

# CNSC Leadership & Safety Culture Seminar

## Leadership & Cultural *Influence*

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*Froats & Froats*  
and Associates

# Safety Moment

Location protocols

- Fire
- Medical
- Security

# My Cultural Transition Background

- Safety Focus
- Quality in Engineering
- `Public Franchise`
- The new world of Nuclear Security
- Value Engineering / Project Execution
- Member focus / value
- Standards – faster, cheaper, better
- University – stakeholder focused
- Safety Culture a key part of it all!!

# Objectives

- Lets talk:
  - About the journey you have started
  - About some of the things I've seen in over 43 years of leading and shaping culture
  - About what's on your mind about safety culture

# Won't Cover it all Today

Regulatory Safety  
Culture / Influence

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graph TD; A[Regulatory Safety Culture / Influence] --> B[External Influence]; A --> C[Internal Culture / Influence];
```

External Influence

Internal Culture  
/ Influence

# Language is Important!!

- What do YOU mean by Safety Culture/Regulatory Safety Oversight Culture?
- What your current definition is:
- *“Our shared **attitudes, values, and behaviours** that influence how we fulfill our regulatory responsibilities.”* <sup>(1)</sup>
- What is in your REGDOC <sup>(2.5.2)</sup>:

## safety culture

The characteristics of the work environment, such as values, rules and common understandings, that influence employees' perceptions and attitudes about the importance that the organization places on safety.

- My thoughts:

# Culture

Reaction / Behaviour that comes Naturally

**The way we do things around here.**

**When NOONE is watching**

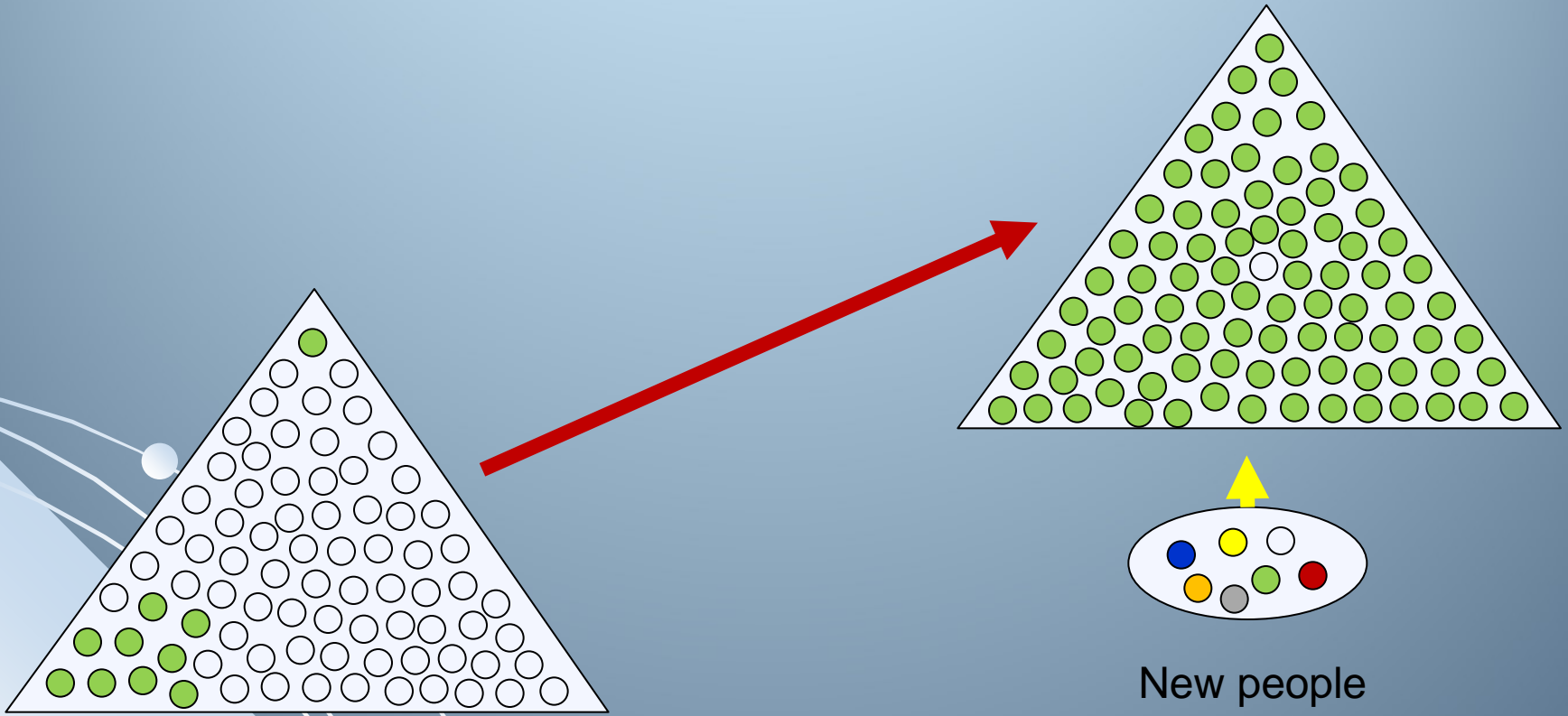
# Culture - Change

- What feels natural is a collection of our past experiences
- To improve requires trying things that feel awkward at first and takes practice to become natural
- Typically 3 years!



# Let's think about leadership

## It Isn't about Authority



# The Leaders Role

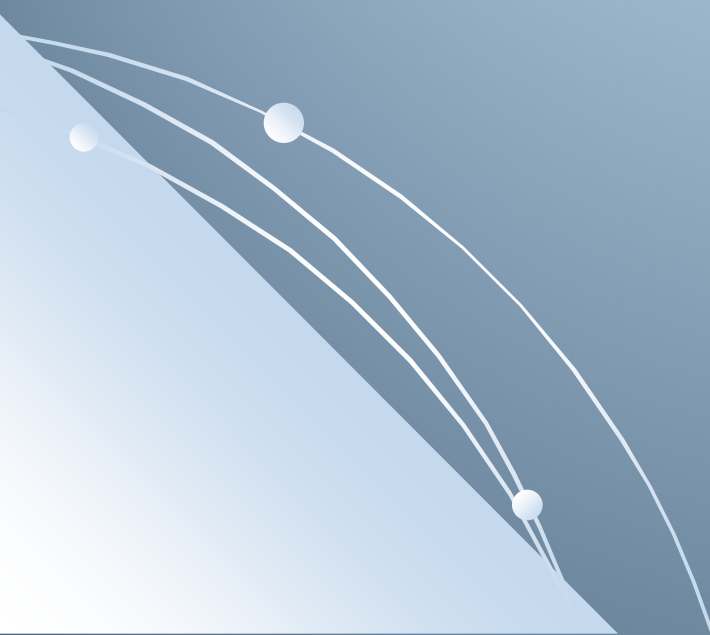
- Clarity of purpose
- Clarity of values /acceptable behaviour
- Lead by example
- Correct / Reward
- CREATE EXPERIENCES FOR PEOPLE – Don't bolt it on – build it in – to your daily normal activity.
- Remember: As a leader YOU create experiences for people:
  - By everything you say
  - By everything you don't say
  - By everything you do
  - By everything you don't do

# Back to Clarity and Language

What do you mean by  
'respect'?

# Back to Clarity and Language

What do you mean by 'questioning attitude' ?



# As a Leader you Influence Culture !

With:

***Everything you do***

***Everything you don't do***

***Everything you say***

***Everything you don't say***

*Make conscious choices, watch for signs that you need to adjust, look in the mirror regularly and be open to constructive coaching*

*Ultimately Leaders will be judged by what their people do WHEN THEY ARE NOT THERE!*

# A quick 'external look' – you have a great beginning

- Lots of assessment work done
- Your Safety Culture Survey indicated a strong base – some opportunity
- The Organization sees it as important – right to the top
- **LOTS started**
  - **New Safety Culture Policy**
  - **New Processes to make reporting things easier**
  - **New Processes to resolve professional opinion disagreements**
  - **New competencies defined and built in to hiring, progression and performance review**

# How Leaders influence

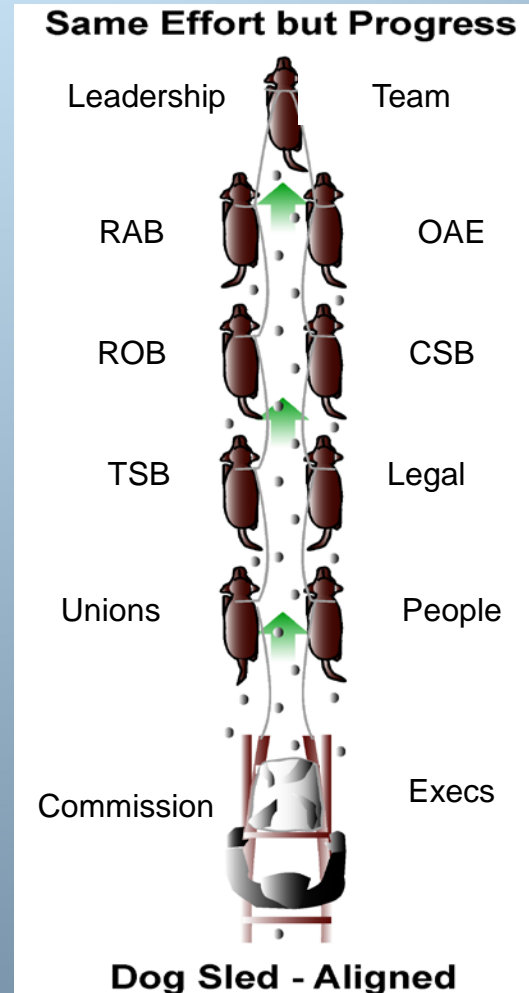
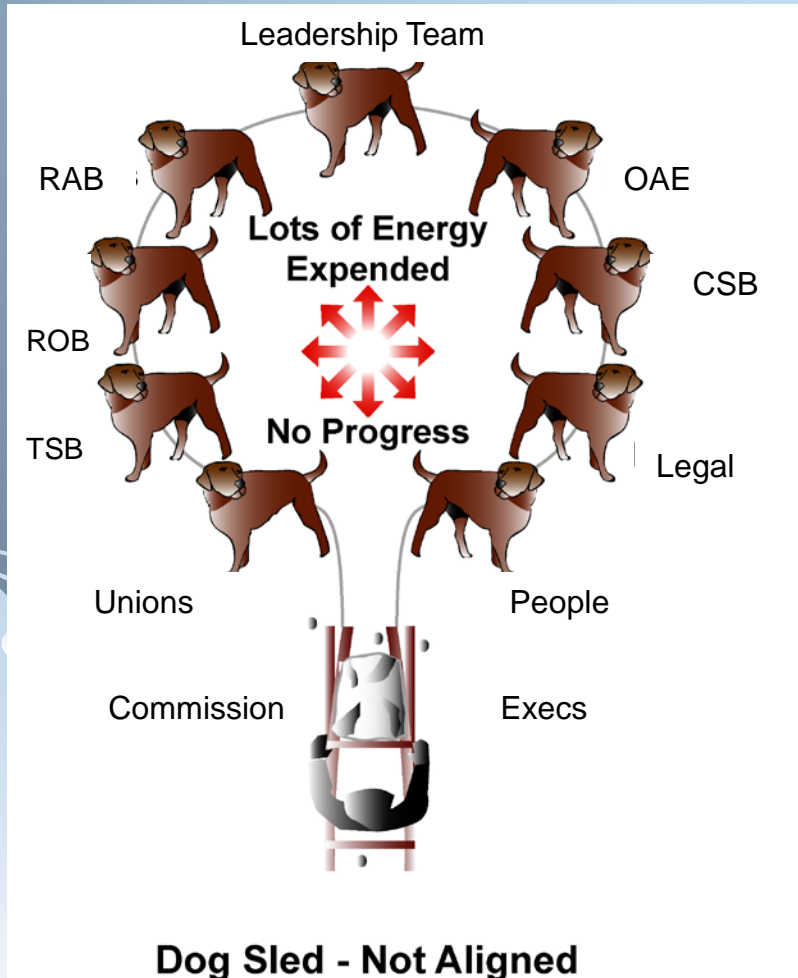
- Build it in – don't bolt it on
- The leaders influence model
  - story – document signing

# Cultural Change – Where do I start?

- Behaviour / Culture
- Clarity
- Alignment
  
- Key points – more time with people
- Lots of communication – beware of overloading
- Information ≠ Communication
  
- What can I stop? Build it in



# The Power of Alignment



# Influencing Skills

- An area that your survey indicated some nervousness with
- It's a skill:
  - Separate facts from opinion
  - See the issue from the organizations perspective
  - Bring issues AND propose solutions
  - Criticize in private / support in public
  - Make effort to understand the preferences of who you want to influence

# Defining Moments

Fears are mostly in our own mind fueled by lack of confidence / fear of the unknown

You chose to do the right thing or not – you live with the consequence of action OR inaction

I know – I've had a few:

- Darlington Steam rooms
- The night of the Blackout
- Firing a young professional

# A Personal Test for Leaders

Your people are faced with a significant risk decision that can not wait. You are away. In your absence they will most likely do ....

- ***Give advice freely?***
- ***Share knowledge generously?***
- ***Do the right thing in the face of pressures?***

# Content but Never Satisfied

*Continuous*



*Improvement*

*Froats & Froats*  
and Associates

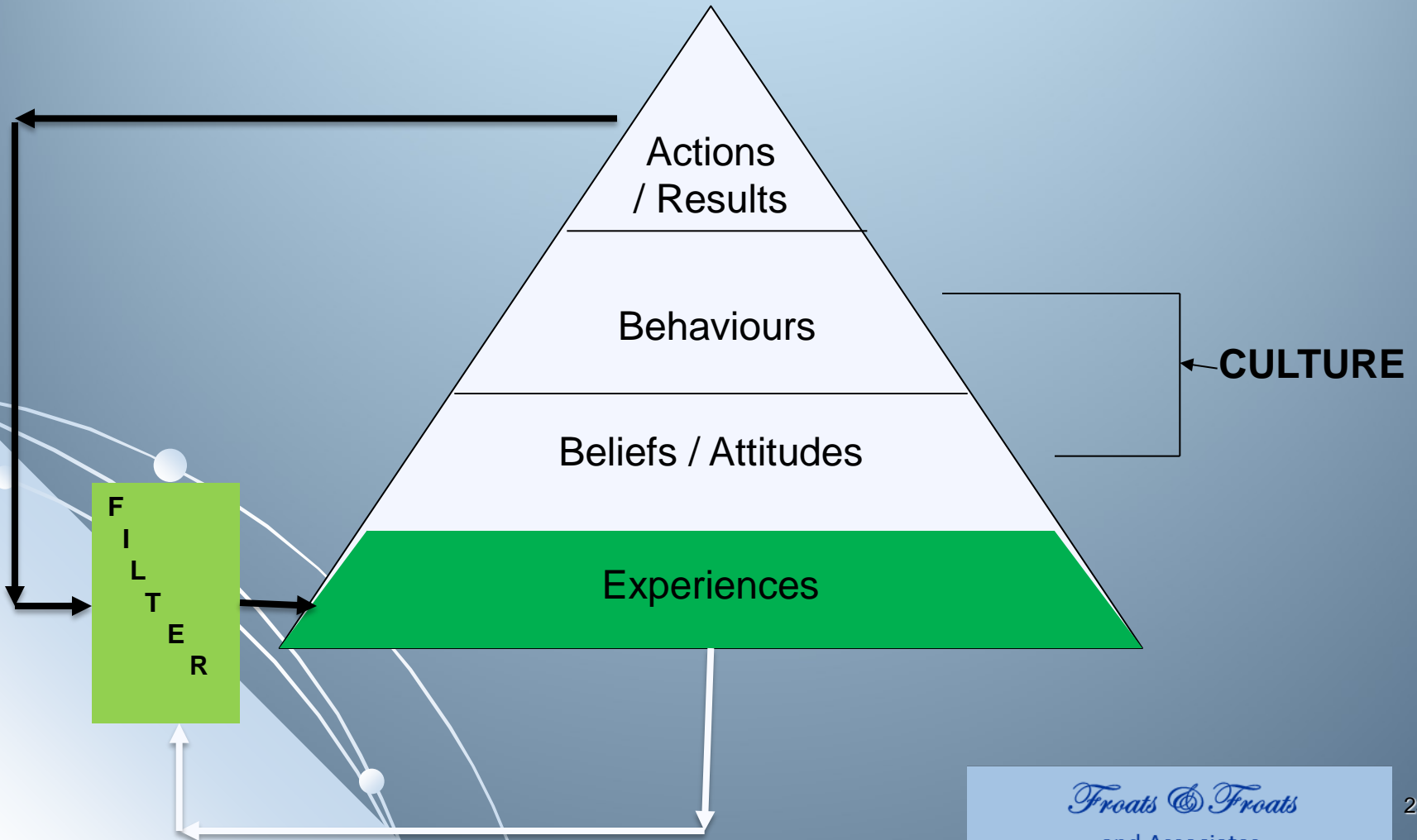
# Look in the Mirror



- Be honest
- Seek feedback
- “Content but never Satisfied”
- What do people see
- Am I making the workplace and the people the best that they can be?

Questions???

# Culture is shaped by our experiences over time



# The Role of Behaviour

**Performance = Behaviour x Results**



**Performance = Behaviour x Results**

Observed behaviour can give clues to culture – a factor in future performance

There is a strong correlation between Organizational AND Leadership behaviour and future results