



# RMEL Spring Conference

**Tim Bowman**

Director, Organizational Effectiveness

May 2019



# 25 Years Ago

1992

Young plant, highly ranked  
Overconfidence with a “directive” management style

1993

A year of reckoning - NRC Problem Plant List  
Shutdown for 1 1/2 years

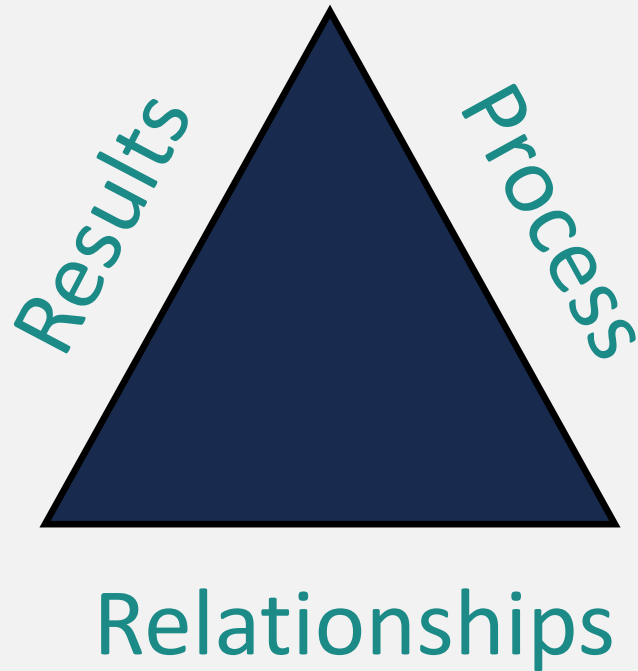
1994

Fresh start - new management team  
Introduced Facilitative Leadership Model



# Facilitative Leadership

# Dimensions of Success



*Source:  
Interaction  
Associates  
Facilitative  
Leadership  
Practice*

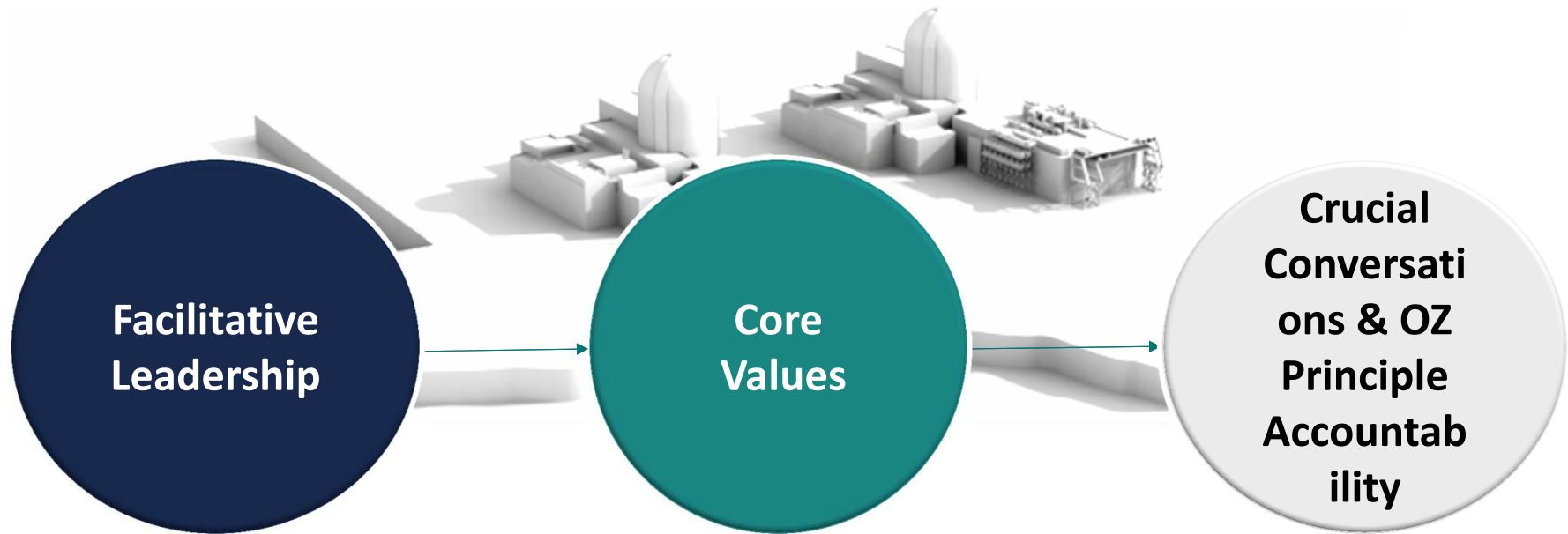
# Facilitative Leadership Embedded in the Culture

- Meeting Agenda
  - Desired Outcomes
  - Decision-Making
  - Meeting Critiques
- Plus\Delta Critiques
- Problem Solving Model
- Facilitating Agreements
- Common Vocabulary (e.g., Strategic Moment)

# Facilitative Leadership Sustained

- Meeting Facilitators
- FL Instructors are Senior and Executive Leaders
- Problem Solving Guides in Conference Rooms
- Periodic Leader Refresher Courses
- FL Helps in Standards and Expectations Handbook

# Our Culture



Culture built on foundation of collaboration with equal focus on results, processes and relationships.

# Leadership Model Challenged

1995-  
2002

**Building Credibility**

2003

**Major Equipment Failures**

2006

**Security Staff Issues**

2013

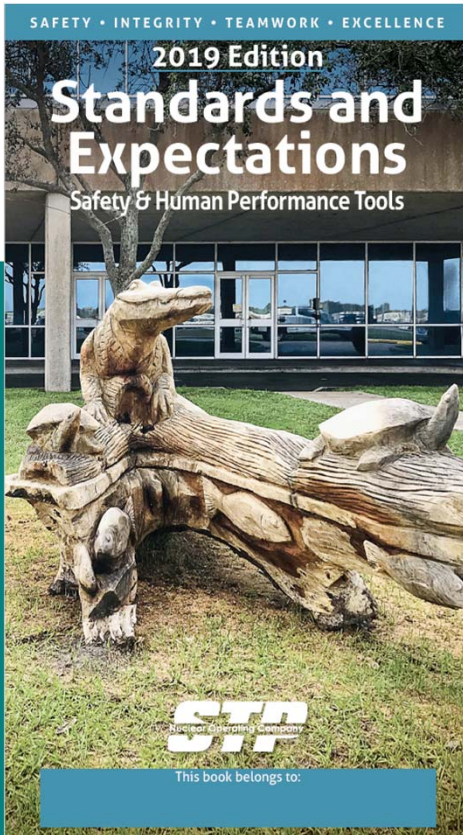
**Major Equipment Failures**

2019

**Significant Market Challenges**







## Our Mission

“Create value for our owners, employees, and communities by generating safe, reliable, and affordable electricity for the long term.”

# Questions?