



Cultural Differences within the Same National Culture

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- Ph.D. in Industrial/Organizational Psychology from Georgia Tech
- 10 years at the Institute of Nuclear Power Operations (INPO)
- Work with NPPs, suppliers, etc.
- Workshops on defining and assessing safety culture in China, Finland, France, India, Russia, Spain, and Ukraine





Research Question

- ~ 61 stations and 100 reactors
- Some side-by-side and some separated by 3000 miles
- There are clear cultural differences within US, but what are they?
- Interviewed Senior Representatives
 - Deal with many stations across the US
- Interviewed Organizational Effectiveness Team Managers
 - Evaluate many different NPPs across the US



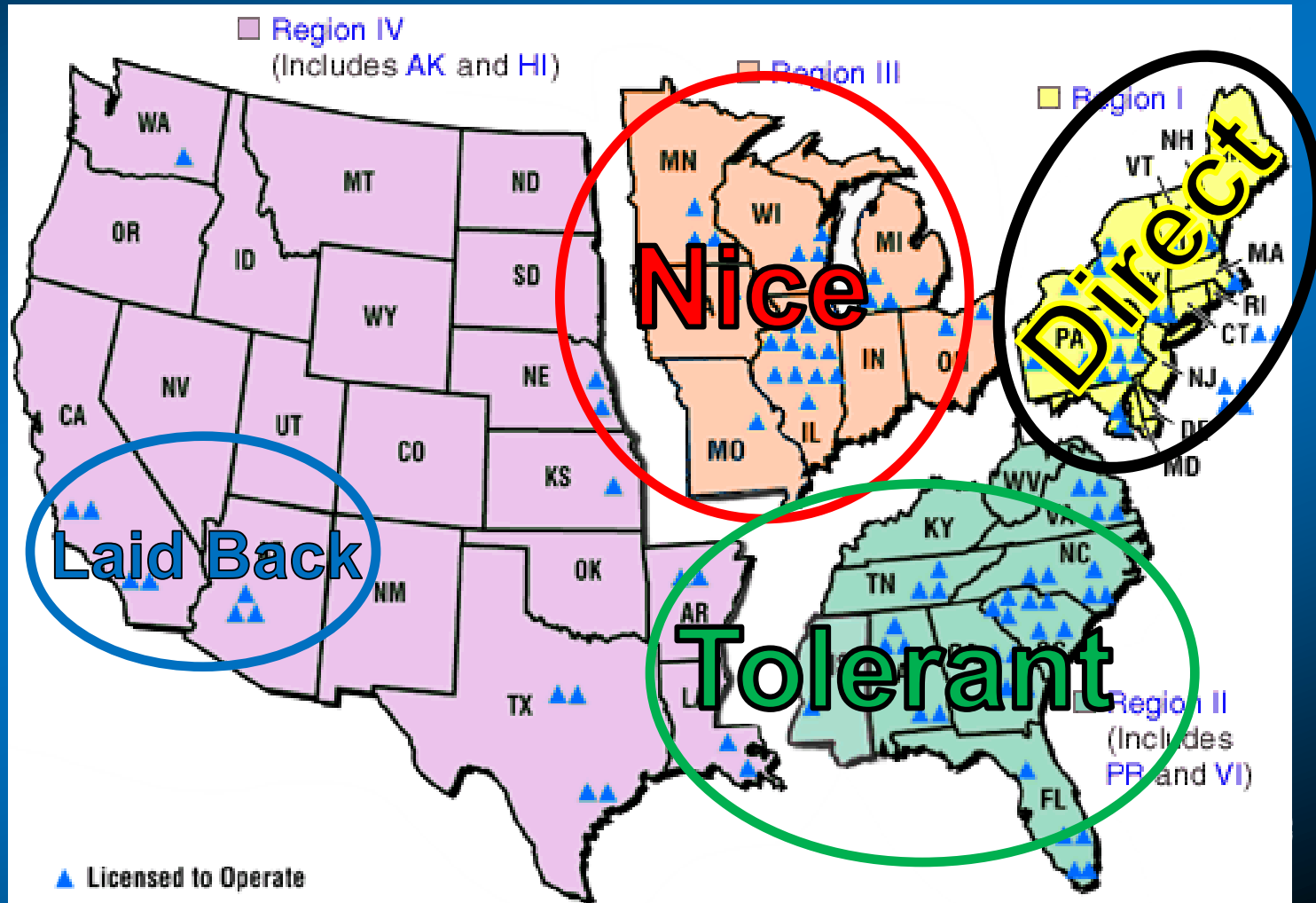


Questions

- What are the categories of cultural differences?
- What are the influencers of NPP culture?



Regional Differences





Categories of culture

- Regional Differences
- Directive vs. Facilitative
- Process focused vs. skill-of-the-craft
- Operations focused vs. Engineering based





What Influences NPP Culture?

- A surprise quiz!
- Divide into groups
- List influencers/drivers of plant culture (10 minutes)
- Report out to the group





Influencers of NPP Culture

- Corporate/fleet culture
- National norms/culture
- Isolated/fleet or outward looking
- Proximity to other plants
- Industry groups (INPO, Insurance co.,etc.)
- Tenure of leadership in position (complacency)
- Communication patterns within the station
- Amount of 'new' employees vs tenured employees
- Relationship with regulator





Influencers of NPP Culture

- Regulator culture
- Level of trust/ familiarity with each other
- Past plant performance
- Current management style
- Union/non-union
- Original management team style
- Regulated/unregulated
- Local community culture
- Equipment age





Conclusion

- There are many variables that impact NPP culture of which national culture is just one and probably not the most impactful one

