



Institute of Nuclear Power Operations

Leadership and Safety Culture

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U.S. Industry Challenges

- Corporate/site/unit continuous improvement
- Using industry operating experience
- Worker deficiencies in applying knowledge and skills
- Supplier and nonnuclear support performance
- Resilience against external events

Characteristics of Good Performers

- All levels aligned around a common vision and objectives
 - Understandable at all levels (simple concepts that guide decision-making)
 - Frequently communicated
 - Follow-up to ensure understanding
- Competence developed
 - Develop and monitor performance at all levels
 - Leadership team actively engaged in developing leadership and teamwork skills
- Learning organization is fostered
 - Consistently identify and correct shortfalls in behaviors and standards
 - Effective use of benchmarks, self-assessments, and industry learning

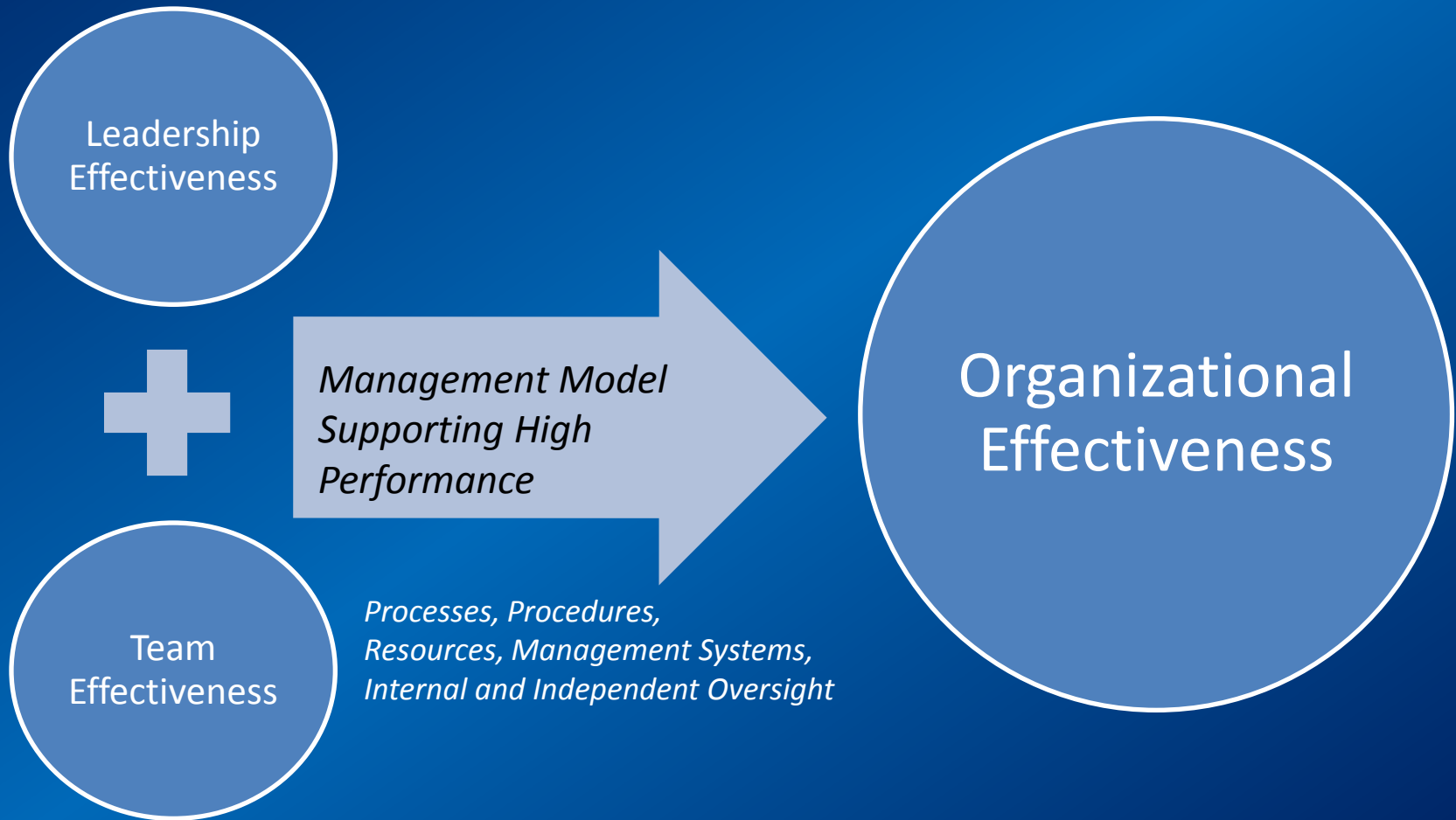
Characteristics of Plants in Decline

- No Clear Vision and Strategy
 - Sometimes no vision or strategy
 - Not effectively communicated
 - Unclear to workers
- Competence not a priority
 - Talent/Leadership programs not used to develop leaders (ineffective succession plans)
 - High Turnover in supervisor/manager positions
 - No leadership skills assessment
- Weak Coaching and Accountability
 - Coaching ineffective at changing behaviors
 - Healthy accountability is not evident

Why Focus On Leadership?

- Weak leadership teams and weak organizations have challenged industry performance and have been identified as key drivers of plant declines
- INPO's approach to shaping industry leaders has been fragmented and not strategic

Leadership, Team, Organization



The Attributes

- Defines leadership and team effectiveness for the U.S. commercial nuclear industry
- Supports the achievement of the Performance Objectives and Criteria.
- Codified in INPO15-005, Leadership and Team Effectiveness Attributes

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Principles

INPO 15-005
May 2015

Leadership and Team Effectiveness Attributes

Revision 0

OPEN DISTRIBUTION

Leadership Effectiveness Attributes

Promoting a Clear Vision and Strategy to Achieve Excellence

Providing Effective Coaching and Feedback in an Environment of Healthy Accountability

Building and Sustaining Trust with Employees and External Stakeholders

Achieving Sustainable Results

Fostering a Learning Organization – focused on Prevention, Detection, and Intervention

Making Effective Decisions and Appropriately Managing Risk

Developing an Aligned, Engaged Workforce

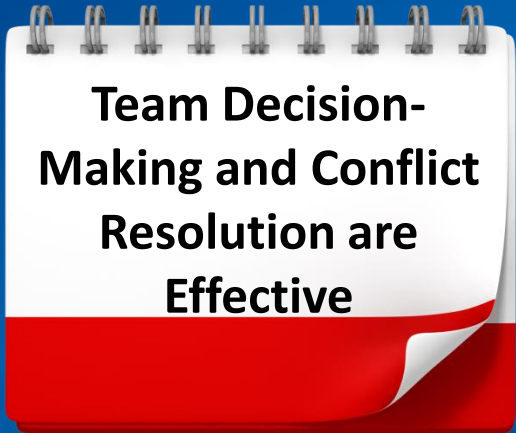
Implementing a Strong Talent Management and Leadership Development Strategy

Inspiring, Motivating, and Communicating with Impact


Team Effectiveness Attributes




**The Team is Aligned
around a Common
Purpose, Vision, and
Goals**



**Team Decision-
Making and Conflict
Resolution are
Effective**



**Members are
Committed to the
Success of the Team**



**Team Talent, Roles,
and Responsibilities
are Clear**



**The Team Creates a
Positive
Atmosphere of
Mutual Trust and
Respect**

Essential Outcomes

Essential Outcomes		
LEADERSHIP EFFECTIVENESS		TEAM EFFECTIVENESS
LE 1 ESTABLISH A CLEAR VISION AND STRATEGY	SET DIRECTION	TE 1 Aligned On Common Purpose, Vision, & Goals
LE 2 DEVELOP TALENT	MAXIMIZE COMPETENCE	TE 3 Team Talent, Roles, and Responsibilities Are Clear
LE 3 FOSTER A LEARNING ORGANIZATION		
LE 4 ALIGN AND ENGAGE THE WORKFORCE	ENGAGE THE WORKFORCE	TE 4 Positive Atmosphere of Mutual Trust and Respect
LE 5 INSPIRE MOTIVATE COMMUNICATE		
LE 6 BUILD AND SUSTAIN TRUST		
LE 7 COACH & FOSTER ACCOUNTABILITY		
LE 8 MAKE GOOD DECISIONS AND MANAGE RISK	COPE WITH RISK	TE 5 Decision-Making and Conflict Resolution Are Effective
LE 9 ACHIEVE SUSTAINABLE RESULTS	ACHIEVE RESULTS	TE 2 Committed to the Success of the Team

Availability

- Documents posted on INPO website

Questions?