

# Nuclear Business Acumen Training for Executives

Jan Blomgren

# Failure in large technology projects

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## Why do large technical projects fail?

15 % poor technology

15 % project management

20 % other reasons

50 % culture and communication



# Simulations in industry

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## 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...*



Hudson river 2009

# Training in reactor simulators

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## What are simulators good for?

Understanding physics

Not proven

Handling knobs and turns

Yes

Communication and system complexity

Indeed!



# Business simulation

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## 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.

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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

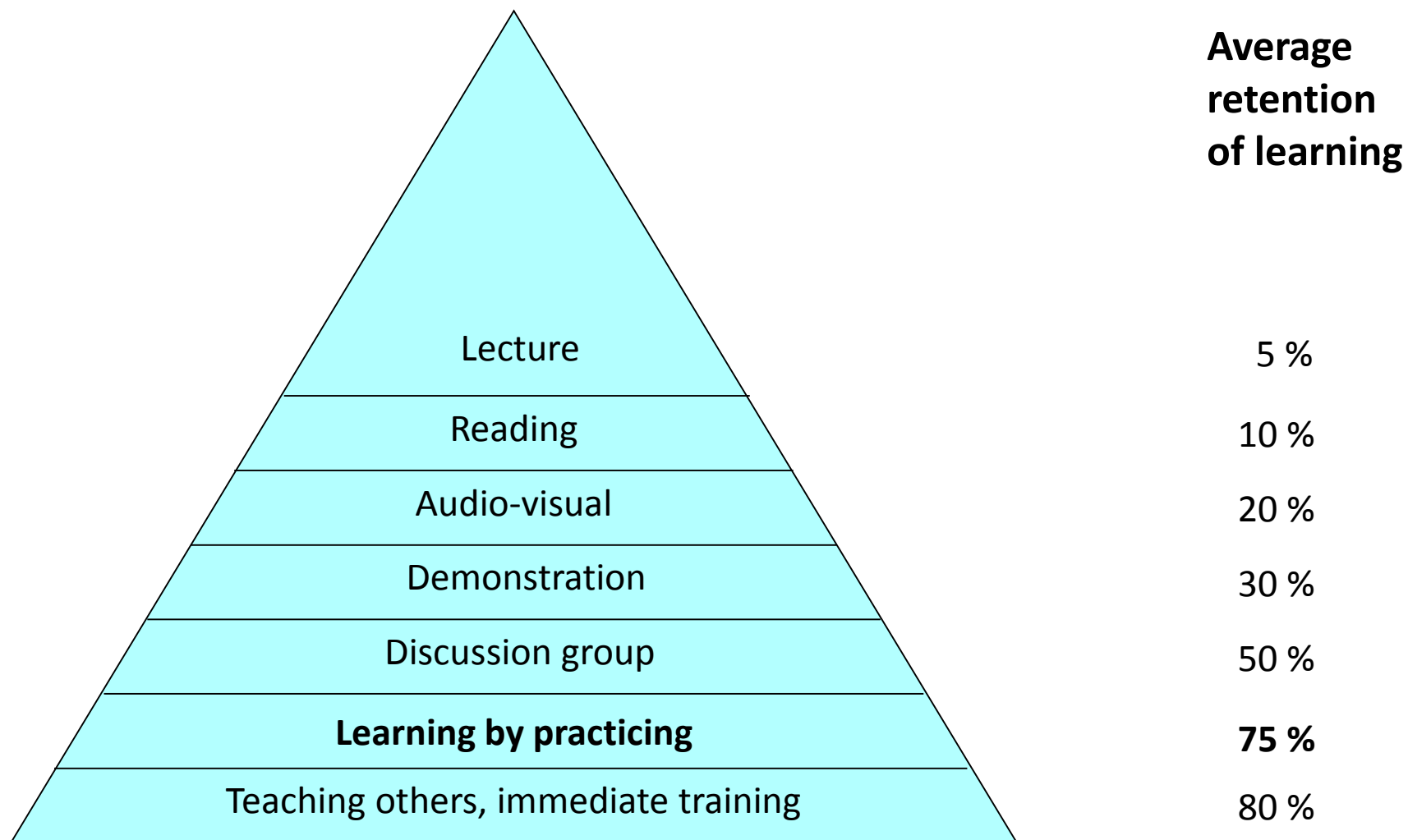


## Competition:

- Safety
- Profitability
- Reputation in society
- Staff competence

# Knowledge retention

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# Boosting the effect of training

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## 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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