



Michael A. Balduzzi

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Turning the Tides

When I was four years old, I accompanied my mother and sister on a ship traveling to Argentina. As part of a customary celebration, when crossing the equator, the ship’s staff would call out a name, break an egg on that person’s head, and push them into the pool. I feared that my mom would be next. Knowing that she couldn’t swim, I lashed out in my biggest voice at the nearest uniformed shipmate in order to protect my mom. It worked.

With more than 3,600 direct reports, Michael A. Balduzzi not only knows the nuclear energy business, he was a primary influence behind Entergy Continuous Improvement (ECI), a company-wide philosophy based upon ways to improve how the company conducts business.

Balduzzi, senior vice president and COO of the Entergy Nuclear Northeast Regional Operations, shoulders a responsibility to ensure safe operations of the company’s nuclear fleet. “Through ECI, Entergy will change the way employees work by providing specific training and tools to help them improve work processes, destroy work that does not add value, and eliminate waste,” Balduzzi explains. Simply put, under ECI, improvements are decided by employees who actually do the work and are not driven by senior management.

Knowing the industry and the people who work for Entergy has helped Balduzzi’s region achieve the status of operational excellence for the first time in its history. Entergy delivers electricity to 2.6 million utility customers in Arkansas, Louisiana, Mississippi, and Texas. His consistent work ethic and dedication to excellence have served him well during his stint at the helm.

For the past four years, Balduzzi has commuted between his office in White Plains, New York, and his home in Westmoreland, New Hampshire. But he doesn’t consider it going beyond the call of duty. “I view my call of duty to be expansive,” he says.

“Under his people-centered leadership,” says John T. Herron, senior vice president of Entergy Nuclear Operations, says of Balduzzi, “each plant

participates broadly in many community activities in the cities in which they are located, gaining many accolades for the highest levels of employee involvement and community spirit. Mike's proven operational and technical expertise manifests itself daily in the successful operation of these plants, which are considered among the best in the country."

The demonstrative word for Balduzzi is "people centered." He founded and leads the company's annual International Food Festival that celebrates cultural diversity and helped design and establish the Pilgrim Station Diversity/Inclusion Council. The council is supported by Entergy's firm commitment to inclusion that has more than 20 employee-led Diversity and Inclusion Councils and three employee-chartered Affinity Groups.

Additionally, the company supports employee and leadership development through its career and succession-planning processes and mentoring programs that encourage informal networking opportunities to build relationships. Balduzzi says, "People are extremely important to me, regardless of whether my interactions are personal or professional."

Balduzzi reflects upon the untimely passing of his father as having a heavy impact, but he is positive that his father would be proud of his accomplishments and those of his sons. When asked what keeps him grounded, Balduzzi replied, "My love of fishing, especially when I'm accompanied by my sons and good friends."

To prepare for ongoing business challenges, Balduzzi has completed the Advanced Management Program at the Harvard Business School. He says it affords him additional knowledge in marketing, finance, and business strategy—skills that will go a long way toward supporting him in his roles at work and in the community, as he continues to set examples of leadership and a higher standard of business.

CareerFOCUS Magazine[™] and the National Eagle Leadership Institute[®] salute 2007 Eagle Award winner Michael A. Balduzzi.

Nominating Company

Entergy Nuclear

Current Position

Senior Vice President and Chief Operating Officer, Northeast Regional Operations

Professional Milestones

- Founder, Annual International Food Festival
- Thought Leader, Pilgrim Station Diversity/Inclusion Council

Community Leadership

Jordan Hospital Expansion Project, Plymouth, MA

Leadership Principle

Understand your business, but understand your people more.

Education/Training

- Bachelor of Science in Civil Engineering, State University of New York-Buffalo
- Senior Reactor Operator Licensee, US NRC
- Advanced Management Program, Harvard Business School

Birthplace

Buffalo, New York

Current Home

Westmoreland, New Hampshire

The Leadership Promise at Entergy

At Entergy, we understand that, in order to be a leader; not only in our industry but also across all businesses, we must value and embrace diversity as a strategic competitive advantage. In order to do this, we must develop and promote leadership capable of managing in a diverse environment. The U.S. population is becoming increasingly diverse, and the traditional definition of diversity—race, gender, and age—has evolved appropriately to include anything that makes us different from one another.

We must provide our current and future leaders with the skills and experiences that allow them to effectively manage this "melting pot" of ideas, races, cultures, and backgrounds. Entergy is committed to not only create and maintain, but also leverage and value the richness of a diverse leadership team and workforce so that every employee has an equal opportunity to contribute in significant ways to the effectiveness of the organization.