

- Include representatives of those impacted when designing changes and planning for implementation.
- Consider ways of minimizing the impact of change and risks associated with implementation.
- Discuss planned changes face-to-face with your employees and contracted workers.
- Explain the basis for change – answer “why?”.

10) Employee Engagement مشاركة الموظف

- Know your people, their jobs and the tools required for their success.
- Conduct walk downs with employees. Ask challenging questions; assess follow ups.
- Request employee input.
- Be open minded to new ideas.
- Encourage active participation in performance improvement initiatives.
- Create an atmosphere that supports a questioning attitude; ask for and welcome questions.

11) Teamwork in a Multi-Cultural Environment العمل بروح الفريق في بيئة متعددة الثقافات

- Develop diverse and effective teams; avoid single culture teams, functions and organizations.
- Know the work management process; advocate schedule adherence.
- Share your constructive insights and experience with other cultures.
- Solve problems by involving others; create cross-functional teams.
- Ensure employees complete assigned actions with quality and on time; monitor progress.
- Assess and modify your behaviors to produce successful interactions.
- Spend extra time explaining the need for work assignments and associated requirements.
- Identify personnel interaction areas of conflict – take action to resolve issues.
- Employ team building techniques.

Managing Our Work

إدارة أعمالنا

12) Focused, Actionable Planning التركيز والتخطيط الفعال

- Manage the operation by the business plan, the Corrective Actions Process (CAP) and the daily work schedule.
- Plan, prepare and execute initiatives to close gaps between current performance and business plan targets.

- Engage true and relevant Subject Matter Experts (SMEs) when addressing issues.
- Demonstrate ownership for the execution of all assigned work activities.
- Execute the daily schedule.
- Capitalize on successes; learn from setbacks.
- Conduct post-job debriefs.

13) Standardization التوحيد

- Collaborate with functional peers across the organization.
- Assess and compare unit-to-unit plant performance to identify opportunities for improvement.
- Leverage governing programs, processes and practices to improve efficiency and effectiveness.
- Identify and eliminate barriers between organizations.
- Implement best practices consistently at each BNPP unit to optimize performance.
- Network with your peers throughout the nuclear industry; learn from them.

14) Pursuit of Excellence (Continuous Improvement) السعي لتحقيق التميز (التحسين المستمر)

- Know industry performance benchmarks.
- Set challenging goals only achievable through innovation and teamwork.
- Conduct gap analysis of performance areas; identify opportunities for improvements.
- Understand and use our nuclear performance improvement programs and supporting tools.
- Identify problems and adverse trends – conduct causal analysis and identify corrective actions.
- Conduct critiques to identify Areas for Improvement (AFIs).
- Welcome assessments, audits and independent oversight – thoughtfully consider insights and findings.
- Find and eliminate organizational weakness and strengthen structural defenses to reduce errors and prevent events.
- Use High Impact Teams (HITs) to address performance improvement opportunities.
- Streamline processes
 - Identify and remove unnecessary barriers to improve performance
 - Minimize unnecessary approvals and signatures
 - Eliminate workarounds
- Make efforts to inspire employees to excellence.

كتيب أساسيات القيادة

Leadership

Fundamentals

Leaflet



Vision:

To be globally recognized as a top nuclear operator.

World Class is:

Top quartile performance in all key measures of safety, production and cost achieved while executing the highest recognizable standards of nuclear safety and professionalism.

Managing Operational Risk

إدارة المخاطر التشغيلية

1) Reactor Safety سلامة المفاعل النووي

- Communicate “safety first”.
- Start formal meetings with a “Safety Moment”.
- Recognize and promote safe behaviors to continuously reinforce:
 - Reactor safety
 - Industrial safety
 - Radiological safety
 - Environmental safety
 - Plant and personnel security
- Stop work to address safety concerns and/or unsafe behaviors.
- Promote event-free operation; expect and reinforce use of Human Performance (HU) tools.
- Encourage employees to raise concerns and to write quality Condition Reports (CRs).
- Respond constructively when concerns are raised.

2) Personal Ownership and Accountability

التملك والمسؤولية الشخصية

- Define, communicate and demonstrate professional standards of behavior.
- Verbally acknowledge your responsibility e.g. “I own that”.
- Actively and visibly role model desired behaviors.
- Know and defend high standards of quality.
- Always honor your commitments.
- Know what your signature means – read, understand and agree.
- Be self-critical and open to feedback.
- Own your and your team’s mistakes; take action to improve future performance.

3) Conservative Decision Making اتخاذ القرارات المحافظة

- Conduct rigorous pre-job briefs before starting work.
- Ensure workers verify procedural pre-requisites before starting tasks.
- Avoid making assumptions, know the facts.
- Use Just-In-Time (JIT) training to improve operational execution.
- Promote a questioning attitude.

- Ask “what is the worst that can happen?”; address relevant risks.
- Gather others and solicit input before making decisions.
- Reinforce the need to “stop, when unsure”.
- Ensure workers adhere to procedures and stop to fix identified procedure problems before proceeding.
- Use and apply associated Operational Experience (OP) to tasks and activities.

Leading Our People

قيادة الموارد البشرية

4) Observation and Coaching الإشراف والتدريب

- Clearly communicate your expectations when assigning work.
- Use three way communication to verify understanding.
- Explain the basis for your expectations... answer “why?”.
- Spend time in the field on a regular basis – engage personnel.
- Ask employees first “What are your areas for improvement?”.
- Provide timely and specific feedback and coaching.
 - Recognize and positively reinforce desired on-the-job behaviors.
 - Provide constructive feedback on behavioral areas for improvement.
- Rigorously document performance for future reference.

5) Personnel Development تطوير الموظفين

- Work with employees to set personal goals that are realistic but challenging, attainable and measurable.
- Mentor to develop competencies (knowledge, skills and behaviors).
- Actively participate in the training process.
- Know your employees:
 - Address their weaknesses with coaching, training and development assignments.
 - Assign tailored and challenging work assignments to help accelerate professional growth; monitor progress.
- Assess people fairly and consistently across all cultures.
- Justify above and below average performance ratings with facts and data.
- Schedule and conduct follow up personal performance review sessions.

6) Positive Reinforcement and Recognition

التعزيز الإيجابي والتقدير

- Maintain consistent standards when evaluating success.

- Reinforce correct fundamental behaviors.
- Prepare yourself and your team for setbacks – stay positive.
- Seek credible opportunities to recognize and reward employees.
- Praise and appreciate employees with sincerity.
- Reward significant achievements and contributions in a timely manner.

7) Counselling تقديم الاستشارة

- Set clear expectations; repeat and reinforce often.
- Know and enforce Nawah rules, standards and codes of conduct.
- Investigate issues thoroughly; collect the facts.
- Focus on the issues, not the person.
- Apply the least amount of pressure necessary to get desired change in behavior.
- Follow the disciplinary process.
- Seek counsel from Human Resources (HR) before deciding on disciplinary actions.
- Conduct required crucial conversations; consider the need for third party presence.

Leading Change

قيادة التغيير

8) Communication الاتصالات

- Speak English... do so slowly and deliberately.
- Speak with honesty, clarity and openness - encourage others to do likewise.
- Seek input; actively and carefully listen to gain understanding.
- After communicating important topics, ask specific questions to ensure there is shared understanding.
- Explain the basis for expectations set and decisions made... answer “why?”.
- Make yourself available and schedule time for team discussions.
- Look past people’s words (verbal and written); strive to determine their intent.
- Ask open-ended questions; encourage discussion.
- Talk to people face-to-face whenever practical, especially for difficult issues.
- Learn and understand cultural norms of communications – shape messages accordingly.

9) Change Management إدارة التغيير

- Follow the Nawah change management process (to be rolled out in Q2 2017).