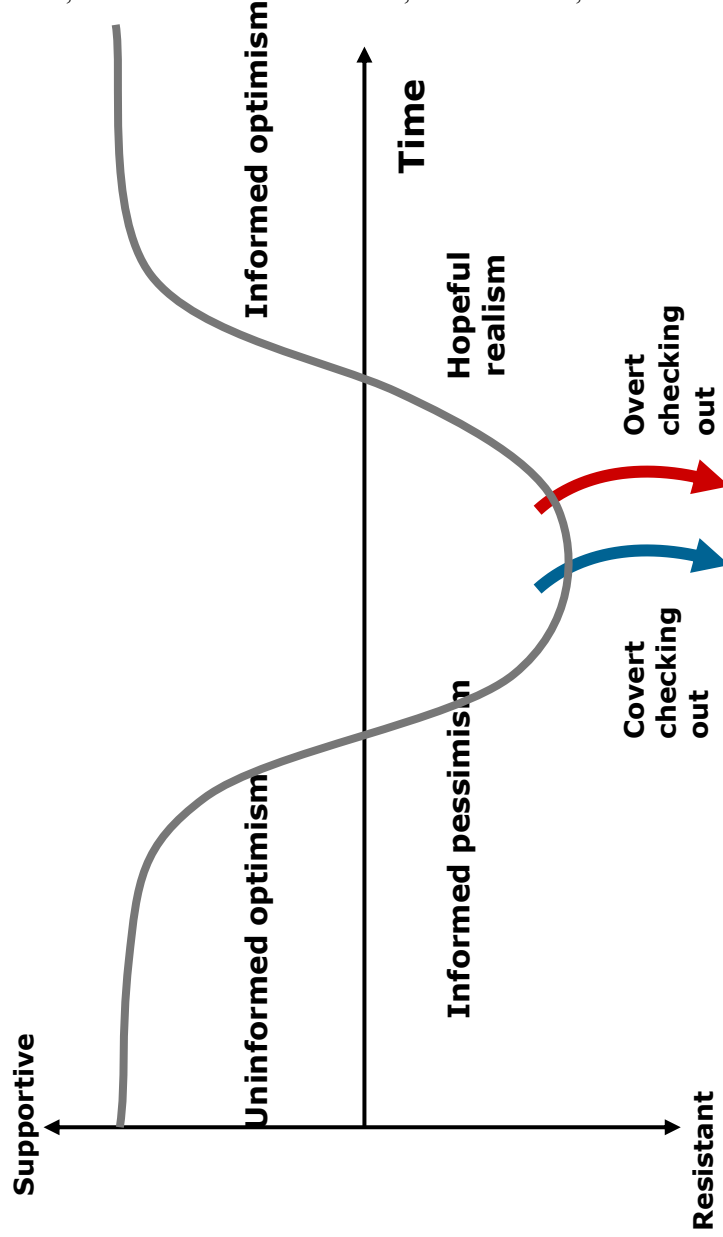
WHAT	WHEN	HOW
<ul style="list-style-type: none"> <li>Background: EGD and Union gas filed a joint <b>MAADs application</b> with the OEB. This framework:                             <ul style="list-style-type: none"> <li>Gives the integrated utility 10 years to amalgamate so that we can implement changes thoughtfully</li> <li>Significant investments will be made to get savings</li> <li>Efficiencies will be driven by systems and workforce optimization, applying best practices from each utility</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Q4 2017:</b> <ul style="list-style-type: none"> <li>Filed MAADs application with the OEB November 2.</li> <li>Application and evidence posted on the <a href="#">EGD</a> and <a href="#">UG</a> websites</li> <li>A separate rates mechanism application filed later in November proposes a preset formula for distribution rates.</li> </ul> </li> <li><b>Q3 2018:</b> <ul style="list-style-type: none"> <li>OEB decision is expected in the summer of 2018</li> <li>Decision could combine MAADs and distribution rates application or handle these separately</li> <li>Leading up to the decision, we will be responding to interrogatories and preparing for an oral hearing</li> <li>We will keep employees and stakeholders informed</li> </ul> </li> <li><b>Q1 2019:</b> <ul style="list-style-type: none"> <li>January 1, 2019 would be Day 1 of amalgamated utility</li> <li>2019 rates implemented January 1, 2019</li> <li>2019-2028 ten year MAADs framework</li> <li>Rebasing in 2028</li> <li>No changes will be made until we have a decision</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Learn what it means to be an effective <a href="#">change sponsors</a>.</li> <li>Know that under stress, people's <b>capacity</b> to fully comprehend <b>new information</b> is significantly reduced. Expect that:                             <ul style="list-style-type: none"> <li>They will <b>judge you</b> as the messenger <b>before they listen to the message</b></li> <li>They will have <b>difficulty hearing, recalling, and understanding</b></li> <li>Individual attention span is reduced to 15 minutes and retention to only 3 ideas with no more than 3 facts.</li> </ul> </li> <li><b>Focus on individual accountabilities.</b> Get back to the basics and be ready to be clear on:                             <ul style="list-style-type: none"> <li>Roles – what I should/not do</li> <li>Relationships – who should I connect with to achieve goals</li> <li>Knowledge – of how to get my job done</li> <li>Beliefs – understand what they expect will happen vs. what is known or planned to happen</li> </ul> </li> <li>Respond with clear, <b>future-focused communication</b> by linking to:                             <ul style="list-style-type: none"> <li>External market pressures</li> <li>The Five Strategic <a href="#">Intents</a></li> <li>Recognizing high collaboration</li> <li>Change resources on <a href="#">ELink</a></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Integration benefits our <b>customers</b>, making us more competitive:                             <ul style="list-style-type: none"> <li>Ensures stable, predictable customer rates that are lower than they otherwise would be</li> <li>Guarantees continued outstanding quality of service and operational excellence</li> <li>Supports ongoing utility investments in energy infrastructure to meet customer needs</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>Integration positions us for a <b>stronger future</b> <ul style="list-style-type: none"> <li>We've done an excellent job of embracing productivity</li> <li>This is the next best opportunity to continue delivering value to Ontario energy consumers</li> <li>An integrated utility serving 3.5+ million customers safely, efficiently and affordably will enable us to grow and will provide opportunities to <b>employees</b></li> </ul> </li> </ul>		

# Resistance is natural, predictable and can be managed

## STAGES OF RESISTANCE FROM NEGATIVELY PERCEIVED CHANGE



## STAGES OF RESISTANCE FROM POSITIVELY PERCEIVED CHANGE



Help people move through the stages of resistance as quickly as possible

# Stages of reaction to change

Source | Toombs Inc.



**Note:** Each individual will respond differently based on the impact of the change on them, their proximity to the change, their personal style and their experiences with change.





# Dealing with Shock or Anger

## Shock

Immobilization | Denial | Uninformed optimism

### Reaction:

Hard to concentrate and withdrawn

**Shock** Shock or disbelief, particularly if there has been little forewarning or understanding that this is an event

### You may feel

- Difficulty concentrating
- What is coming next?
- Anxiety about what the changes mean for you personally

### What you can do

- **Build Awareness**
- Acknowledge to yourself that is this can be a difficult time
- Connect with people – seek connection and support from your leader and your colleagues
- Be honest about how you are feeling
- Ask questions

## Anger

Anger | Bargaining | Informed pessimism

Reaction: Betrayal, injustice, powerlessness and lack of trust of decision makers

**Anger** You may have intense feelings of anger and be more sensitive or agitated

### You may feel

- Feelings of betrayal, injustice and powerlessness
- Aggressive or passive aggressive toward others
- Lack of trust towards those who have made the decisions

### What you can do

- **Build Awareness and Desire to change**
- Be patient – realize that change takes time
- Respect that others are also going through change
- Seek refuge or a safe space to get away if you need to
- Seek the facts – avoid speculation or rumors
- Consider what you CAN control and focus on constructive tasks and activities that can be accomplished
- Consider seeking outside help - Doctor, Employee & Family Assistance helpline, friends, family

# Dealing with Loss or Fear

## Loss

Depression | Covert or Overt checking out

**Reaction:** Physical symptoms (lack of sleep), productivity loss

## Fear

Testing | Covert or Overt checking out | Hopeful realism

### Reaction:

Worry, stress, fears about ability towards new responsibilities

## Loss

**You may start to experience a sense of loss and grief over relationships if people are leaving or moving to another area**

### You may feel

- Worry that daily activity will change
- What does this mean for me?
- Am I still important and valued?

### What you can do

- **Build Knowledge and Ability**
- Allow yourself time to grieve - acknowledge the change and don't minimize what you are feeling
- Show compassion and understanding – reach out and remain connected to close colleagues
- Consider seeking outside help - Doctor, Employee & Family Assistance helpline, friends and family

## Fear

**You may be worried for your job and/or the work environment**

### You may feel

- Concerned about expressing how you feel
- Questioning your own abilities or interests
- Loss of control, vulnerable, worried, stressed

### What you can do

- **Build Knowledge and Ability**
- Talk to your leader about your concerns
- Seek information about what is happening
- Trust that decisions are made with the utmost respect and integrity
- Remember that you are valued
- Talk to a colleague who you know is coping well
- Consider seeking outside help - Doctor, Employee & Family Assistance helpline, friends, family
- Consider the possibilities that the change will open up



# Dealing with Acceptance



## Acceptance

Acceptance |  
Informed optimism

### Reaction:

See the potential  
opportunities

## Acceptance

### You eventually accept what has happened and feel comfortable with the changes and new expectations

- You may feel**
- Changes have occurred, how can I make the best of it?
  - Curiosity regarding new opportunities
  - Positive about what the future holds

### What you can do

- **Encourage Reinforcement**
- Get involved – seek opportunities to support the change
- Reinforce the value you and your colleagues can deliver
- Talk – about what you are excited for and why you think the change will have a positive impact
- Encourage people to remain open
- Be clear on work priorities and that we need to get things done
- Take opportunities for professional development
- Talk about how this is ‘good’ different
- Celebrate accomplishments