**Good Practice NNNN-NN**

**Leadership Development**

**APPLICABILITY**

THIS WANO GOOD PRACTICE APPLIES TO ALL LEADING ORGANIZATIONS ESPECIALLY FACILITIES AND ORGANIZATIONS INVOLVED IN NUCLEAR ACTIVITIES

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**Good Practice NNNN-NN**

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**Good Practice**

**Leadership Development**

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**Motivation**

To develop and promote management and leadership capabilities at all levels of mid-level and senior managers to increase the utilization of personnel competency and ability for the purpose of fulfilling safety principles, organizational values and objectives, and to overcome challenges by cooperating and through effective teamwork and to increase productivity

**Summary**

To develop and promote the management and leadership capabilities and skills at mid-level and senior managers’ levels, the BNPP (Hereinafter Plant) has taken actions to plan and implement a practical program focused on introducing and familiarizing with challenges of managerial leadership and providing training on practical and useful techniques for encountering and overcoming them.

This program is focused on creating, maintaining and promoting strong organizational communications and in addition to improving the attitude and increasing the qualification of mid-level and senior managers, attempts to transfer knowledge and skill for dealing with day-to-day challenges of management and leadership and to promote positive and correct behaviors for logically solving the challenges.

This program has been planned and implemented in the form of managerial training videos on specific subjects, with short duration and commensurate with the current issues and challenges of the Plant, to be played during the Plant council of managers’ meetings held on Saturday of every week attended by all mid-level and senior managers numbering 45 people.

These introduced techniques and videos are also played during the internal meetings of mid-level managers with their subordinate personnel so that the personnel of departments would also be familiarized with these challenges and the techniques for overcoming them and in addition to improving their own performance and behavior, they would have the correct behavioral expectations from mid-level and senior managers. Familiarization of personnel with these techniques helps them to be able to promptly provide the Plant management with the necessary feedback in case of deviation of mid-level and senior managers from the pre-determined behavioral expectations.

All information provided in the videos has been documented as a book and made available to all the Plant personnel for their day-to-day use.

**Benefits**

Planning and implementing the mentioned program has brought the following benefits and accomplishments to the Plant:

* Improving the attitude and increasing the knowledge of mid-level and senior managers in the management and leadership area
* Promoting the level of competency and capabilities of the mid-level and senior managers
* Improving the behavior and performance in the face of challenges and overcoming them
* Improving the level of expectations and communications of mid-level and senior managers with personnel
* Increasing the organizational cooperation and reducing the managerial conflicts
* Creating a respectful and proper workplace
* Developing the continuous improvement approach
* Facilitating the fulfillment of organizational objectives and values
* Increasing the productivity

**Attachment**

Development of Management and Leadership in Mid-Level and Senior Managers of the BNPP

**Performance Objective: (LF.1)**

Leaders, by commitment and example, inspire, motivate and align the organization to achieve safe and reliable station operations, event-free outages, and effective emergency response. They continually strive for improvement by establishing and reinforcing standards of excellence based on industry top performance, and they intervene to correct performance at the earliest signs of decline.

**Criteria:**

Maximize Competence: Leaders implement a development strategy that creates an organization comprised of qualified, capable and proficient individuals able to sustain long-term performance.

**Good Practice Description:**

The organization has implemented a development program to increase the management and leadership knowledge and skill of the mid-level and senior managers. This program comprises of a) determining the necessary practical and useful techniques, b) procuring training materials based on the determined topics and techniques, and c) introducing and providing training on how to use these techniques in day-to-day leadership activities of the mid-level and senior managers aiming at promoting positive and sustainable management and leadership behaviors.

**Examples/Supporting Data:**

After 4 years since the start of commercial operation of the BNPP and considering the necessity of continuity and qualitative & quantitative development of training courses provided for all mid-level and senior managers in the management and leadership area and the Plant managers’ need to be familiarized with and use the practical and useful techniques, at the end of February 2018, training of mid-level and senior managers with these techniques was placed in the BNPP new year objectives as a mid-term objective.

Determining the topics and techniques needed for management and leadership and procuring the needed training materials was implemented within 4 months and providing training on these techniques has started since 21.07.2018 during the Plant council of managers’ meetings held on every week attended by all mid-level and senior managers of the Plant numbering 48 people. The list of determined topics and techniques has been included in the present document. This list contains 55 topics and 101 titles.

The developed training materials are in the form of videos or images and were played for all the participants during the Plant council of managers’ meeting every week based on the program. After playing the video, the management’s representative presented complementary information, and then linked the presented information with the current issues of the Plant and provided the mid-level and senior managers with necessary recommendations on how to use these techniques. Afterwards, the mid-level and senior managers of the Plant discussed and exchanged views on the said technique and shared their own opinion and experience in using this technique as well as the challenges in using it with the other attendees.

These introduced techniques and videos are also played during the internal meetings of mid-level managers with their subordinate personnel so that the personnel of departments would also be familiarized with these challenges and the techniques for overcoming them and in addition to improving their own performance and behavior, they would have the correct behavioral expectations from mid-level and senior managers. Familiarization of personnel with these techniques helps them to be able to promptly provide the Plant management with the necessary feedback in case of deviation of mid-level and senior managers from the pre-determined behavioral expectations.

All information provided in the videos has been documented as a book and its printed and electronic copies were made available to all the Plant personnel for their day-to-day use.

After holding an appropriate number of the mentioned training meetings, the necessary feedbacks related to the impact of these trainings on the mid-level and senior managers’ behavior were assessed in the field and by interviewing the personnel at different organizational levels. The results of assessment showed that the trainings had an immediate and positive impact on the mid-level and senior managers’ behaviors and performances.

**Attachment: Topics and Titles of Techniques**

|  |  |
| --- | --- |
| 01- Leading up and down the organization | 01- Being a leader, not a micromanager |
| 02- Managing your manager |
| 02- Managing multiple generations | 03- Managing millennial |
| 04- Managing a multigenerational workforce |
| [03- Setting Leadership Boundaries](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\03%20-%20Setting%20Leadership%20Boundaries) | [05- Avoiding burnout at work](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\03%20-%20Setting%20Leadership%20Boundaries\07-%20Avoiding%20burnout%20at%20work.mp4) |
| [06- Learning how to say no](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\03%20-%20Setting%20Leadership%20Boundaries\08-%20Learning%20how%20to%20say%20no.mp4) |
| [04- Coaching Personnel](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\04%20-%20Coaching%20Employees) | [07- Managing weak performance](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\04%20-%20Coaching%20Employees\09-%20Managing%20poor%20performance.mp4) |
| [08- Delivering personnel feedback](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\04%20-%20Coaching%20Employees\10-%20Delivering%20employee%20feedback.mp4) |
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| [08 - Motivating Your Team](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\08%20-%20Motivating%20Your%20Team) | [14- Getting your team unstuck](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\08%20-%20Motivating%20Your%20Team\17-%20Getting%20your%20team%20unstuck.mp4) |
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| [31- Managing Different Types of Personnel](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\31%20-%20%20Managing%20Different%20Types%20of%20Employees) | [59- Managing creative talent](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\31%20-%20%20Managing%20Different%20Types%20of%20Employees\63%20-%20Managing%20creative%20talent.mp4) |
| [60- Managing technical talent](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\31%20-%20%20Managing%20Different%20Types%20of%20Employees\64%20-%20Managing%20technical%20talent.mp4) |
| [32- Avoiding Leadership Pitfalls](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\32%20-%20%20Avoiding%20Leadership%20Pitfalls) | [61- Three dangerous leadership assumptions](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\32%20-%20%20Avoiding%20Leadership%20Pitfalls\65%20-%20Three%20dangerous%20leadership%20assumptions.mp4) |
| [62- The danger of short-term thinking](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\32%20-%20%20Avoiding%20Leadership%20Pitfalls\66-%20The%20danger%20of%20short-term%20thinking.mp4) |
| [33- Choosing to Lead](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\33%20-%20%20Choosing%20to%20Lead) | [63- Leading as an introvert](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\33%20-%20%20Choosing%20to%20Lead\67%20-%20Leading%20as%20an%20introvert.mp4) |
| 64- Are leaders born or bred |
| [34- Reclaiming Your Work](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\34%20-%20%20Reclaiming%20Your%20Work) | [65- Fighting bureaucracy](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\34%20-%20%20Reclaiming%20Your%20Work\69%20-%20Fighting%20bureaucracy.mp4) |
| [66- Not all best practices are best](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\34%20-%20%20Reclaiming%20Your%20Work\70%20-%20Not%20all%20best%20practices%20are%20best.mp4) |
| [35- Communicating Ideas](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\35%20-%20Communicating%20Ideas) | [67- Selling your ideas](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\35%20-%20Communicating%20Ideas\71%20-%20Selling%20your%20ideas.mp4) |
| [68- Leading with ideas over numbers](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\35%20-%20Communicating%20Ideas\72%20-%20Leading%20with%20ideas%20over%20numbers.mp4) |
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| [70- Building a better meeting](file:///C:\Users\khezri\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.MSO\36%20-%20Working%20on%20Projects\74%20-%20Building%20a%20better%20meeting.mp4) |
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