Nuclear Business Acumen
Training for Executives

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Failure in large technology projects

Why do large technical projects fail?
15% poor technology
15% project management
20% other reasons
50% culture and communication
Simulations in industry

Simulator training for operators

Mandatory in nuclear power and aviation
Getting common in surgery, offshore oil, military, ...

Motivation:
Need to practice to handle challenging situations
Practical learning different from theory

You forget where you put your car keys,
but not how to drive...
Training in reactor simulators

What are simulators good for?

- Understanding physics: Not proven
- Handling knobs and turns: Yes
- Communication and system complexity: Indeed!
Business simulation

Why not practice challenging business situations?

Not for financial theory, but

"Turning the knobs" – try it in (almost) real life
Communication
System complexity

Solution: Nuclear Inc.!
NPP business simulation Nuclear Inc.

Participants form management teams (5-6, different background)

Strategy
- Maintain
- Replace
- Upgrade

3 periods of 3 y each, 2 reactors (K1, K2)

Regular activities
- Outages
- Development projects

Unexpected
- Fuel failure
- Greenpeace actions
- Regulator demands

Competition:
- Safety
- Profitability
- Reputation in society
- Staff competence
Knowledge retention

Average retention of learning

- Lecture: 5%
- Reading: 10%
- Audio-visual: 20%
- Demonstration: 30%
- Discussion group: 50%
- Learning by practicing: 75%
- Teaching others, immediate training: 80%
Boosting the effect of training

The four pillars of competence:
- Daily work = on-the-job-training
- Change work (project, new job)
- Mentorship (for both parties)
- Formal course

Prime success factor:
- Combine them
Contact

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