



# The NDA group **Leadership Standard**

The Leadership Standard is our 'north star' for leadership, setting clear expectations for our leaders.

# Introduction

**Our NDA group mission to clean up the UK's earliest nuclear sites is vital and long term. We want the NDA group to be a great place to work, one which is diverse and inclusive.**

Great leadership is key to creating the right environment to engage and empower our people. Our leadership goal is to help our people perform at their best and to make a meaningful contribution to delivering our mission safely and efficiently on behalf of the taxpayer.

Our One NDA approach enables us to collaborate more meaningfully across the entire people landscape, providing a group-wide focus on succession and talent, consistently addressing skills gaps and training and, where appropriate, to co-create and procure solutions to the challenges and opportunities ahead.

Yet how we work is changing, globally. Future generations of our workforce will be motivated in very different ways to those of today.

Diversity and inclusivity are driving internal workplace culture and wider societal considerations. As One NDA group, we must be responsive to those needs.

We need to be clear about what great leadership looks like for us. Our NDA group Leadership Standard, developed collaboratively across all our businesses, brings clarity to what we each expect from our leaders, no matter where we sit in the group.

It's now up to us to embed the principles of the standard into all of our people processes and ways of working.

The One NDA Leadership standard will underpin our One NDA Leadership Academy programme, which is designed to uplift and future proof our leadership capability enabling us to deliver our mission over the long term, and contribute to the priorities of the UK's Nuclear Sector Deal.

**David Peattie**  
**NDA Chief Executive**





# The NDA group

## Our mission:

The mission of the NDA group is clear and remains unchanged:

**“To clean up the UK’s earliest nuclear sites safely, securely and cost effectively with care for people and the environment”**

## Our vision:

What we do really matters. Our work to clean up the UK’s nuclear legacy is the largest, most important environmental restoration project in Europe, spanning decades.

As well as our shared mission, we now have a unifying vision to reflect our One NDA approach and the opportunities that provides:

- ▶ Delivering our mission together safely, securely and more creatively, transparently and efficiently
- ▶ Creating great places to work and taking pride in what we do
- ▶ Trusted to do more in the UK and globally



Around 16,000 people work directly for the NDA group, helping to deliver our combined mission. They make up one of the most advanced nuclear workforces in the world.

Our One NDA approach aims to capitalise on this wealth of experience and talent, harnessing the opportunities that come from the scale and breadth of our group so that we can work together more effectively and efficiently.

# Setting clear expectations

The Leadership Standard is our 'north star' for leadership, setting clear expectations for our leaders in a single document.

The Leadership Standard has been co-created with input from across all of our businesses. It has been created by the group for the group. We know that great leadership is key to creating the right environment so our people can perform at their best to deliver our mission.

The Leadership Standard exists to:

- ▶ Be our leadership ethos, and what we aspire to for all NDA businesses
- ▶ Provide clarity on what is expected from all leaders across One NDA
- ▶ Create a consistent leadership experience for everyone
- ▶ Replace all other leadership frameworks
- ▶ Be incorporated into our people processes over time

## Leadership with safety at its heart

Our role in cleaning up the UK's nuclear legacy is of national importance and reducing the inherent risks and hazards of the nuclear legacy must remain priority for all of us.

It's our duty to carry out this highly complex mission safely and efficiently, ensuring people and the environment are safeguarded at all times.

Safety is everybody's responsibility and we expect nothing but the highest standards of performance from ourselves and those we employ to do work for us. As leaders our role is to nurture a positive safety and wellbeing culture. By our own behaviours we set standards that our colleagues can see and learn from.

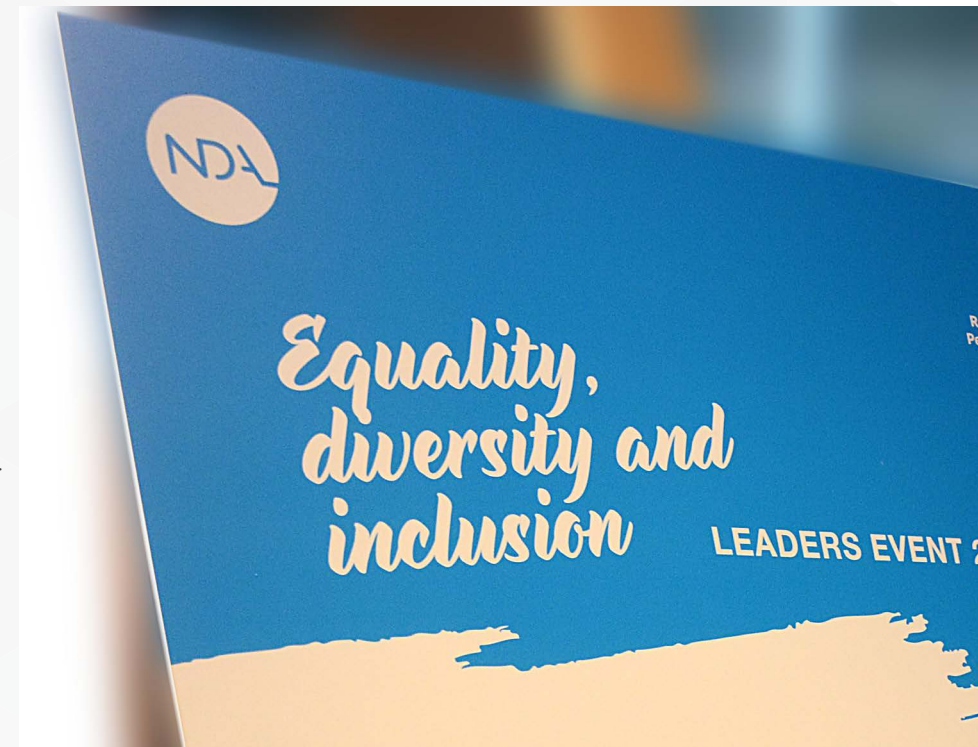
# Diversity and Inclusion

Inclusion is a 'golden thread' that runs through the One NDA philosophy and vision.

It is woven through the leadership standard reinforcing our expectations for our leaders at all levels to actively champion equality, diversity and inclusion in their businesses and role model inclusive behaviours. We are committed to developing a culture of respect and inclusion where diversity is embraced, people are encouraged to be their authentic self and thrive.

Underpinned by the One NDA approach, our leaders create environments that encourage diversity of thought and ensure that we manage diversity in our teams to enhance individual, team and business performance, ensuring our workplaces are safe, accessible and promote mental health and wellbeing.

Our leaders are visible champions of our company values and are expected to role model inclusive leadership behaviours, creating a culture and environment where diversity and inclusion is embedded in all aspects of people policies and processes in a way that promotes fairness, equality of opportunity and inclusivity.



# Focus on leadership

## The difference between leadership and management

The Leadership Standard focuses on leadership not management. There is an important difference between the two, they are both necessary competencies that add value to our business. Neither is superior or inferior to the other, they are just different. We manage projects, programmes, budgets, contracts, and processes etc., but we lead people.

The two roles are often confused and job titles don't always indicate to others the leadership responsibilities and accountabilities of our roles. We all need to lead as well as manage, and be able to flex between the two roles effectively and successfully.

The balance of leadership and management related activities is different depending on your role and levels of responsibility and seniority.

Leadership and management are often part of the same role because there is

a continual adjustment of the direction (leadership) and controlling resources to achieve that direction (management).

A well-known leadership expert describes the difference as: Leadership is About Doing the Right Thing, Management is About Doing Things Right.

In summary, leadership relates to engaging people and creating the desire in others to join and follow the direction and purpose a leader may generate.

Being a leader in our business doesn't always mean you are a line manager; leaders within One NDA influence, engage others, and deliver results without line management responsibility. Leaders can lead down, across and up – we lead colleagues, team members, and those more senior to us.

**A leader isn't a leader unless others follow, summed up in this African proverb:**

*"He who thinks he is leading and has no one following him, is only taking a walk"*





# The Leadership Standard

## Our leadership approach

Our Leadership Standard comprises four lenses of leadership:

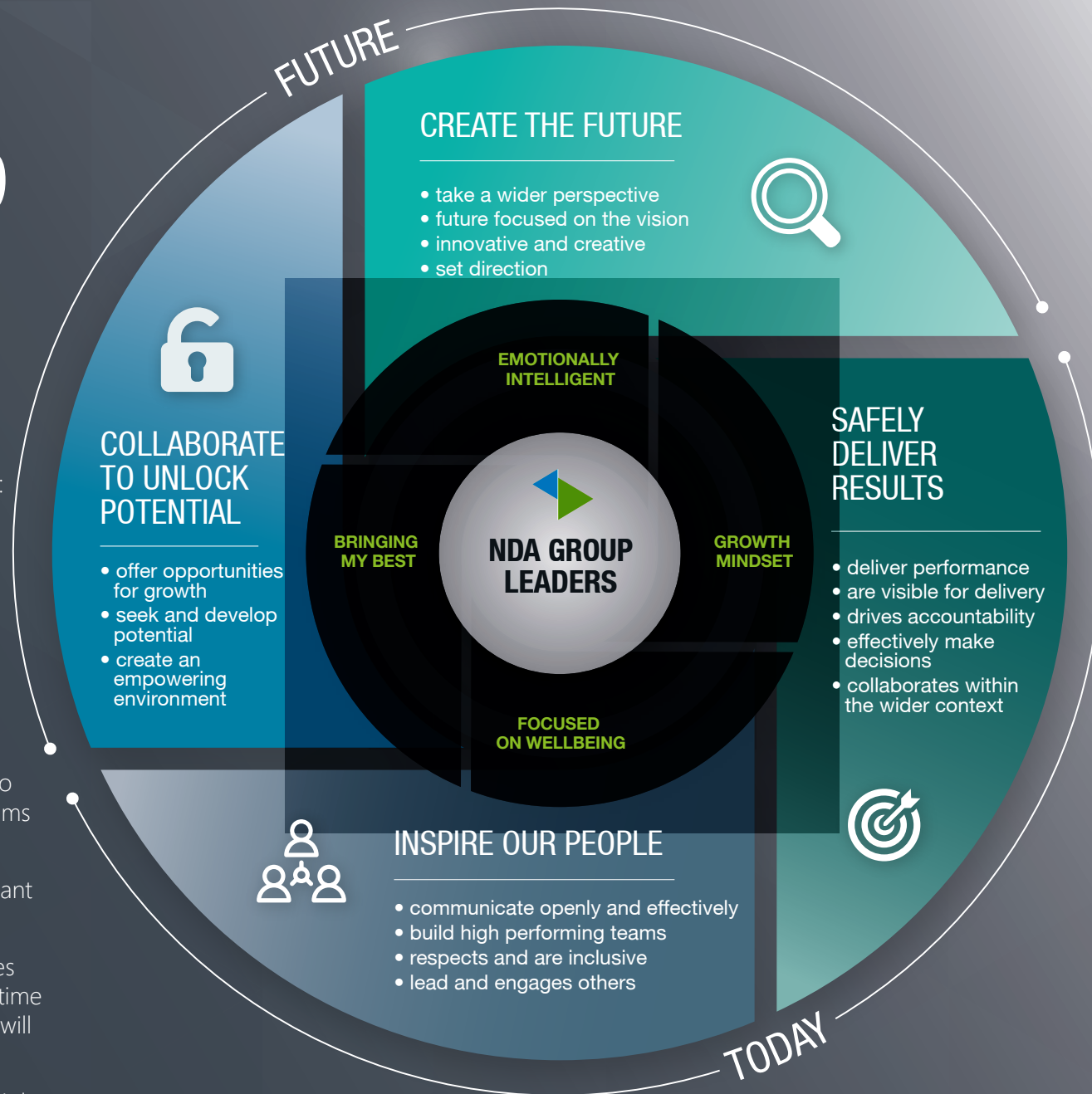
- ▶ Create the future
- ▶ Safely deliver results
- ▶ Inspire our people
- ▶ Collaborate to unlock potential

Two are focused on the future and two on the short term. This distinction is important as all leaders need to divide their time between delivering priorities and results today, whilst also focusing on future direction with the requisite people and teams in place.

Together with a core that shows the personal qualities important in a NDA group leader.

You will be a successful leader deploying the personal qualities to leading through each of these four lenses. The amount of time and effort you will spend focusing on each of the four lenses will be different depending on your role and level of seniority.

The whole framework together captures what is needed for high performance leadership in across the NDA group.



# The Leadership Standard 'core'

Our leaders are able to lead with the best of themselves. They are self-aware, pay attention to the impact they have on others, and recognise their own development needs

They honour their own well-being to maintain their energy and effectiveness in our challenging environment.





# The Leadership Standard 'lenses'

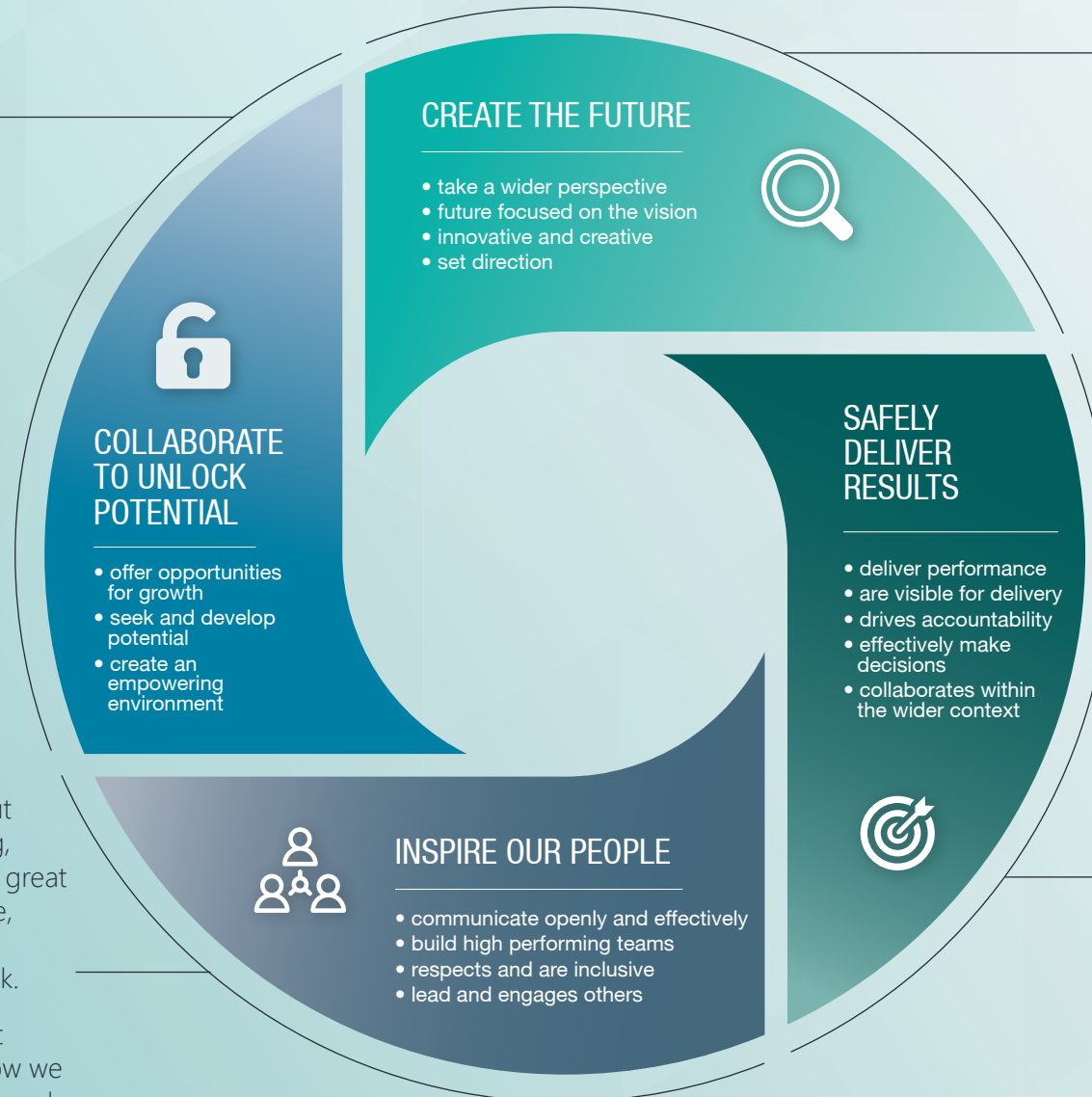
Our leaders actively look for talent in others, supporting them to unlock their potential for the future.

They manage and encourage diversity in teams and have a strong sense of fairness and equality of opportunity.

They create an inclusive environment that challenges and stimulates people to grow, develop, and contribute.

Our collaborative leaders bring out the best in people by empowering, coaching, mentoring and building great teams. They lead through example, influencing and creating trusting relationships across a wide network.

The One NDA philosophy is about people, values and behaviours; how we do things is as important as what we do.



Our leaders shape and create the future, they include the views of others and take them on the journey.

They create a clear vision of excellence and set direction for how we will be successful in delivering our mission to clear up the UK's Nuclear Legacy.

Our leaders deliver results, they get work done safely and reliably by empowering others and generating ownership.

They enable an inclusive and collaborative environment for effective and informed decision-making for better business results.



# Our leaders are: **able to lead**

At NDA our leaders are able to lead with the best of themselves. They are self-aware, pay attention to the impact they have on others, and recognise their own development needs. They honour their own well-being to maintain their energy and effectiveness in our challenging environment.

OUR LEADERS:	THEY (ARE):	APPROPRIATE BEHAVIOURS:		INAPPROPRIATE BEHAVIOURS:
		Mid-Level & First-Line Leaders	Executive & Senior Leaders (behaviours in addition to those for Mid-level and First-line leaders)	
HAVE A GROWTH MINDSET	Always learning	<ul style="list-style-type: none"> <li>Constantly strives to improve and seeks out stretching opportunities to develop and grow</li> <li>Sees set-backs as a chance to learn, takes time to reflect on experiences and experiment with new insights</li> <li>Shows humility and is willing to ask for support from anyone who can help them</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to broaden own knowledge and understanding across all business functions to enable greater personal contribution to business performance</li> <li>Able to discuss broader business considerations relevant to peer group with knowledge and appreciation</li> </ul>	<ul style="list-style-type: none"> <li>Puts tasks ahead of learning when the pressure is on</li> <li>Takes feedback personally and handles criticism badly</li> <li>Sees asking for help and support as a weakness</li> <li>Sets an approach and sticks rigidly to it</li> <li>Relies too heavily on past-experience and previous approaches</li> <li>Fails to recognise the change needed to be successful</li> <li>Sees change as a threat to their status</li> <li>Thinks that people just need to 'get on with it'</li> </ul>
	Adaptable	<ul style="list-style-type: none"> <li>Curious and willing to try new things and experiment with different approaches</li> <li>Able to change their method or approach when necessary to achieve a goal; adjusts style appropriate to the needs of the situation</li> </ul>		
	Open to change	<ul style="list-style-type: none"> <li>Responds to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives</li> <li>Understands that people may struggle with change and puts effort into supporting and aligning them with the change required</li> </ul>	<ul style="list-style-type: none"> <li>Recognises the need for and instigates change</li> <li>Is willing and able to lead in uncertain and ambiguous environments</li> </ul>	



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HAVE EMOTIONAL INTELLIGENCE	Self-aware	<ul style="list-style-type: none"> <li>Recognises their own strengths, areas for development and biases and takes accountability for them</li> <li>Understands the impact they have on others and changes their approach dependent upon the situation</li> <li>Constantly looking to improve their impact by asking for, and acting on, feedback</li> <li>Aware of their own emotional reactions and behaviours and can control or adjust their responses in challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>Aware of their own emotional reactions and behaviours and can control or adjust their responses in uncertain, volatile and politically sensitive situations</li> </ul>	<ul style="list-style-type: none"> <li>Dominates and overpowers the conversation</li> <li>Difficult to engage and approach</li> <li>Lacks emotional control and takes frustrations out on others</li> <li>Insensitive to the needs and feelings of others</li> <li>Puts little effort or energy into building longer term relationships with others</li> <li>Avoids confrontation and fails to get involved to find a resolution</li> </ul>
	Empathetic	<ul style="list-style-type: none"> <li>Sees things from others' perspectives by listening, being curious, and encouraging them to talk</li> <li>Willing to take steps to remedy a situation or rebuild a relationship.</li> <li>Puts themselves in the shoes of others to build rapport and trusting relationships</li> </ul>	<ul style="list-style-type: none"> <li>Recognises the differing viewpoints and influences of external agencies and engages their inclusion</li> </ul>	
	Socially aware	<ul style="list-style-type: none"> <li>Is sensitive to the values of diverse groups and acts appropriately to acknowledge the importance of their contribution</li> <li>Notices the impact of group dynamics and the part they play as a leader in creating and shaping those</li> <li>Facilitates interactions with other people to resolve differences in order to achieve the desired outcome</li> <li>Uses awareness of own and others' emotions to bring about successful outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Recognises and manages the social sensitivities and external influences that are present within society around this sector</li> </ul>	





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BRING THEIR BEST	Authentic	<ul style="list-style-type: none"> <li>• True to themselves when leading others, and treats people with courtesy, respect, politeness and kindness.</li> <li>• Trustworthy, does what they say they are going to do and always strives to do the right thing</li> <li>• Shows respect for diverse backgrounds, experiences, skills and knowledge in people</li> </ul>	<ul style="list-style-type: none"> <li>• Role models ethical behaviours that align with the organisation values</li> <li>• Is seen as a trusted source for advice and counsel</li> </ul>	<ul style="list-style-type: none"> <li>• Is controlling and dismissive of others</li> <li>• Sees knowledge as power and does not share all relevant information</li> <li>• Is inconsistent with their approach or messaging</li> <li>• Misrepresents situation or facts for personal gain</li> <li>• Focuses on the work and not the individual</li> <li>• Doesn't take time to talk and listen to people properly</li> <li>• Pays lip-service to our Equality, Diversity and Inclusion commitments</li> <li>• Dominates team discussions and overrules others</li> <li>• Creates an environment where people are afraid to speak up for fear of repercussions</li> </ul>
	Approachable	<ul style="list-style-type: none"> <li>• Makes people feel valued and comfortable to have an open and honest conversation</li> <li>• Shares openly and honestly information that can be disclosed whilst being trusted not to breach confidentiality</li> <li>• Makes time for people and cares about their views and feelings</li> </ul>		
	Kind & respectful	<ul style="list-style-type: none"> <li>• Takes time to learn more about the lives and ambitions of people around them and how these may impact them at work</li> <li>• Shows consideration for people, acknowledging the value that their perspective adds</li> <li>• Openly acknowledges and praises the success and achievements of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows compassion and understanding of the multiple perspectives and needs of a diverse workforce</li> </ul>	
	Build relationships	<ul style="list-style-type: none"> <li>• Has a positive presence in the team, identifies and engages the right people to involve to get things done</li> <li>• Engages with others to create meaningful, effective relationships</li> <li>• Creates a genuine, positive environment where everyone can achieve and get involved</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks to engage with our Trade Unions and wider external stakeholders to create collaborative and positive working relationships</li> <li>• Acts to include the viewpoints of external agencies and regulators appreciating their influence on the business</li> </ul>	



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FOCUSED ON WELLBEING	Resilient	<ul style="list-style-type: none"> <li>Has the energy and enthusiasm to inspire and motivate others in a challenging environment</li> <li>Aware of own emotional reactions and behaviours and able to control/adjust own responses in challenging situations</li> <li>Can ‘bounce back’ from difficult experiences</li> </ul>	<ul style="list-style-type: none"> <li>Maintains energy and focus during extended times of volatility and uncertainty</li> <li>Creates a climate of resilience across the business, in which teams and individuals manage effectively with pressure and remain optimistic and persistent, even under adversity</li> </ul>	<ul style="list-style-type: none"> <li>Avoids problems or waits for others to raise and tackle them</li> <li>Doesn’t seek help or support when struggling or facing a difficult challenge</li> <li>Gets stuck and is unable to move on from negative experiences</li> <li>Takes on too much work and burns themselves out</li> <li>Consistently sends and receives emails at anti-social hours</li> <li>Ignores the need to take the time to “catch their breath”</li> <li>Neglects their own well-being and visibly over-works</li> </ul>
	Prioritise wellbeing	<ul style="list-style-type: none"> <li>Understands the importance of personal boundaries and sets them in order to create a life balance</li> <li>Knows own sources of relaxation and renewal and how to manage personal energy effectively</li> <li>Aware of own energy and able to recognise stressors, having the confidence to say no and ‘push back’ when needed and encouraging others to do the same</li> <li>Prepared to take actions to develop, protect, maintain and improve the health and wellbeing of self, others and the team</li> <li>Ensures the working environment is accessible, safe and promotes health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Promotes and role models the importance of health and wellbeing across the business</li> <li>Is accountable for implementing and maintaining safe systems of work and best practice approaches to safeguard the health and wellbeing of all staff</li> </ul>	

## CREATE THE FUTURE

- take a wider perspective
- future focused on the vision
- innovative and creative
- set direction



# Our leaders: Create the future

At NDA our leaders shape and create the future, they include the views of others and take them on the journey. They create a clear vision of excellence and set direction for how we will be successful in our complex nuclear environment.

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TAKE A WIDER PERSPECTIVE	Understand external influences	<ul style="list-style-type: none"> <li>• Understands the business, its commercial operating and compliance environment</li> <li>• Able to evidence a thorough knowledge of overriding safety and security consideration including those of external regulatory bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the wider implications of the political, economic, social, environmental, technological and compliance context</li> </ul>	<ul style="list-style-type: none"> <li>• Insular in their knowledge and opinions</li> <li>• Unwilling to consider anything outside their own area</li> <li>• Tactical and narrow thinking</li> <li>• Only focused on immediate priorities</li> </ul>
	Business & enterprise minded	<ul style="list-style-type: none"> <li>• Uses a wide range of sources and channels to assimilate information and draw conclusions</li> <li>• Encourages collective accountability for driving change</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a clear understanding of the impact of decisions and actions on other areas of the business</li> <li>• Brings a range of diverse perspectives by applying broad thinking across the business and enterprise</li> </ul>	
	See a wider context	<ul style="list-style-type: none"> <li>• Sees connections between things and events that may impact the business in the future</li> <li>• Notices interdependencies and spots emerging patterns</li> </ul>	<ul style="list-style-type: none"> <li>• Builds networks within and outside the industry and sector</li> </ul>	



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FUTURE FOCUSED ON THE VISION	Plan for the future	<ul style="list-style-type: none"> <li>• Looks at the full lifespan of a programme or project not only focusing on the short term</li> <li>• Effectively develops plans to determine all resource requirements and future operational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies future trends and is able to translate these into organisational impacts</li> <li>• Applies strategic thinking and innovation to offer long-term future perspectives; creating plans that bridge the present and the future</li> </ul>	<ul style="list-style-type: none"> <li>• Short term focused and reactive</li> <li>• Rigidly follows processes and does not plan ahead with options</li> <li>• Fails to consider future risks and opportunities</li> <li>• Maintains the status quo and resists change</li> <li>• Always reinventing the wheel</li> <li>• Misses opportunities to use alternative approaches</li> <li>• Contributes to a culture of inaction</li> </ul>
	Understand the bigger picture	<ul style="list-style-type: none"> <li>• Recognises which opportunities and risks need to be acted upon to create the future</li> <li>• Understands the vision of how things could be but are not yet</li> <li>• Articulates the vision in a way that excites and engages the team about the future</li> </ul>	<ul style="list-style-type: none"> <li>• Considers current actions and interdependencies and plans how these will support the future mission and purpose</li> <li>• Accepts that ideas may not always be successful and acts fast to embed learning outcomes into the business</li> <li>• Actively encourages ideas from teams to inform own thinking and improve successful alignment with the vision for the business</li> </ul>	
	Curious	<ul style="list-style-type: none"> <li>• Is curious about what's going on outside their own area and the future opportunities that might create</li> <li>• Uses curiosity to foster innovative and creative approaches</li> <li>• Alert to alternatives that will turn the vision into reality</li> </ul>		

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INNOVATIVE AND CREATIVE	Create a vision	<ul style="list-style-type: none"> <li>• Incorporates innovation and new ways of working into the vision</li> <li>• Creates a compelling vision and supporting strategy that engages the team and fulfils the organisation's purpose</li> <li>• Challenges traditional ways of doing things and allow others to voice dissenting opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a compelling vision and the supporting strategies that balance the development of the organisation with maintaining excellence in nuclear safety, environmental sustainability, delivery and change</li> <li>• Understands how wider social issues and workplace future trends may impact on internal culture and business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Focuses on tactical and immediate issues without a link to the vision and strategies</li> <li>• Does not encourage or consider different perspectives or ways of working</li> <li>• Telling people what will happen without explaining why</li> <li>• Is dismissive of new ideas and will focus more on the negatives rather than the positives</li> <li>• Provides limited time to allow for creative thinking</li> <li>• Takes credit for the ideas of others</li> </ul>
	Inspire action	<ul style="list-style-type: none"> <li>• Helps people understand how their role fits and how they can best contribute to the vision</li> </ul>	<ul style="list-style-type: none"> <li>• Translates the vision into everyday language to generate enthusiasm and commitment</li> </ul>	
	Takes an innovative approach	<ul style="list-style-type: none"> <li>• Actively seeks and listens to ideas from a diverse range of people to gain broader and deeper perspectives</li> <li>• Focuses on the benefits of adopting new ways of working and change to gain buy in from others and develop best practice</li> <li>• Empowers individuals to take considered risks allowing time to be creative and learn from each other</li> </ul>	<ul style="list-style-type: none"> <li>• Sees the big picture, senses potential and pursues alternative ways of doing things</li> <li>• Encourages a culture of innovation by openly recognising and rewarding creative contributions</li> </ul>	

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SET DIRECTION	Make strategic decisions	<ul style="list-style-type: none"> <li>• Understands and applies the formal decision-making process</li> <li>• Gathers data and input from others to get a diverse range of views</li> <li>• Assesses options and considers the impact of these to make timely and informed decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the formal decision-making process and the wider impact and interdependencies</li> <li>• Make decisions that show a return on investment that will deliver value for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Over-relies on own opinions and has a limited view of wider or future issues</li> <li>• Micro-manages</li> <li>• Is inflexible to change, struggling to promote, adapt or manage resistance to it</li> </ul>
	Empower others to deliver	<ul style="list-style-type: none"> <li>• Generates the freedom for others to take action by clearly articulating expectations and outcomes</li> <li>• Involves others when making decisions that affect them</li> </ul>	<ul style="list-style-type: none"> <li>• Creates the culture and environment that provides the freedom for others to take action</li> </ul>	
	Lead and shape change	<ul style="list-style-type: none"> <li>• Outlines the size and scope of the change required and/or identifies the priorities for such change</li> <li>• Responds positively to change by clarifying priorities, adapting ways of working and describing the benefits to others</li> </ul>	<ul style="list-style-type: none"> <li>• Envisages and shapes change without always having the total picture</li> <li>• Determines who should be involved in shaping and delivering change and facilitates others to work collaboratively to achieve real change</li> </ul>	



# Our Leaders: Safely deliver results

At NDA our leaders deliver results; they get work done safely and reliably by empowering others and generating ownership. They enable an environment for effective and informed decision-making.

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		Mid–Level & First–Line Leaders	Executive & Senior Leaders (behaviours in addition to those for Mid–level and First–line leaders)	
DELIVERS PERFORMANCE	Focused on results	<ul style="list-style-type: none"> <li>Sets delivery priorities and outcomes that are aligned to our corporate objectives</li> <li>Focuses on delivering work that is high quality and best practice with and through teams, programmes and projects</li> <li>Drives and communicate progress against agreed outcomes whilst balancing safety and security</li> </ul>	<ul style="list-style-type: none"> <li>Keeps track of major, complex projects which have very long-term and changeable variables</li> </ul>	<ul style="list-style-type: none"> <li>Disorganised and easily distracted</li> <li>Fails to follow agreed processes and loses track of progress</li> <li>Creates a 'blame-culture' where people are unwilling to voice opinions and concerns</li> <li>Is overly risk-averse</li> <li>Ignores or fails to mitigate risks and create a safe working environment</li> <li>Fails to address poor performance</li> <li>Doesn't balance costs and benefits to ensure fair ROI</li> </ul>
	Safety and security minded	<ul style="list-style-type: none"> <li>Evaluates risks and stops work in unsafe conditions and empowers their teams to do the same</li> <li>Adopts a team learning approach to see how we can continuously improve in the safe and secure delivery of our work</li> </ul>	<ul style="list-style-type: none"> <li>Promotes safety and well-being as a business priority</li> <li>Is brave enough to take business risk without compromising safety</li> <li>Adopts an organisation learning approach to see how we can continuously improve in the safe and secure delivery of our work</li> </ul>	
	Efficient and effective	<ul style="list-style-type: none"> <li>Manages performance to deliver value for money through efficient and effective ways of working, balancing the resources available and capability required to deliver work safely</li> <li>Uses reporting to measure and demonstrate return on investment</li> <li>Proactively shares learning with others across and within the business, encouraging others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>Proactively shares learning with others across and within the group, encouraging others to do the same</li> </ul>	

## SAFELY DELIVER RESULTS

- deliver performance
- are visible for delivery
- drives accountability
- effectively make decisions
- collaborates within the wider context



# Our Leaders: Safely deliver results

At NDA our leaders deliver results; they get work done safely and reliably by empowering others and generating ownership. They enable an environment for effective and informed decision-making.

OUR LEADERS:	THEY (ARE):	APPROPRIATE BEHAVIOURS:		INAPPROPRIATE BEHAVIOURS:
		Mid–Level & First–Line Leaders	Executive & Senior Leaders (behaviours in addition to those for Mid–level and First–line leaders)	
ARE VISIBLE FOR DELIVERY	Lead by example	<ul style="list-style-type: none"> <li>• Role model the highest standards of professional conduct, ethics and integrity</li> <li>• Actively supports change priorities through words and actions</li> <li>• Is visible, approachable and accessible when working on site or remotely</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes and models the highest standards of professional conduct, ethics and integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Is inaccessible and available only on request</li> <li>• Is indiscreet and untrustworthy</li> <li>• Is complacent about sticking to standards and procedures</li> <li>• Doesn't keep up to date with changes in protocols and compliance standards</li> <li>• Time to review performance and learning is inadequate and not regarded as important</li> <li>• Is seen as distant and inaccessible by others</li> </ul>
	Credible	<ul style="list-style-type: none"> <li>• Understands the Nuclear Professionalism standards and lives by them</li> <li>• Always reacts to off-standard and off-target conditions or practices with immediate corrective action</li> <li>• Ensures that they know the safety, security, and compliance requirements and demonstrates this knowledge in delivery</li> <li>• Gives the team time to discuss learning to reduce likelihood of safety and security related repeat events and errors</li> <li>• Creates time for team learning to be generated and shared</li> </ul>	<ul style="list-style-type: none"> <li>• Creates time for team and organisational learning to be generated and shared widely</li> </ul>	
	Listen and engage	<ul style="list-style-type: none"> <li>• Creates an open and honest workplace where people feel able to raise issues and safety concerns</li> <li>• Actively makes the effort to go and check how people are getting on, being visible and approachable</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages an open and honest workplace where people feel able to raise safety concerns and issues</li> <li>• Creates, promotes and employs relevant techniques that will engage people across the business</li> </ul>	

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DRIVES ACCOUNTABILITY	Clear	<ul style="list-style-type: none"> <li>• Sets clear outcomes and priorities that align with functional objectives</li> <li>• Manages individual and team performance so people deliver objectives and priorities with clarity of expectations</li> <li>• Provides individuals and teams with clear roles and responsibilities so that can see the part they play in delivering success</li> <li>• Gives clear, constructive and timely feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Sets clear outcomes and priorities that align with group and business objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Sets unrealistic expectations or soft targets</li> <li>• Is confusing and inconsistent in communicating expectations and priorities</li> <li>• Micro-managing and dictating how things should be done</li> <li>• Unwilling to make a tough call or hold people to account</li> <li>• Looks for someone to blame when things go wrong</li> <li>• Shows little personal commitment to goals and abdicates responsibility</li> </ul>
	Freedom to act	<ul style="list-style-type: none"> <li>• Delegates effectively with roles and ownership of actions that align with agreed priorities</li> <li>• Enables individuals to plan, develop and make decisions on their own work against outcomes</li> <li>• Coaches and encourages the team to challenge unsafe or inappropriate behaviours and to stop and seek guidance when unexpected conditions occur</li> </ul>	<ul style="list-style-type: none"> <li>• Acknowledges and upholds duties of trust, authority and influence consistent with this level of accountability</li> </ul>	
	Personally accountable	<ul style="list-style-type: none"> <li>• Sets boundaries to avoid being pulled in a number of directions</li> <li>• Takes personal responsibility for decisions, actions and outcomes, and follows through on the commitments made</li> </ul>	<ul style="list-style-type: none"> <li>• Holds others to account for their commitments, actions and results through appropriate controls, governance and oversight</li> </ul>	

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	Decisive	<ul style="list-style-type: none"> <li>Makes informed and effective decisions based on all the information available and transparently shares that process with others so they understand why that decision was made</li> <li>Actively considers safety and security in decision making; critically assessing and balancing risks to safety alongside other considerations and commercial impact</li> </ul>	<ul style="list-style-type: none"> <li>Makes decisions during times of volatility and uncertainty</li> </ul>	
	Active problem-solvers	<ul style="list-style-type: none"> <li>Uses a range of approaches to problem solving that consider the complexity of a situation</li> <li>Seeks alternative opinions and ideas from SME's, trusted advisors, and those with a different perspective to help solve problems</li> </ul>	<ul style="list-style-type: none"> <li>Creates breakthrough opportunities from business problems with creativity and innovation</li> </ul>	
	Courageous	<ul style="list-style-type: none"> <li>Is willing to raise 'uncomfortable truths' with those more senior, as part of the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>Makes tough and courageous decisions that will impact positively on the business</li> </ul>	

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COLLABORATES WITHIN THE WIDER CONTEXT	Think laterally	<ul style="list-style-type: none"> <li>• Shares with their team how the strategic mission connects to the work that needs to be delivered</li> <li>• Recognises and adapts to the interdependencies and impact that their areas of responsibility have on other teams and functions</li> <li>• Thinks creatively and can look at problems and issues from different angles, bringing in new and innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises and adapts to the interdependencies and impact that their areas of responsibility has on wider areas and the group</li> <li>• Thinks outside the box even when this is contrary to popular opinion</li> <li>• Tracks emerging trends and actively looks at what can or must be done to prepare for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't take time to build networks and relationships</li> <li>• Has a silo-working mentality</li> <li>• Only communicates when strictly necessary</li> </ul>
	Collaborate across teams	<ul style="list-style-type: none"> <li>• Identifies opportunities for improved performance and optimised delivery through collaboration</li> <li>• Opens up co-operation and communication between teams and functions to enable effective collaboration</li> <li>• Consults with people who may have an alternative point of view</li> </ul>	<ul style="list-style-type: none"> <li>• Taps into a network of collaborative relationships with internal and external stakeholders, using informal structures to influence and get things done</li> <li>• Seeks to understand the business on a deeper level by developing empathy for stakeholders</li> </ul>	
	Communicate effectively	<ul style="list-style-type: none"> <li>• Is clear and concise about the task in hand and puts it into context for those involved</li> <li>• Communicates confidently when leading during uncertainty</li> <li>• Is open to constructive dialogue and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Adopts different styles and approaches to communicate effectively with a wide range of stakeholders</li> </ul>	

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LEAD AND ENGAGE OTHERS	Set expectations	<ul style="list-style-type: none"> <li>Clarifies expectations around personal conduct and behaviour to comply with nuclear professional standards, integrity, diversity, inclusion and ethics</li> <li>Delivers high quality performance against their own goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Uses a compelling vision to set clear goals, priorities and performance expectations for others so they know what to do and the standard to achieve</li> <li>Shows humility, encourages feedback and sets/lives high standards that they apply to self as well as others</li> </ul>	<ul style="list-style-type: none"> <li>Pays insufficient sufficient attention to how people feel about the work and what's expected of them</li> <li>Has a 'one style fits all' approach to leading others</li> <li>Enforces their own style and approach on other leaders</li> <li>Puts minimal effort into building and maintaining relationships</li> </ul>
	Engage others	<ul style="list-style-type: none"> <li>Acts as a role model that other people respect and engage with</li> <li>Adapts their leadership style in response to the experience and expertise of those they lead to bring out the best in them</li> <li>Regularly talks to individual team members to check how they are getting on, sharing business updates with them</li> </ul>	<ul style="list-style-type: none"> <li>Provides the space and leadership style through which other leaders feel free to contribute at their best</li> </ul>	
	Leaders of other leaders	<ul style="list-style-type: none"> <li>Builds collaborative relationships with peers and leaders more senior, aligning shared priorities to deliver business-wide initiatives</li> <li>Agrees mutual expectations and outcomes, acting as a sounding board to support and challenge</li> </ul>		



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RESPECT AND ARE INCLUSIVE	Value diversity	<ul style="list-style-type: none"> <li>• Willing to actively question their own biases and actively challenge unfair or unequal behaviour or practices that impact individuals and the team</li> <li>• Encourages diverse thinking to promote and nurture innovation</li> <li>• Creates a positive and inclusive working environment, showing people that they have been heard and are valued</li> <li>• Pays attention to all views within the team by showing individual interest and support for people</li> </ul>	<ul style="list-style-type: none"> <li>• Actively promotes inclusivity, equality and diversity and takes action to ensure integration into business practices</li> <li>• Acts as an advocate in support of the perspective of different groups and cultures within the business that may not otherwise be represented</li> <li>• Holds oneself and others to account questioning actions where bias or preconceived views are influencing behaviour towards others</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to 'call out' discrimination, harassment, bullying, or negative stereotyping</li> <li>• Fails to demonstrate fair and inclusive behaviours</li> <li>• Does not consider or make reasonable adjustments to ensure an accessible and healthy environment</li> <li>• Is unaware of own biases and impact on others</li> <li>• Punishes people for speaking out</li> <li>• Is unaware of different viewpoints and takes no action to obtain these</li> </ul>
	Inclusive	<ul style="list-style-type: none"> <li>• Clearly articulates the vision of the future and motivates the team to give their best</li> <li>• Creates conditions within the team for people to enter, remain and thrive</li> <li>• Provides a supportive environment where individuals can be themselves and talk about their feelings and concerns</li> <li>• Enables all team members to participate in and shape plans and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a level playing field where everyone can participate, develop and grow</li> </ul>	



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RESPECT AND ARE INCLUSIVE	Build trust	<ul style="list-style-type: none"> <li>• Delivers on promises made to others</li> <li>• Creates a safe environment in which people are encouraged to be authentic and step outside their comfort zone</li> <li>• Is transparent and honest with people providing the right balance of support and challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Will not compromise own standards of integrity, commitment and personal expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Abdicates their responsibilities and blames others when things go wrong</li> <li>• Takes credit for what others do</li> <li>• Turns a 'blind eye' to poor behaviours, only acting when a crisis arises</li> <li>• Does not challenge or question decisions they do not understand and/or agree with</li> </ul>
	Courageous	<ul style="list-style-type: none"> <li>• Shows courage and confidence in voicing their opinions in an honest and respectful manner</li> <li>• Will have difficult conversations when they are needed</li> <li>• Is willing to challenge and 'call out' poor behaviour with others</li> </ul>	<ul style="list-style-type: none"> <li>• Questions decisions, strategies and future direction and presents a coherent argument and viewpoint when challenging others</li> <li>• Is prepared to take a stance on issues where it may be highly contentious or sensitive</li> </ul>	
BUILD HIGH PERFORMING TEAMS	Ambitious	<ul style="list-style-type: none"> <li>• Sets a collective, compelling vision and direction for the team, with clear outcomes and priorities</li> <li>• Aligns team priorities to wider business goals and inspires energy to deliver</li> <li>• Understands that a motivated team is a key enabler for high performance delivery across the business</li> </ul>	<ul style="list-style-type: none"> <li>• Sets a collective, compelling vision and direction for the business and wider teams, with clear outcomes and priorities</li> <li>• Aligns the group deliverables to wider business goals and inspires collective momentum</li> </ul>	<ul style="list-style-type: none"> <li>• Pays little attention to team development</li> <li>• Is reactive to current demands and short-term priorities only</li> <li>• Creates division in the team by favouritism and treating people unfairly</li> </ul>



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BUILD HIGH PERFORMING TEAMS	Collaborative	<ul style="list-style-type: none"> <li>• Uses networks of relationships to influence others outside their direct line management authority</li> <li>• Is aware of individual strengths within the team and creates an environment for success</li> <li>• Creates the conditions for everyone to do their work and bring their best in a team environment</li> <li>• Encourages diverse views, creative thinking and problem solving at an individual/team level</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires others through their personal commitment to the organisation and its success</li> </ul>	<ul style="list-style-type: none"> <li>• Does not take into consideration/dismisses individuals' opinions and viewpoints</li> <li>• Focuses only on the negatives</li> <li>• Is overtly critical without offering constructive solutions or working to resolve problems</li> <li>• Doesn't say thank you</li> <li>• Is judgemental and critical in their feedback</li> <li>• Shows little interest in what motivates individuals and how they feel about their work</li> <li>• Doesn't make the effort to coach and develop others</li> </ul>
	Inspiring	<ul style="list-style-type: none"> <li>• Inspires others through their personal commitment to the Team and its success</li> <li>• Talks with energy and commitment about the value of diversity and the work of the team</li> <li>• Recognises, shares and celebrates successes with the team and individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires others through their personal commitment to the organisation and its success</li> </ul>	
	Enable others	<ul style="list-style-type: none"> <li>• Engages with individuals to understand their strengths, motivations, capabilities and skills</li> <li>• Creates fair and equal opportunities for individuals to improve performance and develop their potential</li> <li>• Gives regular, timely, honest and constructive feedback to improve performance</li> <li>• Coaches and mentors individuals to help them grow and bring the best of themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivates the environment for all leaders to develop, grow and improve performance of self and others</li> </ul>	



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COMMUNICATE OPENLY AND EFFECTIVELY	Articulate	<ul style="list-style-type: none"> <li>Sets clear expectations for individual performance and contribution plans</li> <li>Checks understanding during discussions to ensure alignment and acceptance</li> <li>Simplifies complex information without losing the message</li> </ul>	<ul style="list-style-type: none"> <li>Effectively gets the right messages across to external high level stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>'Transmitting' without seeking understanding and agreement</li> <li>Over-complicating things unnecessarily</li> <li>Looking at their computer/ phone while talking</li> <li>Jumping to conclusions without exploring fully</li> <li>Unwilling to adapt/flex ways of communicating</li> <li>Only communicates when strictly necessary</li> <li>Subverts the message to suit their personal agenda</li> </ul>
	Good listener	<ul style="list-style-type: none"> <li>Gives their undivided attention when needed, listening without pre-conceived judgements</li> <li>Plays back what they've heard and asks questions to gain a deeper understanding and perspective</li> <li>Maintains connection and communication with people when remote working by using digital technology</li> </ul>		
	Motivational	<ul style="list-style-type: none"> <li>Is accessible and will make time to understand individuals and what motivates them</li> <li>Uses a flexible range of communication styles to generate interest and tell a compelling 'story'</li> </ul>	<ul style="list-style-type: none"> <li>Helps people make a clear connection between their motivators, the business goals, and how they can contribute</li> </ul>	



## INSPIRE OUR PEOPLE

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# Our Leaders: Collaborate to unlock potential

At NDA our leaders actively look for talent in others, supporting them to unlock their future potential. They create an inclusive environment that challenges and stimulates people to grow, develop, and contribute.

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		Mid-Level & First-Line Leaders	Executive & Senior Leaders (behaviours in addition to those for Mid-level and First-line leaders)	
OFFER OPPORTUNITIES FOR GROWTH	Guide development	<ul style="list-style-type: none"> <li>Provides tailored development opportunities to suit individuals and teams</li> </ul>	<ul style="list-style-type: none"> <li>Sets clear direction to enable talent development and personal growth across the business and group</li> </ul>	<ul style="list-style-type: none"> <li>Unwilling to take a group wide view on developing talent</li> <li>Holds on to talent as they do a good job where they are</li> <li>Unwilling to examine their own biases and create a more inclusive leadership style</li> <li>Doesn't take time to coach and develop their coaching skills</li> </ul>
	Advocate continuous learning	<ul style="list-style-type: none"> <li>Acts as a role model by seeking and acting upon feedback from others and creating learning opportunities to grow and develop</li> <li>Encourages a growth mind-set in others</li> </ul>	<ul style="list-style-type: none"> <li>Actively promotes a culture of organisational learning and personal development</li> <li>Is ambitious for others and willing to push them to take on challenges to develop</li> </ul>	
	Recognise potential	<ul style="list-style-type: none"> <li>Provides and encourage respectful and honest feedback conversations</li> <li>Sees the potential in others and strives to align personal growth with business needs</li> </ul>	<ul style="list-style-type: none"> <li>Recognises and values ambition, innovation and commitment and helps people play to their strengths</li> </ul>	
SEEK AND DEVELOP POTENTIAL	Seek out and attract potential	<ul style="list-style-type: none"> <li>Understands the strengths and motivations needed to thrive in their area, department, and business</li> <li>Recognises, attracts and nurtures diverse talent for the present and future</li> </ul>		
	Promote equality, diversity and inclusion	<ul style="list-style-type: none"> <li>Actively promotes equality of opportunity and ensures that diversity is respected</li> <li>Takes positive steps to embed an culture that establishes inclusivity of diversity</li> </ul>	<ul style="list-style-type: none"> <li>Creates a diverse and inclusive culture fundamental to the business, in which our people can thrive and perform at their best</li> </ul>	
	Focus on the future	<ul style="list-style-type: none"> <li>Seeks to understand and identifies the skills, knowledge and capabilities the team needs both now and in the future</li> <li>Facilitates progression and development through effective coaching and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand and identifies the skills, knowledge and capabilities the wider business needs both now and in the future</li> <li>Identify opportunities to move people around the group to provide rewarding and varied career opportunities</li> </ul>	



## COLLABORATE TO UNLOCK POTENTIAL

- offer opportunities for growth
- seek and develop potential
- create an empowering environment



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CREATE AN EMPOWERING ENVIRONMENT	Create opportunities	<ul style="list-style-type: none"> <li>• Giving individuals chances to progress by providing stretching opportunities in a safe and supportive environment</li> <li>• Encourages individuals to continually improve by seeking opportunities that challenge their comfort zone</li> </ul>	<ul style="list-style-type: none"> <li>• Provides the time and space for others to be creative and take balanced risks so that they can develop their own capabilities and explore new approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Over-stretches without adequate support</li> <li>• Has a ‘time-served’ mentality where length of service outweighs capability and potential</li> <li>• Does not make space for others to contribute or grow</li> <li>• Unwilling to share status and ‘high-profile’ exposure</li> </ul>
	Instils confidence and trust	<ul style="list-style-type: none"> <li>• Creates a safe and trusting environment where mistakes are talked about as opportunities for learning, help is requested, and freely given</li> <li>• Openly recognising and praising performance and successes of individuals and teams</li> <li>• Demonstrates through skill and style the qualities of a discrete trusted advice-giver/guide</li> </ul>		
	Generous and inclusive	<ul style="list-style-type: none"> <li>• Is generous with their time, contacts and platforms to allow others exposure to new opportunities and visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and role models authentic and inclusive leadership</li> </ul>	



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