



**The Abdus Salam
International Centre for Theoretical Physics**



2257-68

Joint ICTP-IAEA School of Nuclear Energy Management

8 - 26 August 2011

Nuclear Leadership and Management

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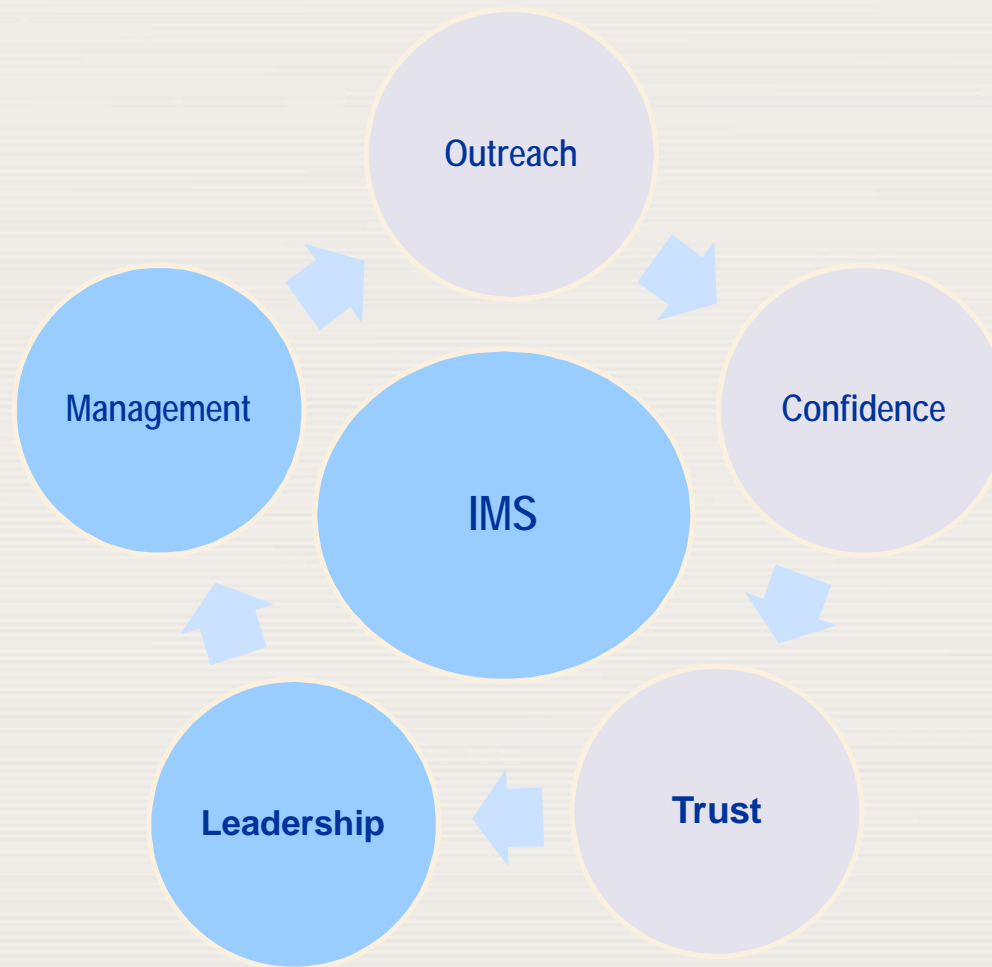
IAEA

International Atomic Energy Agency

Objectives of this Session

1. Identify the leadership and managerial competencies needed in the nuclear industry
 - a. Define the role of leadership and management in relation to the Integrated Management System (IMS)
 - b. Discuss the differences between leadership and management
 - c. Describe characteristics of a leader and of a manager
 - d. Describe six tools that leaders can use to influence an organization

Leadership and Management in an IMS



Integrated Management System

- A single coherent management system in which all the components of an organization are integrated to enable the organization's objectives to be achieved
 - All management areas: safety, quality, environment, health, security, economic, etc.
 - Objectives, goals, strategies
 - Personnel and resources (equipment, culture, policies, etc.)
 - One set of organizational processes that address the totality of the objectives of the organization

Integrated Management System

- In an integrated management system, all goals, strategies, plans and objectives of an organization should be considered in a coherent manner, which includes:
 - Identifying their interdependences and their potential to impact on each other
 - Assigning priorities to the goals, strategies, plans and objectives
 - Establishing procedures to ensure that these priorities are respected in decision making

Leadership and Management

Leader

- Leads people
- Has followers
- Long term look
- Sets direction
- Proactive
- Sells

Manager

- Manages work
- Has subordinates
- Short term look
- Plans details
- Reactive
- Tells

Leadership and Management

Leader

- Innovates
- Develops
- Inspires
- Looks long term
- Asks what and why

Manager

- Administers
- Maintains
- Controls
- Looks short term
- Asks how and when

IAEA Leadership Blueprint

Leadership Values

Professional

- Rigorous
- Organized
- Credible, knowledgeable and technically competent
- Accountable
- Learning continually
- Strategic/looking ahead
- Tough/determined in tackling global issues
- Proud and humble
- High standards/no blame
- Reputation for quality
- Integrity

Collegial

- Cooperate and don't compete
- Want to share and collaborate
- Show solidarity with colleagues
- Open and transparent

Respectful

- Treat others as adults
- Trust
- Acknowledge roles and responsibilities of others
- Show dignity
- Show fairness
- Deliver on promises
- Honor confidentiality

- *IAEA Leadership Blueprint*



Activity

- During this activity, individuals will:
 - In groups, select one area of leadership values and identify an area where you believe you excel and one which you need to strengthen

Leadership Characteristics

- Leadership characteristics common to all cultures:
 - Respect for others, values participation, seeks to develop leaders, treats others fairly
 - Has integrity, does not compromise ethics or standards
 - Builds shared identity, trusting, relates to and develops people

Leadership Characteristics

- Leadership characteristics common to all cultures:
 - Ensures organizational values and behavior are clearly communicated and consistent with safe and peaceful use of nuclear energy
 - Ensures organizational values and behavior are consistent with organizations values, mission and objectives
 - Leads by example and continually communicates high standards through words and example

Leadership Characteristics

- Leadership characteristics common to all cultures:
 - Builds relationships between management, employees and stakeholders based on mutual trust and respect
 - Maintains organizational culture that values the capture and transfer of critical knowledge
 - Continually reinforces motivation

Management Characteristics

- Good management practices include:
 - Promotes good work practices and eliminate poor work practices
 - Manages by walking around - through walk downs, plant tours, task observations
 - Reinforces expectations, including reporting of concerns
 - Possesses good time management and communication skills

Management Characteristics

- Resolves conflict in the work place
- Sets goals and holds people accountable to meet them
- Able to be objective and not play favorites
- Able to get work done through others

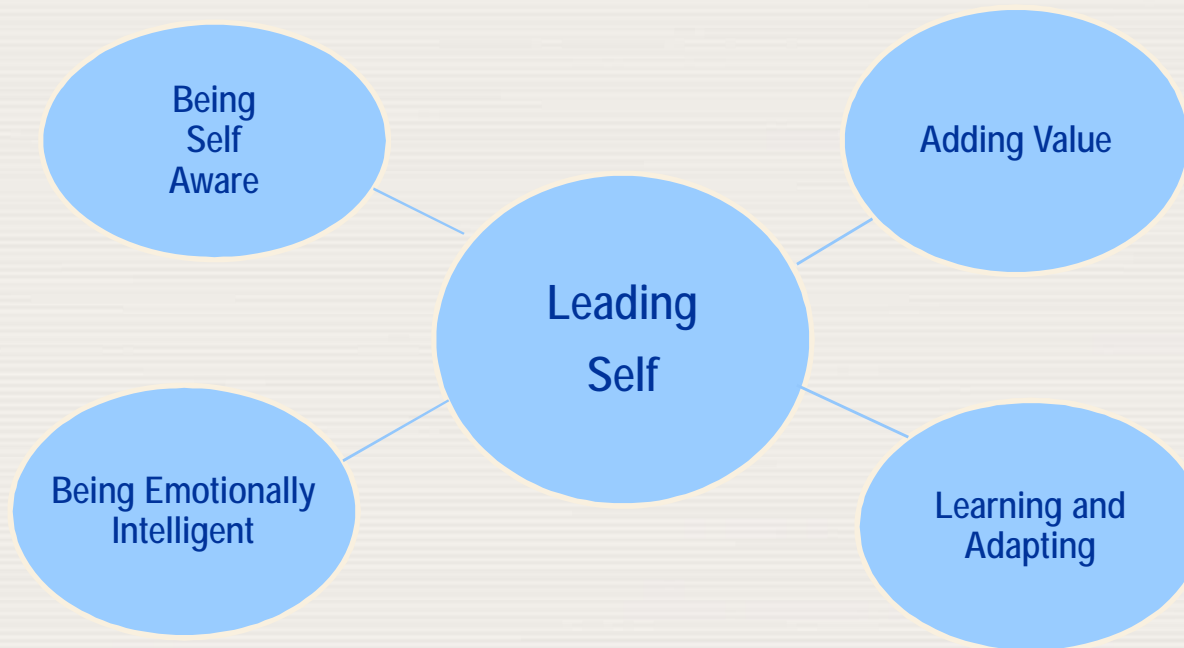
Leader Tools that Influence the Organization

- Leader tools that influence:
 - What leaders pay attention to, measure or control
 - Reactions to critical incidents or crises
 - Criteria used to allocate scarce resources
 - Deliberate attempts at role modeling, teaching and coaching
 - Criteria for reinforcement of discipline
 - Criteria used to select, promote or terminate employees

From Manager to Leader

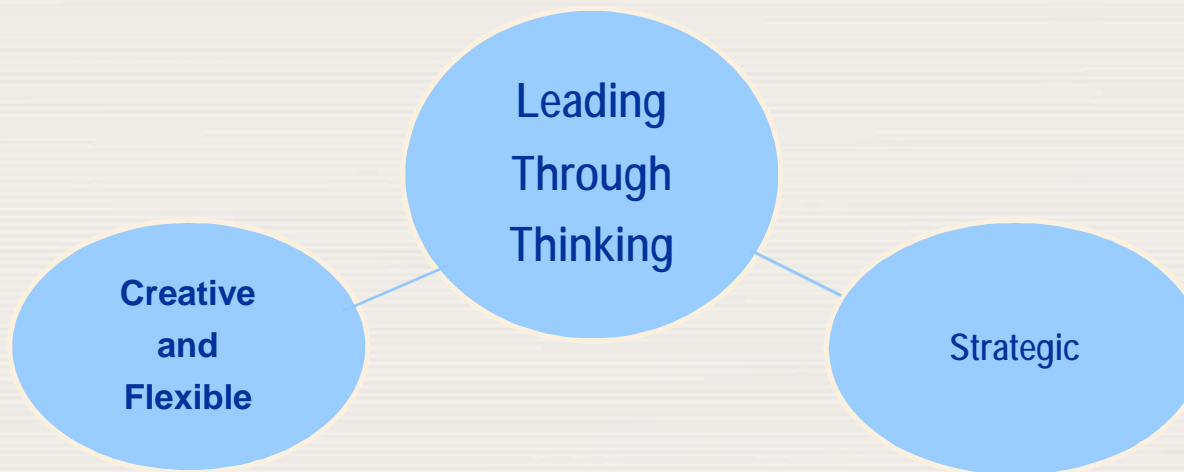
- Assess your role
- Assess your environment
- Identify your strengths and weaknesses
- Develop a long term plan
- Work the plan and assess regularly

Leading Starts with Self

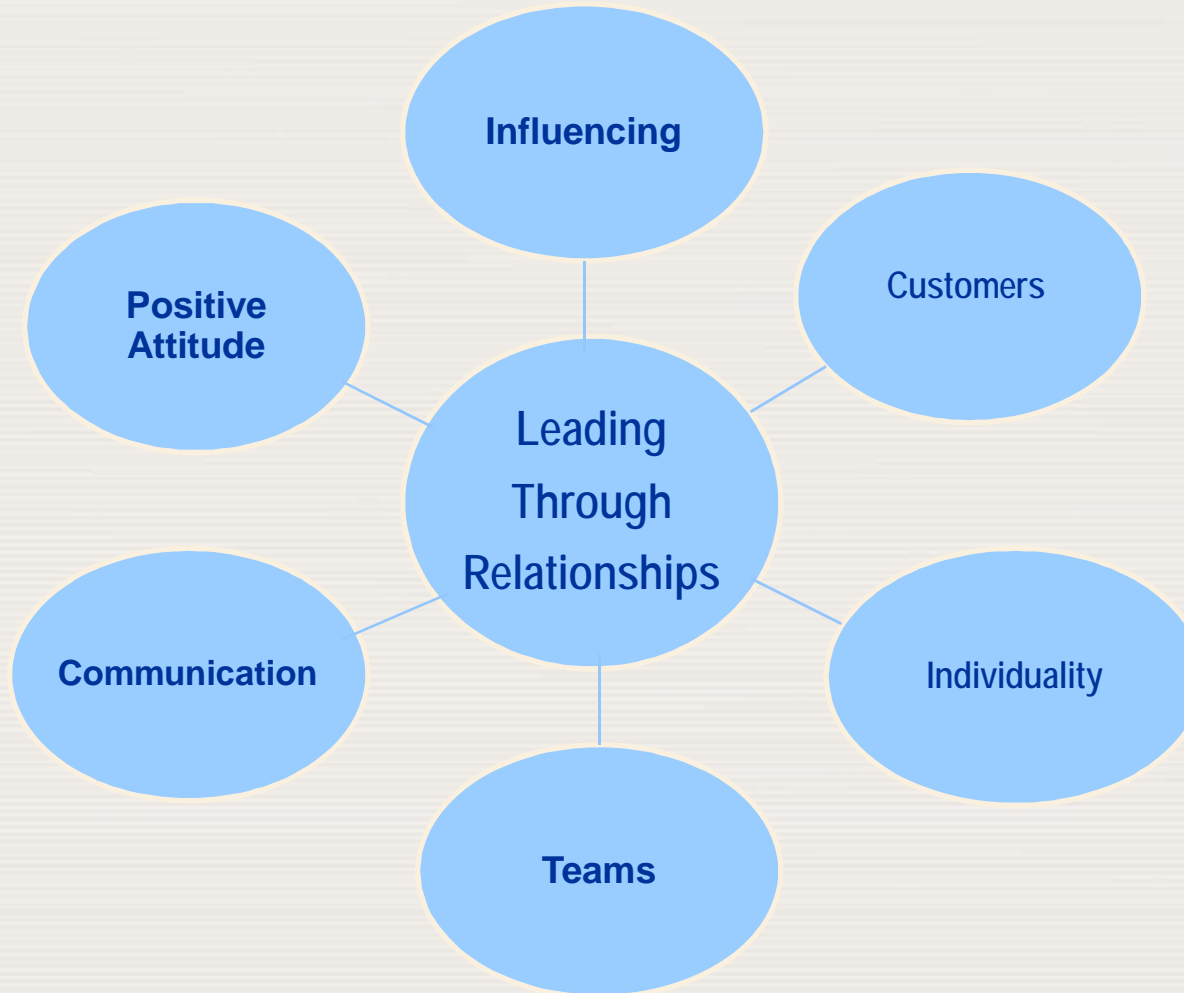


IAEA Leadership Blueprint

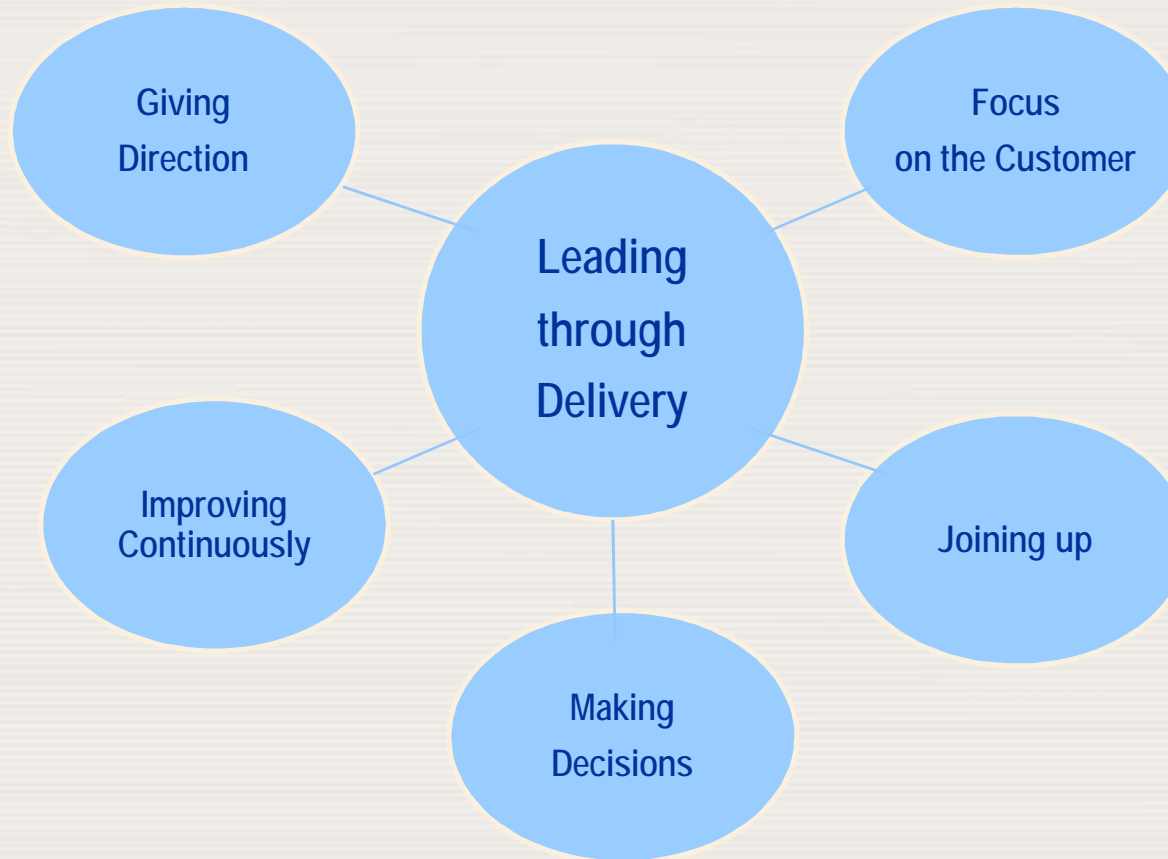
Leading through Thinking



Leading through Relationships



Leading through Delivery



Activity

- During this activity, individuals will:
 - In groups, discuss what you will do to move from manager to leader

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Questions

