

COACHING TO ENHANCE PERFORMANCE®

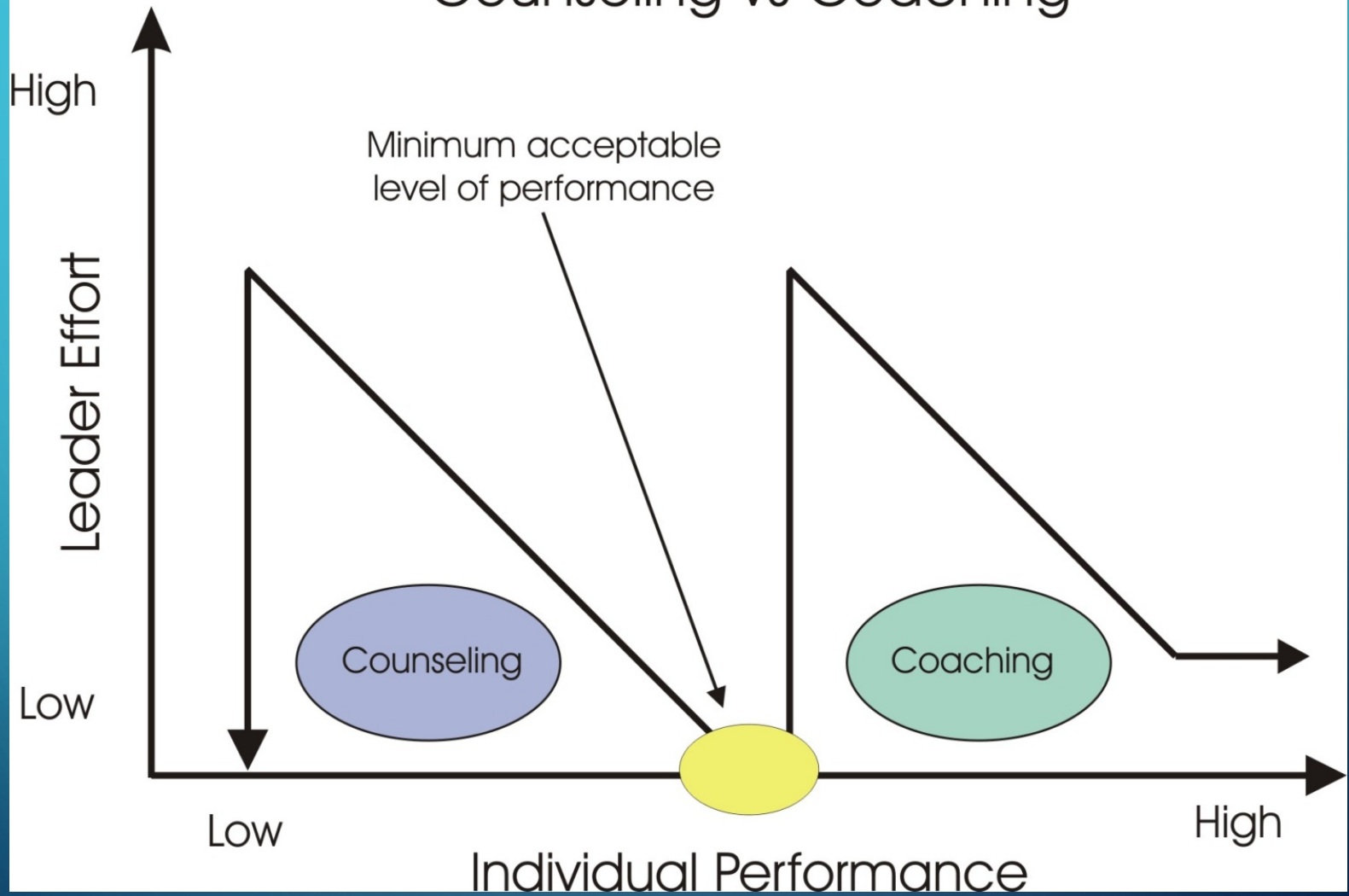
REY GONZALEZ



COACHING



Counseling vs Coaching





WHAT MAKES AN EFFECTIVE OBSERVATION?

**WHAT ARE THE TYPES OF BEHAVIORS WE
WANT TO SEE AT YOUR SITE(S)?**

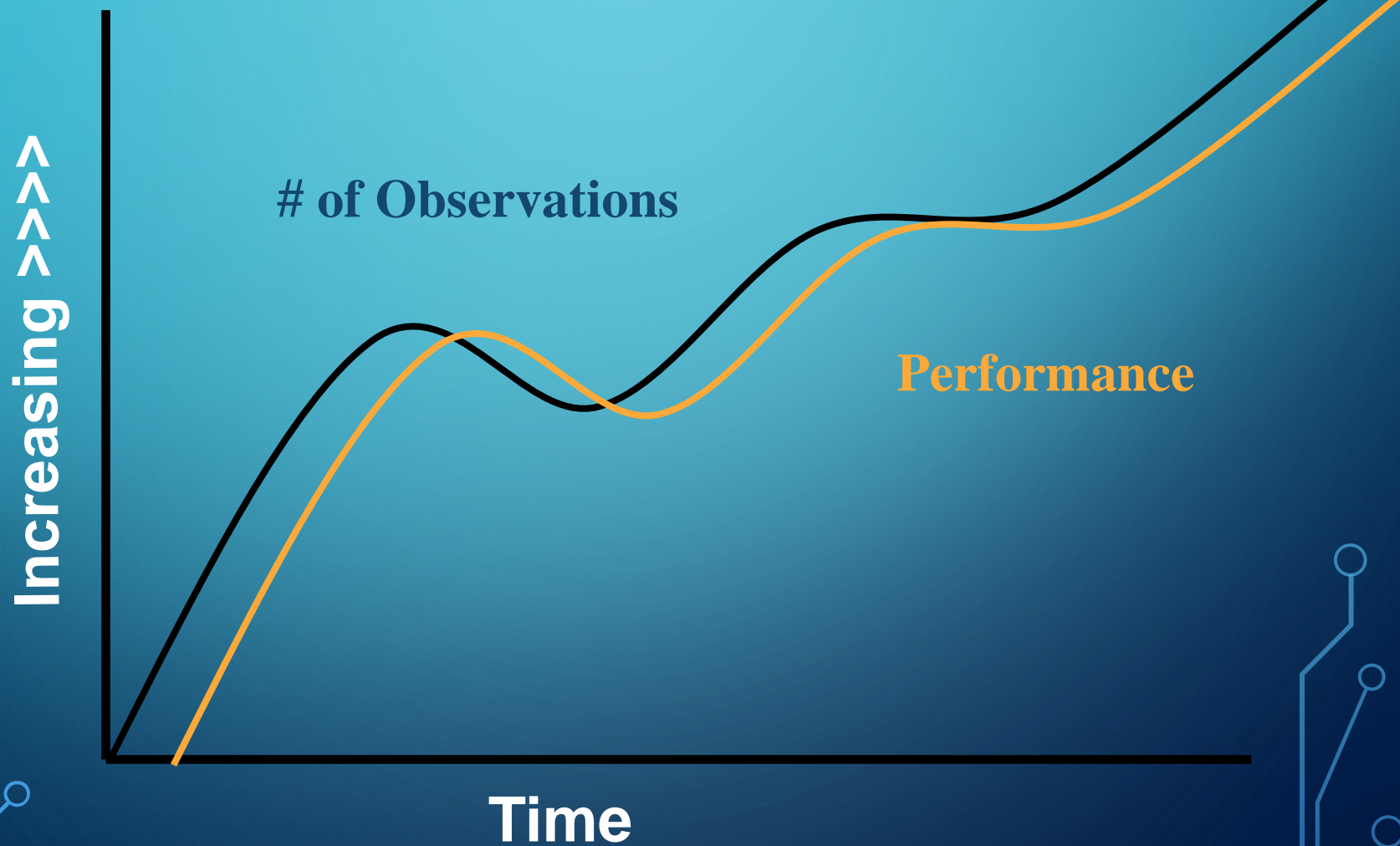
WHY DO WE PERFORM OBSERVATIONS?

**WHAT IS NEEDED TO PERFORM AN
OBSERVATION?**

WHAT ARE CURRENT GAPS IN PERFORMANCE?



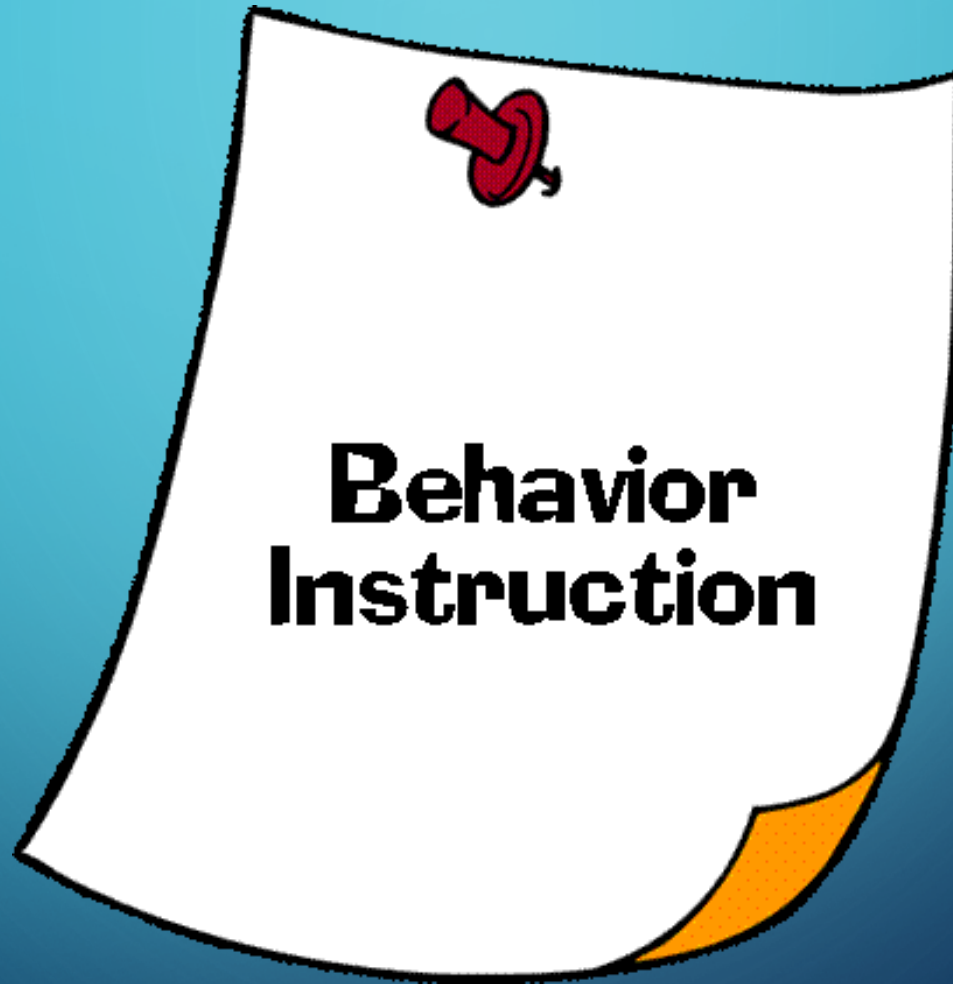
OBSERVATIONS VS PERFORMANCE



TRAINING WITH COACHING AND TRAINING WITHOUT COACHING COMPARISON



What Influences Behaviors?

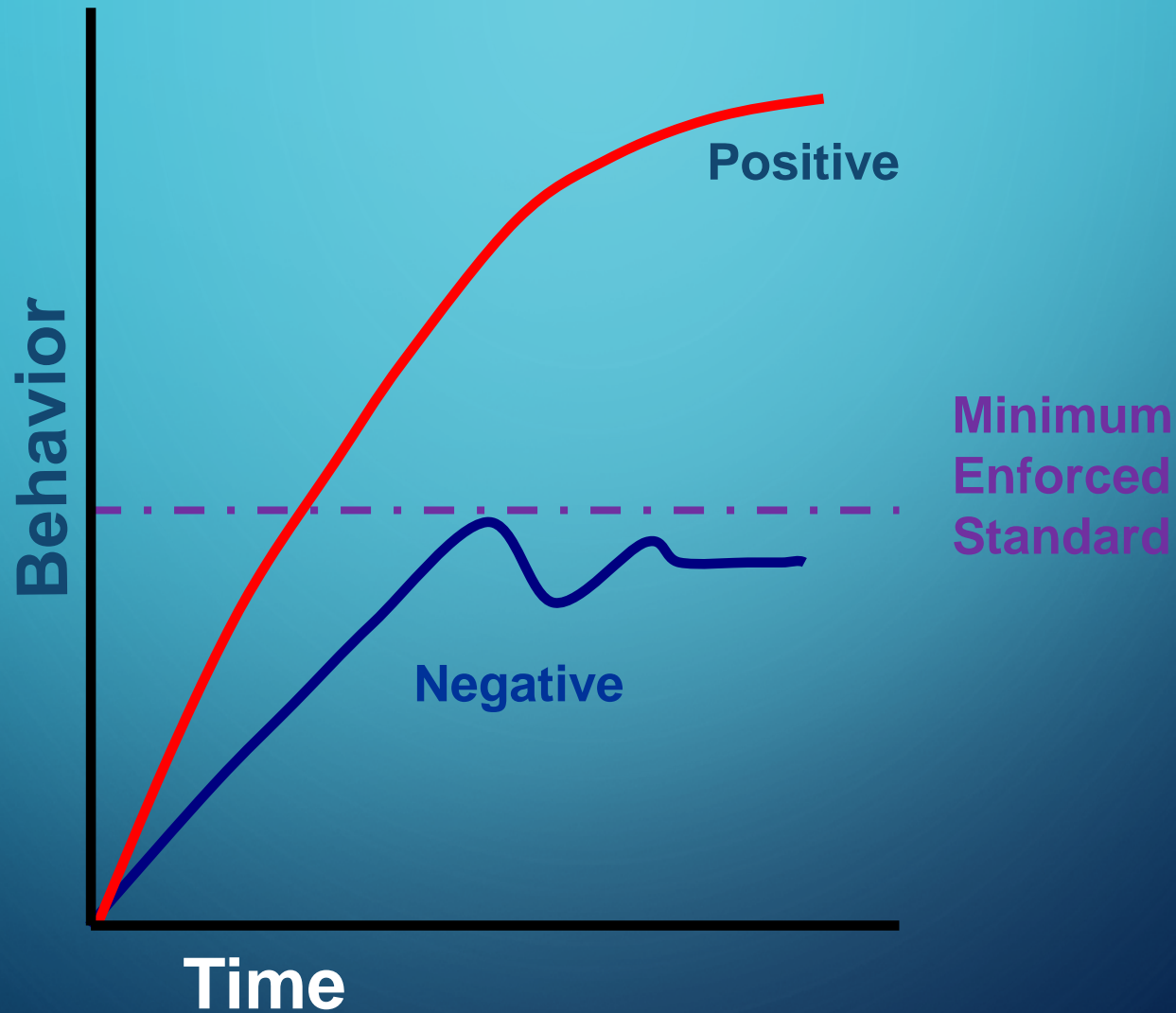


The Results Pyramid



The Results Pyramid from the book, "Change the Culture, Change the Game," by Roger Connors and Tom Smith (copyright: 1999 and 2011).

DISCRETIONARY EFFORT



COACHING ON-THE-SPOT

HANDLING NEGATIVE REACTIONS

POSSIBLE REACTIONS

- ▶ **“Thank you”**
- ▶ **Fake Agreement**
- ▶ **Defensiveness**
- ▶ **“Yes, but...”**
- ▶ **Ignoring/ Passivity/ Silence**
- ▶ **No Authority**
- ▶ **Anger**

A MODEL FOR ENGAGEMENT

- ❖ Positive Reinforcement
- ❖ Continuous Improvement
- ❖ Correcting Behavior
- ❖ Summary & Agreement

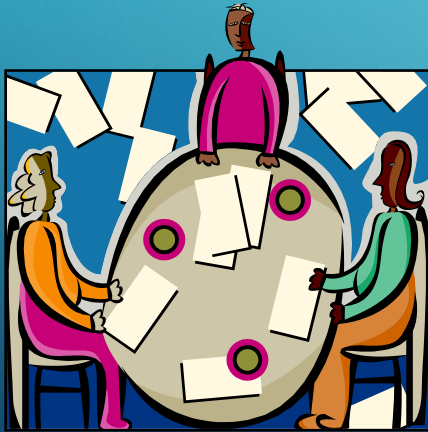


DEBRIEFING PROCESS

8-STEPS



CREATING A LEARNING ENVIRONMENT



PRACTICAL TRAINING

2 – 4 hour sessions in the work environment



PANEL PERCEPTIONS

- AEP - DC Cook Nuclear Facility – CTEP & Trigger Training
- AEP – GenCo Ohio – HPI rollout, CTEP & Trigger Training
 - Bechtel PCAPP – Trigger Training
- Duke Energy – Catawba Nuclear Facility – Trigger Training

DUKE ENERGY – CATAWBA TRIGGER TRAINING

- Spent three days on-shift to assess performance
- Took assessment learnings and OE to customize training and develop Case Studies
- Delivered during OPS Requal Training

DUKE ENERGY – CATAWBA

TRIGGER TRAINING

“Operator 1 and Operator 2 were performing the initial hang for a clearance, and displayed an excellent questioning attitude. They noted that the hang checklist (which gets equipment ID from an equipment database) was written as "24 volt SSF Breaker", and the SSF Procedure and installed label was written as "24 Volt Breaker" (Visible Trigger #2). They notified a Supervisor, who was providing field oversight. The Supervisor had them stop, contacted the shift manager, who had them stand down to resolve the concern. After reviewing the standards for Procedure and Work Instruction Use and Adherence, appropriate actions were taken to ensure correct component verification before proceeding.” – Berry Foster, OPS Director

DUKE ENERGY – CATAWBA TRIGGER TRAINING

“We had very good feedback from the students (from the Shift Managers to the Admin Support team). The training is customized to suit the specific needs of your department.”

Wayne Jarman

AOM-Shift

Catawba Nuclear Station

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