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Leadership in Nuclear Power

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Leadership in Nuclear Power

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N. Steinberg

LEADER

Leader is a person in a group having authority over this group, who wields influence which is manifested as managing actions. This person plays the central role in the arrangement of the common activity and regulation of the interrelations in the group. The group recognizes the right of the leader to make decisions in the situations significant for the group.

Leadership may be:

- Formal (officially assigned). Influence on people from the position of post taken. He/she has the official right to stimulate and discipline the group members to reach the group goals;
- Informal (spontaneously chosen). Influence on people with the help of own capacities, skills and other resources. He/she does not possess powers recognized outside the group and does not bear any official obligations.

MANAGER

Manager is a chief member of the group and ensure proper execution of the group task.

Manager should transfer unorganized crowd in an efficient, focused and productive group. Set of methods, principles, means and forms of organization management aiming at improvement of the efficiency of groups work.

Manager is an employee of the organization assuming responsibility for the qualitative implementation of the production processes, and to this end, undertaking the control of subordinate staff engaged in the processes.

Manager is subordinated to other manager(s), thus forming a hierarchy of managers (the management hierarchy).

Manager & Leader

- Manager & Leader in one face (formal leader)
– the best way to reach the full success;
- Manager + informal Leader both striking for one goal – good way to success (sometimes it is better than the first one);
- Informal Leader strikes against the Manager – the best way to kill the goal.

Manager & Leader

What should be done if Informal Leader strikes against Manager:

- To re-orient the Informal Leader to the tasks of the group;
- To take - off the Informal Leader;
- To assign another Manager possessing higher leadership skills in comparison with the Informal Leader.

LEADERSHIP

THE LEADERSHIP IS A KEY FACTOR IN REACHING THE GOALS OF NUCLEAR SAFETY

- The high level of qualification and the amount of liability of the employees do not mean that a person is Leader (Manager + Leader). If he independently and single-handedly performs work related to the management, it does not give reason to consider him a manager;
- The ultimate goal of the Manager activity is to achieve the desired result (quality) of processes that are running in the structural department he heads. Managing the employees is not the purpose of its activities, and is only a means to enable the Manager to achieve the desired results;
- A Manager may head the entire organization (top managers), and he/she may head only a part of it (entry managers and medium-level managers).

Manager Basic Functions:

- Planning - definition of the organization's (group's) goals and actions to achieve them;
- Organization - structuring the work of employees, increasing the efficiency of the effort;
- Direction - bringing decisions from the Manager to the staff;
- Coordination - reconciliation and the establishment of relationships to achieve the set goals;
- Motivation - creating conditions that encourage employees to effectively carry out the work according to their responsibilities;
- Control - ensuring the achievement of the goals by tracking the process work, the duration of its execution and timely correction of errors;
- Competence – development of staff knowledge, transfer experience and train psychological preparation to act in different working conditions

Manager Resources:

Resources of the Manager - a set of tools (administrative, professional and psychological resources of personality), which he/she holds and which may be used in the process of management;

Administrative resources – are the appropriate to Manager position rights to lead subordinates and manage resources;

Professional Resources – are the knowledge and gained practical experience of management. The source of the competence is the personality itself, self - initiating the process of acquiring knowledge;

Psychological resources are the style of business behavior and way of thinking. The personality is important (the ability, temperament, character, willpower, emotion and motivation).

LEADERSHIP:

- Good theoretical training;
- Practical experience;
- Permanent improvement of qualification;
- Art of managing; and
- Personality

**are the basis of the actual and not formal
Leadership in the nuclear power.**