

Vision

Facilitative leadership

I consider working safely and with pleasure important. To achieve this, I developed a leadership vision for EPZ. It can be expressed in just two words: **facilitative leadership**.

What I mean by this is that as managers, we must as much as possible facilitate our employees to enable them to do their work safely, effectively and with pleasure. A number of behaviours are associated with this that we must try to exhibit every day, as follows:

- **Authenticity**

Our employees will recognise our authenticity when we exhibit consistent behaviour. This includes being visible to others. This is why I often walk around, which makes me approachable and accessible. I try to be sensitive and to be honest and open at the same time.

- **Giving Responsibility**

We give our employees and teams objectives that are clear and achievable for them. This way they know what is expected of them and we can hold them accountable and/or give them feedback when they fall short of achieving these objectives. Naturally this also applies to safety-related objectives and behaviour. After all, we work for a nuclear power plant and failure to observe our responsibilities and/or rules has consequences.

- **Appreciation**

We invest time and energy in others. We do this by entering into discussion and showing sincere interest and involvement. Give others praise and compliments when they perform or exhibit desired safety and other behaviour. Put the lime-light on the employees as much as possible.

- **Empowerment**

I value the fact that, as leader, you must empower people and promote a proactive attitude. Share relevant information, challenge employees to come up with new ideas and solutions. Ask what they need to do their work even better and with greater enjoyment, and what they need to take a next step in their development.

- **Cooperation**

We initiate, stimulate and create the maximum possible conditions for organisation-wide cooperative initiatives. This way we look for opportunities to solve problems together and/or shape new ideas. Even when we have to make concessions to team and/or departmental interests. After all, in the end we all work for EPZ.

- **Courage**

This is one of the most important behaviours associated with facilitative behaviour. I realise that exhibiting facilitative behaviour requires courage. Show this courage and let us use our new initiatives and our daily contacts to help each other take positive steps in this area.

After all, no one is perfect, and that includes me. Yet, my goal is show facilitative leadership and I would like to work on this together with you all each day.

Carlo Wolters, Director

