Experience of Tecnatom in Developing a Strong Culture and Leadership for Safety and Performance

Fernando González
Manager of Leadership and Culture for Safety
fgonzalez@tecnatom.es

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1. OBJECTIVE
2. IMPORTANCE AND CHALLENGES OF LEADERSHIP
3. COMPETENCES TO BE DEVELOPED
4. EXTRAORDINARY LEADERSHIP FOR SAFETY
5. TRAINING TOP MANAGERS
6. SUMMARY

1 OBJECTIVE

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OBJECTIVE

This paper presents experience and insights of Tecnatom in the support of internal and external clients to develop a strong Leadership for Safety. These cases are presented:

- **Leadership competencies for safety and Leadership for a cultural change.**
- **Development and implementation of a leadership model.**
- **Design and implementation of a training program on Safety Culture for Top Managers.**

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2 IMPORTANCE AND CHALLENGES OF LEADERSHIP

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Role of Management and Leadership

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Developing leadership capabilities, consider that…..

- Select one model/approach to leadership reduces accountability and improvement options.
- Consider leadership for safety only, may cause a leadership that is very poor for economic performance.
- Consider only leadership for safety and for culture safety may demotivate the consideration of Organizational Culture for Safety.
- Base the development of leadership only on training sessions does not produce significant changes.
- Be isolated and not taking the opportunity to learn from others industries.

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Leadership development approach:

- Establish the essential characteristics of a sound process to develop Leadership for Safety and economic performance.
- Some elements of the process may be:
  - Selection of a model
  - Implementing. Follow-up
  - Measuring results against "norms"
  - Keep improving
- Move from "Safety Culture" to "Organizational Culture for Safety"
- Foster and support the exchanges with other industries facing similar problems.

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Main Traits of a training program

- ***How to develop an effective leadership model/approach.*** *State of the art. Science based. Including Safety. Including norms for assessment…*
- ***Essential Leadership Competencies.*** *Emotional Intelligence, Inspiration, Setting Expectations. Being a model, Providing Effective Feedback (Recognition, coaching, correcting).*
- ***Approaches to Cultural Change.*** *Leadership for Cultural Change.*

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3 COMPETENCES TO BE DEVELOPED

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Three examples of our own

- ***The Extraordinary Leader for Safety.*** ***A sound model based on science.***

- ***Essential Leadership Competencies.*** ***Oriented towards competences and skills needed to improve behaviors.***

- ***Cultural Change Workshops.*** ***Mainly oriented to generate awareness and change attitudes.***

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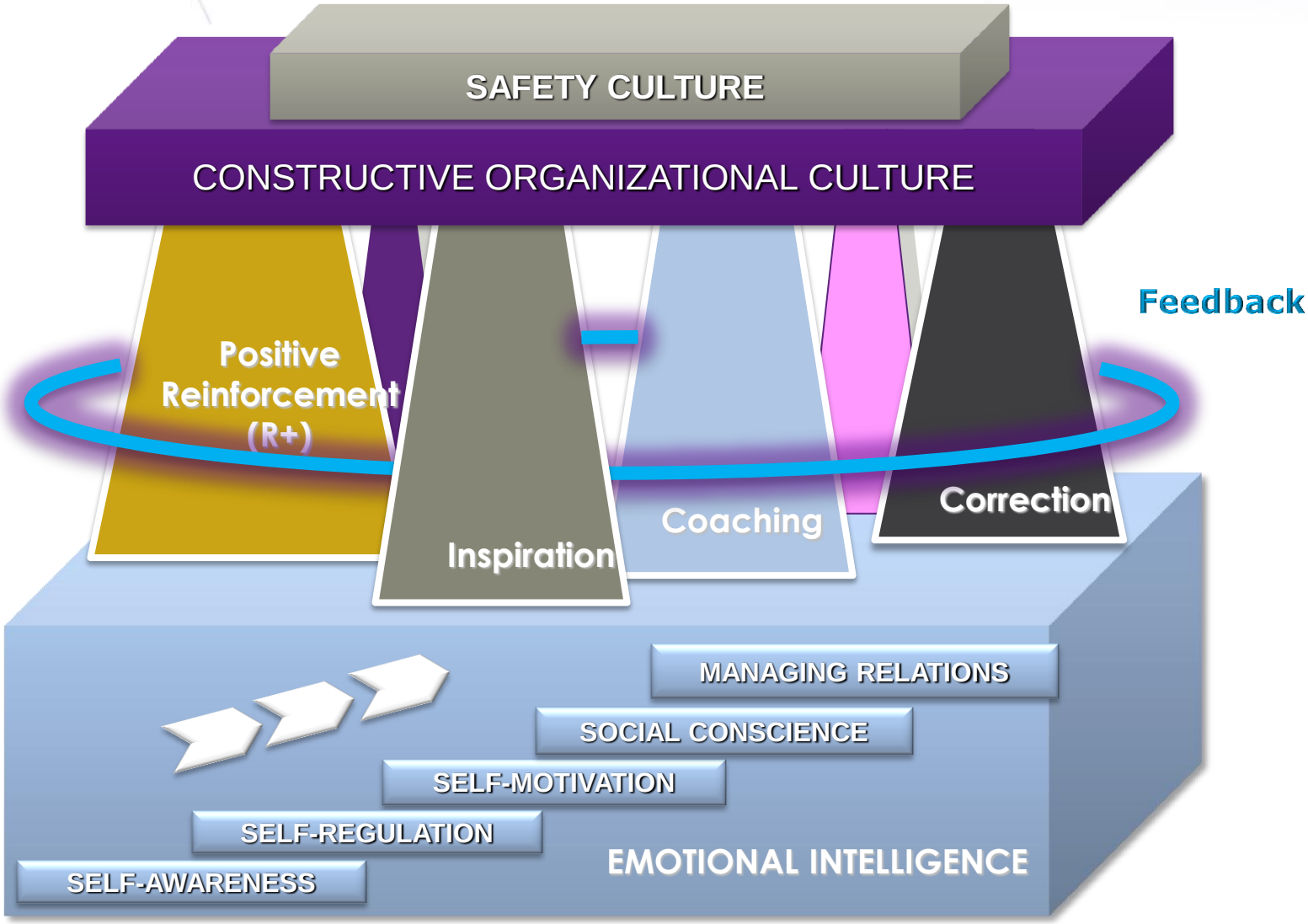
Soft leadership skills important to drive safe behaviors



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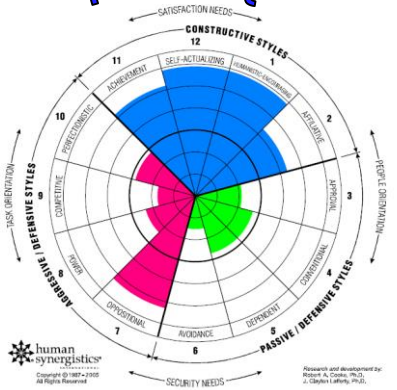
Role of emotions

Positive Emotions

Passion
Trust

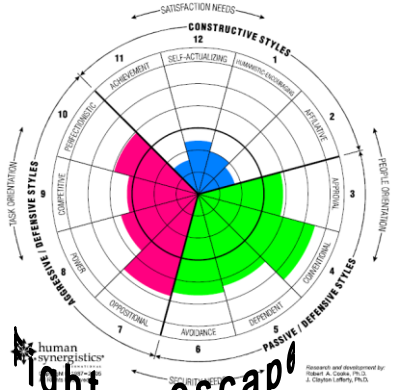


Built over what is well done (Reinforcement/Recognition, appreciative inquiry, coaching, mentoring).

What culture, behaviors and results are generated?

Focus only on what is bad

(Problem resolution, corrective actions, non constructive criticism, opposition...)



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Fear

Negative Emotions

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Leadership for cultural change

The main goal of this workshop is to:

- ***Generate the attitude and basic competencies needed to lead a cultural change that produces an organization with excellent results in safety and production, together with excellent relationships.***
- ***Help understand desired culture and how to align with it.***

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Leadership for Cultural Change Workshop

- ***Three days (long days).***
- ***30 participants.***
- ***Mixture of hierarchical levels and organizational units.***
- ***Three facilitators and several support members.***
- ***Very experiential and participative***
- ***Outside the facilities of the organization.***

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Basic content of Workshop

- ***Organizational Culture.***
- ***Results of the assessment of organizational culture of…..***
- ***Simulation: living different cultures***
- ***Change levers: leadersip.***
- ***Influence of Leadership in the culture.***
- ***What kind of culture I drive.***
- ***What culture I want to produce: image of successful culture.***
- ***Action Plan for Cultural Change***

Tools for Cultural Change

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Method

- ***Graphic facilitation***
- **Simulations**
- ***Work by groups***
- ***Individual work***
- ***Life style inventory***
- ***Personal Action Plan***

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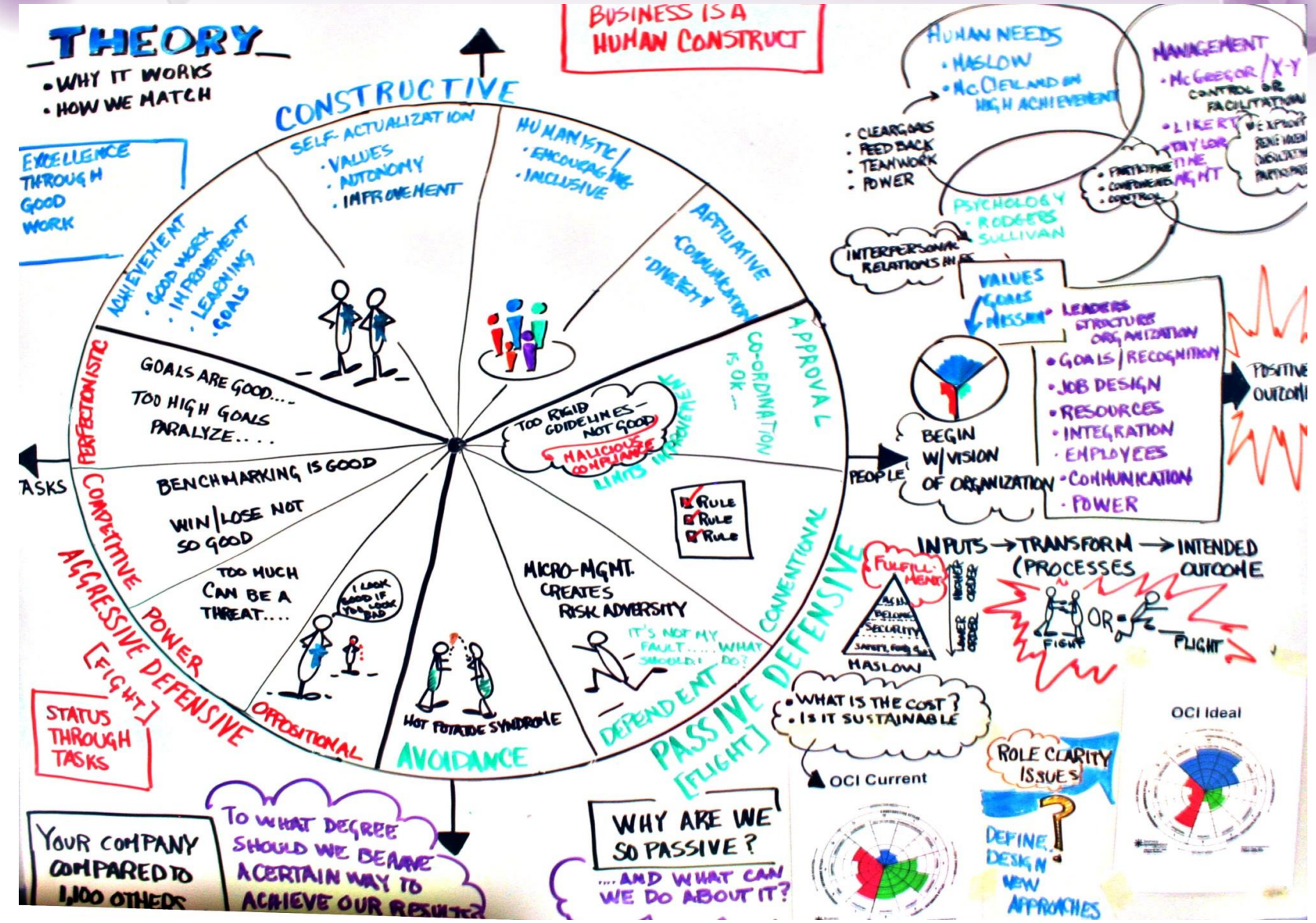

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Importance of following up

Exhibit 1: **My Co-Worker Did No Follow-Up**

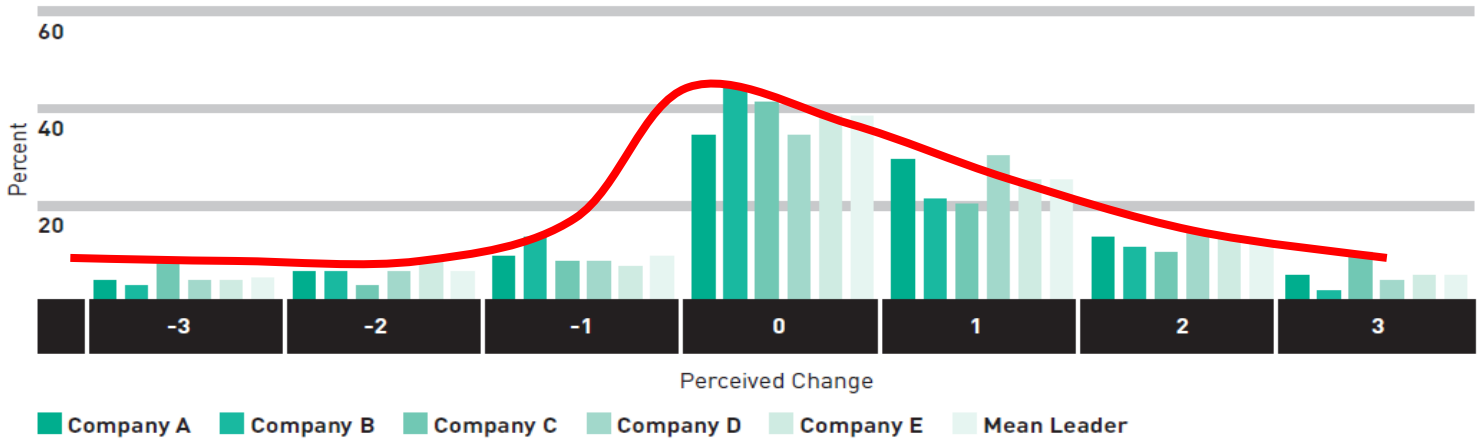
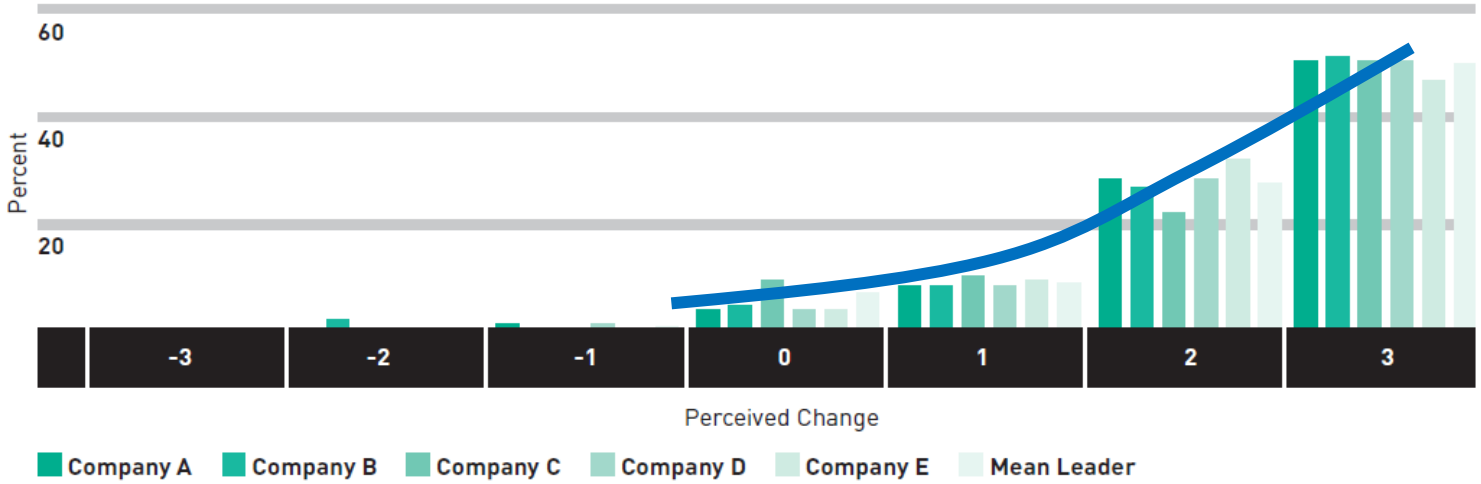


Exhibit 5: **My Co-Worker Did Consistent or Periodic Follow-Up**



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EXTRAORDINARY LEADERSHIP FOR SAFETY

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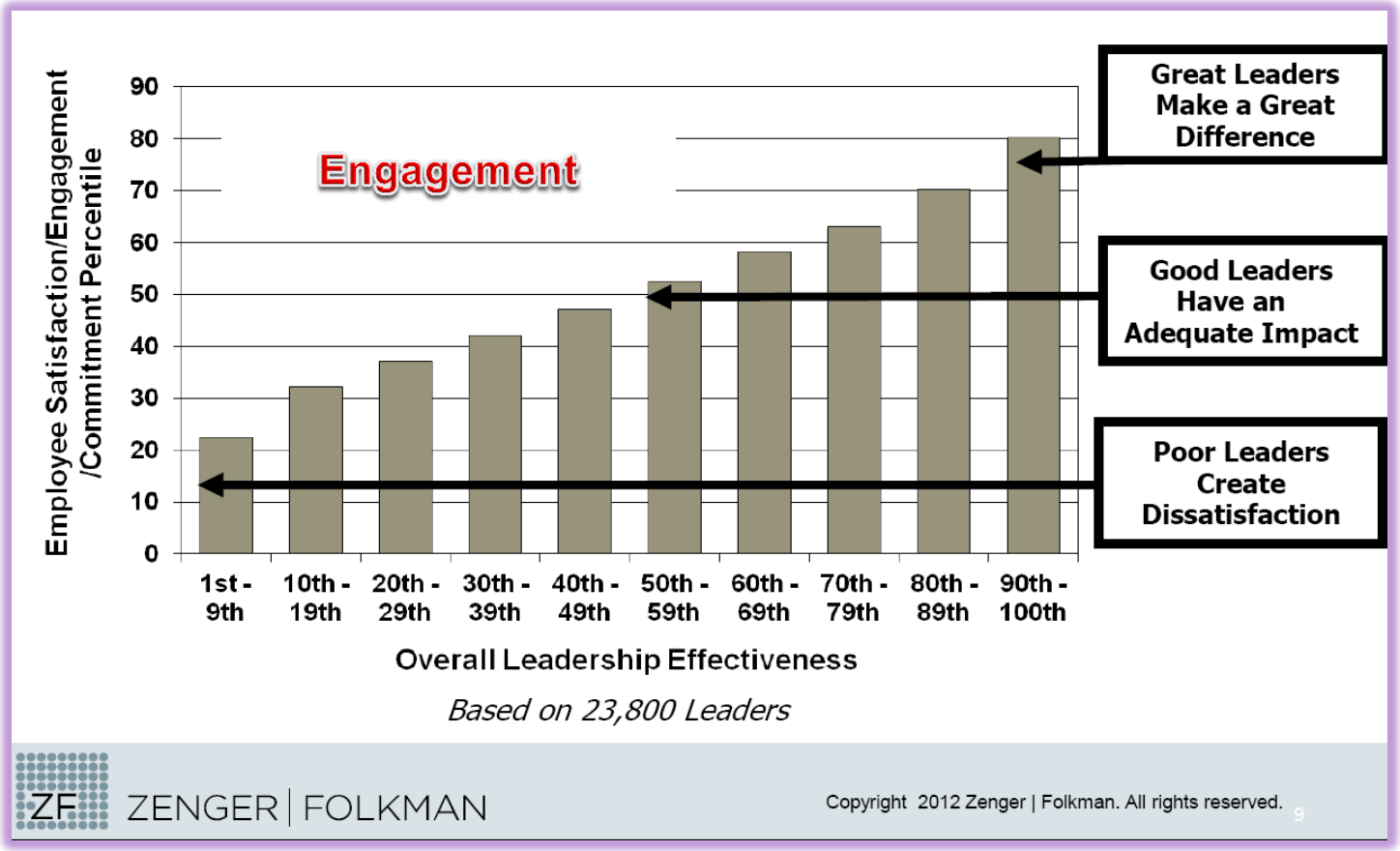
Good Leaders Make a Great Difference



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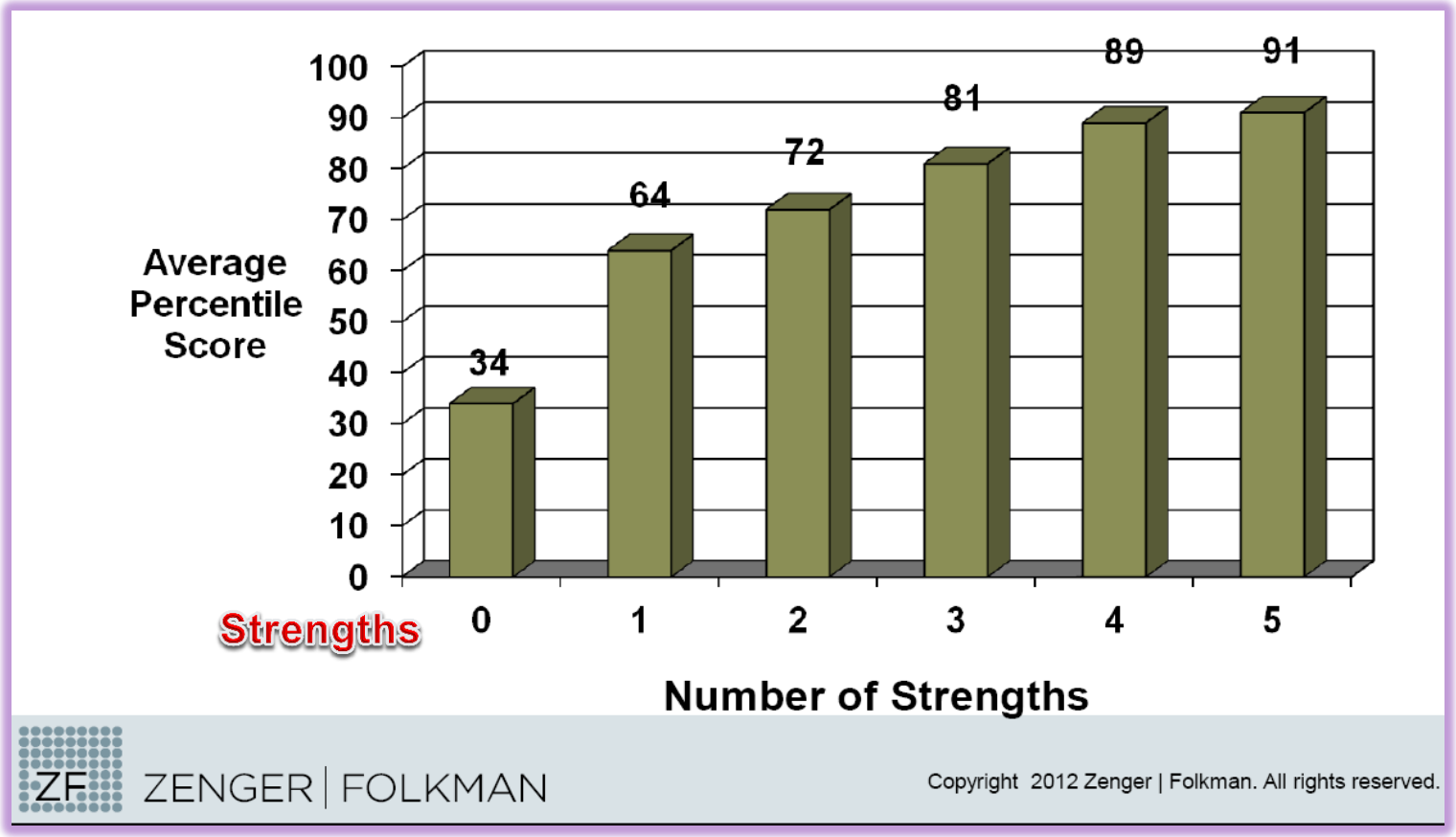
A model based on strengths



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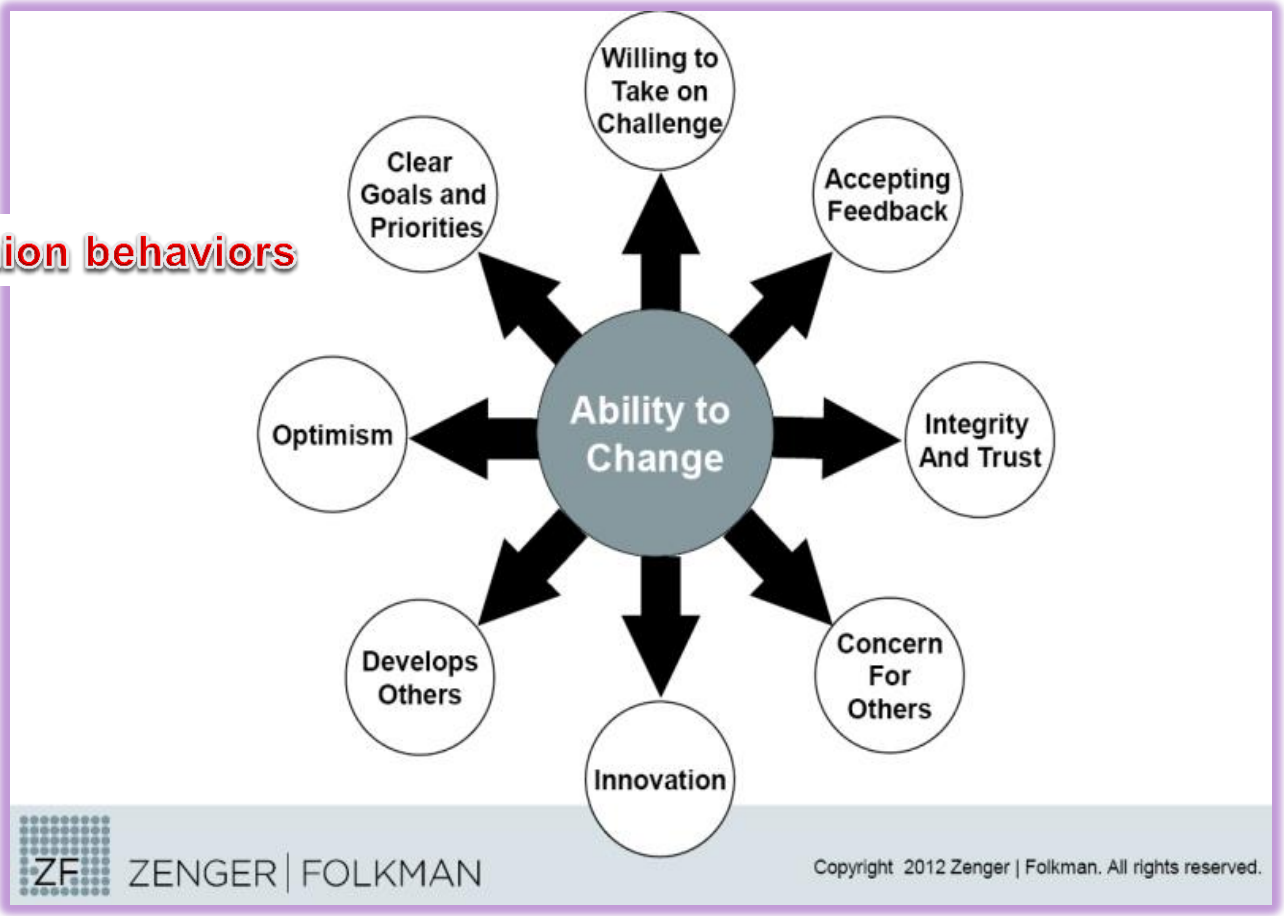
Getting strengths through companion behaviors

Companion behaviors



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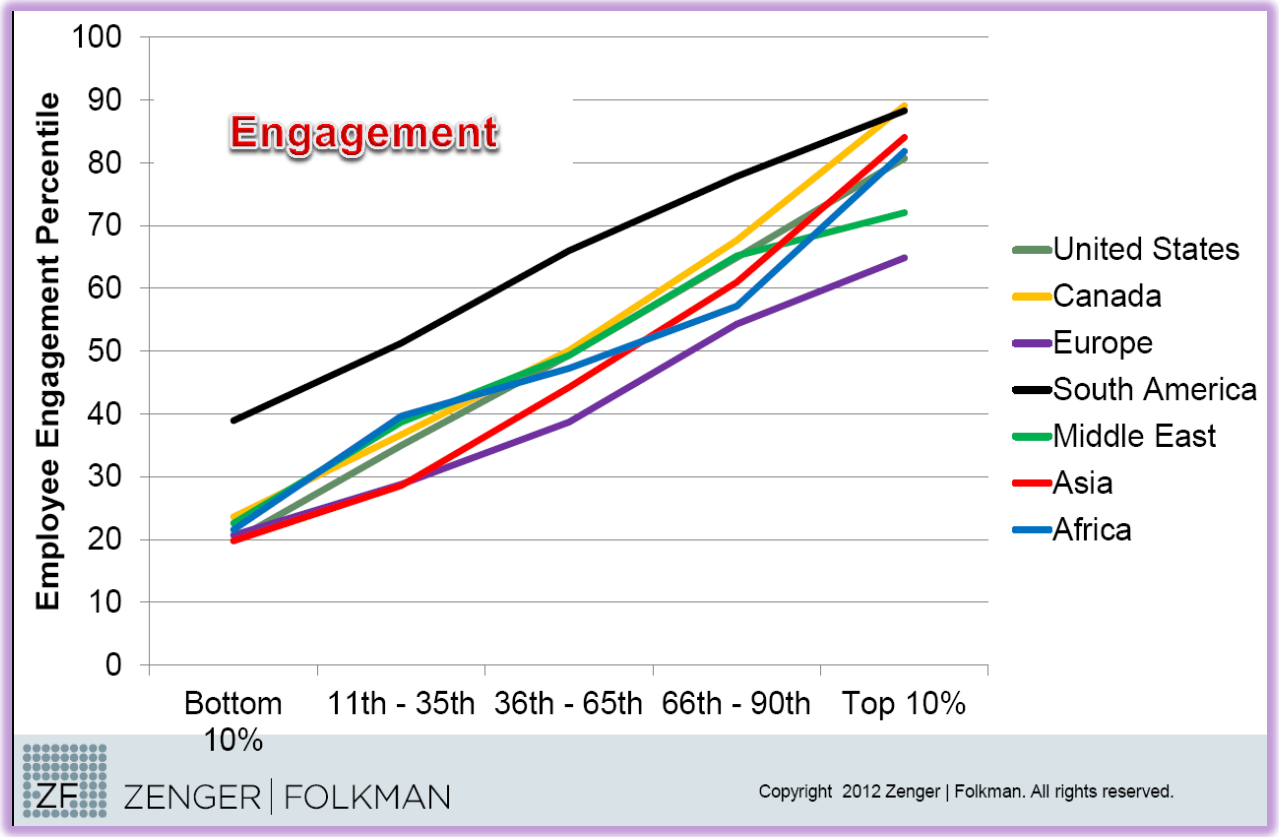
A model tested in different cultures



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16 essential competencies + safety

The Extraordinary Leader for Safety

Leading Change
- Develops a strategic perspective
- Fosters, promotes, leads change

Results Orientation
- Fosters achieving results.
- Sets challenging goals.
- Takes initiative

Key Values
- Develops High Integrity and Honesty.
- Safety

Interpersonal Skills and Abilities
- Communicates frequently and credibly
- Inspires and motivate others to achieve high performance
- Builds relationships
- Develops others
- Cooperates and work as a team player

Personal Capabilities
- Expert technically and professionally
- Analyzes situations and solves problems
- Innovates
- Practice self-development
- Decision making

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5 TRAINING TOP MANAGERS

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NUSHARE PROJECT

CONSIDERATIONS USED IN THE DESIGN OF THE PROGRAM:

- RESPONSIVE TO TIME LIMITATIONS OF TOP LEVEL MANAGERS.
- INCLUDING DIFFERENT LEARNING MODALITIES:
  - WORKSHOP.
  - MENTORING.
  - WEBINAR.
  - MICRO-E-LEARNING.
  - WEB MEETING.
  - JOURNAL.
  - ACTION PLAN.

NUSHARE

SEVENTH FRAMEWORK PROGRAMME

PROJECT FOR SHARING & GROWING NUCLEAR SAFETY CULTURE COMPETENCE

LEARNING OUTCOMES OF THE PROGRAM:

- Understanding of the safety case.
- Importance for Safety of the Culture.
- Evolution of regulatory systems and relation to culture. Inclusion of Safety Culture in the regulatory systems.
- Understanding of Culture.
- Development of Safety Culture. Main Steps.
- Assessment of Safety Culture.
- Learning from other industries.
- Levers to change the Culture. The main lever is Leadership.
- Approaches to develop Leadership competencies in an effective manner

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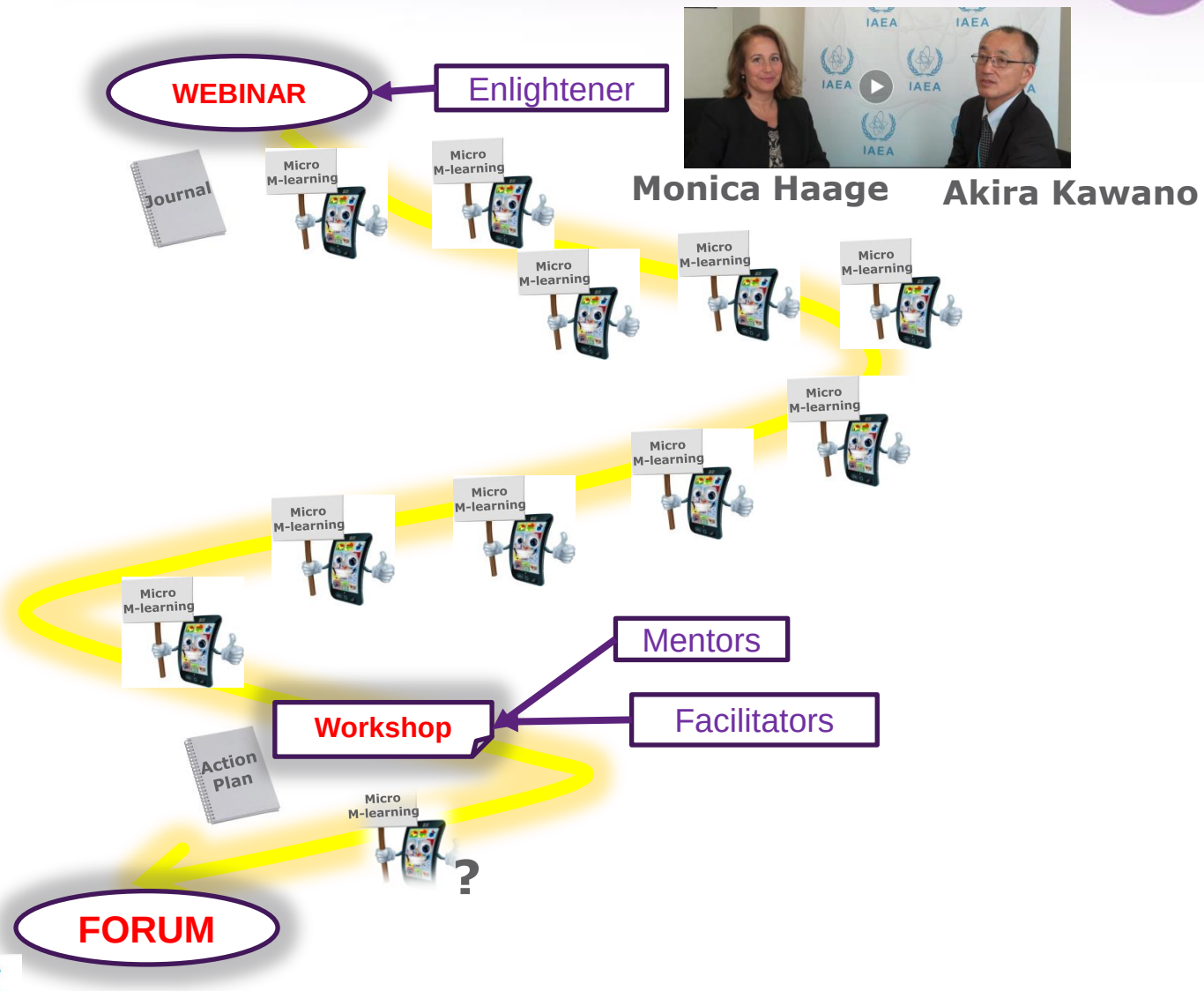
PROGRAM ELEMENTS



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MICRO-MOBILE-LEARNING

EXAMPLE OF 2ND MML

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SUMMARY

- Leadership has a critical impact on safety and performance.
- Establish the essential characteristics of a sound process to develop Leadership for Safety and economic performance.
- Move from "Safety Culture" to "Organizational Culture for Safety". It is essential to understand Organizational Culture to be effective in Organizational Culture for Safety.
- Develop a leadership model based on science, Systematically employ "follow up" and measuring results agonist norms. training.
- Foster and support the exchanges with other industries facing similar problems.

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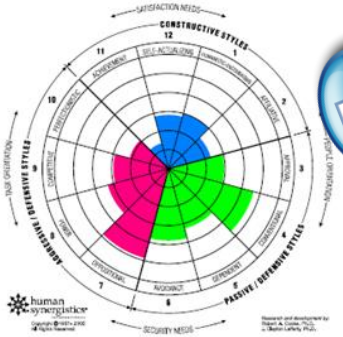
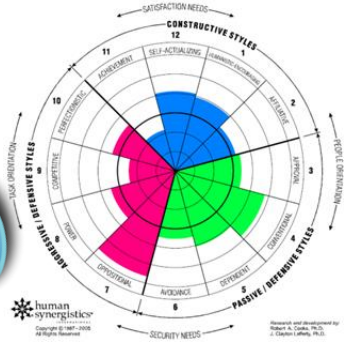
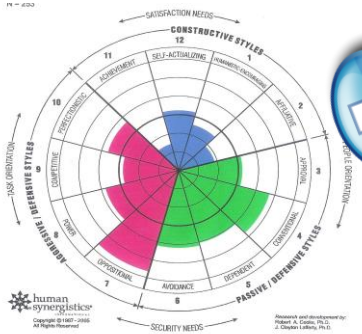
Two business cases



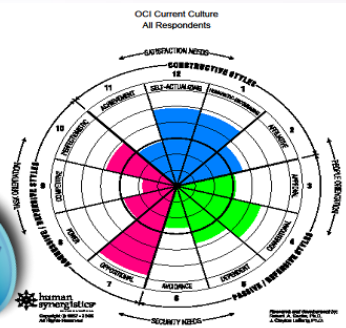
2011



2014



2008



2012

Substantial improvements on organizational culture

Substantial improvements on culture for safety

Substantial improvements on safety and performance

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Questions or comments

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