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Principles of Leadership and Management

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Principles of Leadership and Management

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Objectives of this Session

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

Definition of Leadership

- *The ability to obtain followers through INFLUENCE.*
- *Proverb: He who thinks he leads and has no one following him is only taking a walk.*

Definition of Management

- *It is the process of assuring that the program and objectives of the organizations are implemented as planned.*

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 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*

Difference between a Leader and Manager

Leader

- Provide vision and motivates people;
- Goal-oriented

Manager

- Make sure things happen through other people;
- Task-oriented

Difference between a Leader and Manager

- Making sure the work is done by others is the accomplishment of a **MANAGER;**
- Inspiring others to do better work is the accomplishment of a **LEADER.**

Traits of Leader Manager

- **Leader -managers are long-term thinkers who see beyond the day's crisis and the quarterly report;**
- **They constantly reaching beyond their specific area of influence**

Traits of Leader Manager

- They put heavy emphasis on vision, values, and motivation;
- They have strong political skills to cope with conflicting requirements of multiple constituents;
- They don't accept status quo.

Are leaders born?

LEADER:

1. Is born with leadership qualities;
2. Has seen leadership modeled throughout life;
3. Has learned added leadership through training;
4. Has self-discipline to become a great leader.^{1`}

Leadership Characteristics common to all cultures

- Respect for others, values participation, seeks to develop leaders, treats others fairly
- Integrity, does not compromise ethics or standards
- Builds shared identity, trusting, relates to and develops people

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 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

Five levels of Leadership

- **Level 1: Position or title; people follow because they have to (*Rights*).**
- **Level 2: Permission; people follow because they want to (*Relationships*).**
- **Level 3: Production; people follow because of what you have done for the organization (*Results*).**
- **Level 4: Personnel Development: People follow because of what you have done for them (*Reproduction*).**
- **Level 5: Personhood; People follow because of who you are and what you represent (*Respect*).**

Important factors in leadership

- The key to leadership: *Priorities;*
- The most important ingredient of leadership: *Integrity;*
- The ultimate test of leadership: *Creating positive change;*

Important factors in leadership

- The quickest way to gain leadership:
Problem solving;
- The extra plus in leadership:
Attitude;
- Most appreciable asset of
leadership: *People;*

Important factors in leadership

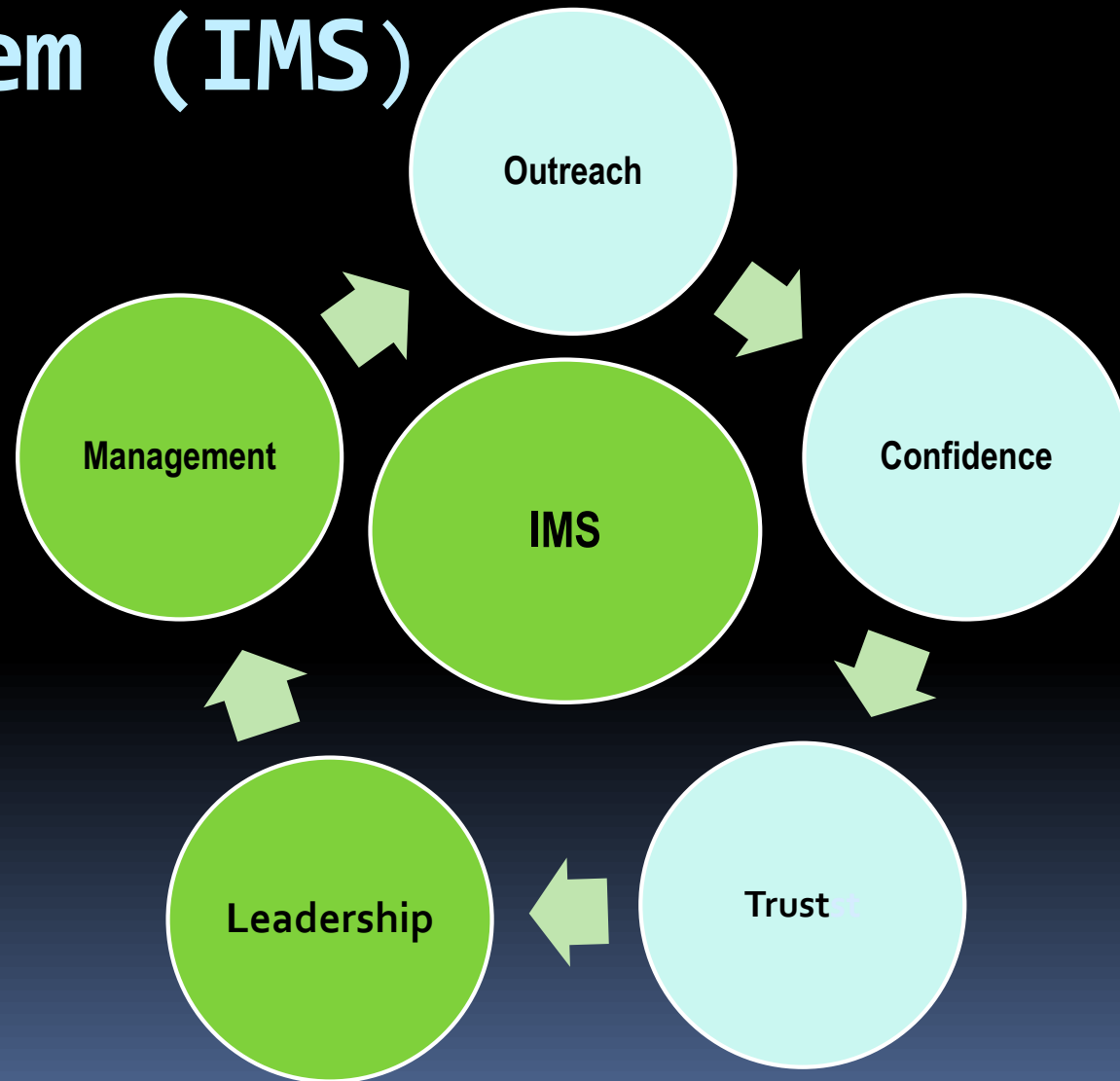
- The indispensable quality of leadership: *Vision;*
- The price tag of leadership: *Self-discipline;*
- The most important lesson I've learned about leadership: *Staff development.*

Leader Tools

(that Influence the Organization)

- **Leader tools that influence:**
 - **What leaders pay attention to is 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**

Leadership and Management in an Integrated Management System (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

Managers characteristics

- **Managers wear more hats than almost anyone.**
- **They're planners, schedulers, and big-picture thinkers.**
- **Managers must be team builders, coaches, and motivators.**
- **They need to know how to negotiate for more time, more resources, and fewer changes.**
- **They've got to be smart risk takers, turn-on-a-dime decision makers, and communicators extraordinaire.**

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**

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**
- **Permanently enlarge your knowledge**

A LEADER IS BEST WHEN
PEOPLE BARELY KNOW HE
EXISTS, WHEN HIS WORK IS
DONE, HIS AIM FULFILLED,
THEY WILL SAY:

WE DID IT OURSELVES.

LAO TZU

Questions



CLAUDE
PRESBYTERIAN CHURCH

THERE ARE SOME
QUESTIONS THAT
CAN'T BE
ANSWERED BY
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