

# Servant Leadership

*and other Lessons Learned from the  
Montreal Olympic Stadium*

Tina Cerulli, PMP

*Presentation to*  
PMI Champlain Valley

# Objectives

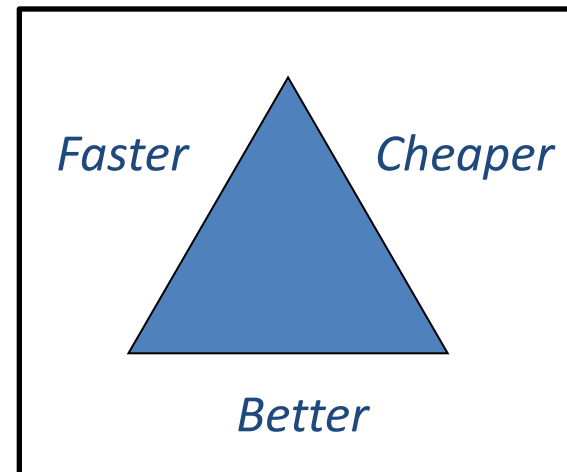
1. Demonstrate the benefits of:
  - *Servant Leadership*
  - *Implementing Lessons Learned*
  - *Sound Project Management*
2. Case Study: [Montreal Olympic Stadium](#)
3. Recommendation: *Old Stadium or New Stadium?*

# Potential Expos Return



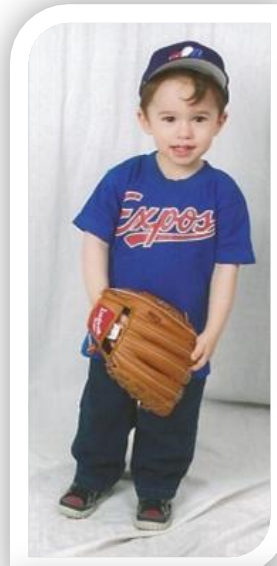
If the [Montreal Expos](#) return,  
*where should they play?*

*Old Stadium or New Stadium?*

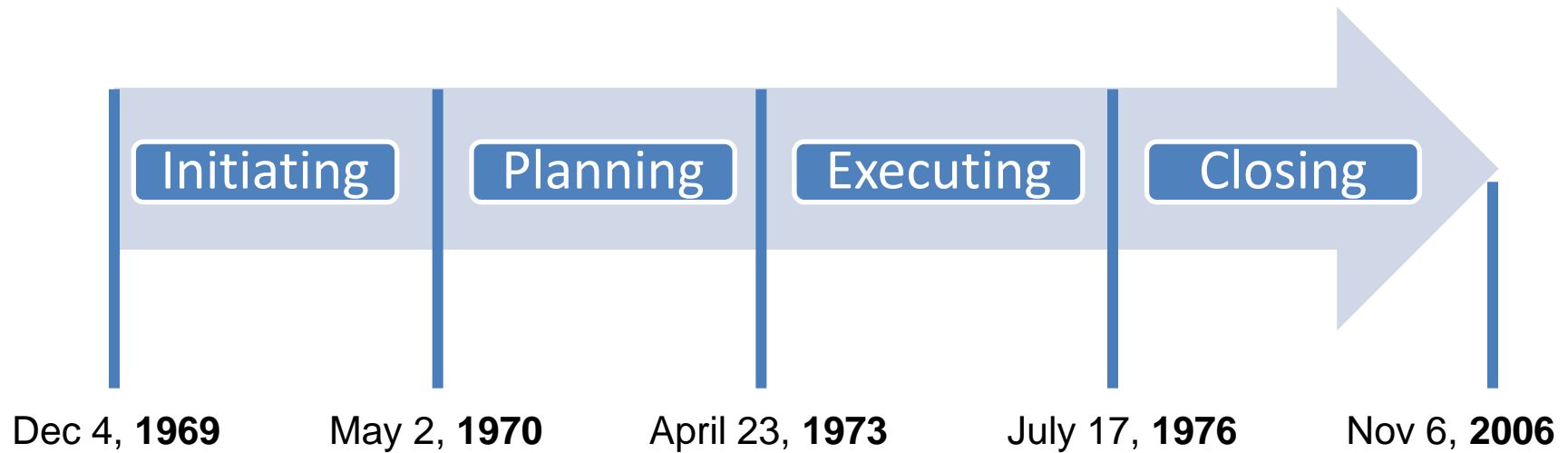


# Lessons Learned

- If & How to Use Them
- Unique Project Output
- Perception is Reality
- Consider All Sources



# Lessons Learned from Construction Project *of the Montreal Olympic Stadium*





# Jean Drapeau's Vision



1963

- *Place Des Arts*

1965

- *1<sup>st</sup> IOC Application*

1966

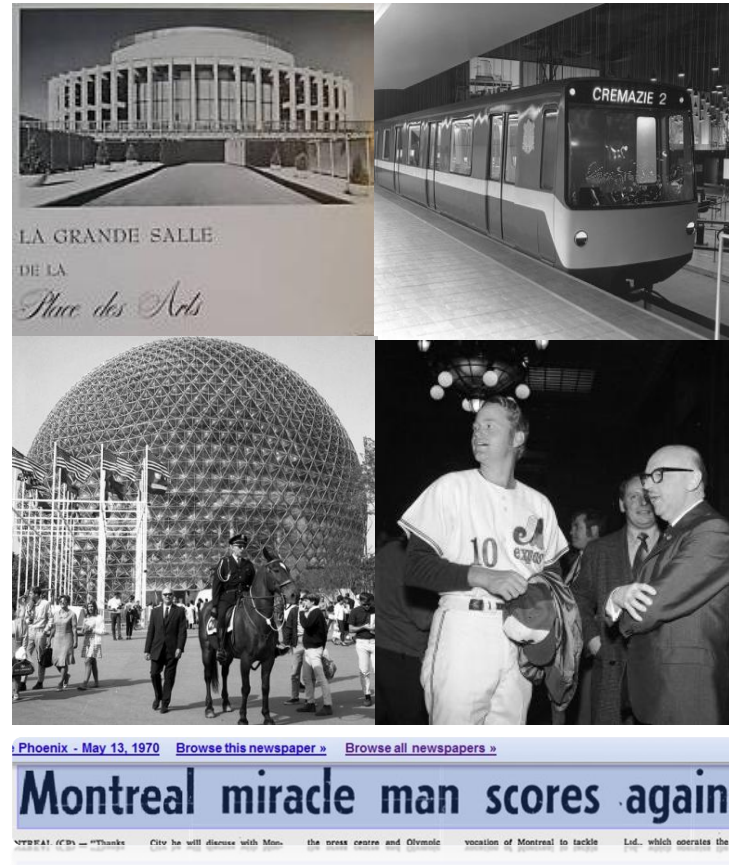
- *Metro*

1967

- *Expo'67*

1969

- *Montreal Expos*



# Initiating the Construction Project



*Dec 4, 1969 - May 2, 1970*



# Project Description

- Development of Park Maisonneuve



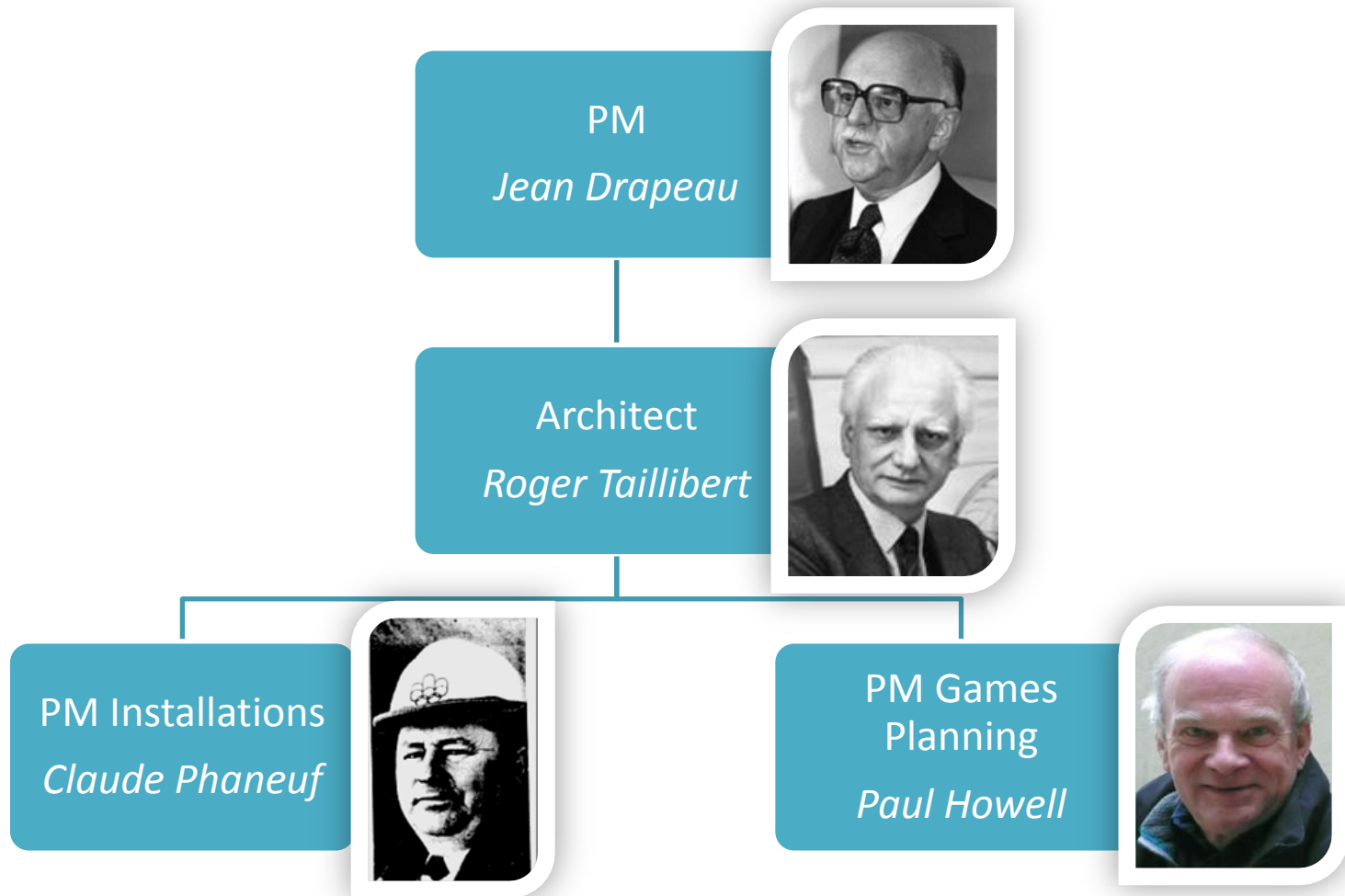
*“The ugliness of slums in which people live doesn’t matter if we can make them stand wide-eyed in admiration of works of art they don’t understand.” - Jean Drapeau, 1967*



# High Level Requirements

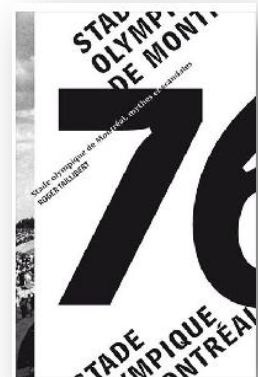
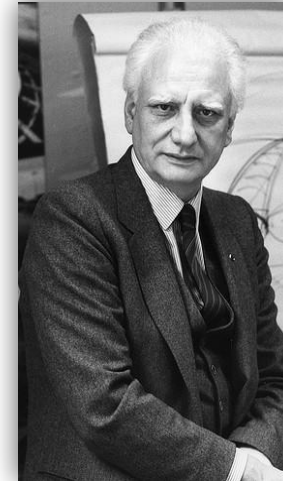
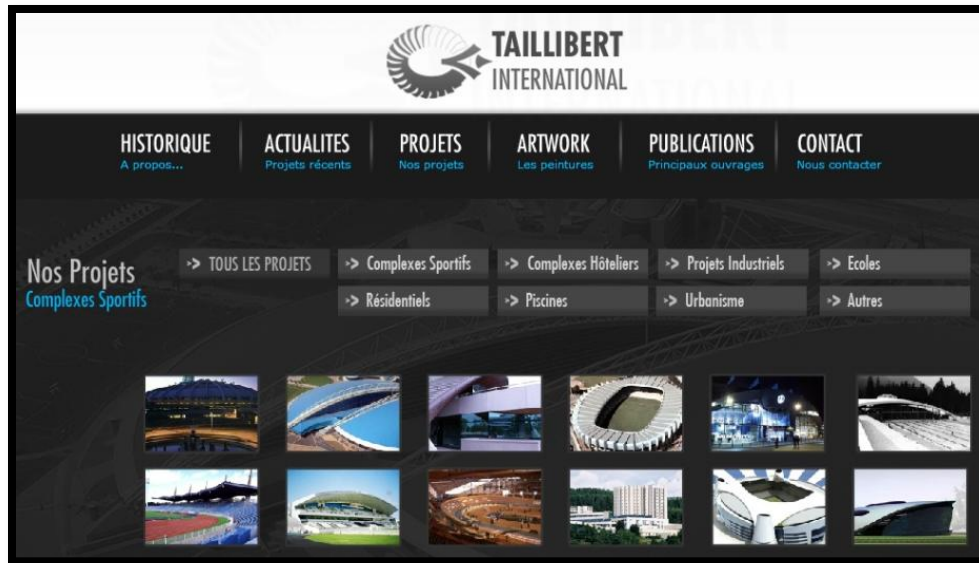
Stakeholder	Req #	Requirement Description
<a href="#">IOC</a>	1	<a href="#">Olympism</a>
	2	Multi-purpose stadium
	3	High Seating Capacity
	4	Safety (Exits/Access)
	5	Open-air Environment
<a href="#">City of Montreal</a>	6	Retractable Roof for Professional Baseball
	7	Field for Professional Baseball
	8	Field for Professional Football
	9	Modest (like the <a href="#">1952 Helsinki Games</a> )

# OBS



# Architect Roger Taillibert

- Born in France
- International Sports Facilities
- Commander of the [Légion d'Honneur](#)



# City Engineer *Claude Phaneuf*

[Montreal Record - Sep 14, 1978](#) [Browse this newspaper »](#)

Consulting firm

missed by

## Barred city engineers from design room Phaneuf testifies

A former City of Montreal engineer says the consulting firm that was drawing up plans for the 25,000-seat Olympic stadium never allowed city engineers into its design room to see them.

Claude Phaneuf told the Quebec government inquiry into the cost of the 1976 Olympic games that, when Fritz Traub, an American who was taking over the stadium, he often tried to force Phaneuf and other city engineers to enter the design room.

"But all we saw was that conference room," said Phaneuf, who worked on construction of the main Olympic sports arenas.

The firm was asking a number of companies to

did two months ago if Quebec provincial and federal governments were Olympic contractors as General Maling, Chairman of the City of Montreal and other committees.

Finally, we requested meeting to see the plans, we said. The meeting was held in the room of the 1976 Olympic games, and included many other people and people involved in the project. The consulting firm which had been working on the contract for the stadium, showed some plans to them, but Phaneuf was excluded. Phaneuf said.

"When we came back to



Claude Phaneuf

Un chantier à l'image de 2010  
En plus, les dirigeants savaient !  
[\(Cliquez ici pour lire l'article\)](#)

Le Stade bien cuit  
Entrevues "à chaud"

### La Vraie Vérité sur le Stade Olympique de MONTREAL

Ingénieur  
Claude Phaneuf  
B.A., B.Sc.A.

### POURQUOI UN SITE INTERNET SUR LE STADE OLYMPIQUE DE MONTRÉAL ?

Je vous répondrai « par devoir » et pour trouver des solutions. Les impuissants en place cherchent toujours un Toit pour le Stade depuis 2004 (ce sera le Sième!).  
**Je n'ai pas le droit de rester muet.**

Si Paris a sa Tour Eiffel, Sydney son Opéra, Rome son Colisée, Moscou son Kremlin, Athènes son Parthénon, **Montréal a aussi son symbole « le Stade Olympique et son Mât »**. Le voici ... coiffé du Toit Taillibert, le seul approprié et le seul qui a vraiment marché en dépit des erreurs de conception de Socodec-Lavalin.

Au cours des années, vous avez entendu des journalistes, des québécois dire :- *Cessons de mettre de l'argent dans ce Stade et démolissons-le. Oui, j'ai bien entendu « Démonissons le symbole de Montréal »*, de la



[Cliquez sur la photo pour agrandir](#)

# Planning *Paul Howell*

[The Montreal Gazette - Feb 10, 1975](#) [Browse this new](#)

Olympic Village contract.  
Executive vice president Simon St. Pierre and director general of construction Michel Guay left for Europe last night with Paul Howell, head of the COJO planning department; Michael Labrosse, in charge of press services and Gerald Simon, technical

Olympic  
Games

Montreal

1976

Can

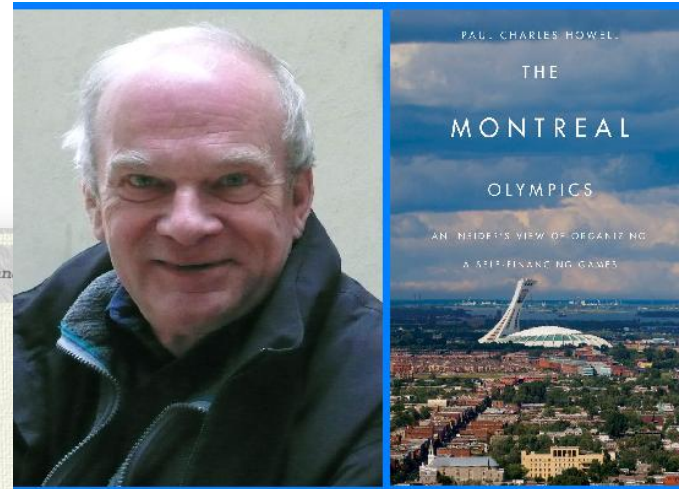


Montréal 1976

Games of the XXI Olympiad  
Montréal 1976  
Official Report

Legal Deposit  
Quebec National Library  
2nd Quarter, 1978

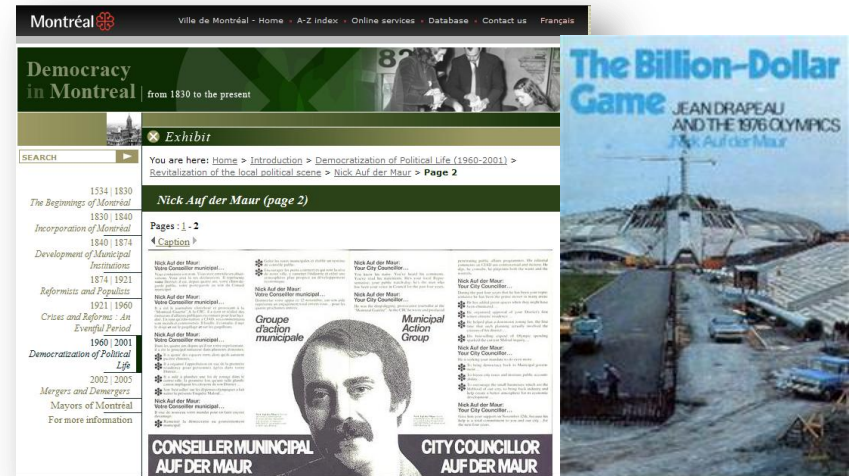
© Copyright COJO 76, Ottawa 1978





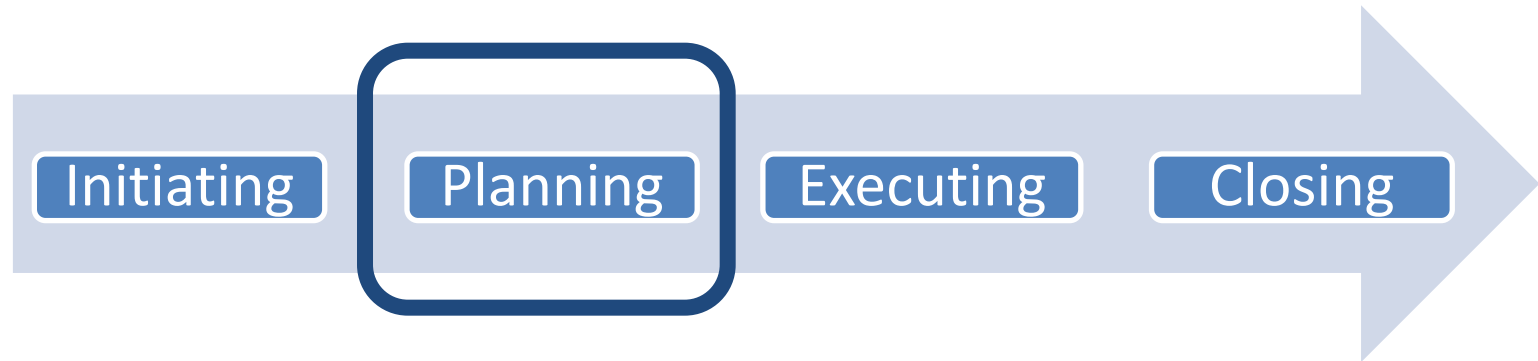
# External Stakeholders

- Customers
- Governments
- International Media
- Worldwide Audience

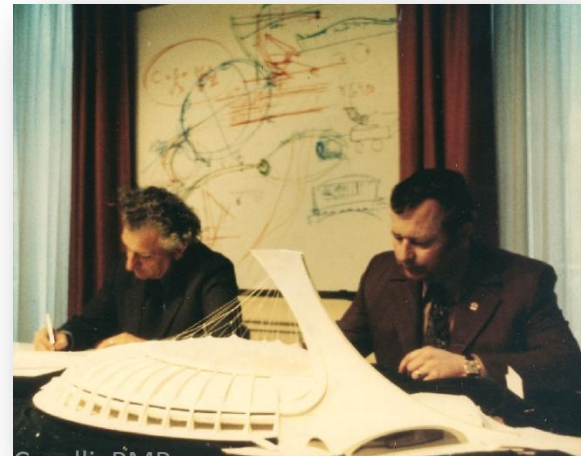


[Montreal Citizen's Movement](#)

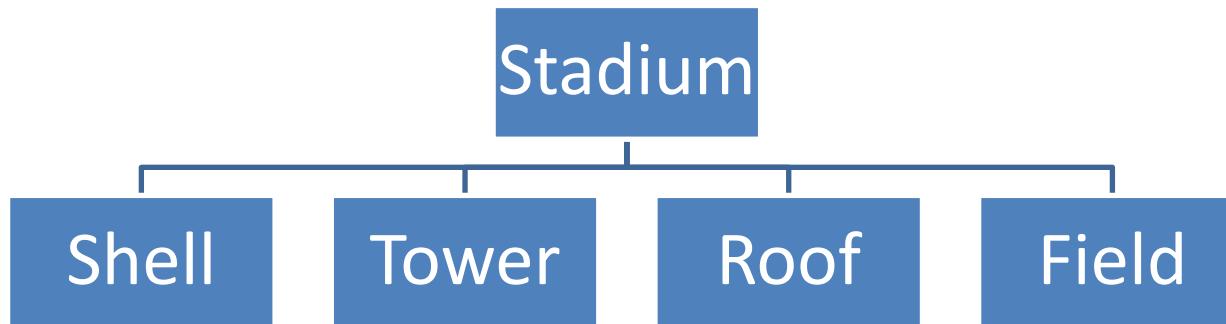
# Planning the Construction Project



*May 1970 – April 1973*



# WBS: Olympic Stadium



# Planning the Shell Design

- [Le Parc des Princes](#)
  - *Designed by French Architect Roger Taillibert, 1972*



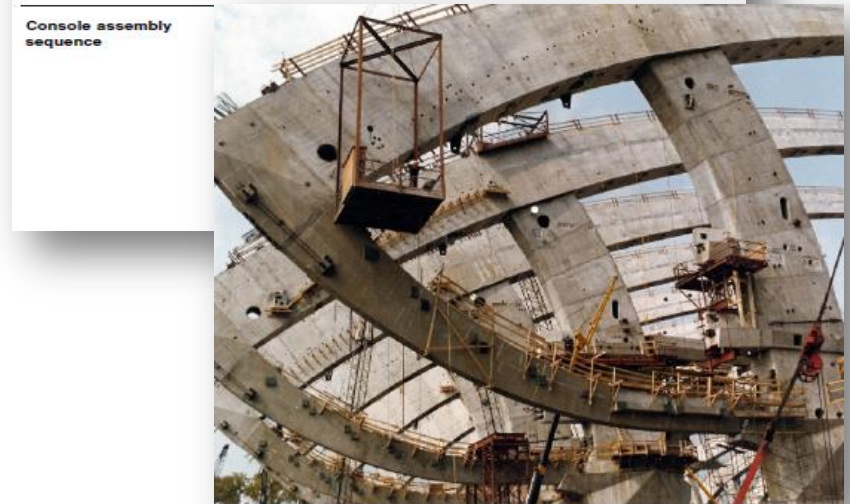
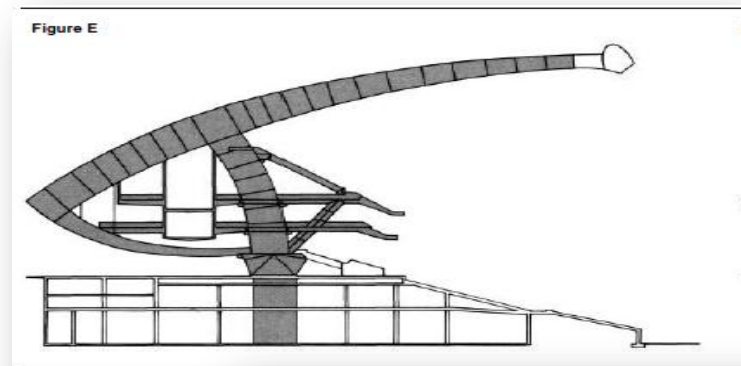
Le Stade du Parc des Princes à Paris – 1972  
[Cliquez sur la photo pour agrandir](#)



Le Stade Olympique - 1976

# Taillibert's Architectural Style

- Curved Line Opposing Curved Line
- Concrete vs Steel
- Pre-Fab Components
- Sloping Roof
- 34 Unique Consoles
- Innovative





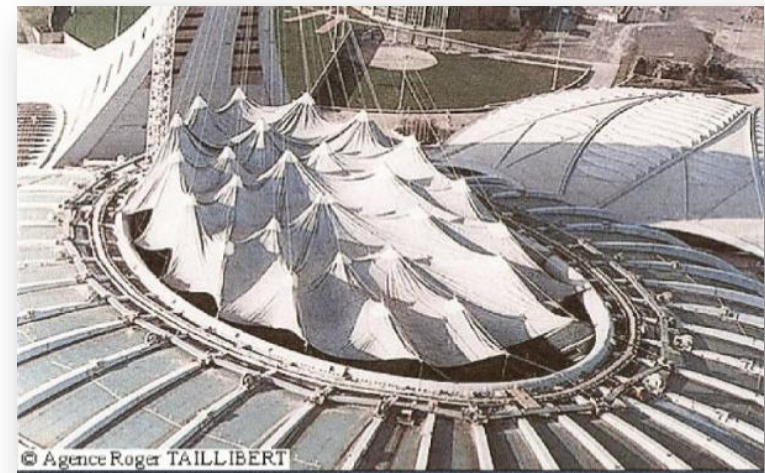
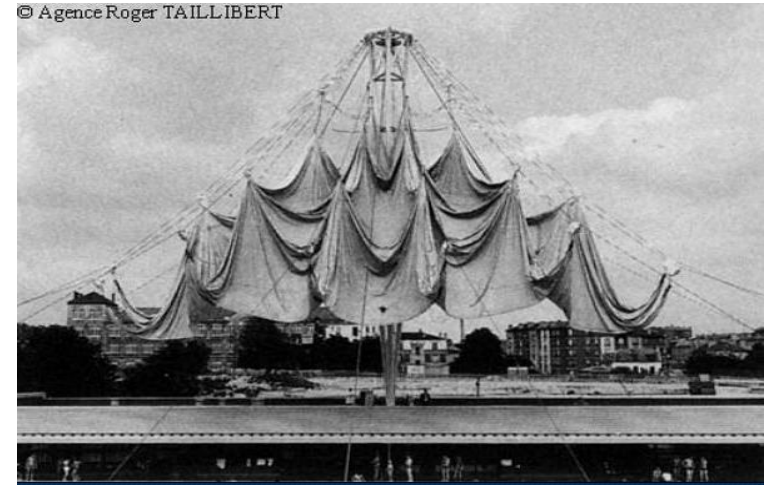
# Planning the Tower Design

- 1st freestanding structure leaning into space
- 45 degrees
- As Tall as *Washington Monument*
- Triangular base
- Swimming Pool



# Planning the Roof Design

- Retractable
- Movable Fabric
- Umbrella
- [Piscine Carnot, Paris](#)
- [April 1972 Presentation](#)

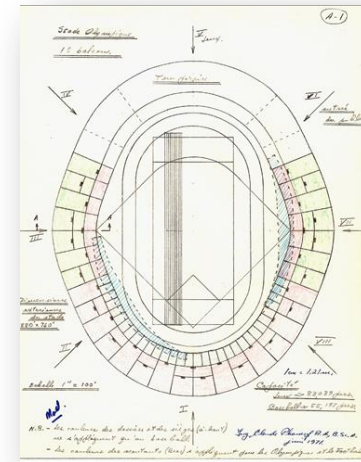


# Planning the Field Design

- Customers



- Montreal Expos (Baseball)
- Montreal Alouettes (Football)



Houston  
Cliquez sur la photo pour agrandir



Los Angeles  
Cliquez sur la photo pour agrandir



San Diego  
Cliquez sur la photo pour agrandir



Ingénieur  
Claude Phaneuf

# Planned Cost of Quality

## *Inexpensive*

- Simple
- Fast
- Proven Design
- High Quality
- Concrete

## *Expensive*

- Complex
- Slow
- Unique Design
- Rework
- Steel

# Budget Planning

- 1972 Forecasted Construction Costs: **\$ 250 M**



- Self-Financed => **No Sponsor Required!**



*“The Montreal Olympics can no more have a deficit than a man can have a baby.”*

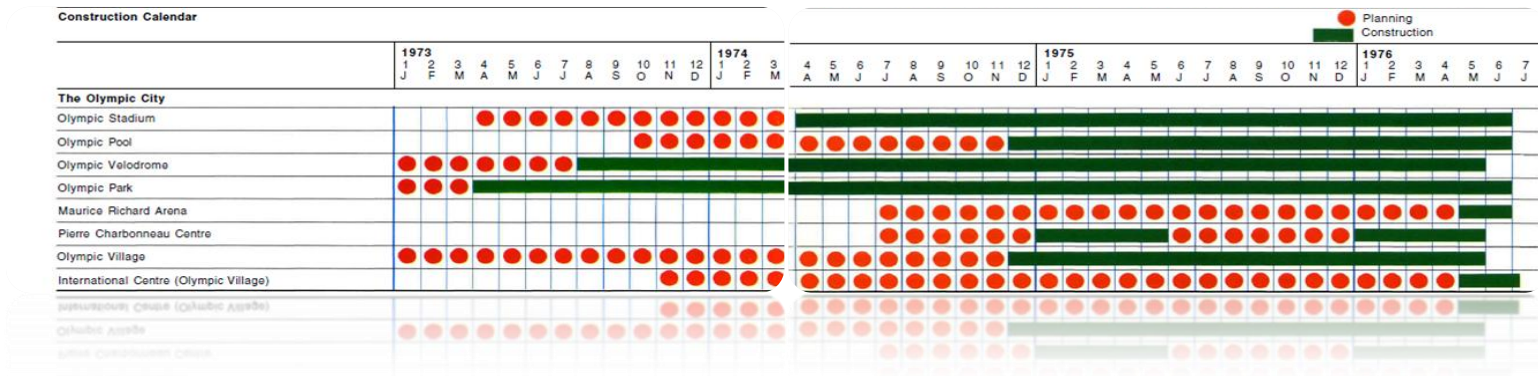
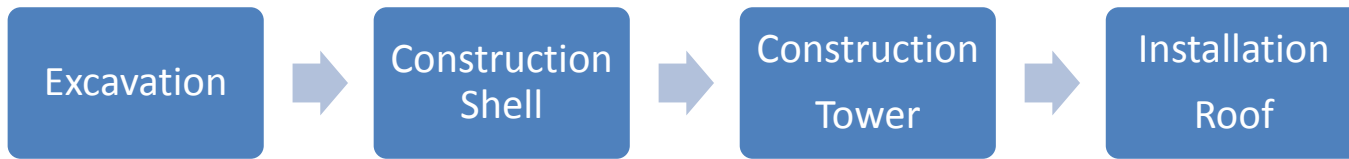
*- Jean Drapeau, 1973*



# Time Planning

- February 3, 1973: 1<sup>st</sup> Master Schedule for Construction

– 6 month late Forecast, 3 years before Delivery!!



# Communication Planning



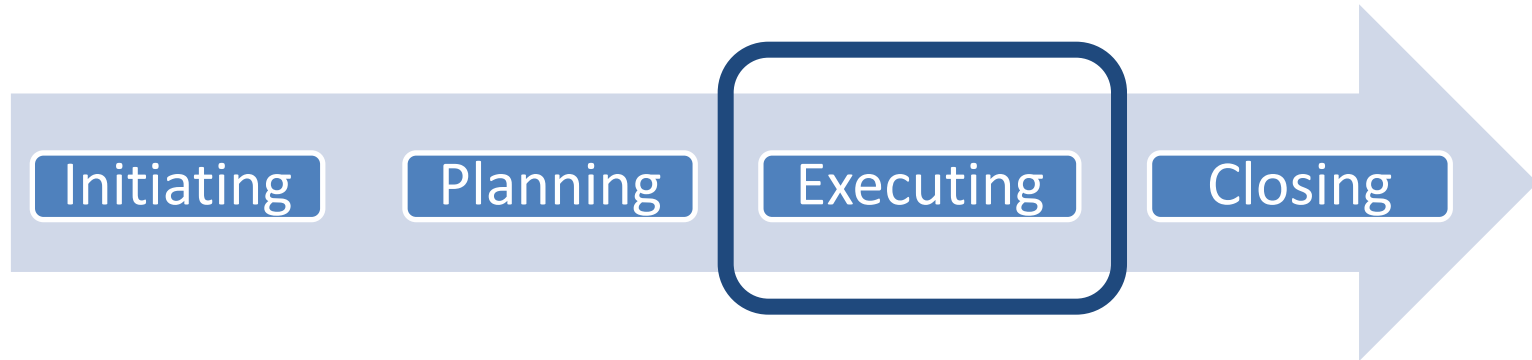
Purpose	Stakeholder	Type of Communication	When
Progress Tracking	COJO	<ul style="list-style-type: none"> <li>Schedule (CPM)</li> <li>PAP Process</li> </ul>	Once a Month
	Construction	<ul style="list-style-type: none"> <li>Schedule (BART Chart)</li> </ul>	Daily
	IOC	<ul style="list-style-type: none"> <li>Written Progress Reports</li> <li>Presentations</li> </ul>	Ad Hoc
Marketing	World Audience	<ul style="list-style-type: none"> <li>Pamphlets, Brochures</li> </ul>	<i>Late</i>
Public Relations	Media	<ul style="list-style-type: none"> <li>Video Presentation</li> <li>Press Conference</li> </ul>	Ad Hoc

# Procurement Planning

- No Competitive Bidding
  - *Didn't work in Munich*
- Consequences
  - *Perception of Unfairness / Over-Spending*
  - *Sabotage*



# Executing the Construction Project



*April 28, 1973 – July 9, 1976*



# Work Progress 1973-74

- Inflation
- Resource Scarcity
- Strikes (*Nov-Feb*)
- Lack of Competence
- Soil too weak

- Costs Up
- Resources Up
- Delays



[The Montreal Gazette - Nov 16, 1973](#) [Browse this newspaper »](#) [Browse all newspapers »](#)

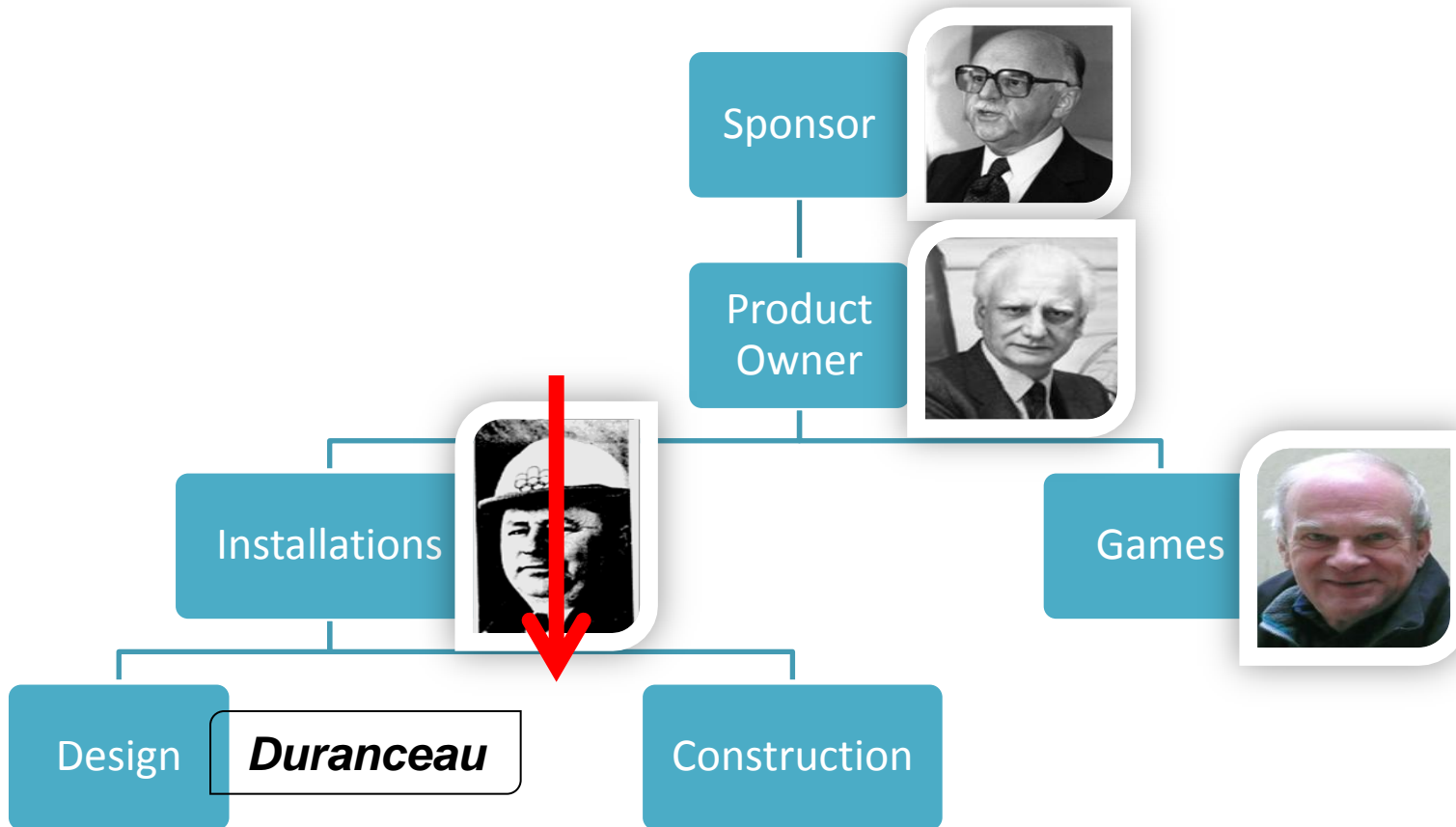
24 nations hit by oil crisis  
meet to protect economies

[The Montreal Gazette - Nov 1, 1974](#) [Browse this newspaper »](#) [Browse all newspapers »](#)

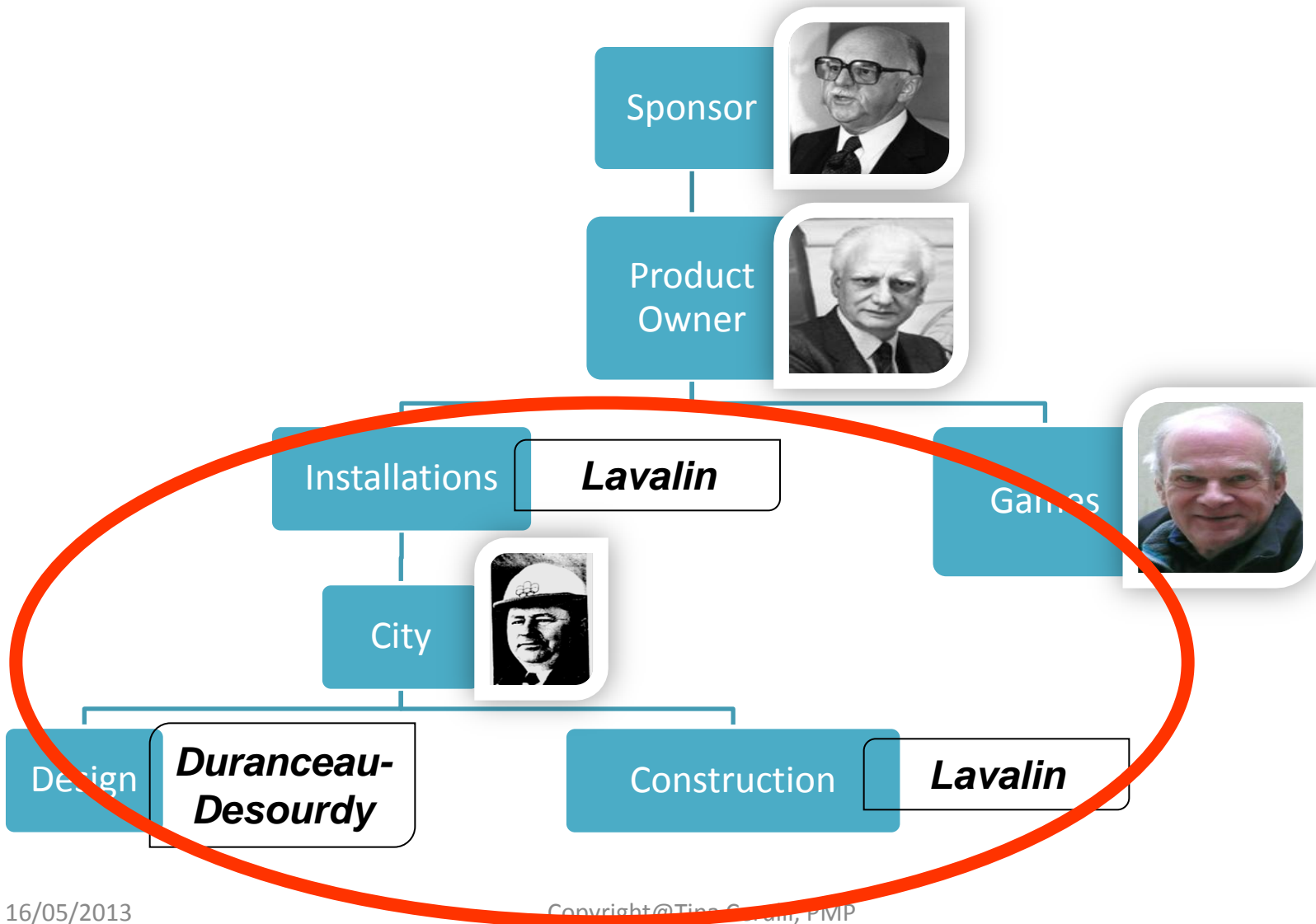
City labor strife  
has long history



# Re-Org #1



# Re-Org #1



# Work Progress 1975

- Jockeying for Power
- Resource Congestion
- Strikes (*May-Oct*)
- No more Money!

- Delays
- Costs Up
- Dissention
- *Bail Out!*

The Montreal Gazette - Jan 14, 1975 [Browse this newspaper »](#) [Browse all newspapers »](#)

Page 22 of 46

## Gazette readers want Mayor Drapeau to 'come clean' on financing of 1976 Olympics



St. Petersburg Times - May 16, 1975 [Browse this newspaper »](#) [Browse all newspapers »](#)

### Montreal's Olympic stadium is held hostage in union battle

By MICHEL TONDRE

'A.T.T. arbitration attempts to the agreement f

The Montreal Gazette - Jan 15, 1975 [Browse this newspaper »](#) [Browse all newspapers »](#)

### Mayor, Games chief head for showdown

By DOUG GILBERT and BILL FOX of the Gazette

Mayor Jean Drapeau and Olympic Committee General Roger Bouchard appear headed for a collision showdown over conflicting plans to save Montreal's 1976 Games.

At the same time Premier Bouchard appeared ready to offer backing of any Olympic deficit up to \$200 million.

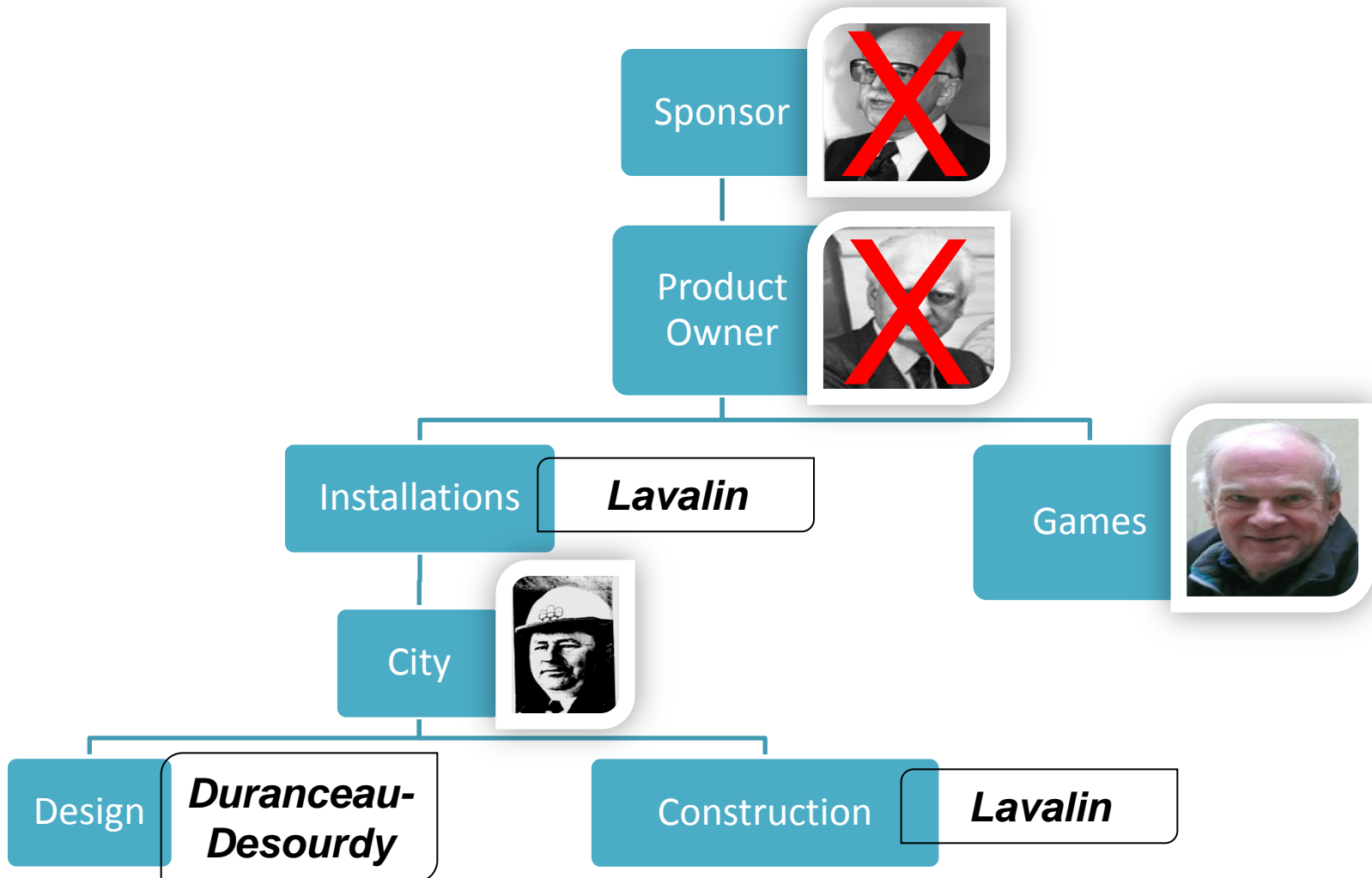
The conflict between Drapeau and Bouchard revolves around the idea to scrap the new stadium and increase the seating of the Autostade to 55,000 which would cut \$20 million off the Olympic bill and bring the budget back into balance.

The idea is Bouchard's and the mayor is adamantly opposed since these plans will deny the city a covered stadium needed for the Expo.

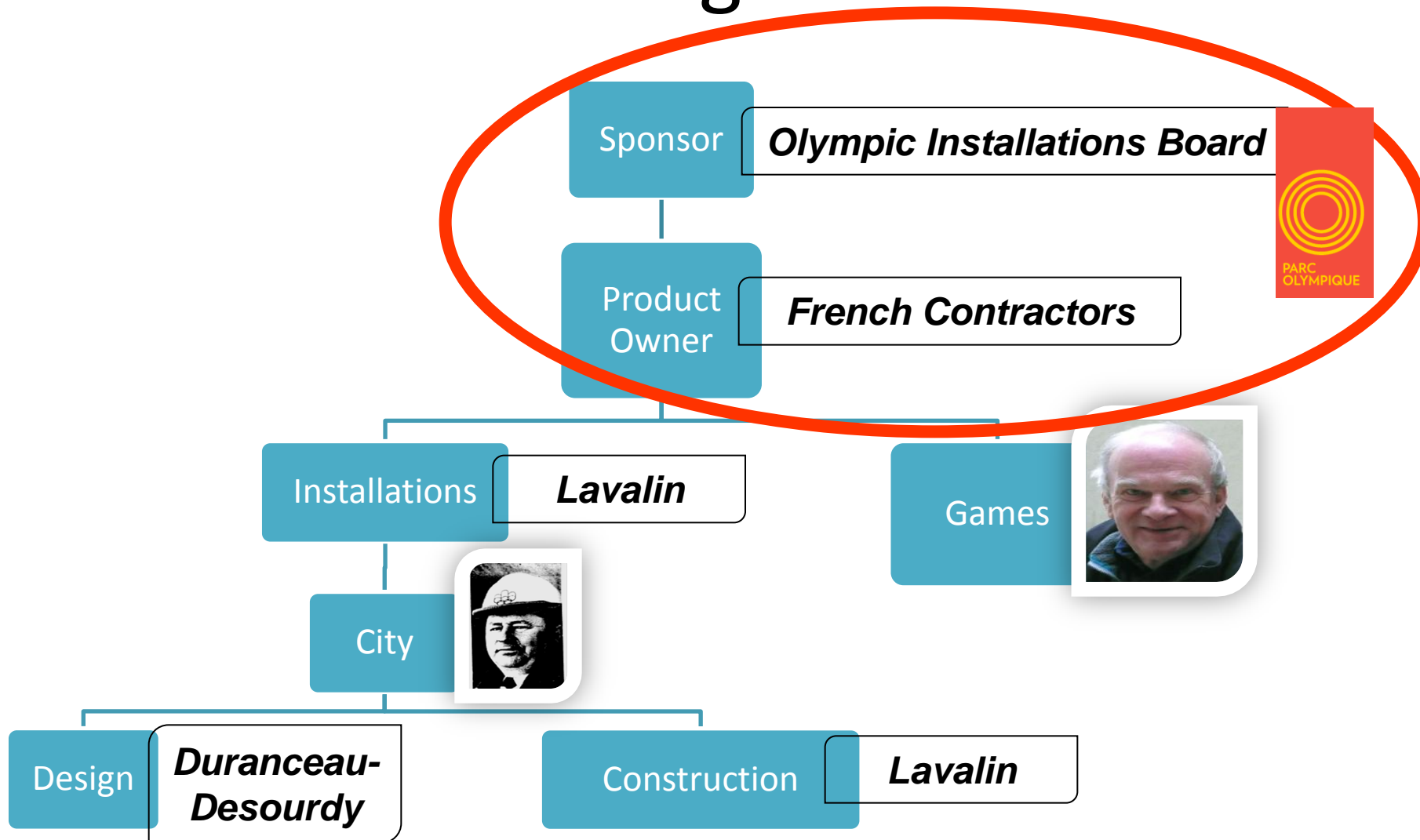
"It's been an incredible behind-the-scenes battle," a source within CIOJQ says, "and if Bouchard does indeed come through with the funds to save the Games like he committed on the record."

### New group to control Games construction

# Re-Org #2



# Re-Org #2





# Work Progress 1976

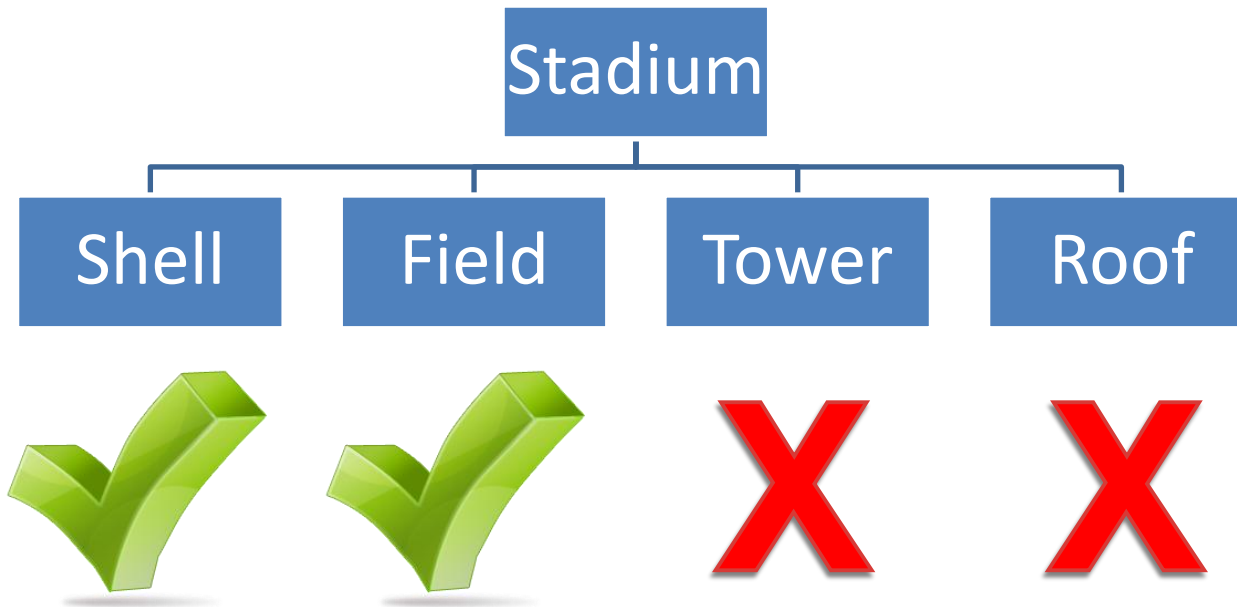
- Clearer Leadership
- Working OT
- PR Management

- Rushed Work
- Costs Up
- Progress Up

## IOC President Reports Olympics To Go on Schedule



# Scope Incomplete:



# “Modest” or Over Budget?

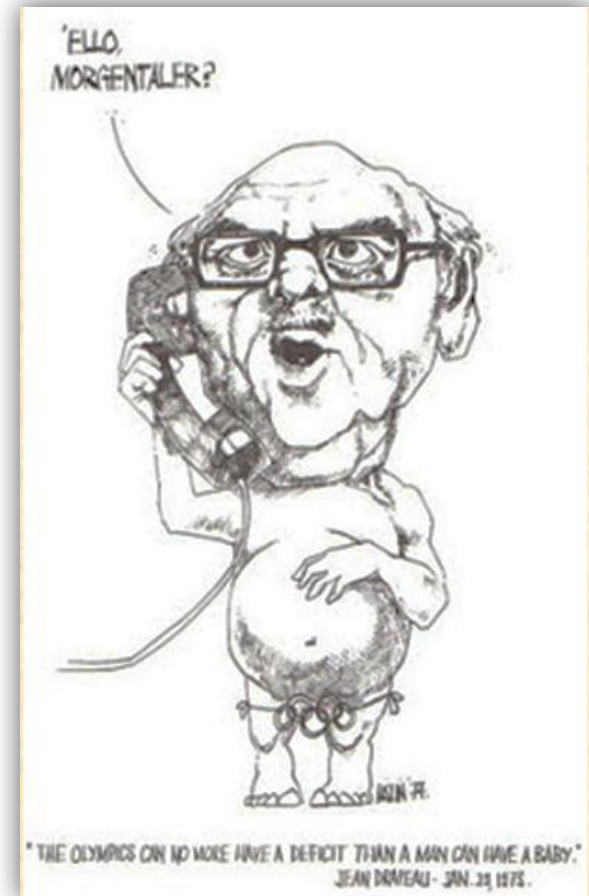
- Planned = \$ 250 M
- Actual = \$1213 M
- Deviation = 385 %

THE AGE, Wednesday, August 4, 1976

## All that's left is to pay up

Table A  
Summary of revenue and expenses  
for the 1976 Olympic Games,  
April 30, 1977

Expenses	
Cost of installations:	
Olympic Park	\$987,000,000
Olympic Village	85,000,000
Installations undertaken by the City of Montréal	141,000,000
	<b>\$1,213,000,000</b>



# Lessons Learned

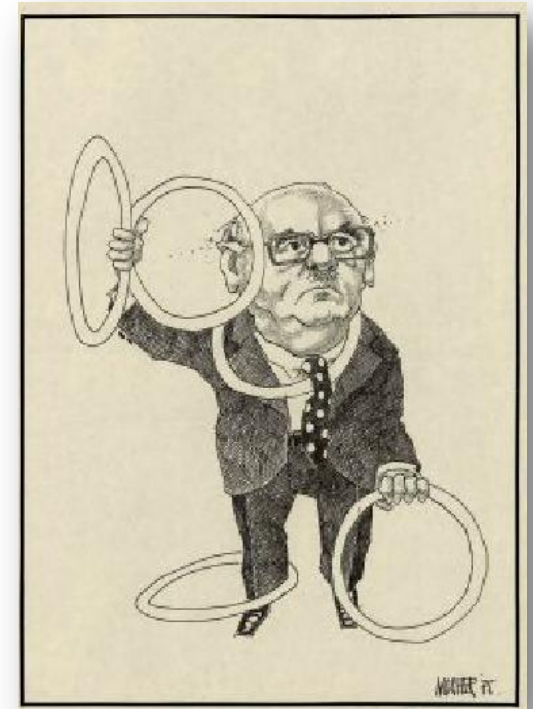
*“The future will be the judge. Every time a man tries to do something that lasts beyond his own time, he has troubles. I’m sure no one understood the significance of the Sphinx, the pyramids or the Eiffel Tower.”*

*- Jean Drapeau, 1976*



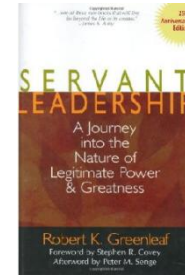
# Lessons Learned

- Scope: *Adapt Accordingly*
- Quality: *Meet the Requirements First*
- Cost: *“Run Your Project Like a Business”*
- Time: *Plan for the worst*
- HR: *Clarify Expectations*
- Risk: *Keep Highest Risk off Critical Path*
- Procurement: *Have Contracts with Penalties*
- Communication: *Be Proactive & Transparent*





# Lessons Learned

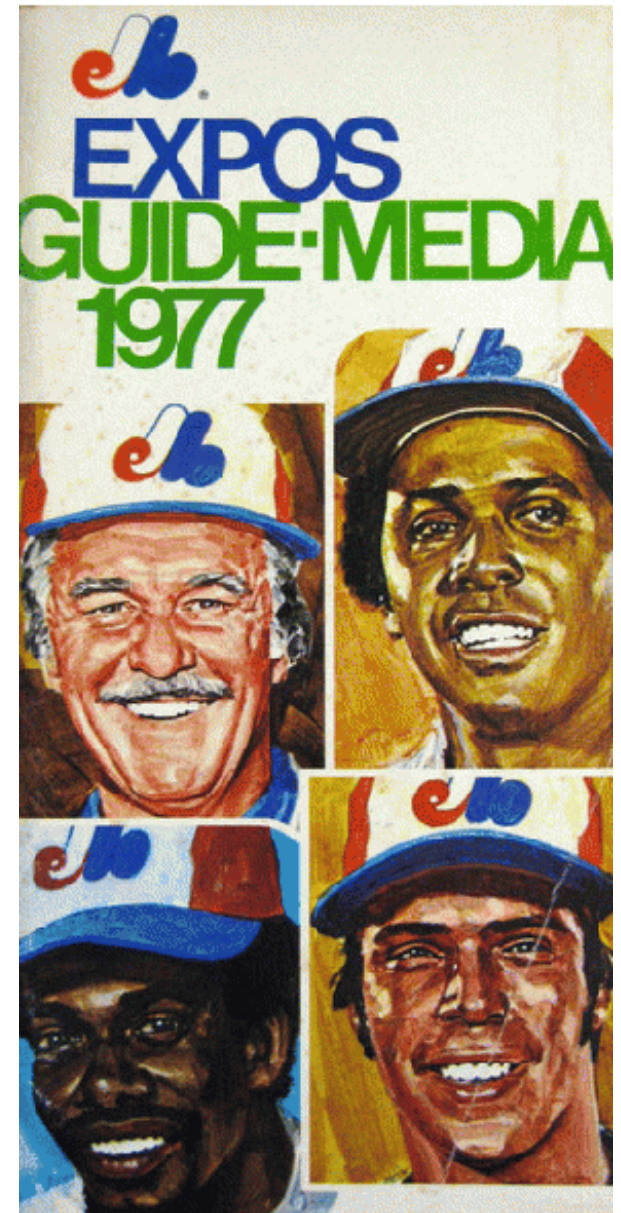


- Stakeholders: *Be a Servant Leader*
  - *Listen Actively*
  - *Be Aware*
  - *Be Understanding & Empathetic*
  - *Have Foresight*
  - *Be Persuasive*
  - *Have Stewardship*
  - *Provide Healing*
  - *Conceptualize*
  - *Commit to the Growth of People*
  - *Build Your Community*





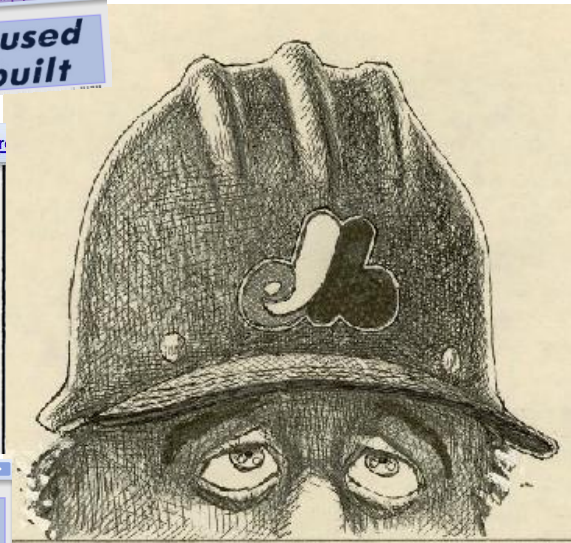
# DELIVERING TO *EXPOS* APRIL 1977



# Tower 1979-1987

- Design Change
- Explosions
- Fires
- Falling Concrete
- Raining / Freezing

- Delays & Rework
- Costs Up
- Safety Concerns
- Games Postponed
- Loss of Revenue



**Roofless Big O shows 'incompetence'**

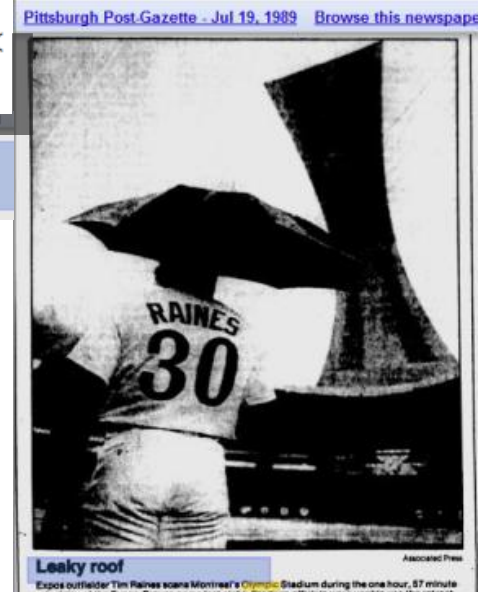
*The Montreal Gazette - May 7, 1982* [Browse this newspaper](#) [Browse all newspapers](#)



# Retractable Roof 1988-1998

- Design Changes
- Malfunctions
- Wind Constraints
- Rips

- Delays & Rework
- Costs Up
- Games Postponed
- Loss of Revenue



# Fixed Roof 1998-2013

- Design Change
  - Panel Collapse
  - Rips
  - Fire Hazard
  - Replacement
- Delays & Rework
  - Costs Up
  - Injuries / Safety
  - Closed in Winter
  - Loss of Revenue





# 1991-2013 Concrete Shell

- Beam crashes
- Wall Collapses
- Slab Falls
- Cracks

- Delays & Rework
- Costs Up
- Safety Concerns
- Expos / Auto Show
- Lost Revenue



Giant concrete slab falls at Montreal's aging Olympic Stadium

MONTREAL — The Canadian Press  
Published Sunday, Mar. 04 2012, 9:55 PM EST  
Last updated Sunday, Mar. 04 2012, 10:26 PM EST



# Closing the Construction Project

Initiating

Planning

Executing

Closing

*Nov 2006*



# More Lessons Learned – Cost of Non-Conformance & Poor Quality

ÉTAT DES RÉSULTATS DE L'EXERCICE CLOS LE 31 OCTOBRE 2012 (en milliers de dollars)	
	2012
<b>REVENUS (note 3)</b>	
Subvention du gouvernement du Québec	16 771
Ventes de subventions reportées	5 407
Installations sportives, tourisme et événements	
Droits d'entrée	3 839
Loyers	2 660
Publicité	281
Stationnements	2 755
Souvenirs	558
Redevances des concessionnaires	1 143
Location de locaux commerciaux et de bureaux	1 778
Vente d'énergie à des tiers	3 087
Travaux et services facturés à des tiers	1 583
Revenus de placements	609
Revenus de réclamations (note 4)	220
Autres revenus	196
	40 887
<b>CHARGES (notes 3, 4 et 5)</b>	
Traitements et avantages sociaux (note 12)	17 405
Entretien, sécurité et autres	8 059
Matériaux et location d'équipement	1 859
Coût des marchandises vendues	295
Électricité, gaz et mazout	6 948
Honoraires professionnels	2 225
Droits et licences	197
Frais financiers	44
Fournitures de bureau, impression et télécommunications	325
Publicité	869
Amortissement des immobilisations corporelles	7 530
Autres charges	750
	46 500
<b>DÉFICIT</b>	<b>(5 619)</b>

- Total Cost in 2006: \$1.47B
- Revenue in 2012: \$5.6M Deficit

10 - COÛT DE CONSTRUCTION DES INSTALLATIONS	
	2006
	\$
<b>Installations utilisées par la Régie</b>	
Parc olympique	
Solde au début	1 204 660
Coût de construction de l'exercice	
Nouvelle toiture	409
Solde à la fin	1 205 069
Intérêts sur les emprunts à long terme capitalisés	16 160
	1 221 229
<b>Installations cédées</b>	
Vélodrome (a)	82 804
Biodôme (a)	50 397
	133 201
<b>Village olympique (b)</b>	122 520
	1 476 950

# *More* Lessons Learned – Stakeholder *Dis*Engagement



And if there was hope of a new stadium!

Monday, 5 March 2012

## Olympic Stadium an embarrassment to Montreal, Quebec and Canada

You know when you write a headline for shock value, overstating something for effect? Well this isn't one of those headlines. With the latest Olympic Stadium debacle, where a parking lot chunk of concrete fell, this albatross around the necks of Montrealers is once again being called into question.

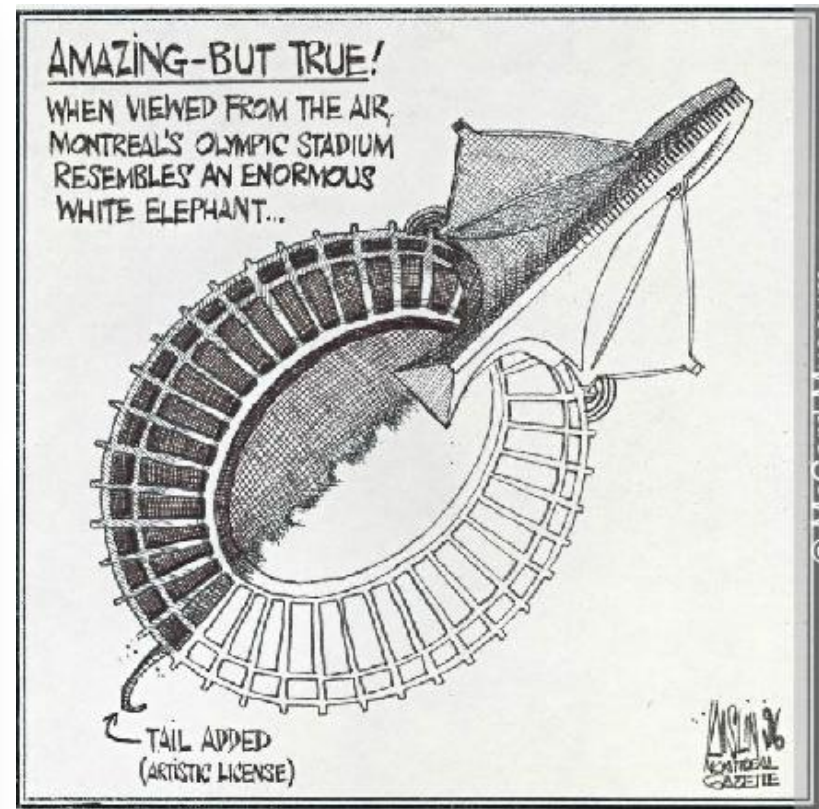
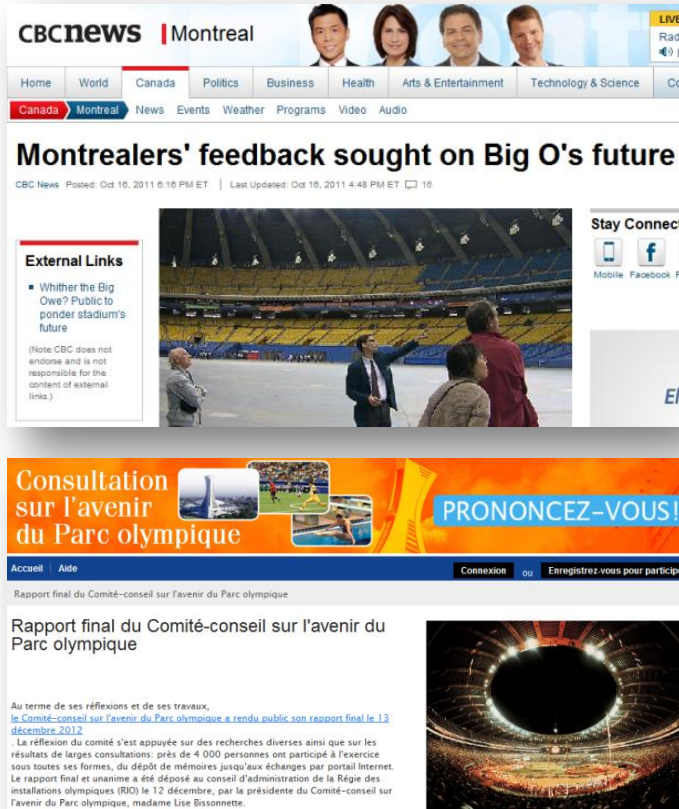
You remember the Olympic Stadium, right? The most pathetic, out-of-date structure in the history of sports venues? It's the one in the wrong part of town, with too much of a walk-up to actually get inside. You know, the one we all call the Big Owe (coined by the late **Ted Tevan**). It's that engineering marvel that isn't permitted to be used in the winter months due to snow and safety concerns. Fantastic.



The Big Owe - what a piece of crap



# OIB's Attempt at Servant Leadership

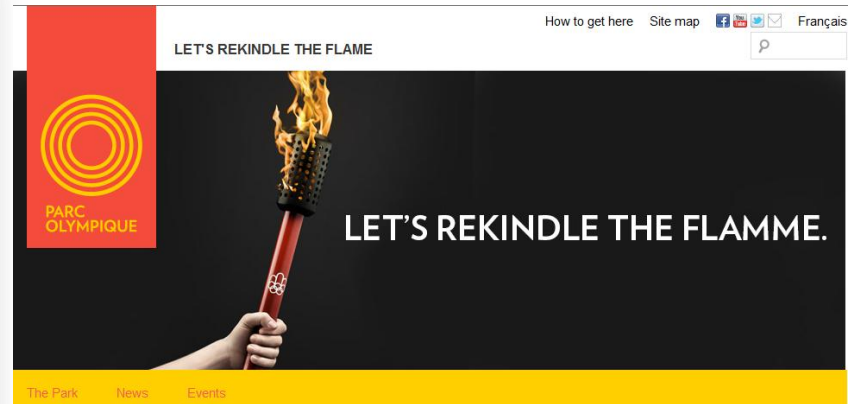
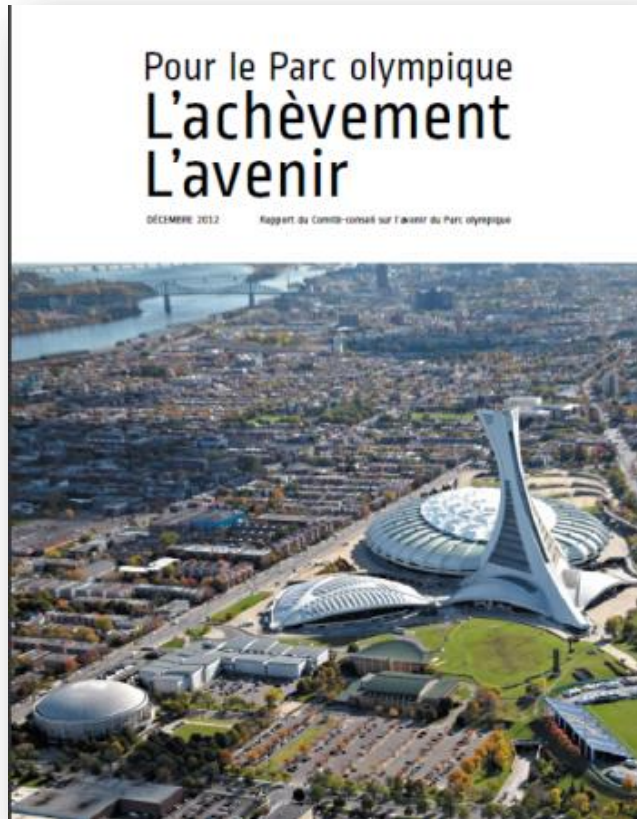


*"Dreadful. Too expensive. Horrible. Useless. The Roof."*





# OIB's Response



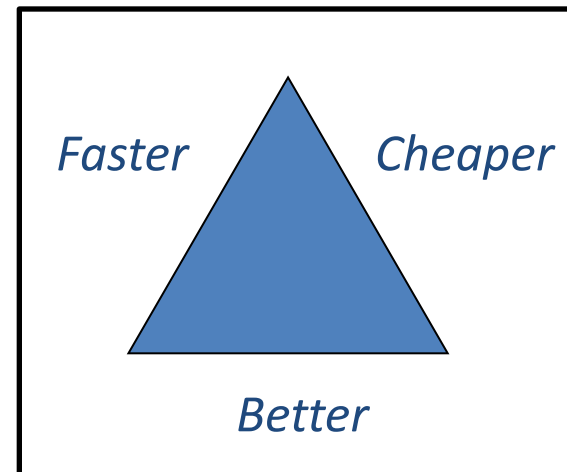
*Demolition is not an option!*

# Potential Expos Return



If the [Montreal Expos](#) return,  
*where should they play?*

*Old Stadium*      or      *New Stadium?*



# OIB's Recommendation



*Future = Past = Old Stadium*

- More Cost of Poor Quality
  - *Roof (\$300M?)*
  - *Concrete Repairs*

*Added Value = ZERO!*

- More Cost to Tax Payers
- More Negative ROI
- Continued Dissatisfaction



# OIB's Recommendation

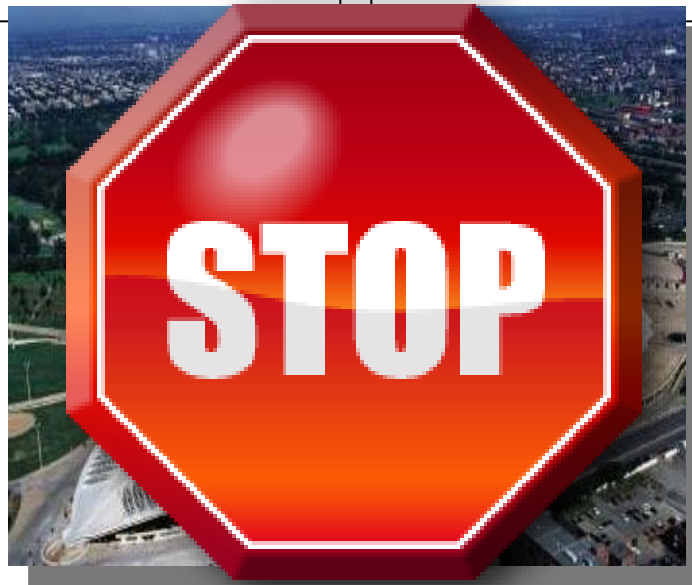


*Future = Past = Old Stadium*

- More Cost of Poor Quality
  - *Roof (\$300M?)*
  - *Concrete Repairs*

*Added Value = ZERO!*

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- Continued Dissatisfaction



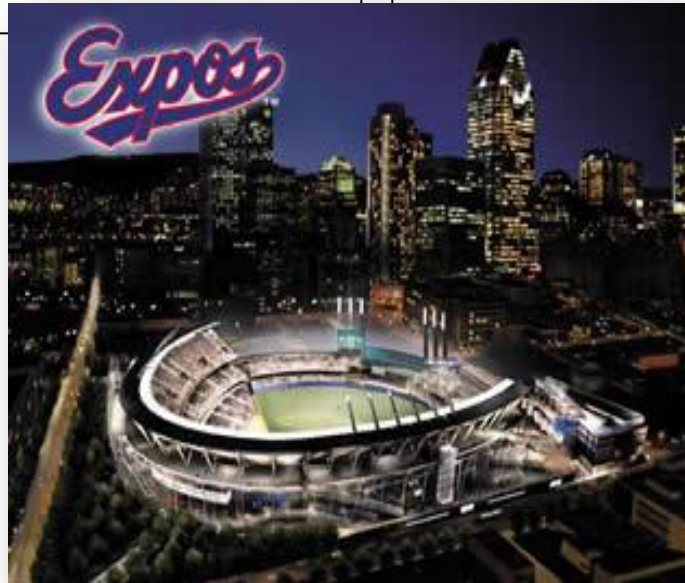
# My Recommendation: *Strive for **Excellence** this time!*

## *Future = New Stadium*

- Customer Driven
- Built Sound PM Principles
- Privately Owned


## *Added Value = Positive ROI!*

- Stakeholder Satisfaction
- Generate Revenue
- End Tax Payer Subsidies






# PMI CV Advertisement



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### The Added Value of Lessons Learned and the potential return of Major League Baseball to Montreal

*This will be the last dinner meeting until next fall. Come hear about Major League Baseball, the Montreal Olympic Stadium and project management! Special door prizes will be awarded!*

Montreal, the largest metropolitan city in the Canadian province of Quebec and the fifteenth largest in North America, is a city without a major baseball franchise.

This is a surprising fact given that baseball is a popular family past time and part of Montreal's cultural fabric for more than a century.

Tina Cerulli is a project management consultant from Montreal who loves baseball.

With recent talks in the city for a potential return of Major League Baseball, and the need for a new stadium, Tina was inspired to study lessons learned from the construction project of the 1976 Montreal Olympic Stadium.

Tina will present her findings to PMI Champlain Valley:

- Review lessons learned from the construction of the Montreal Olympic Stadium (for the 1976 Olympics)
- Provide opportunities for improvement, towards the building of a new stadium
- Demonstrate the positive consequences of sound project management

Although Tina is not affiliated with Warren Cromartie's Montreal Baseball Project, this project is her inspiration for the presentation.

- The Official Site of the Montreal Baseball Project
- Former Expo Cromartie and group to launch baseball feasibility study

**About the Speaker:**

Tina Cerulli, B.Eng., MCSE, PMP, is a dynamic consultant, instructor, mentor, and speaker, specializing in project management.

Her expertise is based on over 15 exciting years of progressive corporate experience in software development, a proven track record as an international project manager and process leader, and a passion for cultivating high performing teams. Specializing mainly in wireless telecommunications across North America, Europe and Asia, Tina's experience also includes the IT and transportation industries.

Gain 2 PDUs while enjoying an engaging presentation and a delicious dinner.

**Date:** May 16, 2013  
**Time:** 5:30 PM - 8:15 PM  
**Location:** Doubletree Hotel, 1117 Wilton Rd., South Burlington  
**Members:** \$25.00  
**Non-Members:** \$35.00  
**Registration Deadline:** May 12th

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