

TO:

FROM:

DATE: February 8, 2003

SUBJECT: Personal and Department Gaps

Dear

On February 6, 2003 the Shift Managers and Assistant Operations Managers met to discuss the Business Plan. We recognized that our fundamental gaps are knowledge of the Business Plan and how to behave so that we effectively translate the Business Plan and Top Quartile Goals into day-to-day station activities.

Using the accountability model, we developed a two-pronged approach to close these gaps. Our action-based strategy is to:

First, learn and execute the Level 1 action plans by:

- a) Deciding and assigning each Level 1 Action Plan to a Shift Manager
- b) Becoming a subject expert on the assigned Action Plan.
- c) Educating the team through our Leadership Meetings.
- d) Recommending Shift Manager actions to support Action Plans.
- e) Executing recommendations.
- f) Checking and adjusting against measures through our Leadership meetings.

Second, utilize the Change Management Process to effectively integrate the Shift Manager as a leader in the organization.

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My personal takeaways from the January 16th meeting are as follows:

The meeting changed my perception of the scope of my accountabilities within the organization. Prior to this meeting, I had a limited view of items in my control and of the items that I had the ability and responsibility to influence. In my job, I interact with many parts of the organization, and often lose effectiveness when I feel that I no longer can influence another group. I know what needs done, and I have the drive to initiate actions. However, I have lacked the staying power, the focus, and persistence to consistently make an impact. Your direction and empowerment have given me a new, clear, perspective of what my responsibilities are to both you and the organization in being successful and driving and creating change through my leadership.

My biggest take-away is that my field of view was too narrow. Our units are not running well, our people are not performing well, and the fact that these trends are continuing means that I have been focusing on the wrong things.

It is up to US, not you, to fix our problems. We are in a leadership position in the organization and we are expected to act that way and exert the necessary influence to drive the changes necessary for success. We have been provided with an outline of what success looks like – the 2003 Business Plan. We need to work with and drive the entire organization to ensure it's success.

We need to know ourselves, know where we each need to improve, and not be afraid to take the risks and drive the changes needed. Failure to do so will not bring success to either ourselves or the business.

My own personal gaps are many. They sum up to a lack of focus, drive, and the inability to influence the organization and my own work group towards achieving top performance in all areas:

- I have been unsuccessful in driving equipment reliability issues to completion. I have established accountability relationships, but have not followed-through to completion. I have accepted less than acceptable answers from the organization.
- I have been unsuccessful in fully integrating the operating shifts into the work management planning and preparation process. This has impacted LCO time, downpower planning and execution, and schedule adherence.
- I am not fluent in all of the processes that make our business work.
- Seasonal readiness has not been a pre-planned evolution for the station. The station enters peak periods with known equipment deficiencies affecting reliability. The station enters winter season with long standing boiler and heating equipment problems. My place in the this process is now only beginning to be clearly defined.

- Operations leadership in Work Management process meetings has been inconsistent and we have not made the impact to ensure scope stability and critical work is performed in accordance with process requirements and Business Plan objectives. We have accepted less than adequate performance from support groups, and have not consistently given them clear direction as to our priorities, and the bases for those priorities. We have not incorporated business plan objectives into this language.
- I have not been an effective field presence. I have not prioritized field time correctly within my other responsibilities. The CRS's in my group have also been inconsistent in providing this presence.
- I have not successfully championed the value of corrective actions to my work group. They continue to see the process as a burden, rather than as the vehicle for improvement.
- I find myself "doing" more, and monitoring and coaching less. I have allowed myself to be overwhelmed with desk work, and lower value meetings, and this has detracted from my ability to get into the field and not only grow as a leader, but also to get more involved in our other business processes such as training and maintenance. I have become a slave to my task list. My priorities are skewed in this area.
- I have not developed the leadership in the group CRS's to the point where I am comfortable with full delegation of some of the tasks that weigh me down and prevent me from being a more effective presence in the organization.
- I have not yet fully digested the 2003 Business Plan nor have I fully developed the strategy to incorporate this plan into the work practices and priorities of my group.
- I have not closed the gap with my behavior during process meetings. In recent months, I have been moving away from a provider of information towards a giver of directions and coaching. I have some more work to do in this area and I try to practice it at every opportunity.
- I have not taken the time to consider my own personal limitations and how this has impacted not only own personal performance, but also the performance of the organization.
- I have not taken many risks outside of my comfort zone, and thus have limited my own impact and influence on the organization.

My personal action plan follows. I am focusing on releasing myself from the day-to-day task level work that is distracting me from the higher priority of helping to manage the station and providing a more effective presence in the organization. I need to get out of this comfort zone and take more actions, and incur more risks in order to make a difference. To make a difference at that level, I need to improve the performance and increase the responsibilities of the CRS's in my work group. They have the ability, but not necessarily the skills, confidence, or direction to do so.

I also have personal responsibility as far as my influence in impacting station reliability. I understand that I share that responsibility with my peers and others in the organization. My position in the department, however, puts me in the unique position to provide the consistency and focus for these issues on a day-to-day basis.

In parallel with this, the combined effort of the Operations Leadership Team, to educate and develop ourselves as leaders, to teach each other and to share what we learned and are doing, will be an ongoing effort, and I will be a part of that effort throughout.

Continuing to know myself and my weaknesses, and to continue to work on those weaknesses is also part of the plan. Metrics in that area are difficult to assess. Success in all of these areas will at least indicate that I am on the right path.

Personal Action Plan

Performance Gap	Actions Planned/Taken	Performance Measurement
<p>Inadequate effectiveness in driving organization towards equipment reliability improvements, including readiness for summer peak.</p>	<p>Summer Readiness Coordinator for station. This requires identification of right items to fix, and directing organizational focus towards those items. This is continuing.</p> <p>Ensure discussions at all Work Management process meetings include a specific discussion about the readiness for the targeted equipment reliability fixes. Increase ownership levels of all groups for resolution of these items. Instruct and coach Operations Coordinators to drive these issues through the process.</p>	<p>Summer reliability of units. No de-rates, and no surprises. Full capacity.</p> <p>Station equipment reliability items, including Control Room Indicators, are being completed per the established plan. Items are not removed from the work week due to failure of individuals or organizations to complete their responsibilities in getting them worked.</p>
<p>Inadequate operating shift participation and engagement into work week preparations and execution.</p>	<p>Establish lead-shift ownership of specific work weeks which they are responsible for executing. This includes participation in the schedule review process and readiness reviews for the weeks. These reviews will include Shift Manager "sign-off" of the schedule.</p>	<p>Process in place. Consistent, predictable performance during LCO windows. Downpowers and planned de-rates are executed as scheduled. The effectiveness of the Shift Manager's presence during execution is such that they are leading the organization through success each week.</p>
<p>Operations Coordinators are not at the level of responsibility they need to be as leaders in the process. This includes their involvement in the Corrective Actions Program. This is holding me back., as I am doing much of what should be their work.</p>	<p>Re-define the responsibilities for these individuals to clearly specify these leadership and accountability items at a higher level than they currently are. These will be in their performance partnerships. Coaching to assist them will be initially required, and coaching of specific groups in the organization with whom they interact will be required on my part until their responsibilities and authorities are clearly established. I will remove their training wheels, and let them fall or ride.</p>	<p>These will be measured indirectly Business Plan Goals, of which specific areas will be imparted into the Performance Partnership for each CRS.</p>

<p>Insufficient field presence and impact on organization at point of contact.</p>	<p>Re-prioritize entire work calendar. Field presence, and monitoring of processes will be set into each work week. Delegation of lower-tiered items will be set to CRS's as part of their developmental plan.</p>	<p>PAOWF system – quality and quantity of observations.</p> <p>Business Plan human performance trends improving, and met for the year.</p>
<p>Inability to establish Operations leadership during process meetings. This is impacting alignment with all groups.</p>	<p>Attend meetings well-armed and with the knowledge of the business priorities that need to be accomplished at each meeting. Ensure no one leaves without understanding what is expected of them, and most importantly, follow-up to ensure the expected actions are taken.</p>	<p>Work Week stability improvements, equipment reliability improvements – all within Business Plan goals.</p>
<p>I am not fluent in all of the processes that make our business work. Without this knowledge, we cannot be effective leaders.</p>	<p>Read, learn, participate to understand. The Ops Leadership Team will be working to teach each other through the year. Align with Business Plan owners one-on-one for the areas in which I will be the focal point of contact for our team.</p>	<p>Ops involvement in plan is readily apparent to Business Plan Level 2 owners. The impact is felt through success in these areas.</p>
<p>Failure to instill the importance and benefits of Corrective Action to the CRS's in my group has led to repeat issues, and the inability to improve in some areas.</p>	<p>Educate CRS's on the importance and benefits, and their expectations in the process. Effective corrective actions and follow-up are part of their jobs, and they will own the results of not only the ones they are assigned, but also the results of the ones that they initiate. Each time a CRS either initiates a CA, or responds to one, he will be responsible for reporting to the group the outcome, and the positive actions that occurred. In cases where ineffective actions resulted from those they initiated or evaluated, they will report on their follow-up corrective actions to be taken. This activity will be at the supervisory level, and monitored by myself.</p>	<p>No repeat issues.</p> <p>Results to be documented in individual performance partnerships for myself and CRS's.</p>

What the results look like to me an increased sense and ownership of all facets of the business by the Shift Managers. Our role has changed, and with it our behaviors have changed. We do not let anything pass us by as not being part of our area of responsibility. We are responsible for everything that occurs on the site. Our actions influence everything that occurs on site.

We do not hand off responsibility for actions, but continue to follow-through to resolution any issue we encounter. Our behaviors in this area have a distinct and immediate impact on the organization, and from there we gain alignment and success.

My own contribution toward the results can be determined by the presence of an organization that is more aligned towards the common goals that are our Business Plan. Specifically, I plan to focus on unit capacity and equipment reliability areas. Currently, even with common goals, the drive to achieve success in these areas is inconsistent and fragmented throughout the organization.

Departmentally, as the Shift Managers meet and align, teach and learn from each other, we will build a team that continuously reviews it's own results. We will assess our own impacts, and improve where needed. It's difficult to put metrics on that. How we will self-assess our own effectiveness, both individually and as a group, would be a good topic of conversation at our next meeting.

Thank you for sharing your insights and pointing us in the right direction.

Sincerely,

