



IAEA Leadership Blueprint



IAEA

International Atomic Energy Agency

Atoms for Peace

Introduction from the Director General

The IAEA has a noble calling: "to accelerate and enlarge the contribution of atomic energy to peace, health and prosperity throughout the world" as the Statute says. It is important that all of us constantly bear this goal in mind as we go about our daily work. We are here to provide high quality services to our Member States.

The Agency is a successful, well run organization, which is recognized for the high quality of its management. But we must not be complacent and can never slacken in our efforts to deliver, as efficiently and effectively as possible, the services Member States expect. There is always room for improvement.

I start with the premise that the Agency has excellent, technically competent and highly motivated staff. Managers should trust and motivate them to do their jobs and create an environment in which staff can thrive, fulfil the Agency's goals and achieve their own potential.

Supervisors at all levels, whether of a small unit or a large department in the Agency, have a responsibility to provide clear guidance and direction to their staff. They should create an atmosphere in which staff feel encouraged to give of their best and know that their ideas and input are valued.

Leadership is about much more than this. Ultimately, effective leaders are people who make their staff want to come to work because they convey a vision, a sense of purpose, a sense of achievement and a sense of possibility. In ways not easy to define, they unite their team around common goals and create a feeling of solidarity. Often, they also make work fun.

Supervisors at all levels should be accountable for the work carried out under their responsibility. They must demonstrate the highest integrity because lack of integrity makes both them and the Agency vulnerable. The final responsibility lies, of course, with the Director General.

It is not necessary to be born with the admirable qualities I outlined. I firmly believe that they can be acquired through hard work, a proper sense of humility, openness, a willingness to learn, flexibility and preparedness to accept changes. I welcome the effort which the Agency has put into developing effective managers over the years and look forward to building on it.

I am confident that this new edition of the IAEA Leadership Blueprint will prove a valuable instrument for creating ever more effective leaders at all levels in the Agency.

Yukio Amano

Introduction to the Blueprint

The IAEA Leadership Blueprint was created by finding excellent leadership in the Agency and exploring how it works. Excellent leaders, their staff and colleagues were interviewed to discover their attitudes, skills and how they brought the best from other people. All the information was collated into the key themes and behaviours which constitute the Blueprint. So, the Leadership Blueprint is not imported from elsewhere, but is based on the best leadership in the Agency, reflecting its skills and diversity.

The IAEA needs a leadership blueprint because it shows managers what is expected of them to be successful as leaders. All managers can use the Blueprint to assess their strengths and identify the areas where they need to develop.

The Blueprint is aspirational – no manager is likely to be excellent in all the skills and behaviours in the model, but the IAEA wants its managers to aspire to make the most of their strengths and develop continuously to become the very best leaders to deliver the Agency's objectives.

Leadership and Management

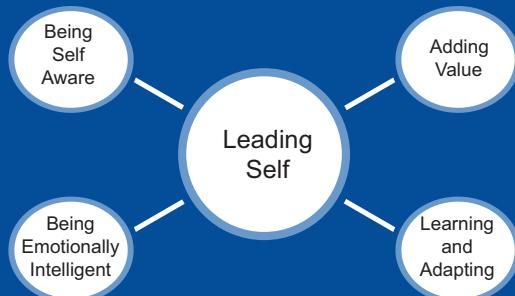
In the IAEA we need to:

| | | |
|------------------|------------|------------------|
| Innovate | and | Administer |
| Develop | and | Maintain |
| Inspire | and | Control |
| Look long term | and | Look short term |
| Ask what and why | and | Ask how and when |
| (Lead) | and | (Manage) |

IAEA Leadership Blueprint



Leading Self



Leadership starts with leading oneself. The best leaders are self aware. They recognize their strengths and use them fully; they recognize their weaknesses and try conscientiously to develop their skills, while making the most of others who possess those skills. They know how they impact on others, where they can make the best contribution and how to manage their emotions positively.



Leading Self

Being Self Aware →

Being
Self
Aware

Desirable behaviours ✓

Using Agency values:

- ✓ really understanding Agency values
- ✓ showing that I am using Agency values in making decisions and working with others
- ✓ following Agency decisions and policies

Understanding my impact on others:

- ✓ looking ahead to meetings and interactions to decide the most effective style to use
- ✓ asking for feedback on style and impact
- ✓ reading the non-verbal messages from my audience

Being positive and proactive:

- ✓ showing energy, drive and enthusiasm
- ✓ taking the initiative/making things happen

Being a role model:

- ✓ recognizing that I have a responsibility to demonstrate, all the time, the behaviours that we need in the Agency
- ✓ doing the things I want others to do
- ✓ showing trust by delegating tasks

Saying 'I don't know' confidently:

- ✓ being confident in not knowing everything
- ✓ showing confidence in self and others to find the answers

Undesirable behaviours ✗

Ignoring Agency culture:

- ✗ not attending to what is most important to the Agency and its staff
- ✗ ignoring the ethical dimension of leadership
- ✗ undermining decisions and policies

Using a single style:

- ✗ using the same approach in every situation
- ✗ dismissing feedback
- ✗ ignoring cues from others to change my style

Ignoring my power as a leader:

- ✗ communicating my feelings and thoughts without considering their impact on others
- ✗ allowing my frustrations or concerns to affect morale or performance

Behaving without considering the impact of my leadership:

- ✗ behaving in the way I want rather than in the way that is needed
- ✗ providing a poor example for others to follow
- ✗ holding onto tasks that others should be completing

Pretending to know everything:

- ✗ believing I am the expert
- ✗ dismissing new or different ideas



Leading Self Adding Value →



Desirable behaviours ✓

Knowing how I add value in my role:

- ✓ recognizing my particular skills and strengths, e.g. innovative thinking, influencing, etc.
- ✓ using them deliberately to complement the skills of people around me

Having no room for ego:

- ✓ recognizing that the Agency's objectives are more important than my own
- ✓ deferring to the skills, knowledge or experience which others may have

Managing my time:

- ✓ prioritizing my time on key tasks
- ✓ knowing when to intervene, to say 'yes' and 'no'
- ✓ planning my diary so that I am available to key stakeholders

Undesirable behaviours ✗

Continuing in the usual way:

- ✗ behaving without awareness or reflection
- ✗ not using the full range of skills that others possess

Pursuing a personal agenda:

- ✗ aiming to enhance personal reputation or power at the Agency's expense
- ✗ ignoring the resources of people around me

Failing to provide a service to others:

- ✗ failing to prioritize
- ✗ interfering, micro-managing, taking on too much
- ✗ not being available to key stakeholders

Leading Self

Learning and Adapting →

Learning
and
Adapting

Desirable behaviours ✓

Learning:

- ✓ checking with others what went well, what could go better
- ✓ openly taking ideas from colleagues and applying best practice

Adapting behaviour:

- ✓ learning from experience which behaviours suit certain people and situations
- ✓ consciously adapting style

Challenging my own thinking:

- ✓ inviting others to challenge assumptions and ideas
- ✓ always exploring different approaches

Continuous learning:

- ✓ improving knowledge and skills in management and leadership, e.g. reflecting, reading, attending courses/conferences

Undesirable behaviours ✗

Continuing in the usual way:

- ✗ believing I have got it right or I am too old to learn
- ✗ dismissing others' ideas
- ✗ ignoring opportunities to learn, e.g. at project completion

Ignoring evidence about my style:

- ✗ continuing to behave in the same way rather than learning new approaches

Directing:

- ✗ assuming I have all the answers and know the best way to proceed
- ✗ closing down discussion/dismissing new or different ideas

Knowing everything:

- ✗ believing I know enough
- ✗ believing that management and leadership are not important





Leading Self

Being Emotionally Intelligent →

Desirable behaviours ✓

Understanding my feelings:

- ✓ paying attention to how I am feeling about people or situations and how to manage my feelings
- ✓ paying attention to how others are feeling

Dealing with difficult situations:

- ✓ tackling complex or challenging situations, e.g. cross-department issues, poor performance

Decision making:

- ✓ taking decisions even in difficult circumstances
- ✓ making decisions on the basis of best information available
- ✓ sticking with decisions, especially when under pressure, and being flexible when circumstances change

Undesirable behaviours ✗

Not paying attention to my feelings:

- ✗ disregarding the impact of my feelings
- ✗ allowing my feelings to hijack my behaviour

Avoiding or procrastinating:

- ✗ putting off taking action

Failing to decide or follow through decisions:

- ✗ finding reasons to avoid making decisions
- ✗ missing critical deadlines or opportunities through a need to know everything
- ✗ re-visiting decisions, except when new factors require it

Leading through Relationships



Everything we do as leaders is conducted through relationships with other people. We need to build effective working relationships with other leaders, staff, colleagues and external stakeholders. The best leaders learn to adapt their natural style and choose the best way of relating to people in their context.



Leading through Relationships

Positive Attitude →

Positive
Attitude

Desirable behaviours ✓

Inspiring others:

- ✓ inspiring staff to perform to the best of their ability
- ✓ giving people the opportunity to shine, e.g. chairing meetings
- ✓ backing up staff and accepting responsibility and accountability

Focusing on the positive qualities of staff:

- ✓ reinforcing good behaviours and best practice
- ✓ coaching staff to transfer relevant skills to problem areas

Recognizing and appreciating:

- ✓ giving full recognition for people's efforts and achievements
- ✓ celebrating publicly when Agency objectives are met
- ✓ passing on recognition to bosses and to other staff
- ✓ saying sorry when things go wrong

Undesirable behaviours X

Holding on to authority:

- ✗ expecting staff to motivate themselves
- ✗ retaining control over all team activities
- ✗ allowing blame culture to develop

Looking for mistakes and weaknesses:

- ✗ missing opportunities to reinforce what I want
- ✗ over emphasizing the significance of weaknesses

Ignoring efforts:

- ✗ missing opportunities to boost team morale
- ✗ not promoting staff's success
- ✗ implying ownership of staff's work inadvertently or for personal gain
- ✗ failing to be humble and acknowledging that we all make mistakes



Leading through Relationships

Influencing →



Desirable behaviours ✓

Persuading:

- ✓ ensuring that our aim is always to meet the Agency's objectives
- ✓ reaching out and including stakeholders' point of view
- ✓ looking for the common ground and finding win-win solutions

Empathising:

- ✓ understanding other people's needs, goals and motivations
- ✓ demonstrating that understanding is a means of collaborating effectively
- ✓ using questions as a means of drawing out views, options and solutions

Undesirable behaviours ✗

Getting my own way:

- ✗ focusing on my own agenda
- ✗ relying on a narrow range of opinions; failing to bring along interested parties
- ✓ wanting to win the arguments

Missing what is important to others:

- ✗ failing to understand where they are coming from
- ✗ showing a lack of respect for other peoples' point of view; failing to find common ground
- ✗ proving that I am 'right'; generating a narrower range of options

Leading through Relationships

Customers ➔

Desirable behaviours ✓

Building relationships:

- ✓ understanding the needs, wishes and expectations of customers
- ✓ establishing a rapport
- ✓ forming close working relationships

Keeping customers in play:

- ✓ using a range of approaches including consulting them, showing how much they are valued and having informal contact

Adapting style:

- ✓ choosing deliberately the behaviours and approach most appropriate to the situation

Undesirable behaviours ✗

Ignoring the interpersonal side:

- ✗ focusing just on tackling the task in hand
- ✗ failing to attend to interpersonal and cultural needs
- ✗ keeping a distance

Attending to own agenda:

- ✗ failing to understand that people are important, that relationships need to be maintained

One size fits all:

- ✗ treating all people and situations the same way without preparing my approach



Leading through Relationships

Leading Individuals →

Individually

Desirable behaviours ✓

Confronting issues:

- ✓ taking responsibility
- ✓ tackling performance issues or personality clashes

Delegating:

- ✓ providing clear guidance and expectations
- ✓ providing coaching support as needed to develop skills
- ✓ trusting staff to get on with the task without interfering

Getting to know people:

- ✓ showing care for people
- ✓ finding out what is important to them personally, professionally and culturally
- ✓ taking every opportunity to develop staff
- ✓ listening actively to staff

Undesirable behaviours X

Avoiding taking action:

- ✗ being passive and failing to assert responsibility
- ✗ allowing bad situations to continue or deteriorate

Holding on to tasks or abandoning staff:

- ✗ failing to make clear what is needed
- ✗ getting my own way rather than developing; not providing support
- ✗ micro-managing

Not building relationships:

- ✗ treating people as secondary to the task
- ✗ not paying attention to peoples' motivators and values
- ✗ missing opportunities to coach, give feedback and encourage
- ✗ pursuing my own agenda; not valuing other ideas or concerns



Leading through Relationships

Teams →

Teams

Desirable behaviours ✓

Providing clarity:

- ✓ knowing where the team is heading and what success looks like
- ✓ being clear about team tasks, objectives, roles, responsibilities and accountabilities

Providing leadership:

- ✓ trusting and empowering staff
- ✓ creating flexible teams (matrix-based)
- ✓ acting as advocate for my team

Including staff:

- ✓ seeking staff participation and contributions to decisions
- ✓ holding regular staff meetings to inform and consult
- ✓ valuing staff by consulting and involving them

Building team culture:

- ✓ creating a culture where the skills and strengths of all staff are used and the team delivers
- ✓ enabling team members to get to know each other and to learn how to work effectively together

Undesirable behaviours ✗

Lacking direction:

- ✗ leaving the team to make sense for themselves about how they contribute to objectives
- ✗ making assumptions that roles and responsibilities are understood

Working autonomously:

- ✗ interfering in work
- ✗ keeping teams too rigid
- ✗ failing to stand by the team

Taking decisions in isolation:

- ✗ missing out on the creativity of staff
- ✗ failing to transmit information which binds people to the Agency
- ✗ conveying the feeling that staff's views are not valued

Focusing exclusively on tasks:

- ✗ attending to the tasks ('what') at the exclusion of people, processes and culture ('how')
- ✗ discouraging or not taking part in activities designed to build a sense of a team



Leading through Relationships

Communication →

Communication

Desirable behaviours ✓

Giving constructive feedback:

- ✓ being honest about performance
- ✓ giving feedback automatically, naturally, every day, as part of the culture
- ✓ 'catching people being good'

Communicating in different ways:

- ✓ using a range of communication media – face to face, visual, verbal, telling stories, etc.
- ✓ choosing the best ways to communicate to leaders, staff and colleagues
- ✓ using the communication skills of people around me

Being accessible:

- ✓ having an open door
- ✓ making myself available to support my staff
- ✓ making the effort to be visible to my staff

Communicating difficult messages:

- ✓ taking responsibility for giving bad news or tough decisions

Undesirable behaviours X

Giving:

- ✗ avoiding addressing performance issues
- ✗ giving feedback only occasionally
- ✗ being critical, focusing on weaknesses, rather than reinforcing strengths

One size fits all:

- ✗ communicating the same way with everyone
- ✗ treating all people and situations the same way without preparing the best approach
- ✗ missing out on the skills in the team

Staying in my office:

- ✗ focusing on tasks and not prioritizing leadership
- ✗ being too busy to support staff when needed
- ✗ being remote to junior members of staff

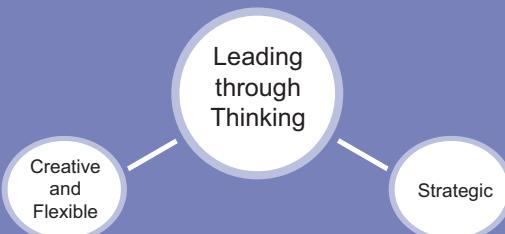
Delegating bad news:

- ✗ giving a manager my job of delivering a difficult message

within the utility but independent of the specific organization being assessed, carries out the evaluation. Viewed from the broad company perspective or outside of the utility, this is regarded as a self-assessment process.



Leading through Thinking



A key role we play as leaders is to encourage others to make the most of their intellectual resources. At times, we need to think differently about issues – to approach them from a new angle, to challenge the conventional way of doing things. Excellent leaders welcome new thinking and develop the techniques to develop creativity and flexibility in others.



Leading through Thinking

Creative and Flexible →

Creative
and
Flexible

Desirable behaviours ✓

Being flexible in my thinking:

- ✓ adapting to a changing world; being ready to change course

Generating new thinking:

- ✓ being open minded to new thinking, ideas, options and solutions
- ✓ exploring ways of finding creative solutions within myself and my team

Running solution finding sessions:

- ✓ using tools and techniques which help people to share knowledge and ideas, and ways forward for tackling issues

Undesirable behaviours X

Thinking within the same mental models:

- X resisting possible changes

Using the same approaches all the time:

- X being habitual and staying within my comfort zone
- X fearing where exploration might lead

Being sceptical:

- X resisting techniques brought in from other disciplines



Leading through Thinking

Strategic →



Desirable behaviours ✓

Grasping complex situations:

- ✓ tolerating ambiguity and allowing strategy to emerge
- ✓ understanding the complexities of a situation and identifying the most important issues
- ✓ taking action on the most important issues

Identifying assumptions:

- ✓ challenging assumptions about stakeholders and ways of doing things with other leaders, colleagues and staff
- ✓ using tools and techniques to develop strategic thinking

Gathering information:

- ✓ seeking information and evidence from a range of sources to inform thinking
- ✓ being curious and having an open mind

Undesirable behaviours X

Over-simplifying complex situations:

- X trying to cope with complexity by over-simplifying issues
- X tackling parts of the issue as though they stand alone
- X being paralysed by complexity

Operating within existing mindsets:

- X taking assumptions for granted
- X trying to solve problems rather than thinking strategically

Using a narrow database:

- X closing off new or different information
- X making my mind up too soon

Leading through Delivery



All the activity of the Agency should be geared to delivering its objectives. Great leaders provide the vision to their staff that aligns all their work behind these objectives. Such leaders make difficult decisions and collaborate with colleagues to make the most of the Agency's resources. They are clear about what the customers need and continuously attend to learning and quality.



Leading through Delivery

Giving Direction →

Giving
Direction

Desirable behaviours ✓

Giving direction:

- ✓ communicating the goals and vision of the Agency
- ✓ getting buy in to the vision
- ✓ aligning individuals, teams, plans and activities behind corporate goals

Being corporate:

- ✓ supporting other parts of the Agency to achieve corporate goals
- ✓ implementing corporate decisions, even when I disagree

Providing 'in front' leadership:

- ✓ taking the lead, being visible, making things happen and inspiring staff to follow me

Undesirable behaviours ✗

Taking a local view:

- ✗ focusing on my own area without thinking Agency-wide
- ✗ failing to engage staff in corporate goals
- ✗ failing to enable staff to see the value of what they are doing in achieving Agency goals

Being selfish:

- ✗ missing the bigger picture
- ✗ rubbishing colleagues and decisions without regard to its impact

Being passive:

- ✗ ignoring my power to inspire, enhance motivation and facilitate collaboration



Leading through Delivery

Focusing on the Customer →



Desirable behaviours ✓

Tuning in to needs of customers:

- ✓ understanding the political realities
- ✓ understanding the needs of all customers and especially the Member States

Delivering the product:

- ✓ delivering coherent solutions
- ✓ producing the products that the customer wants
- ✓ committing myself and my team to achieve and make a difference for Member States

Undesirable behaviours ✗

Focusing on other matters:

- ✗ failing to understand the context
- ✗ misreading what might be needed

Delivering what we want to deliver:

- ✗ providing piecemeal solutions
- ✗ not aligning all activities to meeting what the customer wants

Leading through Delivery

Joining Up →

Desirable behaviours ✓

Making the most of the Agency's resources:

- ✓ cutting across silos
- ✓ collaborating
- ✓ managing overlaps and exploiting synergies across Divisions and Departments
- ✓ always looking for ways to optimize resources
- ✓ joining up activity across the Agency
- ✓ overcoming jealousies and competitiveness

Undesirable behaviours ✗

Keeping resources local:

- ✗ keeping knowledge and activity only within my team
- ✗ not looking for collaboration
- ✗ holding on to resources needed by others





Leading through Delivery

Making Decisions →

Making
Decisions

Desirable behaviours ✓

Making decisions:

- ✓ assessing and managing risks
- ✓ daring to make decisions
- ✓ involving people, but resisting over-consensus
- ✓ standing by decisions and making myself accountable
- ✓ accepting that mistakes will be made and helping people to learn from them

Undesirable behaviours ✗

Avoiding making decisions:

- ✗ over-analysing
- ✗ being fearful of making mistakes
- ✗ taking too long to decide
- ✗ passing the buck
- ✗ allowing a blame culture to develop

Leading through Delivery

Improving Continuously →

Improving
Continuously

Desirable behaviours ✓

Improving:

- ✓ seeking best practice everywhere
- ✓ applying best practice
- ✓ learning from elsewhere in the Agency through working on cross-cutting issues

Demanding high standards:

- ✓ being clear what I expect from my staff
- ✓ reinforcing high quality work
- ✓ knowing when things can be 'good enough'
- ✓ not accepting low quality work and working with staff to improve performance

Improving skills and knowledge:

- ✓ ensuring that staff are trained and equipped to do their job well

Undesirable behaviours X

Staying the same:

- X thinking that I have nothing to learn
- X promoting a task culture rather than a learning culture
- X protecting my knowledge rather than sharing

Assuming that excellence just happens:

- X giving ambiguous instructions
- X focusing on weaknesses rather than building on the best
- X insisting that everything has to be to the same standard
- X allowing poor performance to continue

Focusing on tasks:

- X prioritizing things other than staff development and training



Leadership Values ✓

Professional

This means that I am:

- ✓ rigorous
- ✓ organized
- ✓ credible: knowledgeable and technically competent
- ✓ accountable
- ✓ learning continuously
- ✓ strategic and looking ahead
- ✓ tough and determined in tackling global issues
- ✓ proud and humble

and have:

- ✓ high standards but no blame
- ✓ a reputation for quality
- ✓ integrity

Collegial

This means that I:

- ✓ co-operate and don't compete
- ✓ want to share and collaborate
- ✓ show solidarity with colleagues
- ✓ are open and transparent

Respectful

This means that I:

- ✓ treat others as adults
- ✓ trust
- ✓ acknowledge the roles and responsibilities of others
- ✓ show dignity
- ✓ show fairness
- ✓ deliver on promises
- ✓ honour confidentiality