

[REDACTED]

Dear [REDACTED]

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.

My personal takeaways are as follows:

- 1) We manage (lead, supervise, whatever) based on the success model that we have learned to be most successful for us. For me, the success model has been collaboration and compromise. Not that these items are not useful tools for leaders, but if we are truly leading from a position of knowledge, with safety and excellence as our guiding principles, then compromise is probably overrated.

I have primarily (I always thought) used these tools because I am fond of the win – win philosophy. My vision was, I give them a little of what they want or need, they give me a little of what I want or need. In my vision, this was a win – win. This was a flawed view point. In the future, my leadership to achieve the win – win situation will be to show how performing work to standards and on time to meet the business goals provides what they want or need.

- 2) During the pilot of the Leadership Excellence Course, Tom Smith – Executive Vice President of Power had an extensive session with us on coaching and the importance of timely, accurate and personal feedback. Tom stated that this is one of the most important things he does. I believe that this is an area where we fall well short. Opportunities abound if we are open to the possibilities and practice the skills necessary to give effective feedback.

During a recent benchmarking trip to Grand Gulf, one of the things that impressed me most was their open environment for feedback. Anyone at any level was encouraged to provide feedback up or down the chain. They had somehow managed to establish an environment where open and honest feedback was received and acted upon.

My observations and experience at PSEG Nuclear indicate that this environment does not exist here. [REDACTED] vision of Candid and Caring is not widely embraced by people at Nuclear, at any level of the organization. Many times feedback to subordinates is received as a negative because of either presentation method or format. Many times feedback up the chain is countered with a dismissive comment or no action is taken, which is again dismissive.

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76
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My skill in this area needs to improve. Many times I see the opportunities, but due to perceived time pressures or other "job responsibilities" I don't provide the feedback. In some cases, the relative position of the personnel involved causes hesitation. In some cases, my own tendency toward conflict avoidance causes me to let the situation drop. In some cases, previous experience with my feedback being dismissed, or perhaps even attacked, makes me reluctant to provide feedback in the future.

This provides several opportunities for my personal improvement. I also see opportunities for me to help influence the department (initially) and the Island in this area.

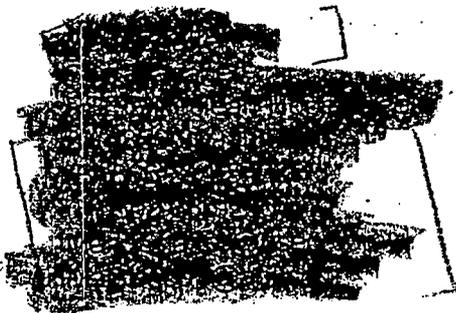
Please also accept this as an open invitation to provide me that "instant feedback" when you see something that either warrants positive reinforcement or coaching for improvements. 60 seconds following a meeting with a simple "your question on that issue could have driven accountability better by asking.....", or, "your question on that issue was right on the mark. That's how we want to drive accountability". I think any of the Shift Managers would value that kind of specific feedback.

- 3) Your analogy of the train was well stated. "Driving the train" is a great place to be. Unfortunately, there are only a limited number of those positions available at each station. Your letter of January 20th, 2003 was addressed to the Operations Managers, AOM's and "On Shift Operations Supervisors". Since I am not the OM, AOM or one of the 5 Shift Managers who are assigned to a shift, my opportunities to "drive" are somewhat limited. I believe that being the Shift Manager provides more opportunities on a daily basis than I encounter in a staff function.

This at times makes me feel somewhat less influential than those who are assigned to a shift. They are engaged in daily operations in a way that I cannot be from a staff position. At times I have been perceived as a "Sideliner". I assure you that I am now actively looking for opportunities to influence from my current position, and I intend to actively pursue those opportunities.

Based on your presentation, I believe that you ARE concerned with my professional development. I was not convinced of that prior to the presentation. I look forward to the challenge of positive leadership for our future. And Thank You for the opportunity.

Sincerely,



What would you do if you weren't afraid?