



NRC DAILY DRIVER

Demonstrating Behaviors.
Delivering Results.

OUR NORTH STAR

Safety serves as our North Star, guiding every decision we make. We fulfill our mission by living our Principles of Good Regulation, embracing our Organizational Values, advancing our Strategic Goals, and demonstrating the behaviors that strengthen our culture and deliver sustainable results every day.



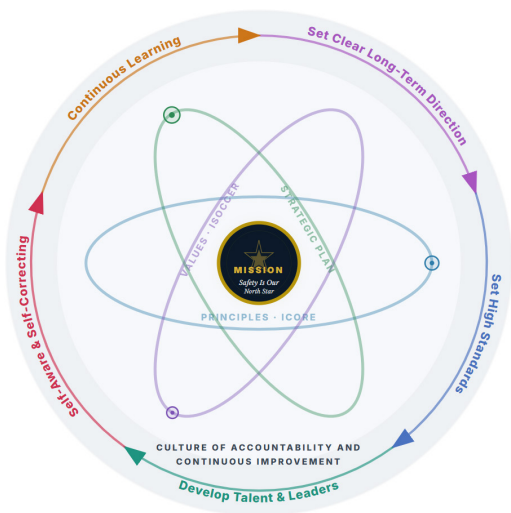
MESSAGE FROM THE EDO

This Daily Driver is a supplement to our Leadership, Excellence, Accountability, and Discipline (LEAD) Framework and guide. It serves as a quick reminder and reference to the behaviors and tools we should be consistently applying to deliver our mission with excellence each and every day. Delivering our mission with excellence depends on all of us. The LEAD Framework coupled with this Daily Driver provide us with a blueprint of how we can do excellent work together—as one NRC.

Mike King
*Executive Director
for Operations*

A handwritten signature in blue ink that reads "Michael King". The signature is written in a cursive, flowing style.

LEADERSHIP, EXCELLENCE, ACCOUNTABILITY, AND DISCIPLINE (LEAD) FRAMEWORK



MISSION STATEMENT

The NRC **protects** public health and safety and advances the nation's common defense and security by **enabling** the safe and secure use and deployment of civilian nuclear energy technologies and radioactive materials through **efficient** and reliable licensing, oversight, and regulation for the **benefit** of society and the environment.

STRATEGIC GOALS

① Core Mission Delivery

Enable the safe and secure use and deployment of nuclear technologies and radioactive materials

② Leadership & Workforce

Build and sustain a mission-focused workforce recognized for excellence in nuclear leadership and technical capability

③ Performance & Accountability

Drive operational excellence through a culture of accountability and continuous improvement that delivers results for the American people

PRINCIPLES OF GOOD REGULATION

- ❖ **Independence**
Objective, unbiased assessments
- ❖ **Clarity**
Coherent, logical, practical regulations
- ❖ **Openness**
Maintained with all stakeholders
- ❖ **Reliability**
Consistent, dependable framework
- ❖ **Efficiency**
Best management of resources

ORGANIZATIONAL VALUES

- ❖ **Integrity**
Ethical, honest decisions & actions
- ❖ **Service**
Dedicated to serving the public
- ❖ **Openness**
Transparent, forthright communication
- ❖ **Commitment**
Ensuring safety & security
- ❖ **Cooperation**
Working together for shared goals
- ❖ **Excellence**
Pursuit of quality & improvement
- ❖ **Respect**
Dignity & courtesy for all

DEMONSTRATING BEHAVIORS. DELIVERING RESULTS.

In the following pages, each LEAD Framework behavior is paired with key concepts and practical questions intended to support day-to-day work, discussions, and decision-making. Together they reinforce accountability, strengthen performance, support continuous learning, and help align our actions with mission outcomes and operational excellence.



PERFORMANCE = BEHAVIORS × RESULTS

-  **Achieving results** without exhibiting these key behaviors does not sustain high performance
-  **Exhibiting key behaviors** without achieving results does not advance the mission
-  **Performance requires commitment to both**
-  **How we act and what we achieve** both matter; strength in both drives performance



KEY BEHAVIORS

SUPPORTING LEAD FRAMEWORK

SET CLEAR LONG-TERM DIRECTION:

Across NRC, we use safety as our North Star to align regulatory approaches with national priorities related to our mission.

SET HIGH STANDARDS:

We define what excellence looks like, make disciplined decisions, and hold ourselves and each other accountable for achieving it.

DEVELOP TALENT AND LEADERS:

We attract and retain top talent by coaching, empowering, and creating opportunities to grow, while modeling integrity, trust, and respect.

SELF-AWARE AND SELF-CORRECTING:

We hold ourselves accountable, expect the same from others, and seek and give honest, forward-focused feedback.

CONTINUOUS LEARNING:

We are curious and open to new ways of achieving the mission, prioritizing individual and institutional learning to grow.



CLEAR LONG-TERM DIRECTION

How Work Gets Done: Create alignment through clear priorities, defined expectations, and measurable results.

ALIGN PRIORITIES

- Connect work to mission outcomes and national needs
- Align efforts across programs and offices

DEFINE OWNERSHIP

- Clarify roles, responsibilities, and decision authority
- Communicate expectations consistently

DRIVE DECISIONS

- Make timely, informed, and disciplined decisions
- Communicate openly across organizational boundaries to break down barriers

DELIVER RESULTS

- Measure progress against defined goal
- Ensure follow-through to completion



Questions to Align Decisions and Mission Priorities

1**ALIGN**

What outcome are we seeking to achieve?

2**PRIORITIZE**

Is this aligned with our highest priorities, mission, and strategic goals?

3**ASSIGN & CONNECT**

Who is responsible for the action and who else could be affected by this decision?

4**ASSESS**

Is this the best approach to achieve our goals?

Resource: Use a Business Case Analysis

To define clear expectations, apply disciplined and risk-informed decision-making, strengthen accountability, and ensure resources are aligned to mission priorities and expected outcomes.



SET HIGH STANDARDS

How We Deliver: Demonstrate excellence in how we act and achieve results.

SET EXPECTATIONS

- Define clear expectations for individual and organizational performance
- Use data, technical expertise, and sound judgment to support decisions

APPLY DISCIPLINE

- Match the level of rigor and oversight to the significance of the work
- Apply thoughtful consideration of risk and challenge assumptions

REINFORCE ACCOUNTABILITY

- Provide honest feedback, coaching, and continuous performance evaluation
- Empower employees to reinforce standards and take action when gaps are identified

LEAD BY EXAMPLE

- Demonstrate professionalism, integrity, and ownership in all work activities
- Model excellence through actions, decisions, and communication



Questions to Reinforce Performance and Risk Awareness

1**DEFINE**

What outcome are we trying to achieve and how will we measure success?

2**CHALLENGE**

What could go wrong?

3**ANALYZE**

How likely is it — and what would be the consequence?

4**EVALUATE**

What risk are we treating as unlikely, but could be highly impactful?

Resource: Use the Be riskSMART Method

To support disciplined, risk-informed decision-making, apply sound judgment, challenge assumptions, and reinforce excellence and accountability in NRC activities (ML21071A238).



DEVELOP TALENT AND LEADERS

How We Strengthen Our Workforce: Invest in people to strengthen capability, judgment, and professionalism.

MAINTAIN MASTERY

- Assess individual training needs for career pathway options to support development
- Apply sound judgment in complex situations

DEVELOP LEADERSHIP

- Model integrity, respect, and accountability
- Coach and develop others

BUILD TRUST AND ENGAGEMENT

- Listen to understand and communicate clearly
- Encourage use of mentoring relationships

DRIVE PERFORMANCE AND FEEDBACK

- Set clear expectations
- Provide timely, constructive feedback



Questions to Strengthen Teams and Leadership

1**INCLUDE**

Who needs visibility into this decision, or input on it, to help strengthen the outcome?

2**DEVELOP**

How are we helping others grow and broaden through this work?

3**EMPOWER**

Are we creating opportunities for others to lead and contribute?

4**SHARE**

What knowledge, lessons, or experience should we share with others?

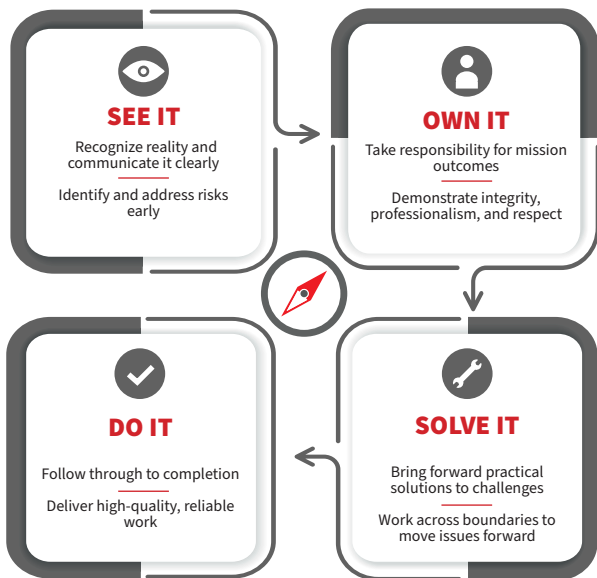
Resource: Use Talent Profiles

To support workforce development, strengthen succession planning, improve visibility into specialized expertise and qualifications, and help align workforce capabilities with mission priorities and organizational readiness.



SELF-AWARE AND SELF-CORRECT

How We Act: Recognize reality, take ownership, and adjust course to deliver results.





Questions to Strengthen Accountability and Awareness

1**IDENTIFY RISKS**

What known gaps or early warning signs should we address?

2**CHALLENGE ASSUMPTIONS**

What assumptions are we making and how can we test or validate them?

3**VALIDATE RESULTS**

Where are we assuming “it won’t happen again,” and what evidence supports that?

4**LEAN FORWARD**

Before declaring success, how do we confirm the completed work met our goals/objectives?

Resource: Use the Meeting Advocate Guide

For each meeting and assign a team member to serve as a meeting advocate to observe behaviors, provide feedback, and flag actions that could undermine performance or trust.



CONTINUOUS LEARNING

How We Improve: By being curious and open to new ideas, and learning from both successes and missteps

LEARN FROM EXPERIENCE

- Reflect on performance and outcomes
- Apply lessons learned and operating experience to adapt and adjust

IMPROVE THE PROCESS

- Strengthen processes and decision making
- Simplify, streamline, or eliminate where needed

ADAPT TO CHANGE

- Anticipate emerging risks and challenges by monitoring emerging trends, new information, and external feedback

EXPLORE NEW APPROACHES

- Seek innovative ways to improve mission outcomes
- Leverage modern tools, technology, and new ideas to work more effectively



Questions to Conduct a Rapid Lessons Learned Review (RLLR)

1

IDENTIFY & DESCRIBE

What occurred and what was the intended outcome? When and where did it happen? Who was involved or affected?

2

CONTRIBUTING FACTORS

What are the primary process-based factors that led to success or a challenge?

3

SELECT SMART ACTIONS

What are near-term (0-3 weeks) and long-term (1+ months) actions that reinforce strengths and improve performance?

4

KEY LESSONS LEARNED

What worked well and should be repeated? What can be improved or enhanced? Where else could this learning apply?

5

COMMUNICATE & SHARE

What lessons can be shared? Share with internal stakeholders within 5 days. Track SMART actions to completion.

Resource: Use the RLLR

To quickly evaluate outcomes, capture successes and challenges, identify lessons learned, strengthen continuous learning, and operational excellence.

BE > YESTERDAY

Our strength comes from how we operate as one — aligned in direction, accountable in our actions, continuously learning, developing our people, and holding ourselves to high standards. Together, these define how we deliver on our mission and strengthen our ability to meet future challenges with excellence, integrity, and purpose.

ONE MISSION

- Set clear long-term direction aligned to national priorities
- Act with independence and integrity

ONE TEAM

- Collaborate across programs and offices
- Develop talent and leaders across the agency

ONE STANDARD

- Hold ourselves and each other accountable
- Learn, adapt, and continuously improve

By learning, adapting, and striving to Be > Yesterday, we strengthen public trust, reinforce our values, uphold our Principles of Good Regulation, and support long-term mission success.

Behaviors That Drive Results

OUR MINDSET DRIVES OUR RESULTS AND SUPPORTS OUR MISSION

ABOVE THE LINE vs. **BELOW THE LINE**



ABOVE THE LINE ACCOUNTABILITY MINDSET

Take ownership, act with integrity,
and focus on solutions and results.



OWNERSHIP

Take responsibility



INITIATIVE

Take action



PROBLEM-SOLVING

Focus on solutions



TRANSPARENCY

Share openly



ACTION

Get things done



BELOW THE LINE VICTIM MINDSET

Make excuses, blame others, and
avoid accountability.



BLAME

It's their fault



EXCUSES

Justifying inaction



CONFUSION

Lack of clarity



WAITING

Delayed action



DENIAL

Ignoring reality



Above the line behaviors strengthen our culture,
drive results, and ensure we fulfill our mission of
protecting people and the environment



CLEAR LONG-TERM
DIRECTION



SET HIGH
STANDARDS



DEVELOP TALENT
AND LEADERS



SELF-AWARE AND
SELF-CORRECTING



CONTINUOUSLY
LEARNING

NRC DAILY DRIVER

Demonstrating Behaviors.
Delivering Outcomes.

