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Behaviors and Actions That Support Leadership and Team Effectiveness, by Organizational Level

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INTRODUCTION

INPO 15-005, *Leadership and Team Effectiveness Attributes* — developed in 2015 by INPO and the industry — describes the outcomes, their corresponding attributes, and the observable behaviors most important for senior leaders of the organization to demonstrate. However, leaders at all levels of the organization, including corporate, are more effective when they exhibit most, if not all, of the leadership and team attributes. This good practice document, *Behaviors and Actions That Support Leadership and Team Effectiveness Attributes, by Organizational Level*, describes examples of the behaviors and actions for leadership and team effectiveness attributes, arranged by organizational level — corporate leader, senior manager, department or middle-level manager, and first-line supervisor.

Every nuclear organization has many important behaviors and actions specified within its defined model, procedures, processes, written standards and expectations. This document highlights some of the behaviors and actions for leadership and team effectiveness. This document is intended to augment INPO 15-005 by providing perspective on the applicable behaviors and actions supporting leadership and team effectiveness at various levels of the organization. The behaviors and actions contained herein are representative and should not be considered comprehensive; as such, this document is not intended to be used as a checklist.

Leadership Effectiveness Attributes Essential Outcomes Diagram

The Leadership Effectiveness Attributes in INPO 15-005 are grouped based on how they relate to essential outcomes: Set Direction, Maximize Competence, Engage the Workforce, Cope with Risk, and Achieve Sustainable Results. Each organizational level (that is, corporate leader, senior manager, department or middle-level manager, and first-line supervisor) has accountability in each of the essential outcomes; however, as one moves up in an organization, the responsibility broadens. For example, a senior leader has overall responsibility for setting the direction; however, department or middle-level managers have to internalize it and ensure they communicate down to their first-line supervisors and below.

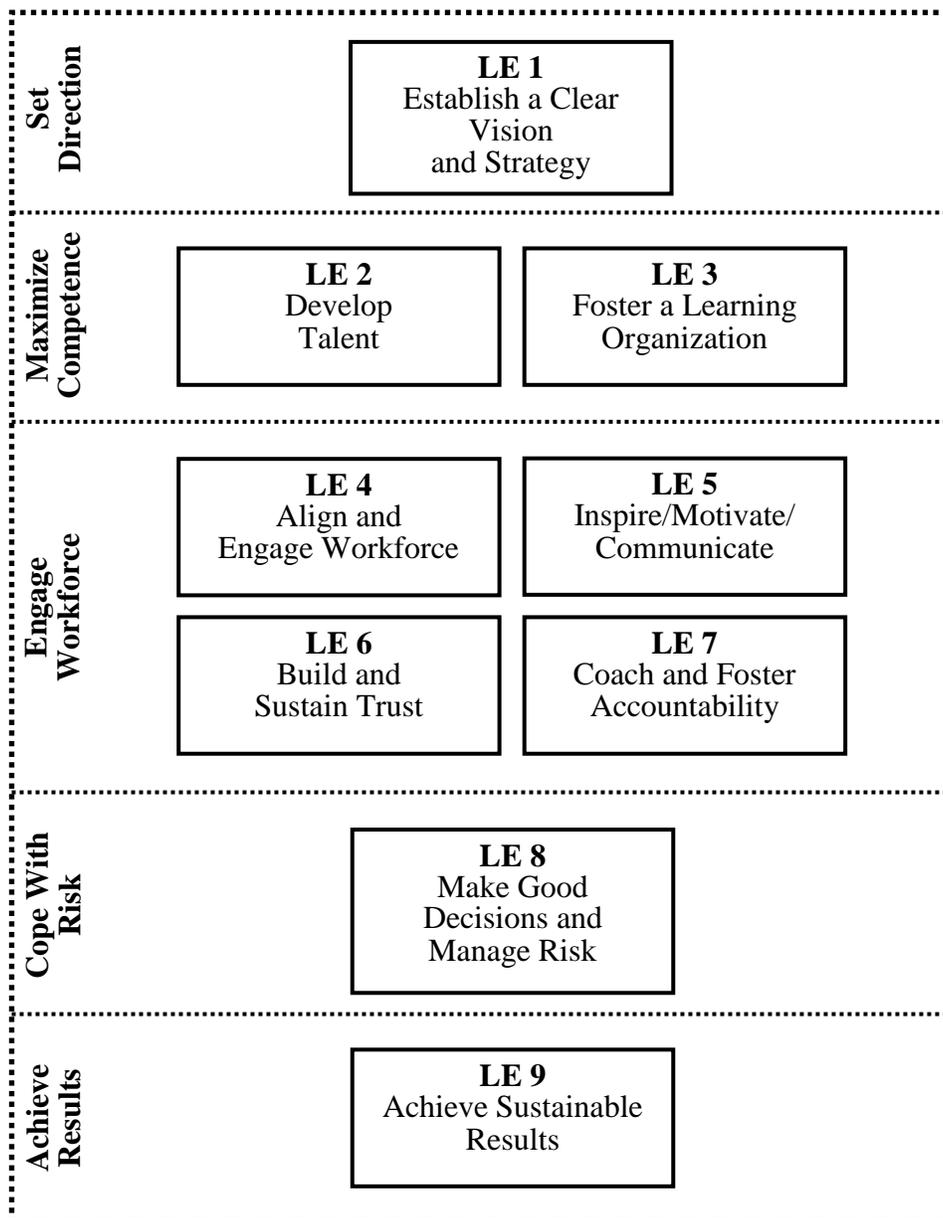


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1.0 CORPORATE LEADERS

Corporate leaders manage business operations as well as the people who work for their organizations. This team includes chief nuclear officers, chief operating officers and functional area vice presidents. Below are examples of behaviors for corporate leaders.

1.1 Promote a Clear Vision and Strategy to Achieve Excellence

- Establish for the nuclear fleet the strategic direction and goals that reflect industry standards of nuclear operational excellence.
- Reinforce the strategy through frequent communication, using various methods to ensure alignment with and understanding of expectations for completing actions that support the strategy. Such communication includes the personal delivery of messages by top corporate leaders.
- Set the example of commitment and accountability to the strategy and goals.

1.2 Implement a Strong Talent Management and Leadership Development Strategy

- Monitor and provide direct feedback on the performance of the site leader teams and the corporate staff, and adjust talent as needed for organizational success.
- Communicate and reinforce the expectation for a personnel development culture and for leader ownership of this development.
- Promote a fleetwide approach to talent management and succession planning.
- Be personally involved in activities to identify, develop and retain top talent in the organization, including mentoring high-potential leaders.
- Develop workforce planning strategies that have a long-term focus on station needs and healthy pipelines.

1.3 Foster a Learning Organization for Continuous Improvement

- Demonstrate and reinforce that independent reviews and critical feedback are sought and valued.
- Foster an environment that guards against isolation and that applies best practices and lessons learned from external sources.
- Teach the organization by sharing knowledge, communicating lessons learned and imparting professional experiences. Make these lessons learned visible, and link them to employee development.
- Demonstrate a healthy dissatisfaction with performance not displaying continuous improvement.

1.4 Develop an Aligned, Engaged Workforce

- Demonstrate behaviors showing employees are valued and respected.
- Actively support employees being involved in innovative thinking, problem solving, multidiscipline teams and continuous improvement.
- Obtain direct feedback from employees on issues and concerns to identify and eliminate barriers to success.
- Provide meaningful opportunities for employee development and increased contribution to the organization through support and ownership of change initiatives.

1.5 Inspire, Motivate and Communicate

- Implement a strategic communication plan for ongoing communication of the plan for excellence, remaining gaps, and team accomplishments to both internal and external stakeholders.
- Routinely share information and problems, looking for opportunities to identify and work on improved teamwork within the leadership team.
- Passionately and effectively communicate the vision and the required actions to achieve it.
- Establish the means to monitor and measure the penetration of messages within the workforce.

1.6 Build and Sustain Trust With Employees and External Stakeholders

- Periodically engage directly with employees at the nuclear sites and at corporate, giving positive feedback, reinforcing conservative decision-making, and listening to concerns.
- Model the leadership attributes expected of others, and maintain the highest standards of personal accountability and integrity.
- Establish and actively manage healthy relationships with external stakeholders, and exercise proactive and open communications.

1.7 Provide Effective Coaching and Feedback in an Environment of Healthy Accountability

- Consistently reinforce that coaching, candid and regular feedback, and acting to correct performance shortfalls are expected at all levels.
- Openly acknowledge and be accountable for leadership shortfalls, and share the actions taken to correct mistakes.
- Create, reinforce and model the expectation to meet commitments and due dates and to have a plan to close gaps when falling short.

- Monitor leader behaviors in various settings, and provide feedback.
- Visit work locations to gain personal perspective on issues.

1.8 Make Effective Decisions and Appropriately Manage Risk

- Foster a culture of risk awareness and sensitivity to nuclear safety throughout the corporate organization, including non-nuclear business functions. Encourage diverse thought and questioning attitudes.
- Establish clear governance, roles and responsibilities for the management of risk, including management and independent oversight. Nuclear safety remains the overriding priority.
- Promote the concept among leaders at all levels that risk is viewed in an integrated manner, which considers operational, project and enterprise risks.
- Maintain a keen awareness of how corporate decisions and actions might affect operational and project risks.
- Communicate the basis and reasoning for key decisions, and reinforce the key tenets of a healthy decision-making process, such as stakeholder input.

1.9 Achieve Sustainable Results

- Establish a compelling vision of excellence in nuclear operations.
- Develop a clear set of strategies with well-aligned and supporting objectives, business plans and performance metrics.
- Allocate resources and adjust priorities based on improvements needed.
- Assess and adapt leadership behaviors to maximize team effectiveness.
- Review performance results of top industry performers, and adjust improvement actions and goals to maintain a focus on continuous improvement.
- Establish effective relationships between corporate personnel and station leaders to align on collective commitment and support to achieve and sustain high levels of performance.

2.0 SENIOR MANAGERS

Senior managers are a team of individuals at the highest level of organizational management who have the day-to-day responsibilities of managing a station. This team includes the site vice president, plant manager, operations director, engineering director, work control director and maintenance director. Below are examples of behaviors for senior managers.

2.1 Promote a Clear Vision and Strategy to Achieve Excellence

- Develop a site strategy and goals to achieve industry excellence and achieve corporate goals.
- Regularly communicate, reinforce the strategy, and ensure expectations for completing the strategy are understood. Attend skip-level meetings to verify alignment on vision.
- Lead by example. Hold yourself accountable for and ensure alignment of activities to the strategy and goals.
- Balance short- and long-term priorities and goals by weighing risks and benefits.

2.2 Implement a Strong Talent Management and Leadership Development Strategy

- Develop, maintain and communicate a strategic talent management and development strategy that includes diversity and knowledge retention.
- Communicate and reinforce the expectation of a development culture and leader ownership of development.
- Lead and facilitate talent management and succession planning review meetings.
- Ensure strategic and leadership positions are filled with qualified candidates who have skill sets aligned with the business strategy of today and of the future.
- Regularly review individual development plans to gauge progress.
- Ensure solid workforce planning strategies are in place for healthy pipelines.

2.3 Foster a Learning Organization for Continuous Improvement

- Implement proactive measures to identify signs of decline.
- Regularly review internal review and feedback as well as external operating experience and benchmarking for strategic changes needed at the station.
- Foster a learning environment by supporting and encouraging benchmarking, self-assessment and training activities. Ensure changes are made to close identified gaps.

- Teach the organization by sharing knowledge, communicating lessons learned and imparting professional experiences. Make these lessons learned visible, and link them to employee engagement.

2.4 Develop an Aligned, Engaged Workforce

- Consistently communicate and demonstrate alignment on station priorities in interactions with all levels of the organization.
- Enable employees to engage and improve activities within their control.
- Ensure mechanisms are in place to celebrate station successes.
- Continually and proactively seek feedback from the workforce concerning barriers to alignment.

2.5 Inspire, Motivate and Communicate

- Communicate important issues to the organization in many ways; at many levels; and in a clear, straightforward, and timely manner.
- Demonstrate resiliency, and maintain a positive response during plant challenges and events.
- Monitor and correct conditions that can affect employees.
- Observe meetings to ensure messaging is aligned.

2.6 Build and Sustain Trust with Employees and External Stakeholders

- Establish and maintain trust with employees and stakeholders by listening, “doing what you say you will do,” and modeling accountability and integrity.
- Establish and maintain healthy relationships with internal and external stakeholders.
- Actively seek feedback from stakeholders, and incorporate relevant improvements or adjustments to station practices.
- Proactively develop relationships with internal and external stakeholders.
- Practice active listening when engaging employees and external stakeholders.

2.7 Provide Effective Coaching and Feedback in an Environment of Healthy Accountability

- Communicate and reinforce the expectation to all leadership to be actively involved in the timely and candid coaching and feedback of employees not only to correct behaviors but also for development activities.
- Ensure the annual performance review process supports the coaching and accountability principles.

- Set expectations for resolving human performance issues over implementing additional procedures or processes.

2.8 Make Effective Decisions and Appropriately Manage Risk

- Evaluate the cumulative impact of current work, and make strategic decisions about the best path forward.
- Ensure the right skill sets and behaviors are present in the organization to make effective decisions.
- Advise the leadership team during difficult situations, but maintain oversight and do not make technical decisions yourself. Self-assess as a team on this skill.
- Use change management plans to manage large organizational changes, and include and mitigate organizational risks. Communicate to the organization the results and reasoning behind the decision.
- Create and maintain an environment in which team members can identify risk and are empowered to be champions of continuous improvement efforts.
- Involve appropriate stakeholders in decision-making, and ensure team members understand the “why” behind the decision.

2.9 Achieve Sustainable Results

- Proactively trend performance, and act with urgency to identify and arrest performance declines.
- Regularly communicate, and reward teamwork and collective ownership of plant strategy and supporting activities.
- Adjust priorities or resources based on the capacity of the organization.
- Identify and adapt leadership behaviors to maximize team effectiveness.
- Regularly self-assess to ensure standards and expectations are being reinforced.
- Regularly communicate.

3.0 DEPARTMENT OR MIDDLE-LEVEL MANAGERS

Department or middle-level managers are accountable to the top-level management at the site for their department’s function, and they devote more time to organizational and directional functions than upper management. This group would typically include shift operations managers, engineering managers, work control managers, radiation protection managers, maintenance managers and chemistry managers. Below are examples of behaviors for a department or middle-level manager.

3.1 Promote a Clear Vision and Strategy to Achieve Excellence

- Regularly communicate the site strategy. Attend skip-level meetings to verify alignment on vision.
- Develop, communicate and reinforce department goals and actions to support the site strategy. Ensure the strategy is understood and shared by all employees.
- Lead by example. Provide coaching, support activities that align with the strategy and goals, and hold yourself and others accountable.
- Balance short- and long-term priorities and goals by weighing risks and benefits.
- Hold others in your department and across other departments accountable for appropriate and timely adjustment of goals and expectations due to emergent work.

3.2 Implement a Strong Talent Management and Leadership Development Strategy

- Lead and facilitate department-level management and succession review meetings.
- Ensure development conversations are held with first-line leaders at regular intervals.
- Develop and maintain quality individual development plans for first-line leaders.
- Ensure development activities are carried through, and evaluate progress; adjust individual development plans as necessary.
- Identify employees with potential for inclusion in career planning.

3.3 Foster a Learning Organization for Continuous Improvement

- Participate in performance review boards, and assist in proactively identifying signs of decline.
- Implement new tools, practices and procedures identified from performance reviews.
- Foster a learning environment by supporting benchmarking, self-assessment and training activities. Ensure changes are made to close identified gaps.
- Participate in teaching, sharing knowledge and imparting professional experiences to your department.

3.4 Develop an Aligned, Engaged Workforce

- Consistently communicate and demonstrate alignment on station and department priorities among the department managers as well as among senior leaders, first-line supervisors and employees.
- Enable employees in your department to engage and improve activities within their control.
- Celebrate and communicate station and department successes.

- Continually and proactively seek feedback from first-line supervisors and employees concerning barriers to alignment, and take action to remedy those barriers.

3.5 Inspire, Motivate and Communicate

- Model and maintain positive leadership behaviors, and communicate the expectation to other leaders and supervisors.
- Regularly communicate and reinforce messaging from the senior leadership team. Listen and follow up on actions taken.
- Participate in leadership development, and provide opportunities for first-line supervisors.
- Participate and support employee engagement initiatives.
- Observe meetings to ensure messaging is aligned.

3.6 Build and Sustain Trust Among Employees and External Stakeholders

- Establish and maintain trust among employees and stakeholders by listening, “doing what you say you will do,” and modeling accountability and integrity.
- Establish and maintain healthy relationships with external peers (corporate and other plants) and internal stakeholders.
- Actively seek feedback from peers and first-line supervisors, and suggest improvements and adjustments to station practices; gain alignment on recommendations.
- Practice active listening when engaging employees and external stakeholders.

3.7 Provide Effective Coaching and Feedback in an Environment of Healthy Accountability

- Reinforce expectations for timely and candid coaching and feedback of supervisors, other managers and employees to correct behavior and development.
- Provide timely and candid coaching to develop first-line supervisors.
- Complete annual performance reviews reflecting supervisor performance and development needs on time and accurately.
- Resolve human performance issues through behavioral correction rather than through implementing additional procedures or processes.

3.8 Make Effective Decisions and Appropriately Manage Risk

- Use the diverse skill sets of first-line managers and the appropriate technical resources and employees to make decisions.
- Effectively manage risk by anticipating future problems and by discussing those potential problems with the appropriate stakeholders.
- During decision-making activities, make sure there is a clear understanding of roles and responsibilities and of whom the ultimate decision-maker is.
- Communicate to the organization the results and the reasoning behind the decision.
- Create and maintain an environment in which team members can identify risk and are empowered to be champions of continuous improvement efforts.
- Lead with site perspective versus individual department perspective.

3.9 Department and Middle-Level Managers Achieve Sustainable Results

- Communicate organizational alignment, priorities, and roles and responsibilities to first-line supervisors.
- Regularly communicate with your department, and reward teamwork and collective ownership of site priorities and cross-functional activities supporting site priorities.
- Regularly communicate standards and expectations; adjust leadership style as needed.
- Communicate challenges with the capacity of your organization to senior managers.
- Intervene when ownership of issues is uncertain or when progress toward achieving results is inadequate.
- Regularly communicate the progress on results.

4.0 FIRST-LINE SUPERVISOR

First-line supervisors directly supervise and coordinate the activities of production and operating workers, such as operators and technicians. Below are examples of behaviors for a first-line supervisor.

4.1 First-Line Supervisors Promote a Clear Vision and Strategy to Achieve Excellence

- Communicate department goals to employees, ensuring the strategy is understood and shared by all employees.
- Align activities and priorities to support department goals. Communicate how these activities and priorities support site and department goals.
- Lead by example. Provide coaching and development activities that hold yourself and others accountable for supporting the strategy and goals.

4.2 Implement a Strong Talent Management and Leadership Development Strategy

- Prepare for and participate in department-level talent management and succession review meetings.
- Ensure development conversations are held with employees at regular intervals.
- Develop and maintain quality individual development plans for employees.
- Ensure development activities are carried through, and evaluate progress; adjust individual development plans as necessary.

4.3 Foster a Learning Organization for Continuous Improvement

- Provide feedback to review boards concerning performance improvement opportunities.
- Implement new tools, practices and procedures identified from performance reviews.
- Regularly and consistently communicate the results of benchmarking, self-assessment, and training activities, and implement new practices.
- Participate in teaching and instruction at the station; share knowledge and impart your experience to your work group.

4.4 Develop an Aligned, Engaged Workforce

- Consistently communicate and demonstrate alignment on station and department priorities among first-line supervisors and among individual employees.
- Enable employees in your group to engage and improve activities within their control. Allow and encourage participation in focus groups, task-force teams and other group settings.
- Celebrate and communicate station, department and group successes; reinforce why they are important.
- Continually and proactively seek feedback from individual employees concerning barriers to alignment, and remedy those barriers.

4.5 Inspire, Motivate and Communicate

- Model and maintain positive leadership behaviors, and communicate the expectation for other leaders and workers to do the same.
- Regularly communicate and reinforce messaging from managers to individual employees. Listen and follow up on actions taken.
- Participate in leadership development.
- Participate in and support employee engagement initiatives by enrolling and soliciting individual employees.

4.6 First-Line Supervisors Build and Sustain Trust Among Employees and Stakeholders

- Establish and maintain trust among employees and stakeholders by listening, “doing what you say you will do,” and modeling accountability and integrity.
- Establish and maintain healthy relationships with internal peers and stakeholders.
- Actively seek feedback from peers, employees and stakeholders, and suggest improvements and adjustments to station practices. Take action where you can.
- Practice active listening when engaging employees and external stakeholders.
- Demonstrate transparency in communications and actions while maintaining confidentiality where necessary.

4.7 Provide Effective Coaching and Feedback in an Environment of Healthy Accountability

- Continuously observe and provide timely and candid coaching to individual employees to reinforce positive behaviors.
- Complete annual performance reviews on time and accurately, reflecting accurate performance and development needs.
- Provide feedback between annual performance reviews to provide employees with an understanding of their current trajectory.

4.8 Make Effective Decisions and Appropriately Manage Risk

- Reinforce organizational decisions, and hold yourself and individual contributors accountable for proper execution.
- Communicate anticipated risks to the appropriate stakeholders, and identify those potential risks to decision-makers.
- During decision-making activities in your area, make sure there is a clear understanding of roles and responsibilities and of whom the ultimate decision-maker is.
- Communicate to the group the results and the reasoning behind the decision.

4.9 Achieve Sustainable Results

- Communicate assignments, priorities, and roles and responsibilities to individual employees.
- Ensure proper execution of work by managing individual activities and by allocating appropriate resources.
- Communicate challenges to the capacity of your organization to department managers.

- Intervene when ownership of issues is uncertain or when progress toward achieving results is inadequate, and communicate needs to the appropriate levels of the organization.
- Regularly communicate to your group, and reward teamwork and ownership of site priorities and cross-functional activities supporting site priorities.
- Always reinforce standards and expectations.

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INPO®

*Institute of
Nuclear Power
Operations*

*Suite 100
700 Galleria Parkway, SE
Atlanta, GA 30339-5943
770-644-8000
FAX 770-644-8549*