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**From:** Reynolds, Steve  
**Sent:** 28 February 2007 08:21  
**To:** Ayres, Greg  
**Subject:** RE: Leadership Development Presentations

Sill better than the England team on penalty performance. We need Viduka here in Edinburgh.

What gives? The reality of the position now becoming clearer. In short, lack of ability on our part to convince a client over the last nine months of the veracity of our change control claims together with a seeming faith in everything coming good through some enlightenment on the client's part at some stage. Failure to face up to the facts in my view and failure to formulate an effective approach to pursuing v/os back in September when it should have been clear that sufficient progress was not being made.

Trudi, I am coming to conclude, feels 75% of our v/o claims are not valid. Matthew looks uncomfortable. If they genuinely believe the claims to date aren't valid then it will become even more interesting as we proceed to present our prolongation thoughts.

All more evidence of a failure to face up to reality last summer on Mr Jenkin's part, leading to the misinformation on the state of the job from about Sep 06 on.

I'll send you aged v/o analysis as a reference to judge improvements going forward. Essentially replacing Dave Hutchison with John McNicholls to lead the charge and using the Section Design Managers in support in presenting the major v/os so that we have the heavy weight presentation which has clearly been lacking to date.

Steve

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-----Original Message-----

**From:** Ayres, Greg  
**Sent:** 28 February 2007 07:58  
**To:** Reynolds, Steve  
**Subject:** Re: Leadership Development Presentations

I should touch down in 45 mins  
What gives?

Penalties again

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Sent from my BlackBerry Wireless Handheld

----- Original Message -----

From: Reynolds, Steve  
To: Ayres, Greg; Kirkbride, Dominic; McGill, Anne-Marie  
Sent: Tue Feb 27 19:39:04 2007  
Subject: Leadership Development Presentations

I am afraid I am not now going to be able to attend Wednesday's presentations. This is due to some important commercial issues raised today on Edinburgh Tram which will require my attention tomorrow. Please convey my sincere apologies to the teams

Steve

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