



Institute of Nuclear Power Operations

Human Performance Leadership Tools

-a commercial nuclear industry perspective

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HU Leader Tools—the *5 C's*

- **C** OMMUNICATE
- **C** OACH
- **C** OLLABORATE
- **C** ONTROL RISK
- **C** OURAGE

Communicate

- GOAL: mutual understanding between two or more people
- It's likely the most important defense in the prevention of human performance events
- Worker communication tools: 3 way communications, phonetics, PJB, PU&A, ...
- Leader communications: values, priorities, standards, expectations, direction, inquiry, decisions and their bases, promote
- *FACE-TO-FACE as much as possible*

The most Persuasive Words in the English Language

- Free
- Money
- Save
- New
- Results
- Easy
- Health
- Safety
- Love
- Discover
- Proven
- Guarantee



Source: Yale University Study

**“The most important thing
in communication is to hear
what isn't being said.”**

-Peter Drucker



**It's also important to confirm
the message before taking
action:**



StupidVideos.com

Coach

- Why coach? To tutor, train, give hints to, prime with facts...to improve performance
- What do we coach?
 - Keeping doing it
 - Stop doing it
 - Do it differently, better
- When?
 - Before behavior
 - During behavior
 - After behavior



Feedback is the primary coaching tool

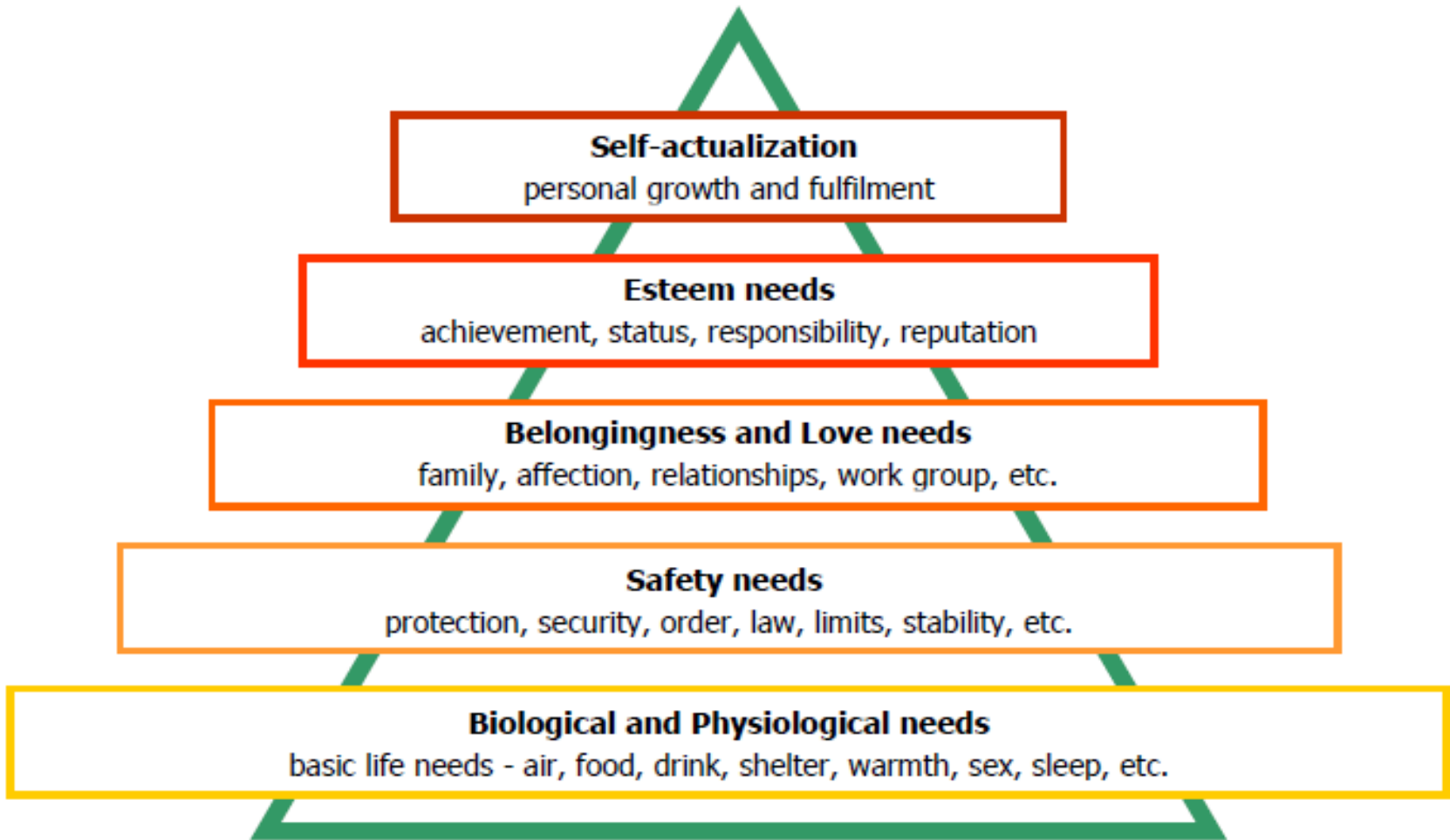
- People want to know their score
- FAST—Frequent, Accurate, Specific, and Timely
- HARD—Honest, Appropriate, Respectful, and Direct
- Discussion, not a lecture

If you walk by a problem, no matter how little it is, you as a leader have set a new standard. -Wayne Downing

Collaborate

- To work jointly with others
- This increases employee engagement, involvement, teamwork, ownership, and buy-in
- It challenges others to strive for continuous improvement and produce better decisions
- *Be inquisitive*
- It takes more time and isn't meant for all situations

Maslow's Hierarchy of Needs



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Control Risk

- The level of application of HU defenses should be in direct proportion to the level of **risk** associated with the activity.
- Risk: Consequence *times* Likelihood
- Systematic risk assessment
- Never underestimate the thoughts, emotions, and instincts of humans when assessing risk—either validate or disprove them.

Biggest enemy to controlling risk: *Unchallenged Assumptions*



Courage

- Ask the hard *questions* even when you don't want to hear the answers
- Stop ignoring *malcontents* who choose not to follow the standards
- Do the *thorough self assessments* that lead to unpopular conclusions and actions
- *Challenge* long-held beliefs and practices
- *Do the Right Thing*

Old Way

Name, Blame, Shame, and Retrain?

New Way

A just culture is all about getting the right balance between how willful violations and unintentional errors are addressed in the organization.

Quotes

People who admit mistakes are already on their way to making fewer of them in the future.

-Franz Metcalf

Not everything that is faced can be changed. But nothing can be changed until it is faced.

-James Baldwin