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Atoms for Peace

***PARALLEL SESSION* Leadership,
Management and Culture for Safety**

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Session Chair



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Session Make-Up

- **12 Presentations were contributed**
- **Utilities, nuclear regulators, vendors and international organizations**
- **Overall theme was: The role of leaders and managers in cultivating, developing , nurturing and maintaining and continuously improving the culture for safety in organizations they lead.**



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Key messages

- **Leadership and management for safety has long been recognized as the core ingredient for the culture of safety within the nuclear community**
- **IAEA Fundamental Safety Principles (Principle 3) and General Safety Requirements (GSR-3) are evidence of such a consensus**
- **Generally accepted approach for reviewing safety culture is through effective management system with emphasis on leadership**

BUT



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Key messages (cont.)

- **The best management systems, good compliance processes and procedures are no substitute for a pair of hands that has to fiddle with the systems and components(pumps, valves etc)**
- **Leadership will always count and helps shape attitudes and behaviour of the workforce: That is the heart of the culture for safety**
- **Leadership must own up and take responsibility for safety**
- **To deal with sceptism, leaders must provide independent relevant proof, and demonstrate with actions, not words**
- **They must listen with open minds, without filtering: the reality of the manager may be different from that of the workers he or she leads**



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Key messages (cont.)

- **Top management is not always aware what is going on within the organization: Upward communication and trust are pivotal for the culture of safety. Managers must be prepared to solicit negative upward communication**
- **Management must break the silos: As organizations age, different departments develop their own cultures which distorts the overall organizational culture, consequently interferes with a culture for safety**
- **Leaders must eradicate the blame culture if the culture for safety has to thrive**
- **Leaders and managers must be properly trained to communicate with workers, and vice-versa.**
- **Place more emphasis on qualified AND competent leaders**



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A call to action

- **More work has to be done in fostering a culture of interdisciplinary appreciation**
- **Tools to objectively measure effective culture for safety with more validation need to be developed**
- **Regulatory bodies need to be taken along on the journey for a strong culture for safety – strong leadership for safety is called for**
- **Leadership for safety under extreme situations needs to be researched further**
- **Leadership and management must be cognisant of different generational dynamics when trying to foster values and beliefs relevant to a culture for safety**
- **Nuclear leaders can benefit from a closer collaboration with leaders of other high performance industries in strengthening a culture for safety**
- **A shift from over-relying on trends and categorizations is needed for leaders to take decisions that supports a culture for safety**
- **Ultimately, a move from safety culture to a culture for safety should be the new norm**

Thank you!

