



# Leadership development at major nuclear facility within UK.

## Overview

Nuclear client requested development of best practice behaviours to support world class operations.

## Project Solution

- A structured coaching programme was developed focussing on three key leadership behaviours identified as being weak across the organisation by the senior directors.
- The behaviours coached related to Leading by Example, Commitment to Standards and Holding Self and Others to Account.
- These behavioural competencies were integral to the company's performance appraisal system.
- A bespoke assessment system was developed to enable leadership behavioural improvement to be measured over time.
- All coachees were taken through a defined process of self assessment, gap analysis, and goal setting in order to produce a personal development plan.
- The coaching activity focussed on confidential one to one discussion, observation with feedback, live coaching in the field, best practice sharing and peer assessment reports.

Reports were submitted every month, to senior management, to show progress and highlight key wins & issues, and next steps.

## Results

- Increase in the understanding and use of Visual Management, Process Confirmation and Go Look See.
- Improved Strategy Deployment throughout all the leadership levels.
- Enhanced meeting of commitments through more rigorous recording and tracking of actions.
- Greatly improved clarity of expectations set for all direct reports.
- Skill gaps within team more readily identified through the use of versatility matrices.
- A leadership team capable of supporting and driving improvement at all levels of the organisation.

