

To: [REDACTED]

From: [REDACTED]

CC: [REDACTED]

Date: 2/13/03

Re: "Jumping on the Train"

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[REDACTED]

On February 6, 2003 the Shift Managers and Assistant Operations Managers met to discuss the Business Plan. We recognized that our fundamental gaps are knowledge of the Business Plan and how to behave so that we effectively translate the Business Plan and Top Quartile Goals into day-to-day station activities.

Using the accountability model, we developed a two-pronged approach to close these gaps. Our action-based strategy is to:

First, learn and execute the Level 1 action plans by:

- a) Deciding and assigning each Level 1 Action Plan to a Shift Manager
- b) Becoming a subject expert on the assigned Action Plan.
- c) Educating the team through our Leadership Meetings.
- d) Recommending Shift Manager actions to support Action Plans.
- e) Executing recommendations.
- f) Checking and adjusting against measures through our Leadership meetings.

Second, utilize the Change Management Process to effectively integrate the Shift Manager as a leader in the organization.

My personal takeaways are as follows:

As I review the past year via your presentation and through my performance partnership, I realize the obstacles that stand in my way are often of my own doing. My team and I develop quality plans and then change them at the last minute, we brainstorm great ideas but fail to implement them. I have even seen this in others and not corrected them, and have done all of these things myself and justified it. These are areas that I will personally improve upon and at the same time hold others accountable to do the same.

My personal performance has not met my goals, and I know there are many areas in which I can improve. As with many of my peers, I have struggled in the past to find

the overall strategy, the common plan, and determine my role in leading the organization towards excellence. I have not always been clear on our business plan and the actions supporting its success, and therefore have not been able to express this plan to my team nor been able to provide them with the necessary guidance to drive them and the organization towards its results. My group has remained in its silo of day to day operations and has not had a strong vision of what we need to accomplish. Without this vision and plan, we have not been able to provide real leadership to our department or the station. Through the above plan, I will be able to more effectively lead my group, provide them with the vision and plan, and encourage them to make their leadership known in the organization.

The gaps I must fill reside in my personal understanding of our business plan, the action plans to obtain its results, and finally my communication of this to my group. I must engage my team to own the performance of the station, to be drivers in implementing changes, to hold others accountable for doing what they promise, and most importantly to follow up to ensure we achieve the desired results. These results will be seen through the completion of our action plans and measurable through meeting the goals of our business plan.

Finally, I recognize that I need to obtain a better insight into my personal leadership shortcomings. I will close this gap through solicitation of input from my co-workers and superiors and build a personal plan to better myself. Last year I was unable to participate in the first week of the Power Leadership course due to the Hope Creek forced outage, and I have made contact to enroll in the course for this year.

Thank you for sharing your insights with our Operations team. I believe we are a strong team that has the capability to produce the results that you expect and that the company requires. While our past track record has been inconsistent and our results have not measured up to our potential, I know and have seen what we are capable of achieving. I am committed to our success and have made a firm decision to "Jump on the Train".