

***LearnSafe* - A stable life of change**

## PRESENTATION

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Ringhals

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HELSINGFORS APRIL 28-29, 2004

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**CONTENT**

- **Turbulence, the new power**
- **Organisational changes**
- **A reliable platform to business excellence**
- **Control of safety**
- **Walk the talk**

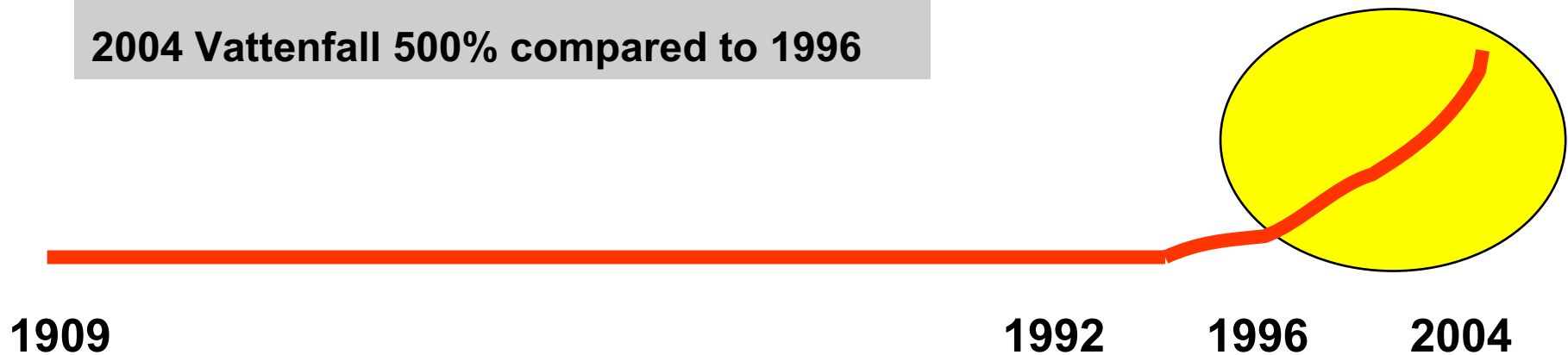
## *LearnSafe* - A stable life of change TURBULENCE, THE NEW POWER

1909 Vattenfall

1992 Vattenfall AB

1996 Deregulation of the Nordic market

2004 Vattenfall 500% compared to 1996



HYDRO POWER ERA    400KV ERA    NUCLEAR POWER ERA

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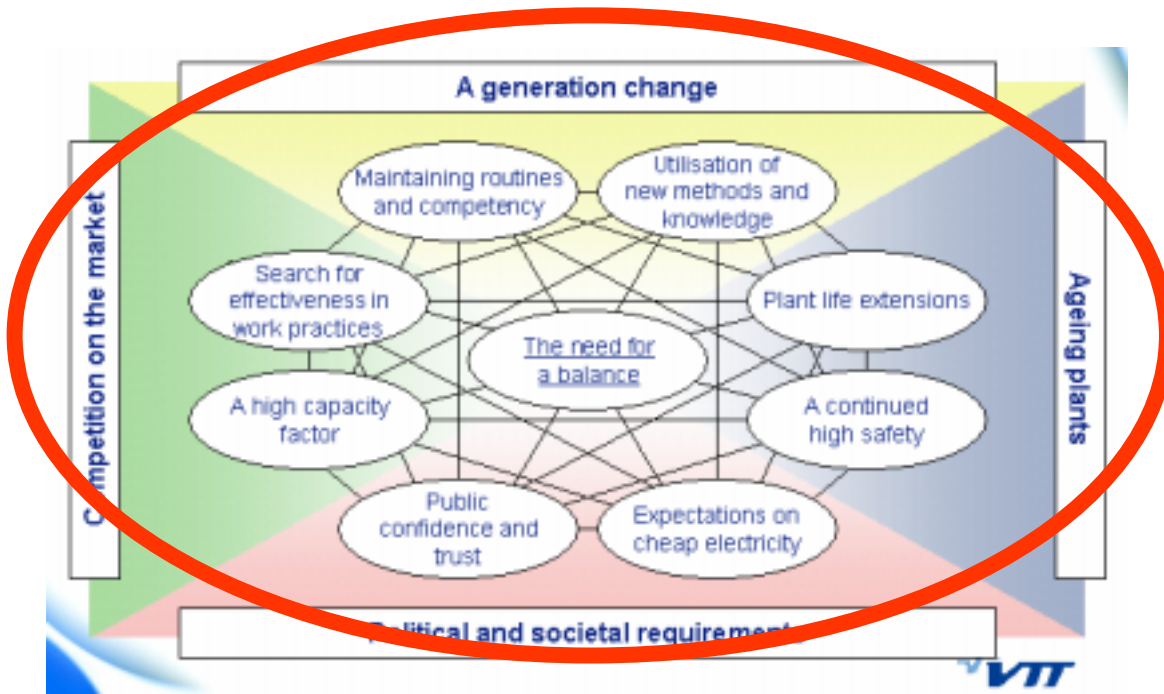
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**TURBULENCE, THE NEW POWER**

**MARKET PRICE = COST + ROI**

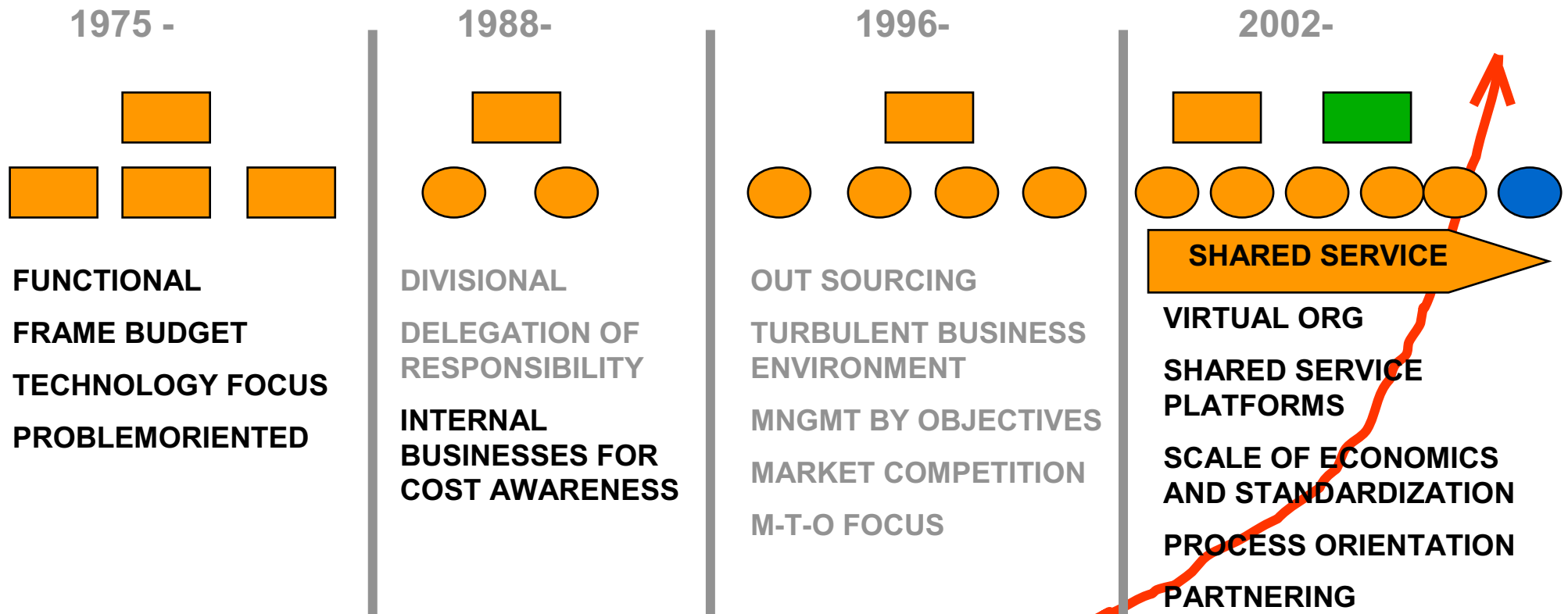
Before deregulation: **COST + ROI = CUSTOMER PRICE**

## LearnSafe - A stable life of change TURBULENCE, THE NEW POWER



- A NEW BUSINESS
- A DIFFERENT COMPANY
- EFFICIENCY REQUESTED
- MULTI FOCUS
- SHORT TERM VIEWS
- A NEW LEADERSHIP
- RAPID GROWTH
- ASSET MANAGEMENT

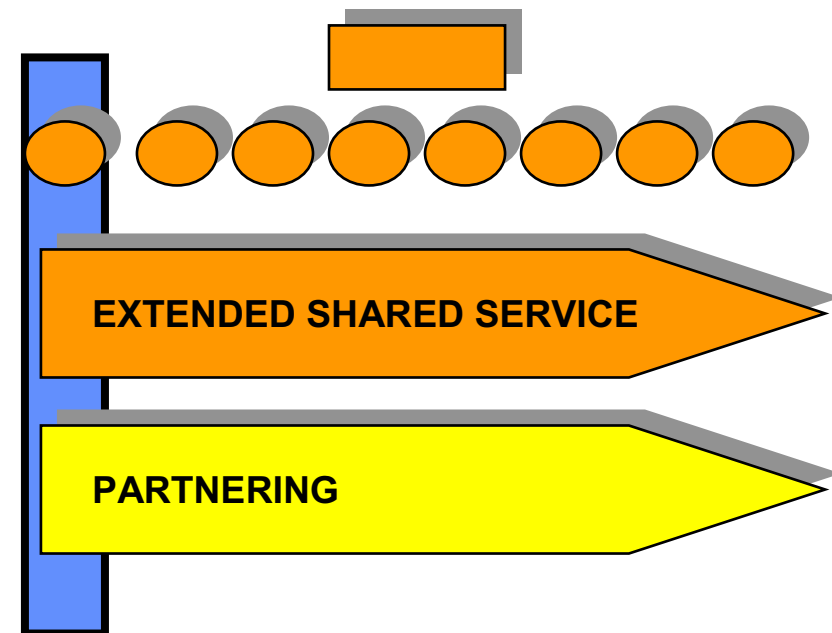
## LearnSafe - A stable life of change ORGANISATIONAL CHANGES



## *LearnSafe* - A stable life of change ORGANISATIONAL CHANGES

- SCALE OF ECONOMICS GIVING HIGHLY EFFICIENT OPERATIONS
- STANDARDIZED WORK PROCESSES , TOOLS AND MINIMIZED "HEAT LOSSES" AND QUALITY MALFUNCTIONS
- ABOVE CRITICAL MASS ON ALL CORE COMPETENCES
- STRICT DELEGATION OF RESPONSIBILITY WITH CLEAR CONTROL SPAN
- COORDINATION TOWARDS OPTIMUM
- STRICT ROUTINES ON SAFETY MANAGEMENT & OPERATIONS
- LONG TERM STRATEGIC PLANNING APPLIED FOR 2X WAVE LENGTH ( 10-12 Y)

### FORCAST MODEL



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A RELIABLE PLATFORM

REGULATIONS

INTERNAL EVENTS

DIVING PRICES

SEVERE REPAIRS

ASSET MANAGEMENT  
RESTRICTIONS

CASH FLOW DEMANDS

MARKET TURBULENCE

LOSS OF KEY COMPETENCES

ORGANISATION - PROCESSES - STRUCTURES - TOOLS

SAFETY

ENVIRONMENT

COMPETENCE  
&  
LEADERSHIP



## *LearnSafe* - A stable life of change **CONTROL OF SAFETY**

Ref: ORGANISATIONAL CONTROLLABILITY Rollenhagen/Wahlström

- **A lot of models demonstrate how safety is built into the technical systems, but.....**
- **There are far less models of how organizations should be controlled to achieve a high safety.**
- **An unsafe plant can never be economic!**

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**CONTROL OF SAFETY**

**THE PRESENCE OF SAFETY IS IDENTIFIED BY BUT NOT LIMITED TO:**

openness

trust

awareness

effectiveness

accountability

transparency

flexibility

health

**clear delegation**

**standardized processes**

**good support tools**

**well grouped competences**

**long term perspectives**

**excellent key indicators**

**safety as a mindset**

**defense in depth handling**

## **LearnSafe - A stable life of change WALK THE TALK**

Ref: ORGANISATIONAL CONTROLLABILITY Rollenhagen/Wahlström

**“ Organisational controllability boils down to the need for establishing efficient communication practices in both large and small. The communication should be open and sincere”**

**“ Organizations today have to master both complexity and uncertainty. Control of all important characteristics of an organization involves many issues that need their own specialists. The senior management have an important task to in integrating and communicating all these visions and norms of conduct”**

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**CONCLUSION**

**My intention has been to bring to you the potential dualism between a turbulent market affecting a traditional utility –Vattenfall- operating nuclear power plants with a traditional approach to safety.**

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**And also bring forward that safety and efficiency in business terms very well can be combined and even contribute to better safety and to excellent businesses from the fact that poor indicators – no matter what – normally come from the same source .**

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**CONCLUSION**

.....or the need to Learn to master a turbulent environment in a way that normalize

**“A stable life of change”**

**to benefit Safety and Stakeholders.....**