



LEADERSHIP, EXCELLENCE, ACCOUNTABILITY, AND DISCIPLINE FRAMEWORK

DEMONSTRATING BEHAVIORS. DELIVERING RESULTS.

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MESSAGE FROM THE CHAIRMAN



Ho K. Nieh, Chairman

The NRC is in its most consequential period in nearly 50 years. America's electricity demand is rising sharply, and our stakeholders see safe nuclear technologies are essential to our energy security and national security. The President and Congress have given us clear mandates to deliver safety decisions that are credible, predictable and timely. We are being empowered to change because our country needs us at our best.

Meeting this moment takes more than new licensing and oversight frameworks. It takes leadership and teamwork. Our performance improves when direction is clear, leaders are aligned and accountable, outcomes are defined and progress is measured. That is why the NRC management model and the leadership behaviors in this handbook matter.

The LEAD Framework is not more bureaucracy. It reflects how high-performing nuclear organizations sustain excellence through clear expectations, ownership of results, continuous improvement and the development of their people and future leaders. When applied well, it focuses our energy on what matters most to safety, removes friction and gives our people the clarity to act.

Safety is our top priority. That has never changed. The American people trust us to enable the safe use of nuclear technologies, and that trust is earned through how we perform. The way we lead will set the standard for nuclear safety regulation here and around the world for generations ahead.

Every NRC employee is expected to demonstrate the principles and behaviors of the LEAD Framework in how we make decisions, perform our work and deliver the mission. This agency has met every defining moment in its history. I have absolute confidence we will meet this one.

Our mission endures. So must the excellence that delivers it.

A handwritten signature in blue ink, likely belonging to Ho K. Nieh, the Chairman. The signature is stylized and fluid, written in a cursive-like manner.

MESSAGE FROM THE EDO



Mike King, EDO

As we launch the LEAD Framework agencywide, I want to emphasize what it means for us as one NRC team. Meeting our responsibilities requires more than new processes. It requires shared discipline, aligned leadership, and a commitment to consistently modeling the behaviors that strengthen our culture.

Safety is and will always be our first obligation. The LEAD Framework and its Daily Driver translate our expectations for operational excellence in delivering our safety mission into action. They call on us to set clear direction and high standards, develop our people, remain self-aware and self-correcting and continuously learn and improve. When used consistently, they help us remove friction, empower our people, and focus our collective energy on delivering safe, timely, and high quality outcomes.

Leadership is not defined by position. It is demonstrated through action. Every employee, supervisor, manager, and senior leader contributes to how we operate as an agency. I ask each of you to consistently apply the framework, discuss it with your teams, and incorporate the Daily Driver into your routine workflow. Small, consistent actions taken every day strengthen our performance and reinforce the trust placed in us.

I have seen the extraordinary capability of this organization when we are aligned, disciplined, and working together. By embracing and applying the LEAD Framework, we will meet this moment and position the NRC for sustained excellence well into the future.

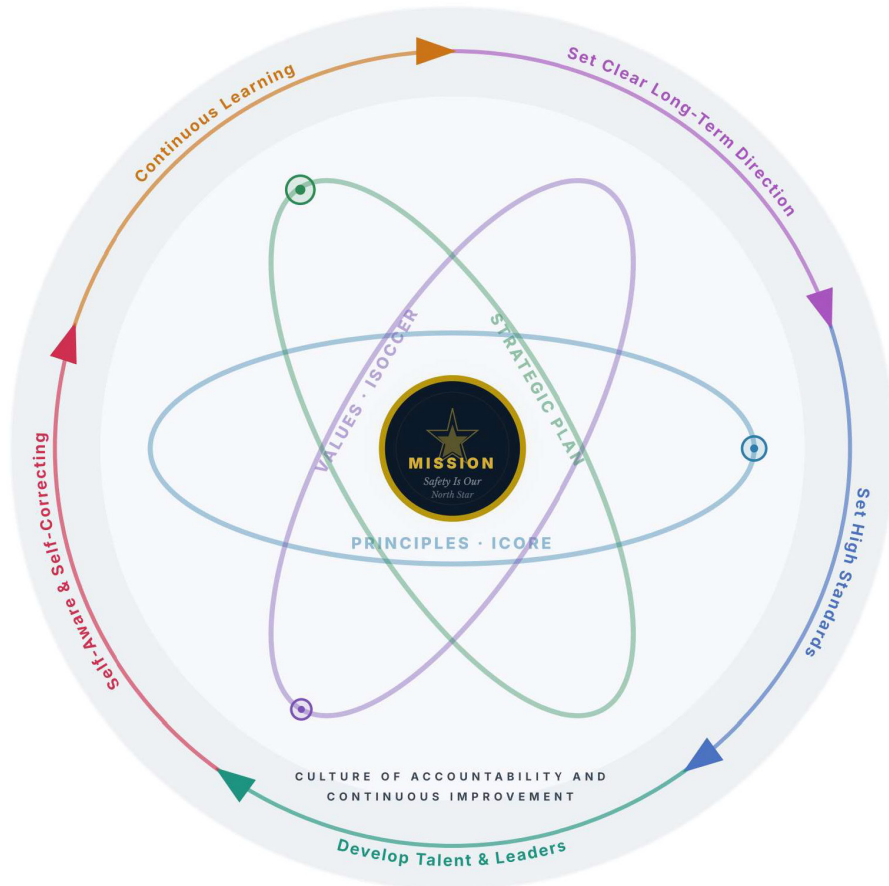
A handwritten signature in blue ink that reads "Michael King". The signature is written in a cursive, flowing style.

LEAD FRAMEWORK

Safety Is Our North Star

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.



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

STRATEGIC PLAN GOALS

- ① **Core Mission Delivery**
Enable the safe & secure use & deployment of nuclear technologies & radioactive materials
- ② **Leadership & Workforce**
Build & sustain a mission-focused workforce recognized for excellence in nuclear leadership & technical capability
- ③ **Performance & Accountability**
Drive operational excellence through a culture of accountability & continuous improvement that delivers results for the American people

FOUNDATIONAL ORBITS OF NRC LEAD FRAMEWORK: WHAT ENDURES AND WHAT EVOLVES

The NRC LEAD Framework is built on foundations that guide us regardless of changes in technology, workload, or strategic priorities. These foundations — the Principles of Good Regulation and our NRC Organizational Values — represent the enduring elements of how we regulate and how we lead. The third orbit, our Strategic Plan Goals, reflects evolving priorities that are updated every four years. The LEAD Framework adapts as our environment evolves, integrating lessons learned and aligning to each new strategic plan while remaining grounded in the enduring principles and values that define the agency. The LEAD Framework integrates key behaviors as its outer circle to guide us in delivering results — demonstrating our commitment to our workforce and culture.

Principles of Good Regulation

The Principles of Good Regulation remain our timeless compass. They guide how we regulate and carry out our mission and ensure that our decisions are independent, transparent, consistent, reliable, and clearly communicated. They endure as the foundation for regulatory excellence.

NRC Organizational Values

Our values define how we treat one another, how we engage stakeholders, and how we uphold public trust. They shape our culture and anchor the behaviors reinforced through the LEAD Framework.

Strategic Plan Goals

The Strategic Plan Goals represent priorities that evolve with national needs and the agency's direction. Updated every four years, these goals guide where we focus our efforts. The LEAD Framework remains aligned by adapting to new goals while staying rooted in our enduring principles values.

A LIVING MODEL

The LEAD Framework is a living model — refined as our mission evolves, as new challenges emerge, and as lessons are learned. It evolves with changes to our strategic goals and key behaviors to remain aligned with the vision set out for the agency. While the framework adapts, the Principles of Good Regulation and NRC Organizational Values remain the constants that shape how we regulate, how we lead, and how we serve the public. The framework applies to all of us, driving us to act as one NRC, retain safety as our North Star, and achieve the mission with excellence.



PEOPLE FOCUSED



The NRC's Leadership, Excellence, Accountability, and Discipline (LEAD) Framework provides a structured, consistent approach to embed desired organizational behaviors into the agency's daily operations. It aligns behaviors with measurable outcomes that reflect the NRC's mission, values, and Principles of Good Regulations. By institutionalizing expectations through defined practices, routines, and feedback loops, the framework creates and strengthens a culture of accountability, excellence, and continuous improvement to drive results.

Our greatest asset is our people who are foundational to the NRC's mission success. This section highlights key behaviors from the LEAD Framework, along with talent and team development practices that strengthen effectiveness, collaboration, and organizational performance. The behaviors that support the LEAD Framework connect agency priorities to everyday actions. They guide decisionmaking, foster open communication, reinforce accountability, and strengthen trust and shared purpose. When aligned with leadership expectations, these behaviors create clarity, cohesion, and confidence across teams, enabling employees to contribute effectively to the NRC's mission.

LEADERSHIP, EXCELLENCE, ACCOUNTABILITY, AND DISCIPLINE

SET CLEAR LONG-TERM DIRECTION

At the NRC, we set clear, long-term direction grounded in our culture and core values and expressed through our mission and strategic goals, creating a shared understanding of where we are heading and why.

The NRC's mission centers on protecting public health and safety. Long-term direction ensures that every decision and every priority remain aligned with this core purpose. It creates a stable compass in an environment that continuously evolves technologically,

...WE SET CLEAR, LONG-TERM DIRECTION GROUNDED IN OUR CULTURE AND CORE VALUES...

politically, and operationally. It reiterates why our work matters.

Regulatory oversight doesn't occur in a vacuum; clear long-term direction ensures that the NRC's strategy, actions, and resource decisions reflect the needs and expectations of the nation as they relate to our mission. When everyone — from senior leadership to individual staff — understands the long-term goals, it builds organizational alignment. It connects employees to a meaningful vision of the future, ensuring that we have a foundation for lasting success.

When we set clear long-term direction, every employee understands the long-term direction and how their work fits into it; we understand who the decision maker is; our long-term direction is “visible” in our language and actions; we all understand the rationale behind our choices, and fully supports the final decision — even when it differs from our own perspective.

IN THIS CULTURE

ALL NRC EMPLOYEES

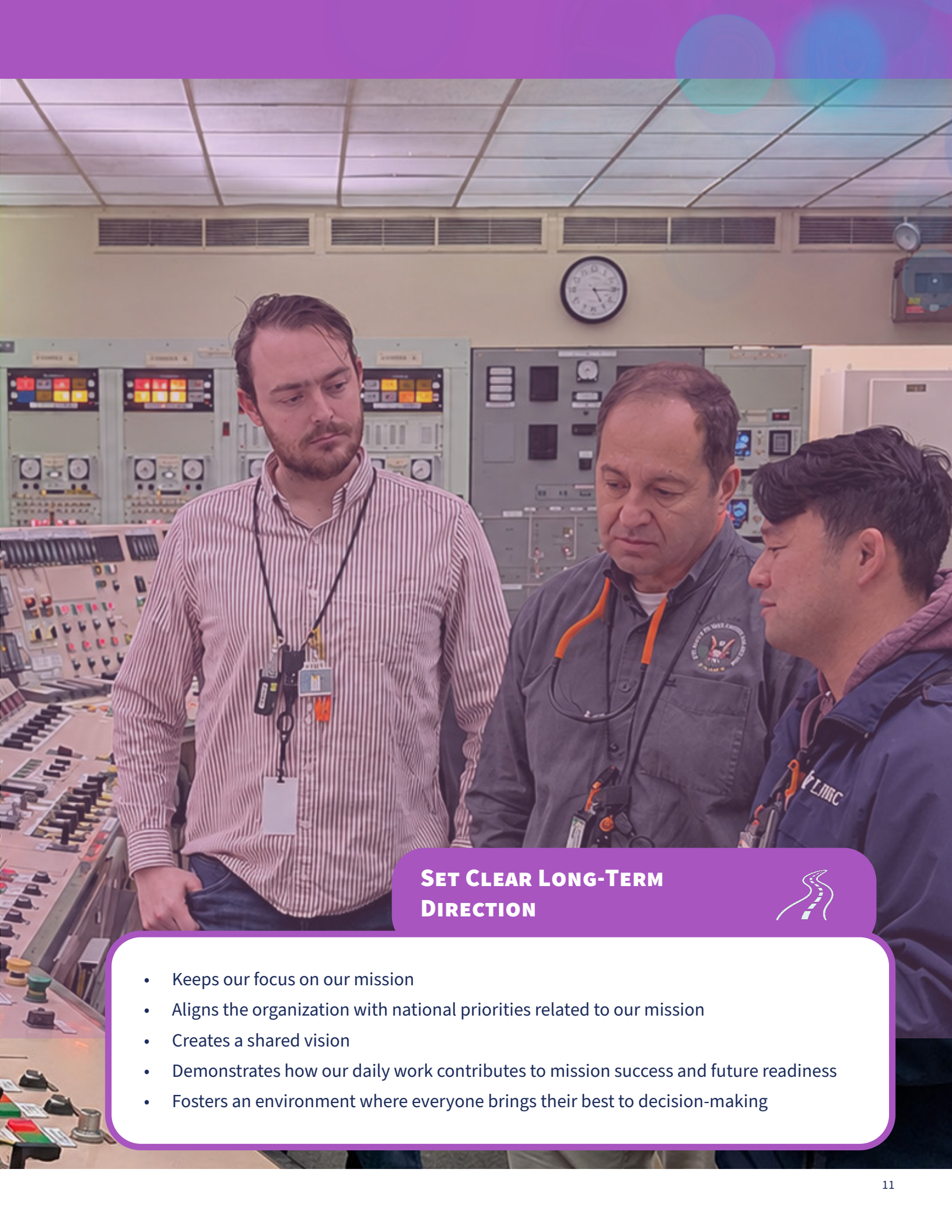
- Get early alignment on how to approach work in a way that supports organizational vision and priorities
- Assume positive intent
- Carry forward decisions made by the decision maker
- Make decisions at the lowest level possible

SUPERVISORS

- Identify decision makers and roles and responsibilities
- Communicate the agency's strategic direction and goals to their staff
- Advance the long-term direction and agency expectations established by senior leadership by aligning organizational priorities, decisions, and actions accordingly
- Inform their staff of decisions and the ‘why’

EXECUTIVES

- Create a shared vision of the organization's ideal state
- Set the agency's strategic direction and goals
- Align direct reports with the agency's strategic goals
- Reinforce the NRC's Strategic Plan Goals through frequent communications
- Ensure stakeholders are informed of decisions, and the ‘why’



SET CLEAR LONG-TERM DIRECTION



- Keeps our focus on our mission
- Aligns the organization with national priorities related to our mission
- Creates a shared vision
- Demonstrates how our daily work contributes to mission success and future readiness
- Fosters an environment where everyone brings their best to decision-making

SET HIGH STANDARDS

At the NRC, setting high standards means more than meeting minimum expectations—it means continuously striving for excellence in how we serve the public. High-performing organizations establish clear expectations, communicate what “excellence looks like,” and empower employees to challenge behaviors or outcomes that fall short.

For the NRC, setting high standards means maintaining a culture where excellence is expected in

...SETTING HIGH STANDARDS MEANS MORE THAN MEETING MINIMUM EXPECTATIONS — IT MEANS CONTINUOUSLY STRIVING FOR EXCELLENCE...

both outcomes and behaviors. It requires disciplined decision-making founded in facts and data, thoughtful consideration of risk, a customer-service focus, and a willingness to challenge assumptions to achieve the best possible outcomes. High standards create a culture where decisions are thoughtful, transparent, and grounded in integrity. It also means recognizing that efficiency and safety, security and environmental protection are not competing priorities, but responsibilities that must be balanced thoughtfully.

High standards only have meaning when performance is routinely assessed against them. For the NRC, we monitor progress through measurable expectations, honest feedback, continuous coaching, and ongoing evaluation to ensure the organization understands where it is succeeding and where improvement is needed.

IN THIS CULTURE

ALL NRC EMPLOYEES

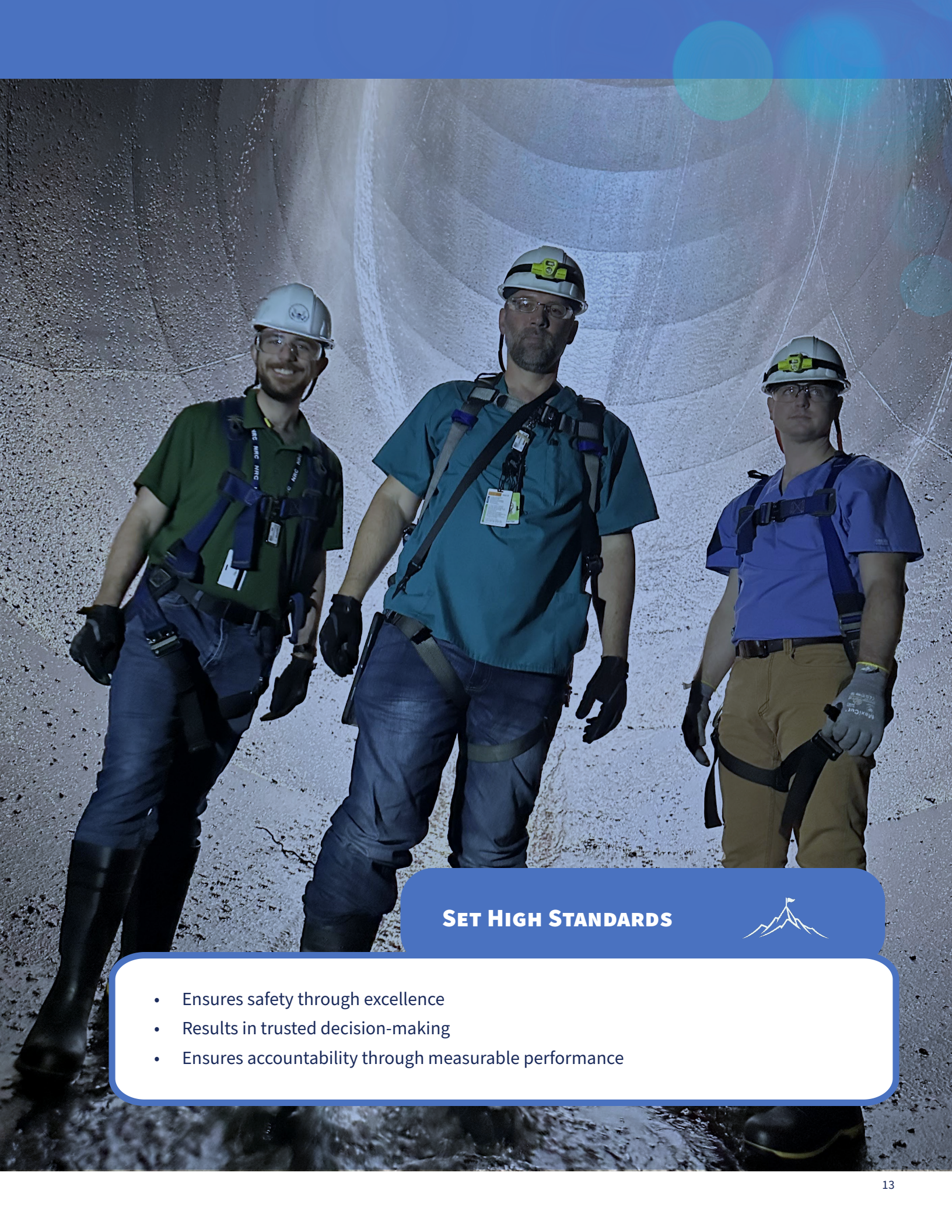
- Serve the public by embracing our key role in securing the nation's energy future
- Act with independence and integrity
- Identify viable solutions for complex issues
- Apply their best effort in all work products and decisions
- Coach each other when behaviors and outcomes are not consistent with our standards

SUPERVISORS

- Enable execution through measurable standards that drive results
- Match level of effort with significance and expected value of the work
- Provide timely and constructive feedback to reinforce and uphold our high standards

EXECUTIVES

- Establish and uphold excellence as the standard to which we aspire
- Create an environment where all employees are empowered to provide feedback/coaching and challenge assumptions



SET HIGH STANDARDS



- Ensures safety through excellence
- Results in trusted decision-making
- Ensures accountability through measurable performance

DEVELOP TALENT AND LEADERS

High-performing regulatory organizations rely on leaders who are aligned, resilient, and deeply committed to developing people. At the NRC, leadership is not limited to supervisory roles — every employee is expected to demonstrate leadership behaviors that support the agency’s mission and culture. Leaders take personal responsibility for developing themselves and others, fostering an environment where learning is continuous, communication is open, and employees feel empowered to contribute new ideas.

**...EVERY
EMPLOYEE IS
EXPECTED TO
DEMONSTRATE
LEADERSHIP
BEHAVIORS THAT
SUPPORT THE
AGENCY’S MISSION
AND CULTURE.**

Strong leadership development ensures the NRC maintains a healthy workforce capable of stepping into greater responsibility and empowered to pursue these opportunities. Leaders invest in mentoring, coaching, and provide meaningful developmental experiences. They are visible, accessible, and intentional about building trust and engagement. Employees understand the agency’s commitment to their growth and actively participate in shaping their own development.

The agency is committed to leadership development, including participation in leadership and mentoring programs, workforce-engagement activities, and individual development. A shared commitment to talent and leadership development helps staff grow, builds readiness for future roles, and strengthens a culture rooted in integrity and learning.

IN THIS CULTURE

ALL NRC EMPLOYEES

- Act with integrity, trust, and respect in daily interactions
- Listen to understand, communicate clearly, and foster strong teamwork
- Build working relationships through collaboration, follow-through, and support for colleagues
- Share information transparently and create space for ideas and concerns
- Seek feedback, develop strengths, and stay positive and resilient

SUPERVISORS

- Are present, accessible, responsive, and open to diverse perspectives
- Encourage employees to participate in decision-making processes and share the basis for decisions with all staff
- Serve as mentors and tailor development to individual strengths, provide stretch assignments, and help build the leadership pipeline

EXECUTIVES

- Encourage efficiency by promoting new approaches, removing barriers, and supporting risk-informed decision-making
- Champion employee development, celebrate progress, and reinforce continual growth
- Show enthusiasm for progress and a passion for developing others
- Develop the next generation of agency leaders



DEVELOP TALENT AND LEADERS



- Ensures we are capable, adaptable, and mission-ready, and strengthens the talent and leadership pipeline
- Reinforces a culture of accountability and continuous improvement
- Improves communication and decisionmaking processes
- Creates a trusted and high performing culture where employees feel respected and supported
- Provides career growth opportunities and supports professional development goals

SELF-AWARE AND SELF-CORRECTING

At the NRC, we take ownership of our performance. We identify issues early, speak up, and act to correct them. Trust, openness, and accountability ensure we continuously improve and deliver on our mission.

At the highest-performing organizations, excellence is not defined by the absence of problems. It is defined by how quickly and effectively problems are recognized, understood, and addressed. A self-aware and self-correcting organization does not wait to be told where it falls short. It actively seeks out gaps, challenges assumptions, and continuously improves.

WE IDENTIFY ISSUES EARLY, SPEAK UP, AND ACT TO CORRECT THEM.

For the NRC, this behavior is essential to maintaining public trust and ensuring safety remains our North Star. Our work is complex, high-stakes, and constantly evolving. We must cultivate a culture where every individual, regardless of role, has ownership of our performance and is empowered to speak up, question assumptions, and improve outcomes. This commitment is reinforced through processes that foster trust, encourage differing views, and ensure concerns are heard and considered.

This requires more than processes. It requires mindset. Self-awareness means understanding our strengths, limitations, and biases and being honest about where we can improve. Self-correcting means acting with urgency, learning from experience, and adjusting course without defensiveness or delay.

IN THIS CULTURE

ALL NRC EMPLOYEES

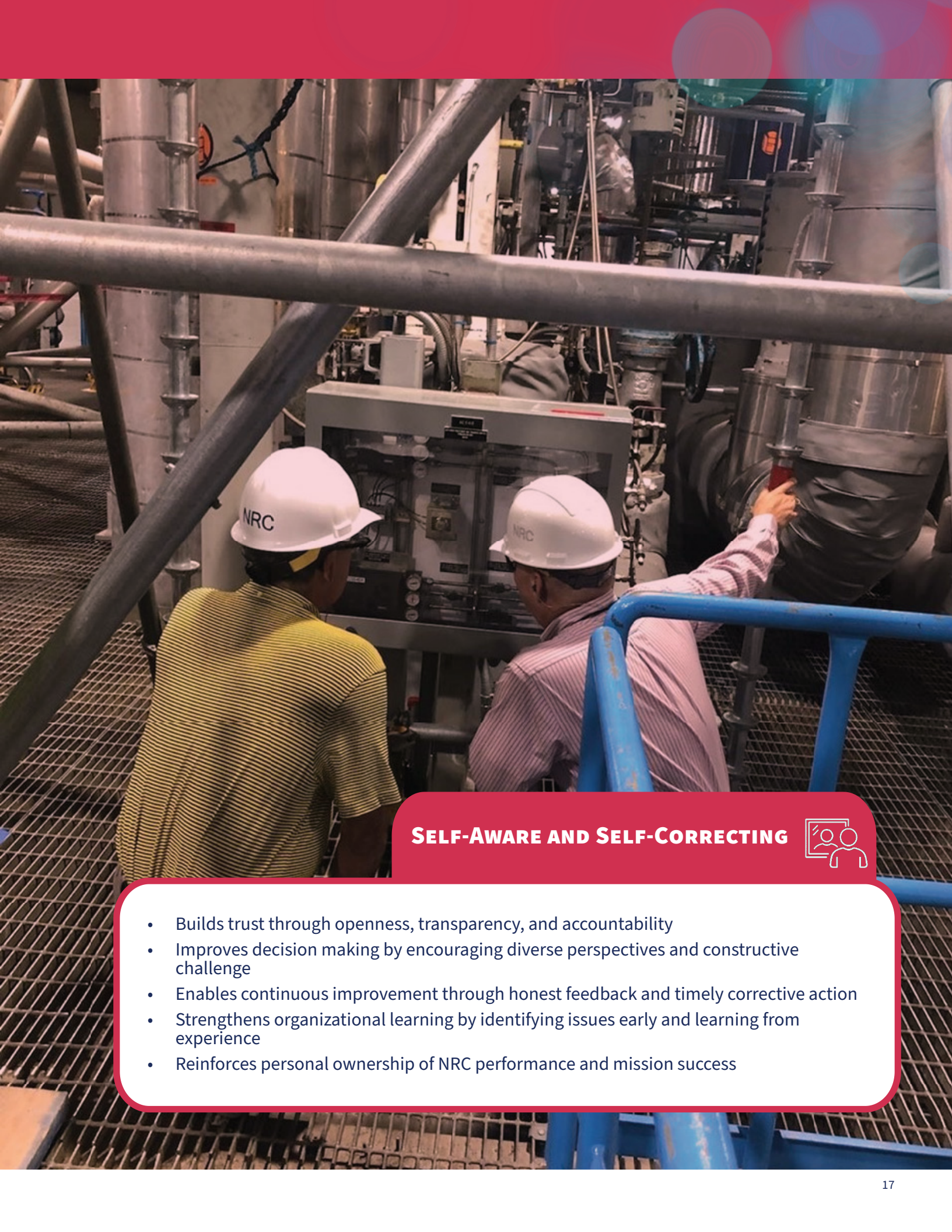
- Speak up when something is wrong and offer solutions
- Seek and give timely, honest feedback
- Welcome constructive feedback and remain open to differing perspectives
- Take ownership of identifying and resolving issues in a timely manner

SUPERVISORS

- Carefully consider what is on our plate before adding more
- Measure performance and lead adjustments where needed
- Create an environment where employees feel safe raising concerns and offering differing views
- Build trust through openness, transparency, and follow-through

EXECUTIVES

- Foster a culture of reflection, continuous improvement, and proactive correction
- Encourage constructive challenge and diverse perspectives in decision making
- Reinforce accountability while modeling openness to feedback and continuous improvement



SELF-AWARE AND SELF-CORRECTING



- Builds trust through openness, transparency, and accountability
- Improves decision making by encouraging diverse perspectives and constructive challenge
- Enables continuous improvement through honest feedback and timely corrective action
- Strengthens organizational learning by identifying issues early and learning from experience
- Reinforces personal ownership of NRC performance and mission success

CONTINUOUS LEARNING

To be successful in today's fast-paced environment, we must innovate how we deliver the mission. By continually benchmarking, self-assessing, and learning from both successes and missteps, we ensure that we can meet the mission now and in the future.

We practice continuous learning by being curious and open to new ways of achieving

BY CONTINUALLY BENCHMARKING, SELF-ASSESSING, AND LEARNING FROM BOTH SUCCESSES AND MISSTEPS, WE ENSURE THAT WE CAN MEET THE MISSION NOW AND IN THE FUTURE.

the mission, and prioritizing individual and institutional learning. This practice includes dedicating time and effort to both formal and informal methods of training, mentoring, and coaching. Individual growth helps us be more efficient and capable in our current position and prepares us for promotions and leadership opportunities. By building new skills, and refining existing ones, we will be more productive, motivated, and confident.

We share knowledge, apply lessons learned, and adopt proven practices to continuously improve our performance and effectiveness. Working together as one NRC, we can build on each other's ideas and devise creative solutions to regulatory challenges. By evolving and learning new ways to accomplish our work, NRC will serve the public better, and more effectively meet national priorities.

IN THIS CULTURE

ALL NRC EMPLOYEES

- Identify and share knowledge and best practices
- Lean into yes on innovations
- Embrace modern technology to simplify and improve how we work
- Seek meaningful training opportunities
- Be open to new insights and explore better ways to meet the mission
- Use learnings to adapt, adjust, and improve processes/practices

SUPERVISORS

- Anticipate challenges and pivot when needed
- Self-assess, course correct, and move the organization forward
- Build staff proficiency and coach adherence to NRC strategic goals and expectations

EXECUTIVES

- Ensure that the 'why' behind changes captures lessons learned
- Model, encourage, and enable self-learning
- Give on-the-spot coaching, and hold individual corrective conversations when needed
- Identify opportunities for agency learning and lead necessary change



CONTINUOUS LEARNING



- Promotes individual growth
- Empowers staff to find new ways to deliver the mission
- Contributes to a team environment
- Enables us to adapt to change Faster
- Meet the mission more effectively, with speed

TALENT AND TEAM DEVELOPMENT



Understanding ourselves and the people we work with is essential to building a collaborative, high performing environment. When individuals understand their own strengths, the capabilities available within their teams, and the varied ways people contribute, they can engage more effectively and support each other's success. This greater awareness enables leaders and employees to collaborate more efficiently, adapt to challenges, and work together to achieve organizational goals. To support this awareness, the agency leverages several tools designed to help leaders and staff better understand team strengths and dynamics.

Talent PROFILES



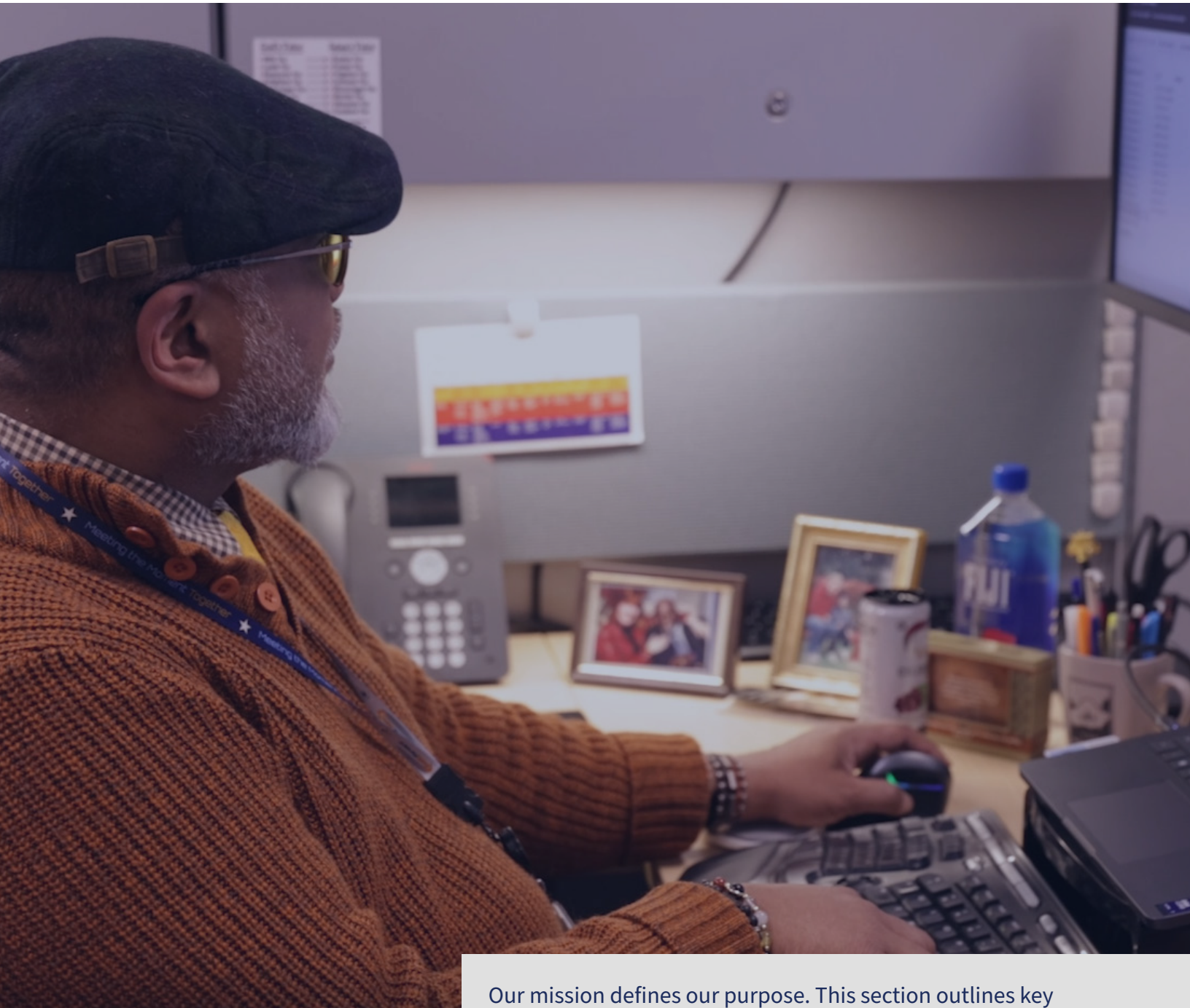
The NRC's Talent Profile tool was created to help leaders identify the skills and abilities of all agency employees. The Talent Profile provides employees with a modern, internal platform to showcase their professional experience, education, key accomplishments, qualifications, and career interests. Supervisors can use these profiles to learn about new team members and to understand their skillsets. Often described as our internal "baseball card," the Talent Profile is a resource that will help managers and staff alike as we align talent, mission needs, and organizational priorities.

Self ASSESSMENTS



The agency uses workplace and leadership assessments to help NRC employees and leaders better understand individual work styles, communication preferences, and team dynamics. These tools enhance self awareness, strengthen communication, improve collaboration, and support leadership development across the organization. Insights from these assessments enable teams to work more effectively together, navigate change with greater confidence, and build a stronger, more connected workplace.

MISSION DELIVERY



Our mission defines our purpose. This section outlines key guidance for each of us in conducting our work to support the mission.

MISSION STATEMENT

IMPLEMENTATION GUIDANCE



The agency has developed Mission Statement Implementation Guidance to serve as a compass to understanding the mission statement and how we meet it. It includes a description of the NRC's mission statement, practical examples of successful outcomes consistent with the mission statement, and a series of appendices that contain descriptive, action-oriented statements to guide staff behaviors and performance. This guidance applies to all of us, as we each play an important and specific role in contributing to the mission.

Learn More:



<https://bit.ly/NRC-Mission>

EFFECTIVE

COMMUNICATIONS

The NRC is committed to maintaining effective communication and regulatory efficiency with licensees, applicants, and vendors. Office of the Executive Director for Operations procedure P0235, "Driving Regulatory Decisions Through More Effective Communications," dated July 2, 2025, (ADAMS Accession #ML25167A039), provides guidance on how to facilitate a mindset shift towards more efficient and reliable regulatory activities, enabling the safe and secure use and deployment of civilian nuclear materials for the benefit of society.

Learn More:



<https://www.nrc.gov/docs/ML2516/ML25167A039.pdf>

TOOLS FOR CONTINUOUS IMPROVEMENT



Learn More:
<https://www.nrc.gov/about-nrc/leadership-model>

This section outlines key tools to enable the NRC's commitment to continuous improvement. By embedding these tools into our daily operations and practices, we foster a culture of learning that supports effective execution, accountability, and excellence.

NRC Daily DRIVER

The NRC Daily Driver provides a simple, practical framework for how we operate each day to deliver our mission. It translates mission priorities, organizational values, and leadership expectations into clear, repeatable behaviors that guide how work gets done across the NRC. The Daily Driver also incorporates practical questions and discussion prompts that the staff and leaders can use during meetings, planning activities, and decision-making discussions to strengthen communication, improve coordination, encourage reflection, and reinforce behaviors that support mission success. Through consistent application, the Daily Driver helps create a stronger, more aligned organization focused on long-term mission success.

Business Case ANALYSIS



Conducting a business case analysis when initiating a project ensures the effective and efficient use of resources and alignment with organizational priorities. A thorough analysis can help to identify benefits, costs, risks, and alternatives, and enable informed decision-making. This proactive approach facilitates more effective planning and resource allocation, effective identification and management of risks, and transparent communication with stakeholders. A business case analysis can be especially beneficial for projects that involve significant organizational impact, process or policy changes across offices, and multiple stakeholders.

Rapid Lessons LEARNED REVIEW



A Rapid Lessons Learned Review (RLLR) evaluates the process used to achieve an outcome, whether the result was positive or negative. This reflective practice provides a structured method to address an issue; determine causes; select SMART (Specific, Measurable, Achievable, Relevant, Timely) actions; and measure results. The RLLR allows us to quickly capture and share lessons learned, facilitate rapid dissemination of insights to inform decisionmaking, and support effective mission delivery across the agency.

Agency Project **MANAGEMENT INITIATIVE**



The Agency Project Management Initiative (APMI) enhances organizational performance and accountability by uniting program management, project management, workload management, and strategic workforce planning under a single, integrated framework. The APMI enables a data-driven approach to planning, executing, and aligning agency work with mission priorities. This effort strengthens how the agency defines and manages work, ensures resources are effectively allocated based on budget and workload forecasts, and supports a sustainable and agile workforce. Beginning with program management and flowing through projects, workloads, and workforce needs, the APMI provides the structure and insight needed to make informed, strategic decisions across all levels of the agency.

Meeting **ADVOCATE**



A valuable practice is leveraging a “meeting advocate,” who plays a vital role in maintaining effective team dynamics by monitoring behaviors during meetings and offering real-time coaching when necessary. Advocates can provide valuable feedback on meeting effectiveness, such as punctuality, equitable participation, and keeping discussions on track. This role can be especially beneficial for new teams, helping reinforce organizational norms and accountability. Over time, the role can become more integrated and less formal, continuing to offer positive reinforcement of desired behaviors and interactions.

DEMONSTRATING BEHAVIORS. DELIVERING RESULTS.

Delivering the mission with excellence depends on ALL OF US, and it is achieved through the behaviors we demonstrate and the results we deliver every day. Please use this booklet in your daily work to weave these expectations, behaviors, and guidance into the fabric of our agency's culture so we can continue to meet the moment, now and in the future.



BEHAVIORS THAT GUIDE US

	All NRC Employees	Supervisors	Executives
Set Clear Long-Term Direction	• Get early alignment on how to approach work in a way that supports organizational vision and priorities • Assume positive intent • Carry forward decisions made by the decision maker • Make decisions at the lowest level possible	• Identify decision makers and roles and responsibilities • Communicate the agency's strategic direction and goals to their staff • Advance the long-term direction and agency expectations established by senior leadership by aligning organizational priorities, decisions, and actions accordingly • Inform their staff of decisions and the 'why'	• Create a shared vision of the organization's ideal state • Set the agency's strategic direction and goals • Align direct reports with the agency's strategic goals • Reinforce the NRC's Strategic Plan Goals through frequent communications • Ensure stakeholders are informed of decisions, and the 'why'
Set High Standards	• Serve the public by embracing our key role in securing the nation's energy future • Act with independence and integrity • Identify viable solutions for complex issues • Apply their best effort in all work products and decisions • Coach each other when behaviors and outcomes are not consistent with our standards	• Enable execution through measurable standards that drive results • Match level of effort with significance and expected value of the work • Provide timely and constructive feedback to reinforce and uphold our high standards	• Establish and uphold excellence as the standard to which we aspire • Create an environment where all employees are empowered to provide feedback/coaching and challenge assumptions
Develop Talent and Leaders	• Act with integrity, trust, and respect in daily interactions • Listen to understand, communicate clearly, and foster strong teamwork • Build working relationships through collaboration, follow-through, and support for colleagues • Share information transparently and create space for ideas and concerns • Seek feedback, develop strengths, and stay positive and resilient	• Are present, accessible, responsive, and open to diverse perspectives • Encourage employees to participate in decision-making processes and share the basis for decisions with all staff • Serve as mentors and tailor development to individual strengths, provide stretch assignments, and help build the leadership pipeline	• Encourage efficiency by promoting new approaches, removing barriers, and supporting risk-informed decision-making • Champion employee development, celebrate progress, and reinforce continual growth • Show enthusiasm for progress and a passion for developing others • Develop the next generation of agency leaders
Self-Aware & Self-Correcting	• Speak up when something is wrong and offer solutions • Seek and give timely, honest feedback • Welcome constructive feedback and remain open to differing perspectives • Take ownership of identifying and resolving issues in a timely manner	• Carefully consider what is on our plate before adding more • Measure performance and lead adjustments where needed • Create an environment where employees feel safe raising concerns and offering differing views • Build trust through openness, transparency, and follow-through	• Foster a culture of reflection, continuous improvement, and proactive correction • Encourage constructive challenge and diverse perspectives in decision making • Reinforce accountability while modeling openness to feedback and continuous improvement
Continuous Learning	• Identify and share knowledge and best practices • Lean into yes on innovations • Embrace modern technology to simplify and improve how we work • Seek meaningful training opportunities • Be open to new insights and explore better ways to meet the mission • Use learnings to adapt, adjust, and improve processes/practices	• Anticipate challenges and pivot when needed • Self-assess, course correct, and move the organization forward • Build staff proficiency and coach adherence to NRC strategic goals and expectations	• Ensure that the 'why' behind changes captures lessons learned • Model, encourage, and enable self-learning • Give on-the-spot coaching, and hold individual corrective conversations when needed • Identify opportunities for agency learning and lead necessary change



Demonstrating Behaviors. Delivering Results.

Together we create a culture of accountability, continuous learning, and leadership excellence that strengthens our ability to deliver the NRC mission.

