

Notes for remarks by

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'Transforming People into Performers'

**to the
Deloitte Women of Influence Luncheon
Calgary, Alberta
March 3, 2009**

Thank you to all of you for joining me here today.

I appreciate you taking the time, especially in light of the challenges we're all facing in our work these days as we try to adjust and respond to the new realities of today's economy.

I'm honoured to be presenting at a Women of Influence Luncheon. In the past, I have come away from these luncheons feeling inspired and with much to think about. I hope that I can provide the same value and insight to you that previous speakers have given me.

The theme of my presentation is "Transforming People into Performers." And I'll stick to that theme, more or less. But I'm going to add three caveats.

Firstly, the title "Transforming People into Performers" suggests that this transformation is something that you do to or for people. It sounds a bit mechanistic, as though if you do A and B and C, the result will be a high-performing individual.

I think the process of people coming to realize their full potential is more subtle and complex than the title suggests.

Secondly, for me the title implies that a high-performing individual is a solo act. I don't think this is the case. There are different

factors and circumstances that shape our choices and those factors and circumstances involve other people. We are shaped by the people around us and we take that shape, whatever it is, into our work and our communities. I believe an individual cannot perform well in any sphere, unless her life is integrated with and supported by her environment, the infrastructure and the culture of the organizations in which she functions. I believe that our development and our performance is organic. And throughout our lives, both personal and professional, we seek to be both integrated with and supported by our environment, our culture and for many of us in this room, our organizations. So no. High performance is not a solo act.

Finally, given the unprecedented slowdown in the economy we are all struggling with right now, I would like to touch on how we can all maintain our own high performance in troubled times.

But before I get into the heart of the presentation I'd like to tell you a little bit about who I am and how I ended up here. I think it's a story that ties in nicely to what we're talking about today.

After I share my history and my thoughts on enabling human potential, I'll get into some concrete examples of what we do at Enbridge to help nurture our employees to help them achieve

their full potential and how that has helped us to build a high performing company.

I grew up on a large mixed farm in southwestern Saskatchewan near Swift Current. If you have a farm background, you will likely understand why I have always loved the land, and why to this very day, I own a farm and consider that in addition to being an executive, I am a part-time farmer.

Some months ago I spoke to a reporter who thought it would be interesting to write an article about how far I have come from my humble roots on the farm to the dizzying heights of a career in the energy industry. I've had this sort of story proposed to me before, and I've never been able to get my head around why my rural roots matter. I think, maybe, people naively see it as a sort of rags-to-riches story, or a tale about how I overcame adversity.

Well, there was some adversity, I lost my father to polio when I was six years old and witnessed my mother's long struggle to rebuild her life. But while that experience was definitely formative, my early years on the farm helped to define my life, and shape me in a very positive way.

The farm, far from representing a hardship for me added its own particular lessons. Yes farm life means hard work, it means quite

literally reaping what you sow and it means not always having complete control of the situation. It means continuous preparation but it also means the tremendous satisfaction of seeing the direct results of your labour, the sense of community that comes from neighbors helping each other and the simple pleasure of being close to the land.

It was on the farm that I learned about the bedrock values that underpin a successful life: Integrity, personal accountability, resiliency, involvement in the community and productivity. I'll talk about these values again in a few moments.

So, back to the reporter. When he suggested an article based on the premise that I had traveled a long way from my roots, I made it clear that my farm roots are with me today. They inform my decisions and they form my philosophy.

Which brings me back to the theme of today's discussion, Transforming People into Performers.

Over the course of my life and my career my view of high performance has evolved. I would now argue that high performance isn't simply a personality trait. Rather, it is more like potential energy that is released through interaction between

people with the right tools, knowledge and aptitude and an organization with the right values, programs and infrastructure.

Put simply, high performance doesn't happen within the individual, but between individuals with a common cause or goal. That's what makes it so difficult to quantify and so remarkable and powerful when it occurs.

I would say the difference between an average and a high-performing organization is the difference between a group and a team.

In an average organization, employees may be highly efficient individually, but they don't have a sense of that bigger picture or how they fit into the whole.

In high-performing organizations, employees are connected to all parts of the business. They understand their connection to the company's strategy and they understand their interconnectedness and interdependence with their colleagues throughout the organization. This is not a mechanistic model. This is an organic system.

In fact it sounds a little bit like a farm.

On the farm, you don't succeed in isolation. Your rewards are often in direct proportion to the amount of work you put in. But your fate is tied to the fortunes of your family and friends, the health of your livestock and fields, the wisdom of your parents and grandparents... And, of course, the weather. I'll touch on the weather later on.

Transforming People into Performers requires a commitment to creating a workplace where human potential is nurtured and has a chance to grow.

I think human potential grows best in the stable surroundings created by strong, living values.

I think that we do a good job of this at Enbridge, which is why our employees indicate high overall job satisfaction and why we continue to be identified as one of the top 100 employers in Canada.

How do we nurture human potential at Enbridge? By focusing on our corporate values of:

- Integrity
- Accountability,
- Value Creation

- Innovation and Flexibility and
- Social Responsibility

I don't know if you noticed or not, but, while the words are slightly different, these are the same values I mentioned earlier, the ones I grew up with.

Our corporate values at Enbridge are the litmus test for all our actions. And the result is people-focused policies that reinforce Enbridge's care for and investment in all our employees and the communities in which we operate. And by consistently living our values we help create a stable, consistent and safe environment, in which our employees have the confidence to take the thoughtful risks that are the hallmark of personal growth and the journey from good to great.

We make it clear that Enbridge succeeds when our employees succeed.

Now I'll take you through our five values and talk about the practical activities we have undertaken at Enbridge to support the development of high performing employees and a high performing organization. You'll see that these values, like high-performing employees, can't exist in isolation, and I hope it will give you a sense of our integrated approach.

Integrity.

Integrity is about open and honest communication, fair dealing and ethical action.

On a practical level, Enbridge establishes our expectations and standards about integrity with employees when they join the company. One of the very first things new employees are required to do is review and sign our Statement of Business Conduct. And we have an annual recertification for all employees.

This may sound a little procedural, but it ensures that we are all on the same page and it creates the stable foundation on which we can successfully operate.

Integrity is linked closely to our second value: accountability.

Accountability, I would say, boils down to following through on your commitments and obligations and having the maturity to acknowledge your shortcomings and to work to address them. And to accept responsibility when you make a mistake.

Accountability permeates our operations at Enbridge, from our public reporting on our fiscal and environmental performance to our relationships with stakeholder groups, partners and clients.

Accountability is also at the heart of our relationship with employees, which is formalized in our well-established performance management program.

In this annual cycle every employee works with his or her supervisor to establish an individual performance plan for the year, to then monitor and revisit the goals of that plan on an ongoing basis, and finally to review and assess the outcome of that planning and execution.

Performance Management is about personal accountability.

Research has shown us that a strong performance management system is a key component to enabling high-performing employees. It has a two-fold benefit: when implemented properly performance management ensures that the employee's activities and projects for the year are tied to the organizational strategy, and, at the same time it creates a clear roadmap for the employee about what the organization's expectations are for year ahead.

It also creates a stable feedback channel between the employee and the organization, creating a shared understanding about what good performance looks like. Performance management supports and fosters the performance we seek from our employees, and it

helps to quickly identify and address any gaps between the expectations of the employee and the organization.

I mentioned strategy a moment ago and I'm going to focus on how strategy links to our values.

A clear and well-articulated strategy serves as the guiding light for an organization. We navigate by it and it serves as the foundation for our growth. Enbridge's corporate strategy touches on all our values, but I think it's fair to say that it is tied most closely to Value Creation.

Value Creation is the reason for any company's existence. After all, a company that doesn't create value for its investors, business partners, clients and employees is not sustainable. It will quickly cease to exist. At Enbridge we create value by delivering energy from where it is found to where it is needed in the most efficient and effective way we can.

Our strategy, then, is our plan to sustainably maximize the value we create.

And when we demonstrate to employees that their roles and actions are connected to strategy and to the overall success of the organization, the amount of value we can create is multiplied.

Thoughtful leaders in this area sometimes call this “line of sight.” Where every employee can see how their work makes a difference. Employees with a clear line of sight to strategy don’t think of their roles in terms of the tasks involved but in terms of the outcomes of their efforts, and this makes a huge difference to value creation.

In fact, study after study shows the significant increases – in productivity from organizations with engaged employees with a clear line of sight.

So, at Enbridge we work very hard to help connect our employees to the strategy.

We make our interest and investment in the healthy, sustainable lifestyles of our employees and their families very clear. Our strong compensation, benefits and employee assistance programs form the backbone of our relationships with our people. We have a policy that will help pay for fitness equipment and memberships. And our programs help employees save, invest and pay for their children’s education.

Our approach to the relationship we have with employees has a lot to do with our value of Social Responsibility.

We recognize that all our relationships -- with employees, customers, business partners, the public and the environment -- require that we actively connect and invest, engage and share in the successes and challenges of the communities in which we operate.

I regard Enbridge's approach to our employees and our approach to social responsibility as two sides of the same coin. "At home" within Enbridge, we invest in programs that support the health, safety and development of our employees. Similarly, outside of Enbridge, we invest in programs, organizations and causes that support the health, safety, cultural and natural development of the communities and environments where we live and work.

Personally, I'm proud of Enbridge's record of social responsibility and I know our employees are as well. Our employees see that the way we treat them is consistent with the way we treat our other relationships and the environment, with care and attention. And that brings out the best in people.

The last value I want to touch on - Innovation and Flexibility.

Innovation is not the easiest thing to define, but I think it is certainly more than simply being open to change. For me innovation is about looking for that sweet spot that exists within

change. Innovation combines attitude, creativity and action to find the best way to adapt to changing circumstance.

There are lots of ways we innovate within Enbridge, from new technologies and business models, to new ways to thinking about old problems.

But I think one of the best ways we support innovation and flexibility is through Enbridge's strong employee development program. After, what better way to support innovation than by giving employees new knowledge and skills and by teaching them new ways of thinking?

Our commitment to employee development fits hand-in-glove with our performance management program. Where performance management identifies an employee's key work projects and initiatives for the year ahead, our development program formally identifies those developmental opportunities for personal and career growth.

It provides employees with a clear plan to help them gain the knowledge and experience they require to meet their career goals, while allowing Enbridge to develop the talented workforce it requires to succeed.

Earlier I talked about life on the farm, and I mentioned the one massive variable that all farmers face and over which they have no control. Namely, the weather.

I will never forget the summer 1992 when we had enjoyed perfect growing conditions on the farm. Sun and heat when it was needed, rain in good measure. Our fields were lush with the promise of a truly remarkable bumper crop.

I suspect you know where this story is going.

On August 22, out of a late summer sky, the snowflakes started falling, and literally overnight we went from the prospect of a record harvest, to a complete loss. The crop was weighed down under wet heavy snow on the night of August 22nd.

It was a terrible disappointment, but I can tell you that almost before the snow melted we were looking to the next growing season and planning for what would be planted in spring 1993.

Talk about the importance of Innovation and Flexibility, of saving for a rainy day-- or a snowy day, in this instance or the importance of keeping a positive attitude and being able to pick up and start again after a disappointing turn of events.

I would say that right now the entire global marketplace is experiencing the equivalent of that summer snow storm. We're going through economic weather like nothing we've ever seen, and it's making the boom we were experiencing just 9 months ago seem like a distant mirage.

What does this have to do with employee development and innovation?

Well I imagine some of you may be under pressure to reduce costs by cutting training and professional development for your employees.

I'd say this is equivalent to not planting a crop because it might snow in August. Ongoing training and professional development for your employees is your company's rainy day investment.

At Enbridge we have reaffirmed our commitment to training and development so that we are poised for success when the economy takes off again. And it will. This is not the time to cut these programs. Cut budgets for travel and for muffins at meetings, but keep developing your people.

Let's see, I've covered:

- Integrity

- Accountability
- Value Creation
- Social Responsibility and
- Innovation and Flexibility

Which means I'm just about done.

Before I finish up, however, I want to take a minute to talk about an activity that I'm passionate about, and which I think is one of the most powerful tools when it comes to creating high performance employees and high performance organizations.

And that's mentorship.

My path in business and in life has been highly influenced by mentors. The mentoring started in my family, it continued in school and university and I benefit from it to this day.

Mentoring is an inexpensive and profound adjunct to developing high performing people and organizations. It builds relationships, and, in my experience, it teaches the mentor just as much, if not more, than the person being mentored.

I think the reason mentoring works so well is because it's based on values and on a relationship, a personal connection between

colleagues that is specifically designed not just for knowledge transfer, but in fact, for wisdom transfer.

The naturalist John Muir once said “When we try to pick anything out by itself, we find it hitched to everything else in the universe.”

Muir came to this realization through his study of nature, but I think the same holds true for high-performing organizations.

My personal philosophy and Enbridge’s practical approach is this: Transforming People into Performers is about forging connections and relationships based on shared values.

When you look at how Enbridge supports employees to encourage high performance you will see a common thread:

Our values help support sustainable, healthy, interconnected and interdependent relationships within the organization.

Those relationships, in turn, strengthen the sense of accountability and personal responsibility we have for our customers, colleagues, co-workers and communities.

And when you couple responsibility and accountability with skill, knowledge and strategy, then you have created the foundation from which high performing employees and a high performing organization will grow.

Thank you.