

## Appendix 3: Map of INPO Leadership Fundamentals Major, Component Attributes to OCI Interpretative Scales, and Pathfinder Leadership Styles

This document takes the 6 Major Attributes and 61 Component Attributes that are found in the INPO document: “Leadership Fundamentals to Achieve and Sustain Excellent Station Performance” of September 2007; and maps them to the relevant OCI (Organizational Culture Inventory from Human Synergistics International) interpretive scales. The equivalent Pathfinder leadership style is mapped to the INPO attributes. This then shows how the Pathfinder leadership styles tie in directly with the INPO attributes and the OCI data that many companies are producing.

# INPO ATTR	Attribute Text	Primary OCI Link	Secondary OCI Link	Pathfinder Style
<b>Core Values</b>				
<b>1</b>	<p>Regularly communicate defined organizational values and standards that reflect excellence. These should include values and standards that address the following:</p> <ol style="list-style-type: none"> <li>1. Integrity</li> <li>2. Nuclear safety</li> <li>3. Human performance</li> <li>4. Equipment reliability, including defect-free fuel performance</li> <li>5. Problem identification and resolution</li> <li>6. Continuous learning and innovation</li> </ol>	<p><b>11:00 o'clock</b> Goal Driven</p> <p><b>12:00 o'clock</b> High Personal Standards &amp; Satisfaction</p> <p><b>10:00 o'clock</b> Perfectionistic</p> <p><b>1:00 o'clock</b> Relationship/Employee Focused</p> <p><b>7:00 o'clock</b> Confrontation</p> <p><b>12:00 o'clock</b> High Personal Standards &amp; Satisfaction</p>	<p><b>12:00 o'clock</b> High Personal Standards &amp; Satisfaction</p> <p><b>1:00 o'clock</b> Relationship/Employee Focused</p> <p><b>4:00 o'clock</b> Conventional</p> <p><b>12:00 o'clock</b> High Personal Standards &amp; Satisfaction</p> <p><b>10:00 o'clock</b> Perfectionistic</p> <p><b>10:00 o'clock</b> Perfectionistic</p> <p><b>1:00 o'clock</b> Relationship/Employee Focused</p>	<p style="text-align: center;"><b>Transformational</b></p> <p style="text-align: center;"><b>Transformational</b></p> <p style="text-align: center;"><b>Bureaucratic Command and Control</b></p> <p style="text-align: center;"><b>Transformational</b></p> <p style="text-align: center;"><b>Transformational Command and Control</b></p> <p style="text-align: center;"><b>Utilitarian Command and Control</b></p> <p style="text-align: center;"><b>Transformational</b></p>
<b>2</b>	<p>Visibly and passionately model the defined values and standards.</p>	<p><b>11:00 o'clock</b> Goal Driven</p>	<p><b>1:00 o'clock</b> Relationship/Employee Focused</p>	<p style="text-align: center;"><b>Transformational</b></p>

3	Routinely create opportunities to reinforce defined values through a variety of means, such as communications, event responses, and policy decisions.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
4	Discuss management decisions in light of the core values so that employees understand the "why" behind decisions.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
5	Continually and positively reinforce adherence to defined organizational values and standards in day-to-day interactions.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational</b>
6	Reinforce adherence to defined values and standards by incorporating them as criteria within human resource processes such as performance management, employee selection, and reward and recognition programs.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
7	Periodically benchmark other organizations to identify and modify standards that no longer reflect excellence.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
8	Routinely evaluate the extent to which the organization is modeling defined values and standards, especially during organizational changes and other periods of organizational stress such as unplanned plant shutdowns, refueling outages, and ownership changes.	<b>4:00 o'clock</b> Conventional	<b>5:00 o'clock</b> Hierarchical/Central Decisions  <b>10:00 o'clock</b> Perfectionistic	<b>Bureaucratic Command and Control</b>

**Vision and Plan for Excellence**

<b>9</b>	Establish a vision and define what excellence means in the areas of nuclear safety and plant reliability.	<b>11:00 o'clock</b> Goal Driven	<b>10:00 o'clock</b> Perfectionistic	<b>Transformational Command and Control</b>
<b>10</b>	Perform a rigorous assessment of current performance to ensure that the magnitude and depth of performance strengths and gaps to the vision and to excellence are understood.	<b>7:00 o'clock</b> Confrontation	<b>10:00 o'clock</b> Perfectionistic  <b>4:00 o'clock</b> Conventional	<b>Bureaucratic Utilitarian Command and Control</b>
<b>11</b>	Facilitate the development, communication, and alignment of strategies and short-term and long-term actions to achieve the expected excellent performance based on identified gaps.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
<b>12</b>	Maintain priority, alignment, and accountability for the execution of key improvement actions through formal and frequent reviews of progress and challenges.	<b>7:00 o'clock</b> Confrontation	<b>11:00 o'clock</b> Goal Driven  <b>1:00 o'clock</b> Relationship/Employee Focused	<b>Utilitarian Entrepreneurial Transformational</b>
<b>13</b>	Periodically review performance metrics against the best industry performers and adjust improvement actions and goals to maintain a focus on continuous improvement.	<b>11:00 o'clock</b> Goal Driven	<b>7:00 o'clock</b> Confrontation	<b>Transformational Utilitarian</b>
<b>14</b>	Establish relationships with corporate management personnel and station owners to align them on required support and allocation of resources to achieve and sustain high levels of nuclear, radiological, and industrial safety performance.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational Entrepreneurial</b>

15	Implement a strategic communication plan for ongoing communication of the plan for excellence, remaining gaps, and team accomplishments to both internal and external stakeholders.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>10:00 o'clock</b> Perfectionistic  <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Command and Control Entrepreneurial</b>
16	Create cascaded ownership of priority improvement actions by linking them to individual and team performance goals and compensation. integration with other station priorities.	<b>11:00 o'clock</b> Goal Driven	<b>12:00 o'clock</b> High Personal Standards & Satisfaction  <b>4:00 o'clock</b> Conventional	<b>Transformational Bureaucratic</b>
17	Use external groups such as INPO and nuclear review boards as resources to provide an independent view of performance and to maintain focus on priority gaps to excellence.	<b>7:00 o'clock</b> Confrontation	<b>4:00 o'clock</b> Conventional  <b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>Utilitarian Bureaucratic Laissez Faire</b>
18	Maintain cognizance of internal corporate and external industry issues and initiatives, to allow appropriate integration with other station priorities.	<b>11:00 o'clock</b> Goal Driven	<b>7:00 o'clock</b> Confrontation	<b>Transformational Utilitarian</b>
<b>Effective Leadership Team</b>				
19	Demonstrate shared ownership for improving both human and technical aspects of the whole organization, not just an area of specific functional responsibility.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
20	Focus on what is right for the organization, not who is right.	<b>11:00 o'clock</b> Goal Driven	<b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>Transformational Laissez Faire</b>
21	Facilitate collective reviews of operational events and conditions to stimulate teamwork and to determine the appropriateness of operational decision-making and response by subordinates.	<b>4:00 o'clock</b> Conventional	<b>10:00 o'clock</b> Perfectionistic  <b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>Bureaucratic Command and Control Laissez Faire</b>

22	Collectively analyze internal and external events and performance trends as a leadership team to identify and align organizational improvement opportunities.	<b>7:00 o'clock</b> Confrontation	<b>11:00 o'clock</b> Goal Driven  <b>4:00 o'clock</b> Conventional	<b>Transformational</b> <b>Utilitarian</b> <b>Bureaucratic</b>
23	Collectively provide input for strategic planning and resource and staffing allocation, as well as for the filling of key positions, the prioritization of key activities, and the response to unexpected conditions.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational</b> <b>Entrepreneurial</b>
24	Include support of succession planning and subordinate development as a performance goal for the leadership team.	<b>11:00 o'clock</b> Goal Driven	<b>12:00 o'clock</b> High Personal Standards & Satisfaction <b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b> <b>Entrepreneurial</b>
25	Routinely share information and problems, looking for opportunities to identify and work on improved teamwork within the leadership team.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b> <b>Entrepreneurial</b>
26	Maintain positive and professional conduct as a collective expectation of the leadership team, and provide support and feedback to one another.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b> <b>Entrepreneurial</b>
27	Continually evaluate, coach, and teach subordinate leaders to improve leadership skills, competence, and interpersonal behaviors.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>Transformational</b>
28	Develop healthy relationships with the leaders of important industry groups (NEI, NEIL, INPO, EPRI, and NRC), and demonstrate ownership for their effectiveness.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>

29	Create a work environment that stimulates continuous learning and innovation.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b>
<b>Engaged Employees</b>				
30	Actively and visibly demonstrate respect, caring, and valuing of employees through acknowledgement, appreciation, and recognition.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>1:00 o'clock</b> Relationship/Employee Focused <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
31	Provide professional workspaces for employees, and provide the necessary tools and support they need to perform their jobs properly.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>1:00 o'clock</b> Relationship/Employee Focused <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
32	Communicate the bases for major decisions. When possible, provide a connection between the decision and the vision and values.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
33	Passionately and effectively communicate the desired future and the required actions to achieve it to inspire, motivate, and enlist employees in improving plant performance.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven <b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b>
34	Promote employee participation and use multidiscipline teams, where appropriate, for problem-solving, to create ownership and teamwork.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>Transformational Entrepreneurial</b>
35	Provide meaningful opportunities for employee development and increased contribution to the organization through support and ownership of change initiatives.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>1:00 o'clock</b> Relationship/Employee Focused <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>

36	Facilitate formal recognition of team and individual successes. Reward employees who seek out and achieve better and innovative ways to perform their jobs.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational Entrepreneurial</b>
37	Celebrate the achievement of important improvement milestones, to maintain organizational energy, alignment, and engagement.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
38	Actively solicit and listen to employee input. Visibly follow up on identified concerns, and communicate actions taken to improve employee personal wellness, job performance, and relationships.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>12:00 o'clock</b> High Personal Standards & Satisfaction <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
39	Seek full understanding of the responsibilities and challenges of workers at all levels.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>12:00 o'clock</b> High Personal Standards & Satisfaction <b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
<b>Healthy Accountability</b>				
40	Establish and consistently reinforce that coaching, feedback, and acting to correct performance shortfalls are expectations for workers.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven <b>7:00 o'clock</b> Confrontation	<b>Transformational Utilitarian</b>
41	Openly acknowledge and be accountable for leadership shortfalls, and share the actions taken to correct mistakes.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven	<b>Transformational</b>
42	Solicit challenges to group thinking by asking questions such as, "What are we missing?" and "Where are our blind spots?"	<b>7:00 o'clock</b> Confrontation	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Entrepreneurial Utilitarian</b>

43	Provide ongoing feedback and coaching to reinforce adherence to defined standards and expectations.	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>2:00 o'clock</b> Cooperative & Team Oriented <b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>Transformational Entrepreneurial Laissez Faire</b>
44	Ensure positive consequences for employee adherence to defined standards and expectations and negative consequences for non-adherence.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven <b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational</b>
45	Take prompt and effective action to correct performance shortfalls.	<b>10:00 o'clock</b> Perfectionistic	<b>4:00 o'clock</b> Conventional <b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>Laissez Faire Command and Control Bureaucratic</b>
46	Create and reinforce the expectation to meet the commitments made to others.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational Entrepreneurial</b>
47	Assist workers in being accountable through establishment of clear ownership of and due dates for priority improvement actions.	<b>11:00 o'clock</b> Goal Driven	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>Transformational</b>
48	Ensure that employees at all levels are provided candid and meaningful performance feedback on an ongoing basis.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>1:00 o'clock</b> Relationship/Employee Focused <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>
49	Use a variety of methods, including performance indicators, independent feedback, and direct observation in the field, to maintain an integrated picture of performance.	<b>10:00 o'clock</b> Perfectionistic	<b>11:00 o'clock</b> Goal Driven	<b>Transformational Command and Control</b>
50	Observe meetings, visit work locations, and routinely place eyes on the plant to gain personal perspective on issues. Obtain direct feedback from employee issues and concerns, to identify and help eliminate barriers to success.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven <b>1:00 o'clock</b> Relationship/Employee Focused <b>2:00 o'clock</b> Cooperative & Team Oriented	<b>Transformational Entrepreneurial</b>



51	Frequently communicate current performance to internal and external stakeholders, and solicit feedback on progress and challenges.	<b>12:00 o'clock</b> High Personal Standards & Satisfaction	<b>11:00 o'clock</b> Goal Driven <b>10:00 o'clock</b> Perfectionistic	<b>Transformational Command and Control</b>
<b>Effective Processes and Structures</b>				
52	Establish and implement defined, structured planning and monitoring processes for core business functions and priority improvement initiatives.	<b>11:00 o'clock</b> Goal Driven	<b>2:00 o'clock</b> Cooperative & Team Oriented <b>10:00 o'clock</b> Perfectionistic	<b>Transformational Entrepreneurial Command and Control</b>
53	Establish clearly defined owners, roles, and responsibilities for the accomplishment of key station processes, including corrective action, work management, training, and self-assessment.	<b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>11:00 o'clock</b> Goal Driven <b>10:00 o'clock</b> Perfectionistic	<b>Transformational Laissez Faire Command and Control</b>
54	Structure the organization to facilitate cross-functional communications, relationships, and responsibilities.	<b>2:00 o'clock</b> Cooperative & Team Oriented	<b>11:00 o'clock</b> Goal Driven <b>1:00 o'clock</b> Relationship/Employee Focused	<b>Transformational Entrepreneurial</b>
55	Provide critical oversight and promote continuous improvement of the training, corrective action, self-assessment, and human performance processes and programs.	<b>5:00 o'clock</b> Hierarchical/Central Decisions	<b>4:00 o'clock</b> Conventional <b>10:00 o'clock</b> Perfectionistic	<b>Laissez Faire Bureaucratic Command and Control</b>
56	Provide oversight and promote continuous improvement of station activities to improve equipment reliability.	<b>4:00 o'clock</b> Conventional	<b>11:00 o'clock</b> Goal Driven <b>2:00 o'clock</b> Cooperative & Team Oriented <b>10:00 o'clock</b> Perfectionistic	<b>Entrepreneurial Bureaucratic Command and Control</b>
57	Provide oversight and promote the elimination of waste, overlap, and redundancy of station processes.	<b>4:00 o'clock</b> Conventional	<b>11:00 o'clock</b> Goal Driven <b>2:00 o'clock</b> Cooperative & Team Oriented <b>10:00 o'clock</b> Perfectionistic	<b>Transformational Bureaucratic Command and Control</b>

58	Establish and maintain departmental and organizational metrics that allow ongoing comparison of performance against station goals and top performers in the industry.	5:00 o'clock Hierarchical/Central Decisions	11:00 o'clock Goal Driven 4:00 o'clock Conventional	Laissez Faire Transformational Bureaucratic
59	Establish and maintain process benchmarking against top performers in the industry in performance areas that metrics cannot easily quantify.	2:00 o'clock Cooperative & Team Oriented	11:00 o'clock Goal Driven 1:00 o'clock Relationship/Employee Focused 5:00 o'clock Hierarchical/Central Decisions	Transformational Entrepreneurial Laissez Faire
60	Align management processes, including business planning, performance management, rewards and recognition, incentive compensation, succession planning, and strategic communication, toward closing gaps to excellence.	5:00 o'clock Hierarchical/Central Decisions	11:00 o'clock Goal Driven 4:00 o'clock Conventional	Laissez Faire Transformational Bureaucratic
61	Focus causal analysis of organizational breakdowns on how to prevent recurrence, not who is to blame.	2:00 o'clock Cooperative & Team Oriented	12:00 o'clock High Personal Standards & Satisfaction 11:00 o'clock Goal Driven 1:00 o'clock Relationship/Employee Focused	Transformational Entrepreneurial