Leadership for Safety

Regional Workshop on the development and implementation of effective IMS based on GSR Part 2

**Jakarta, Indonesia
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**Regulatory Activities Section
Division of Nuclear Installation Safety (NISNI)
International Atomic Energy Agency (IAEA)
Department of Nuclear Safety & Security**

Learning objectives

Providing awareness on:
- IAEA Approach to Leadership for Safety
- An overview on the concepts of leadership for safety
- Leadership roles and responsibilities
- Management of growth and change in the organization

Content

1. IAEA Approach

2. Concept of Leadership for Safety

3. Leadership roles and responsibilities

4. Vision for managing growth and of change in the organization

5. Key messages

IAEA Approach

Fundamental Safety Principles

Principle 3: "*Effective leadership and management for safety must be established and sustained in organizations concerned with, and facilities and activities that give rise to, radiation risks.*"
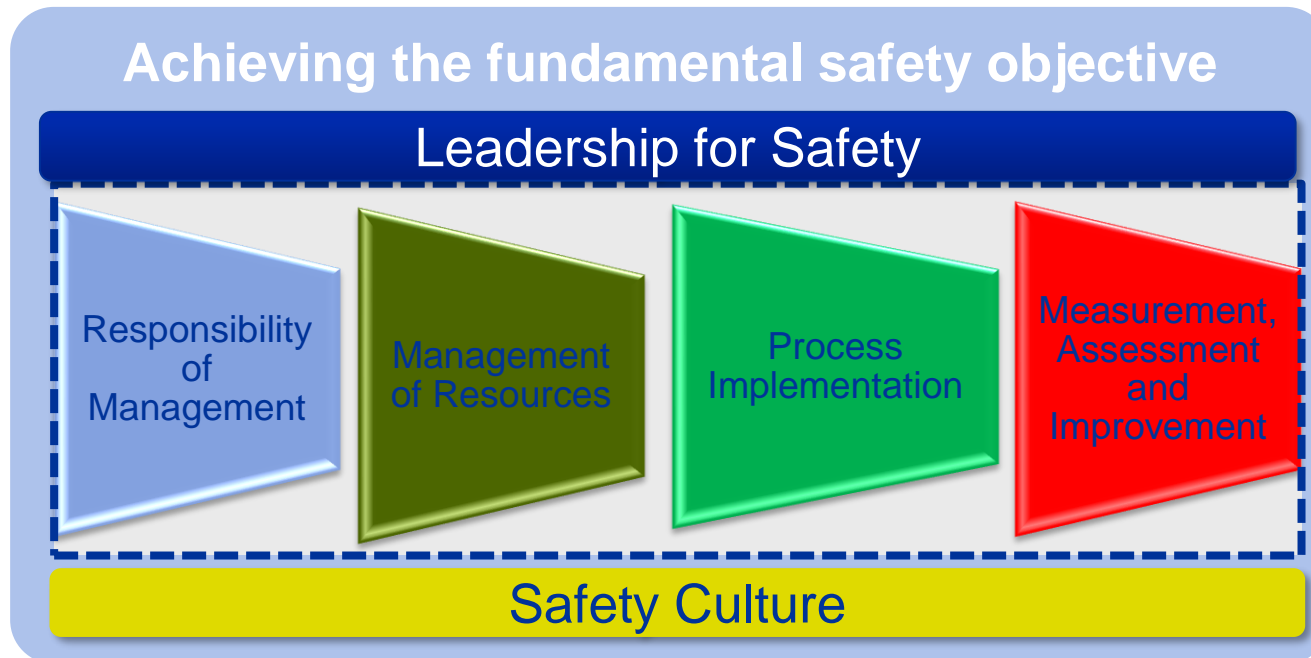
– Leadership in safety matters has to be demonstrated at the highest levels in an organization as well as demonstrated at all other levels in the organization

– Leadership aims at achieving commitment to goals, shared values and behaviours that influences and motivates individuals and organizations to continually improve performance. A Leader influences on the thoughts, attitudes and behaviour of others

Need for effective Leadership, safety culture and management system to ensure proper management of safety
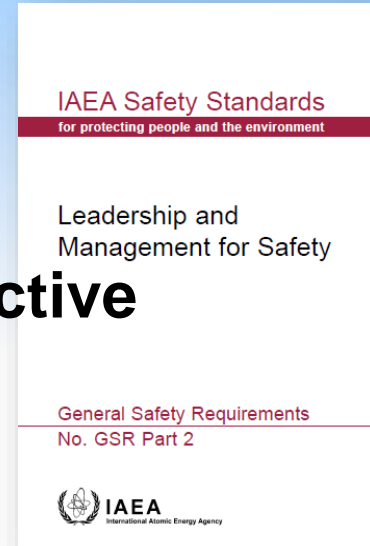
GSR Part 2: Leadership for Safety

Req. 1: Achieving the Fundamental Safety Objective

IAEA Safety Standards
for protecting people and the environment

Leadership and
Management for Safety

General Safety Requirements
No. GSR Part 2

IAEA
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Achieving the fundamental safety objective

Leadership for Safety

| Responsibility of Management | Management of Resources | Process Implementation | Measurement, Assessment and Improvement |

Safety Culture

Effective management for safety Proper consideration of ITO

Leadership for safety and management for safety are to be developed together and integrated so that all individuals in an organization are involved and are committed to safety and regulatory performance
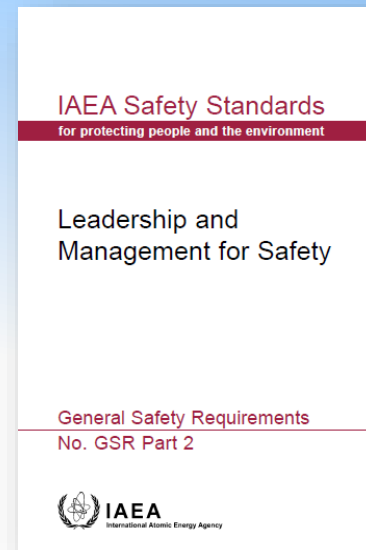
GSR Part 2: Leadership for Safety

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Requirement 2: Demonstration of leadership for safety by managers

Managers shall demonstrate leadership for safety and commitment to safety

3.1. The senior management of the organization shall demonstrate leadership for safety by:

(a) Establishing, advocating and adhering to an organizational approach to safety - as an overriding priority….

(b) Acknowledging interactions between people, technology and the organization (ITO)

(c) Fostering a strong safety culture

(d) Establishing responsibilities and accountability for safety for all individuals in the organization and establishing that decisions taken consider safety as priority

GSR Part 2: Leadership for Safety

3.2. Managers at all levels in the organization, taking into account their duties, shall ensure that their leadership includes:

(a) Setting goals for safety consistent with safety policy
(b) Setting responsibilities and authorities of all individuals at all levels
(c) Demonstrating commitment to improving safety performance
(d) Development of individual and institutional values and acting as role models;
(e) Develop questioning and learning attitudes

3.3. Managers at all levels in the organization shall:

(a) Encourage and support individuals in achieving safety goals and performing their tasks safely
(b) Engage all individuals in enhancing safety performance
(c) Communicate clearly the basis for safety related decisions

Safety Culture characteristics and attributes
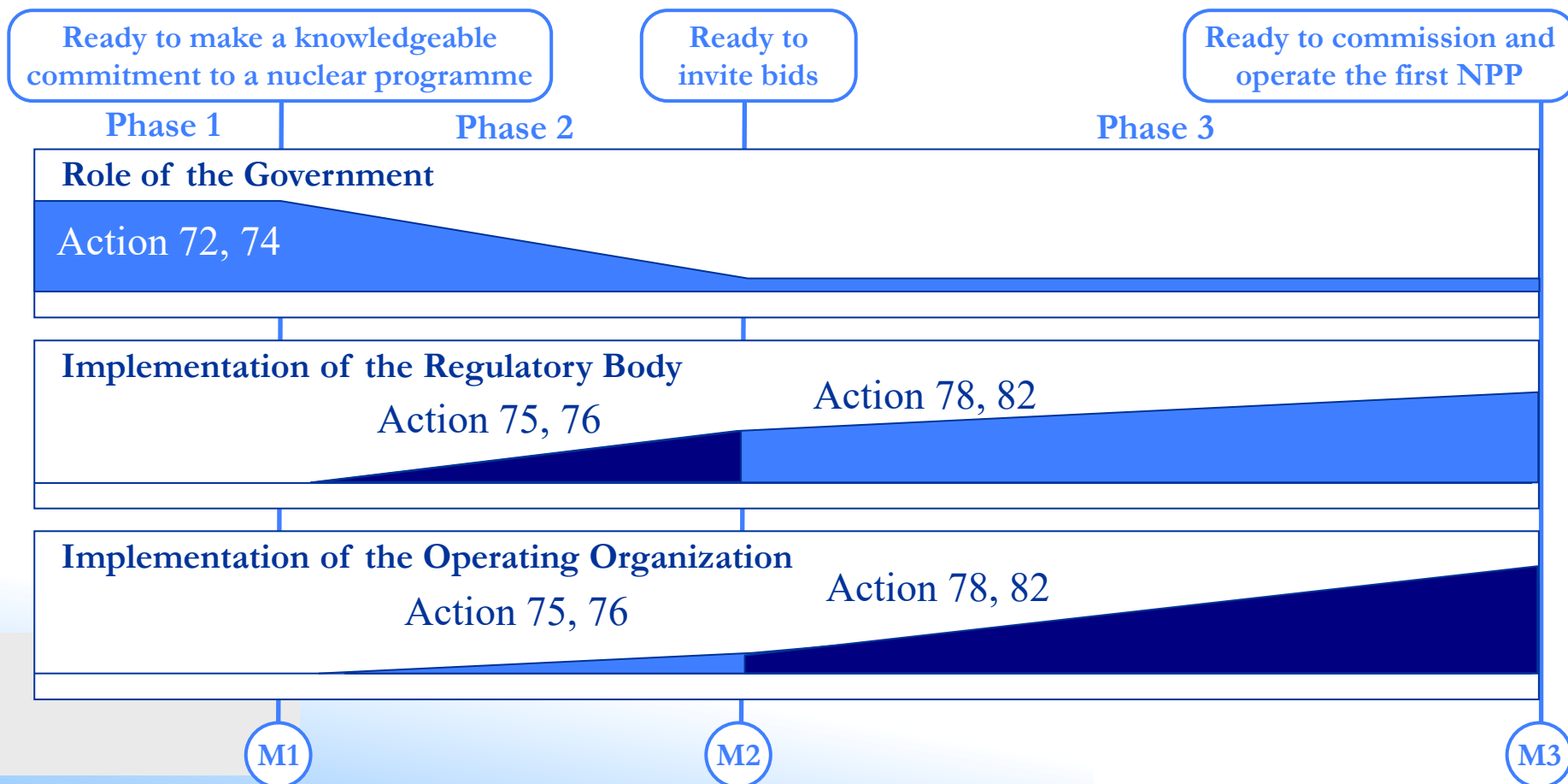
General Safety Guide GS-G-3.1
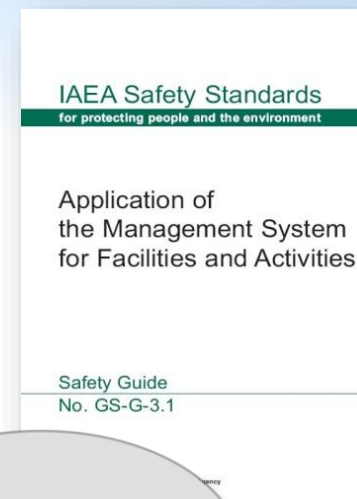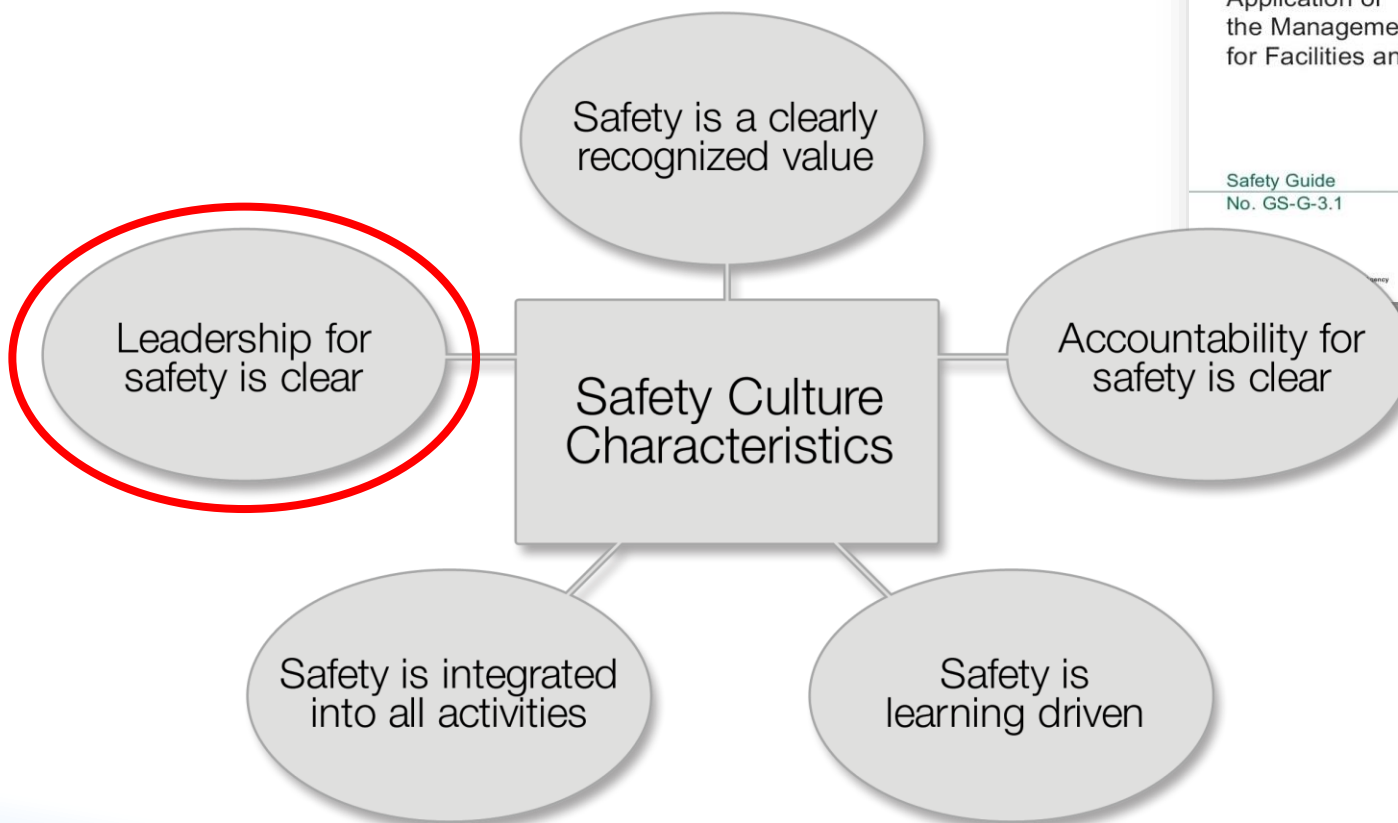
Leadership for safety is clear: Attributes

Leadership for safety is clear

1. Commitment to safety by senior management
2. Commitment to safety is evident at all management levels
3. Visible leadership showing involvement of management in safety related activities
4. Leadership skills are systematically developed
5. Management assures that there is sufficient and competent staff
6. Management seeks the active involvement of staff in improving safety
7. Safety implications are considered in the change management process
8. Management shows a continuous effort to strive for openness and good communications throughout the organization
9. Management has the ability to resolve conflicts as necessary
10. Relationships between management and staff are built on trust

SSG-16: Leadership for safety

– SSG-16 Actions 72-84 provide **recommendations** for building of leadership and management for safety and of a safety culture amongst the involved organisations in nuclear power programme

Ready to make a knowledgeable commitment to a nuclear programme

Ready to invite bids

Ready to commission and operate the first NPP

Phase 1   Phase 2   Phase 3

Role of the Government

Action 72, 74

Implementation of the Regulatory Body
Action 75, 76

Action 78, 82

Implementation of the Operating Organization
Action 75, 76

Action 78, 82

M1   M2   M3

Concept of Leadership for Safety

Definitions of Leadership

"Leadership is the process of creating clarity and consistency of direction and making that direction important, exciting, and worthy to others."

~ Lawrence M. Miller, USA

"Leadership is not simply a process of acting or behaving, or a process of manipulating rewards. It is a process of power-based reality construction and needs to be understood in these terms."
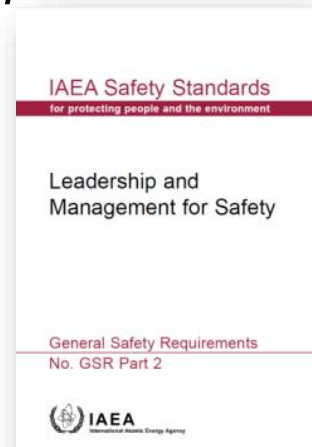
~ Mats Alvesson, Sweden

Difference between management and leadership

*"......can be stated as 'management' is a **function** and 'leadership' is a **relation**. Management ensures that work is completed in accordance with **requirements, plan and resources**. It is through leadership that individuals may **be influenced and motivated, and organizations changed**."*

– *Management is a formal, authorized function for ensuring that an organization operates efficiently and that work is completed in accordance with requirements, plans and resources.*

– *Leadership is the use of an individual's capabilities and competences to give direction to individuals and groups and to influence their commitment to achieving the fundamental safety objective and to applying the fundamental safety principles, by means of shared goals, values and behaviour*

Managers at all levels need to be leaders for safety

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Difference between management and leadership

To manage means to accomplish activities and master routines, while to lead means to influence others and create shared understanding as driver for change

► Good Managers act as leaders

► Leaders are not necessarily managers

Leadership = a relationship	Management = a function
Create shared understanding as driver for change	Focus on short-term objectives and goals achievement
Define and share current and expected situations	Planning, Budgeting, Organizing, Staffing
Aligning people	Task distribution and follow-up
Motivating, influencing and inspiring	Controlling, problem Solving

Leading   **SAFETY** Managing

Roles and Responsibilities

Leadership and Safety Culture

So how can leaders influence safety culture?

– Leadership is not simply a process of acting or behaving, or a process of manipulating rewards.

– To answer we need to understand what drives human behaviour on an individual and collective level

The Leader's Role

1) Define reality: Where are we today? Plan to move forward..
2) Define the vision: Where do we want to be? Vision and Mission
3) Define how we will get there? Strategies for directions and Goals to achieve objective…

"Leaders must know what characteristics and attributes they want to see in the workplace, and what want they want to achieve"

Leadership Responsibilities

- Leadership aims at achieving commitment to goals, shared values and behaviours that influences and motivates individuals and organizations to continually improve performance

- A clear policy, vision, strategy, plans and objectives should be developed and communicated frequently and consistently.

- Should develop a good understanding, and communicate the beliefs that underline the organization's policies through their own behaviour and management practices. Leaders at all levels in the regulatory body show commitment to continuous improvement

- Leaders will acknowledge that safety encompasses interactions between people, technology and the organizations

ITO – The **interaction** between Individuals, Technology and Organization
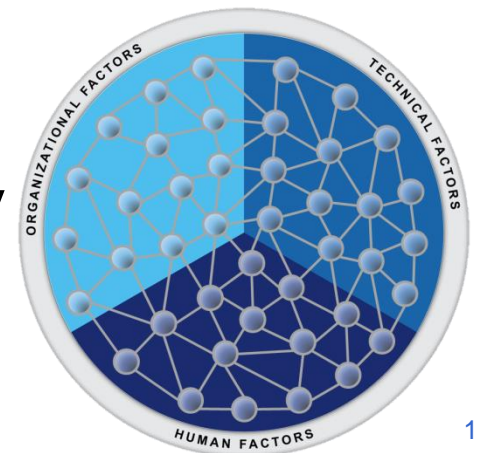
Organizational Role

- How is the regulatory body structured?

- How are you resourced?

- How are you realizing your commitment to safety?

- How you influence organizational culture that supports and encourages trust, collaboration, consultation and communication?

- How are you managing national and international interfaces?

- How are you integrated with the global nuclear community for learning?

- How you manage organizational growth and change?

Key aspects of a good leader

- Provide direction, clarify your goals
- Set an example as role model
- Set strategic direction and goals
- Communicate – Motivate, mobilise, cultivate, empower – Mentor, coach, foster involvement
- Instill trust and loyalty
- Recognise and reward performance
- Adapt to leadership style to the demands of the situation
- It takes leadership and time to put a management system in place but tools exist to foster success

Vision for managing growth and of change in the organization

Managing the Growth of and Change in the Organization

Phase 2: Action 76. The regulatory body…. should develop competences in managing the growth of and change in the organization

1. **Identify the reason for growth of and change in the organization**
   – To be able to regulate safety of the nuclear power plant
2. **Change Management Policy**
   - Describe the philosophy, principles and fundamental factors to guide action and decision-making
   - Give priority to safety
   - Align action with vision, mission, values, goals, and strategy
   - Ensure internal and external communication
3. **How to manage the growth of and change in the organization**
   – Determine needs then objectives
   – Establish your strategy
   – Take stock on the current situation and identify the gaps
   – Formulate and implement plans
   – Monitor, review and improve to ensure proper management of the change and growth

Managing the Growth of and Change in the Organization

Key Success Factors:

- Vision: setting of clear vision, objectives and requirements
- Leadership and active involvement of management and staff
- Management support and responsibility, clear roles and responsibilities
- Relevant competent oversight, including independent review
- Commitment to established schedules and budgets
- Prompt resolution of issues, disputes and conflicts , timely intervention and contingency plans
- Clear, frequent, and effective communication with interested parties
- Skills, Knowledge, Attitude and Resources, provision of adequate resources
- Clear lines of responsibilities and authorities
- Effective project change management
- Incentives and rewards
- Use of performance indicators
- Reviews and learning from experience
- Continuous improvement
- Recognition of achievement

Managing the Growth of and Change in the Organization

5.   Role of Leadership

- Sustainable change is not possible without leadership
- Different Leadership styles will be needed during the change and growth process: Key is to match leadership style to the needs of the situation
- Leaders should be prepared to direct and manage the change and growth
- The leadership styles should match the project team maturity

Key messages

- Leadership in safety matters has to be demonstrated at the highest levels in an organization .

- To manage means to accomplish activities and master routines, while to lead means to influence others and create shared understanding as driver for change.

- The drivers for change and the future desired situation need to be understood.

- Making major organisational growth and change requires a clear leadership competences for an effective and efficient project management

- Being aware of resistance to change, expect resistance, so build in mechanisms to deal with it

- Never underestimating the power of inertia

- Being proactive

Thank you!