IAEA and ELSE Cooperation on Leadership for Safety Education
IAEA General Conference
9th GNSSN Plenary Meeting
28 September 2022
Challenges to Designing Effective Leadership Training

Why European Leadership for Safety Education (ELSE) Training?

What does ELSE contribute to facilitate implementation of IAEA requirements?

- Leadership as Process Approach
- Pedagogical Design for In-depth and Progressive Learning
- Cooperation between IAEA and ELSE and Future Perspectives
Challenges to Designing Effective Leadership Training

- Harvard Business Review study underlines that leadership training often fails to reach its goal (Beer et al., 2016)
- Managers find difficult to apply acquired knowledge because of a number of managerial and organizational barriers, and tend to regress to their usual practices
- Leadership learning fails without acknowledging that an organization in not a simple aggregation of individuals, but rather a system of dynamically interacting elements (roles, responsibilities, cultures, processes, practices, policies, etc.)

Acknowledgment of leadership as part of broader organizational dynamics is crucial for designing leadership training

(Nielsen et al., 2010; Schwatka et al., 2020; Tafvelin et al., 2019)
Why European Leadership for Safety Education Training?

- In 2016, IAEA General Conference adopted a resolution calling for the development of specific training on safety leadership. The EU co-sponsored the project initiated by the Agency in answer to this resolution.

- In 2017, Université Côte d’Azur hosted IAEA’s Pilot School on Nuclear and Radiological Leadership for Safety.

- EU funded the **European Leadership for Safety Education (ELSE) project** aiming to develop a research-based approach for education in the domain of safety leadership, complementing the IAEA School.

- ELSE training programme site ➔ Université Côte d’Azur, Nice, France

- ELSE leadership for safety training focuses on how influence processes work in the context of highly regulated, complex organizations, which requires understanding of the dynamics that drive organizations.
What does ELSE Contribute to IAEA Initiative?

- Science-based: ELSE program was elaborated based on **up-to-date scientific knowledge and best practices** multidisciplinary pedagogical team of internationally renowned academics and nuclear sector experts (industry & regulatory spheres)

- ELSE focuses on leadership for safety as **process** rather than as **individual leader’s style**
  - **Organizational approach of leadership** (complement les formations sur les styles)

- Long-term and Innovative pedagogical methodology in 3-phases to enable in-depth learning (MOOC, Face-to-Face, Tutoring)

- A syllabus designed to serve needs of both industry operators and regulatory organisations

- A **certified Université Côte d’Azur (Nice, France) diploma (Master level)**. First edition started in July 2022.
Leadership as Process Approach

Leadership for safety is a process of influencing employee behavior in organizations, so it meets the expectations of safety management.

The ability to exert influence depends on the understanding of:
- the organizational context and its dynamics
- the expectations of safety management

Training contents MODULES:
- Module 1: FROM REGULATED TO MANAGED SAFETY IN HIGH-RISK ENVIRONMENTS
- Module 2: LEADERSHIP FOR SAFETY
- Module 3: DEVELOPING EFFICIENT LEADERSHIP PRACTICES FOR IMPROVING SAFETY (personal project)
Pedagogical Design for In-depth and Progressive Learning

- Innovative pedagogical methodology in **3-phases to enable in-depth learning, taking place over an academic year span:**
  - MOOC
    - Key concepts and theoretical multidisciplinary framework
    - Pedagogical tools and methods adapted to online training
  - **Face-to-face training**
    - In-depth concepts and theories
    - Reflexive debriefing
    - Case studies
  - **Individual Tutored project**
    - Application of acquired knowledge and implementation of leadership for safety practices in trainees’ organizational context (industry operators or regulatory organisations)
Cooperation between IAEA and ELSE and Future Perspectives

- Université Côte d’Azur will host a session of IAEA’s International School of Nuclear and Radiological Leadership for Safety in June 2023

- IAEA experts are invited to the international closing scientific workshop of the ELSE project (June 2023)
  - to review experience gained through the ELSE project and IAEA training School
  - to promote further international cooperation between industry, universities and regulatory bodies (authorities & TSOs) in the fields of nuclear safety management and leadership for safety
  - developing up-to-date resource expertise for drafting future IEA guidance on Leadership for safety

- DMaLSE: Decommissioning Management and Leadership for Safety Education => new EU-funded project to extend the ELSE training approach
How to find more information about the ELSE project

- ELSE site (Université Côte d’Azur)

- ELSE project page on the site of the ENEN
  - [https://enen.eu/index.php/portfolio/else-project/](https://enen.eu/index.php/portfolio/else-project/)

- ELSE LinkedIn Page:
  - [https://www.linkedin.com/in/else-project/](https://www.linkedin.com/in/else-project/)

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Thank you for your attention!