



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



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Joint ICTP-IAEA School of Nuclear Energy Management

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Changing Behaviors in the Nuclear Industry

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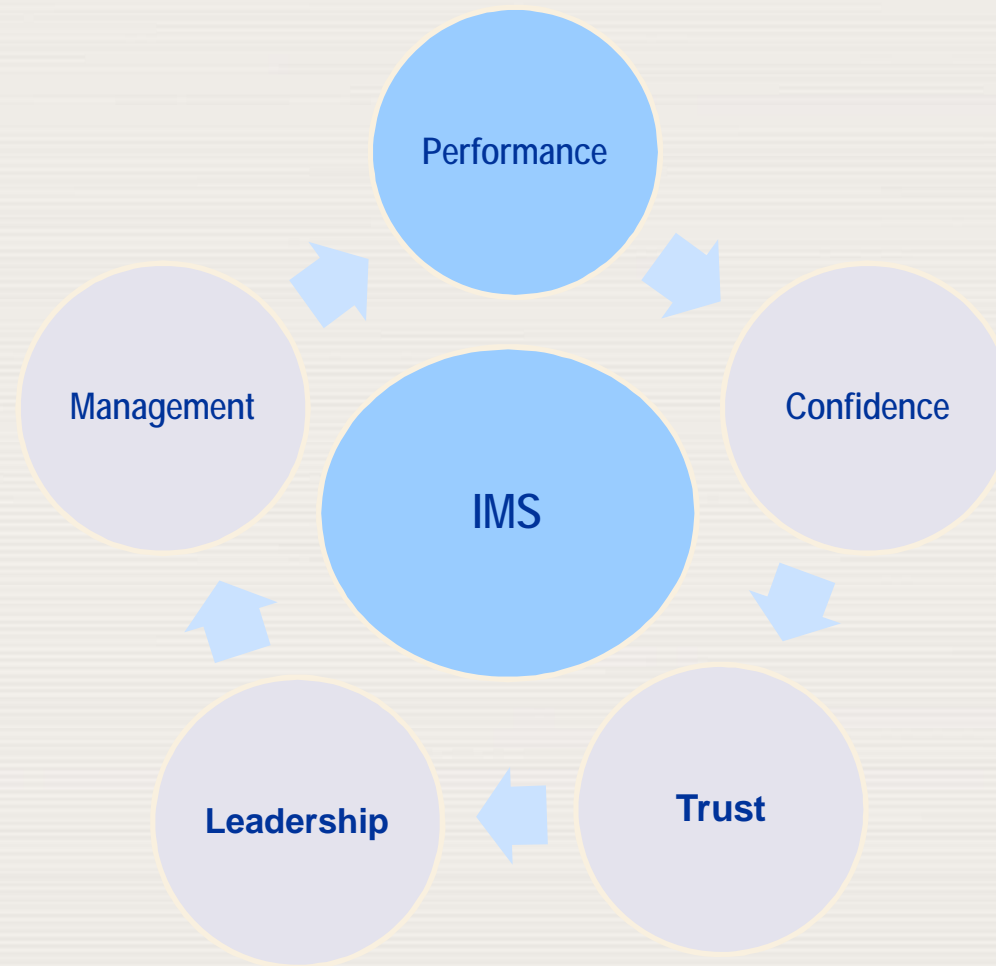


IAEA
International Atomic Energy Agency

Objectives of this Session

1. Identify methods to change behavior in order to achieve successful performance / performance improvement in the nuclear industry
 - a. Define behavior change as it relates to performance / performance improvement
 - b. Identify your role in changing behaviors
 - c. Identify benefits of performance improvement
 - d. Identify skill sets needed to achieve successful performance / performance improvement

Performance in an IMS



Definition of Behaviors

- Actions of a system in relation to its environment which includes the other systems around it as well as the physical environment
- Response of the system to various stimuli or inputs, whether internal or external

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 including:
 - Structure
 - ✓ Resources (including knowledge)
 - ✓ Processes
 - ✓ Personnel (including core competences)
 - Equipment
 - ✓ Organizational culture
 - ✓ Documented policies and processes



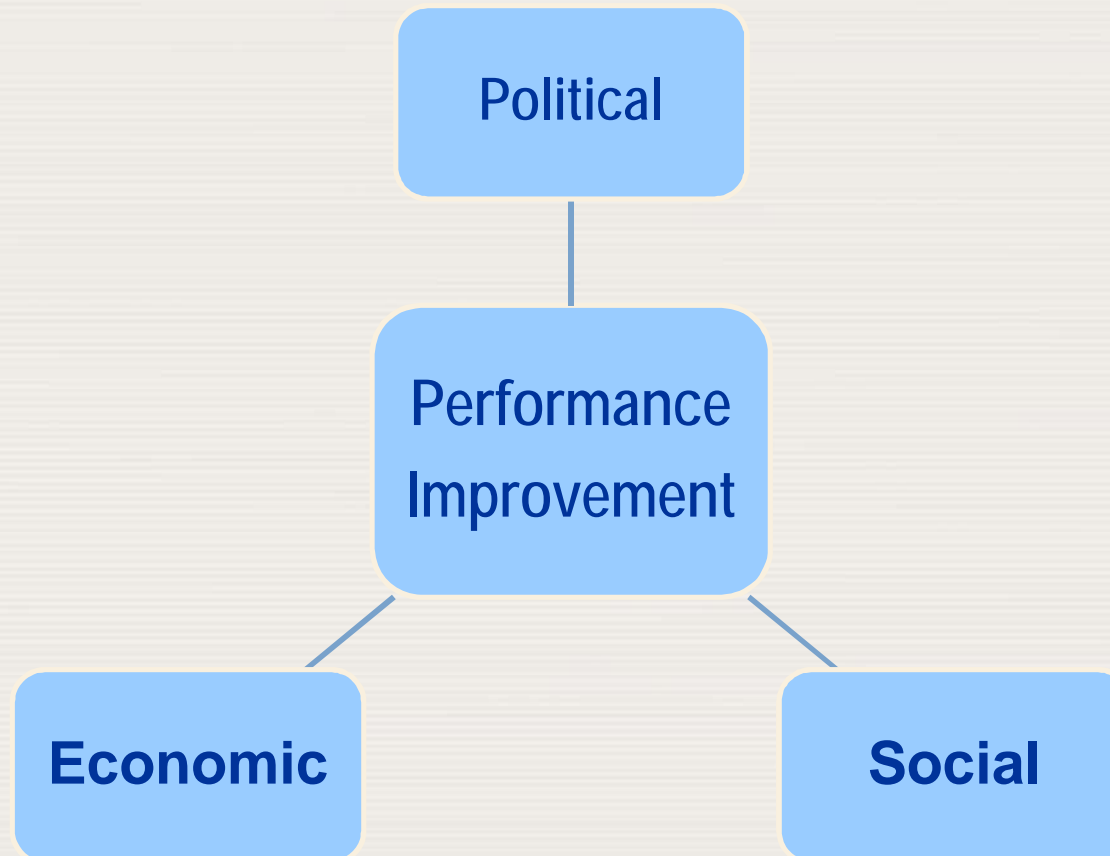
Activity

- During this activity, individuals will:
 - In groups, discuss how behaviors are a part of all aspects of the integrated management system

Your Role in Changing Behaviors

- Work to carry out vision and mission
- Identify performance needs
- Tie performance goal with performance / improved performance
- Determine actions needed for performance / performance improvement
- Observe activities
- Provide input to behaviors / actions

Benefits of Performance Improvement



Benefits of Performance Improvement

Political

- Helps meet the need for enlightened nuclear workers today and in future in laboratories, plants, and military/government

Economic

- Fosters continued generation of jobs, including robust supply chain in new construction and plant life

Social

- Enhances collaboration between industry and institutions of research and development

Activity

- During this activity, individuals will:
 - In groups, select one area and explain to your group how you/your organization is working to improve performance in that area
 - Be prepared to share with large group

Skill Sets Needed

- Systematic approach
- Systems approach
- Business acumen
- Human performance
- Partnering ability
- Consulting skills

Skill Set: Systematic Approach

Systematic Approach

- Focus on a “performance” approach

Systematic Approach

- Move the focus from “personal” to performance / performance improvement

Systematic Approach

- Identify human performance behaviors necessary to achieve successful performance / performance improvement on the task

Skill Set: Systems Approach

Systems Thinking

- Develop the ability to use 'systems thinking' to conceptualize underlying interrelationships and patterns of problems, issues, and situations

Systems Thinking

- Shift mindsets from seeing parts to seeing the whole, from reactive to proactive

Systems Thinking

- Shift behaviors to change the way we think, talk, and interact with individuals within our organization to work on mutual solutions

Skill Set: Business Acumen

Business Acumen

- Develop a clear understanding of the business issues facing your organization

Business Acumen

- Identify issues challenging you/your organization's ability to meet their business goals

Business Acumen

- Identify key players in your organization and develop collaborative relationships

Skill Set: Human Performance

Human Performance

- Identify latent organizational weaknesses, including error-likely situations and error prone tasks and work environments

Human Performance

- Become an observer of individual and organizational behaviors that effect performance

Human Performance

- Examine organizational processes, cultural attributes, and controls that share a common link to human performance

Skill Set: Partnering

Partnering

- Develop a cooperative relationship with individuals and groups within your areas of influence

Partnering

- Spend time at the job site to determine what conditions may need modification in order to improve performance

Partnering

- Focus on preventive measures when having discussions with site partners

Skill Set: Consulting Skills

Consulting Skills

- Acknowledge what organizational members already know and assist them in identifying and filling in the gaps

Consulting Skills

- Provide a climate of safety when giving and receiving feedback

Consulting Skills

- Identify and handle needs, then follow-through to ensure they're met and performance is improved

Skill Sets Needed

- Systematic approach
- Systems approach
- Business acumen
- Human performance
- Partnering ability
- Consulting skills

Activity

- During this activity, individuals will:
 - In groups, select one skill set and explain to your group how you plan to improve in that area
 - Be prepared to share with large group

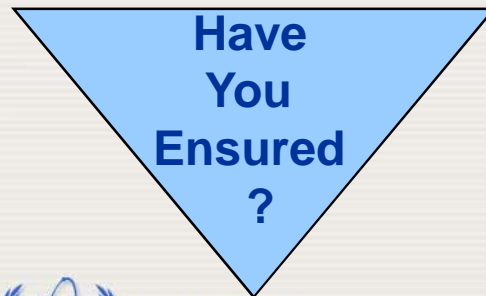
Ask Yourself these Questions



- Established and communicated clear standards?
- Reinforced the standards?
- Used performance consequences effectively?



- Clear, logical and efficient?
- Appropriate for the task?
- Able to be improved?



- You have a performance-based program?
- You identified what the deficiency is due to (k/s/a)?
- You checked to see the existing task/job hasn't changed?



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Questions

