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Transformational Leadership

Realising the opportunities presented
by the 2020 disruption

The current reality: What will you do?

The COVID-19 pandemic has combined years' worth of transformation, transition and change into only a few months. Despite the devastating health crises, many employers and employees have seen a glimpse of the opportunity of this disruption; a potential new way of working.

Mining organisations have been on a bumpy ride that started with the **Covid-19 disruption**.

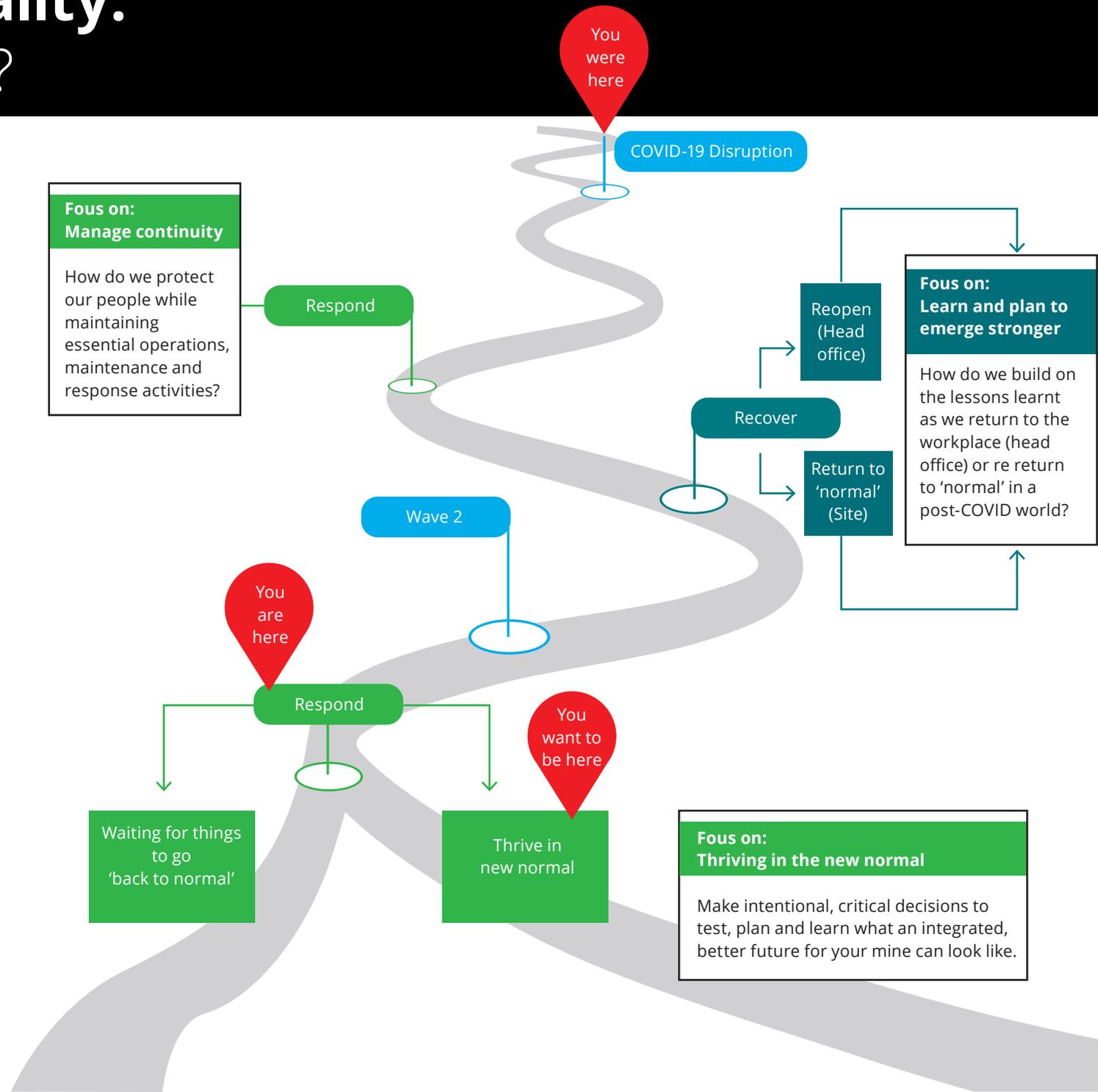
This resulted in highly regulated **responses** to manage continuity of essential operations, maintenance and response activities.

Most mining organisations started to learn from their response and plan their next move (i.e. reopening head office or returning to 'normal' for onsite work) in an attempt to retain productivity. With efforts on the way, the **second wave hit**.

This led to a pivot in thinking and planning to, yet again, **respond and survive**.

Organisations are currently at a **cross-road**. We are seeing some clients that are 'waiting out the storm' and continuing as normal to ensure their organisations stay open post the disruption. We are also seeing other clients, direct competition, grabbing the opportunities presented by this disruption to accelerate the transition into an attainable, better future for their organisation.

Clients that have used this opportunity to define what incremental change, bigger transition and/or large scale transformation means for their mining organisations, have shared **two critical lessons** that supported them on the journey to not only reboot, but accelerate into a integrated mine of the future.



Practical lesson 1:

Leading in times of uncertainty

The disruption has highlighted the ineffectiveness of leadership and their ability to 'take the lead' across mining clients, levels of leadership and location (head office and sites). Leaders are not only struggling to show the needed capabilities to effectively lead during times of uncertainty, but they also show a lack of confidence to do what they should be doing during difficult times (even if they have the capability).

The biggest challenge leaders face in navigating the shift from surviving uncertainty and disruption to thriving, is their ability to 'show-up' and lead in the agreed way. When all leaders, consistently role-model the behaviours they desire to see in the rest of their business (i.e. openness to change, resilience, imagination, empathy, decision-making), we start to see a positive shift in the culture of the organisation to adopt this 'new normal'. Leaders have recently shared the following personal lessons that assisted them in embarking on a leader-led transition;

1

A strong sense of self-awareness; what conscious and unconscious views and beliefs prevents the leader from grabbing the opportunities presented by the disruption?

2

A human approach; the disruption has shown the importance of being human, connecting regularly, and showing empathy. These characteristics are critical in this 'new world of work', so show it.

3

Understand that productivity can happen anywhere; abandon a 'line of sight' mentality to leading and understand that if the required outcomes of a job is understood by both leader and employee, productivity can happen anywhere.

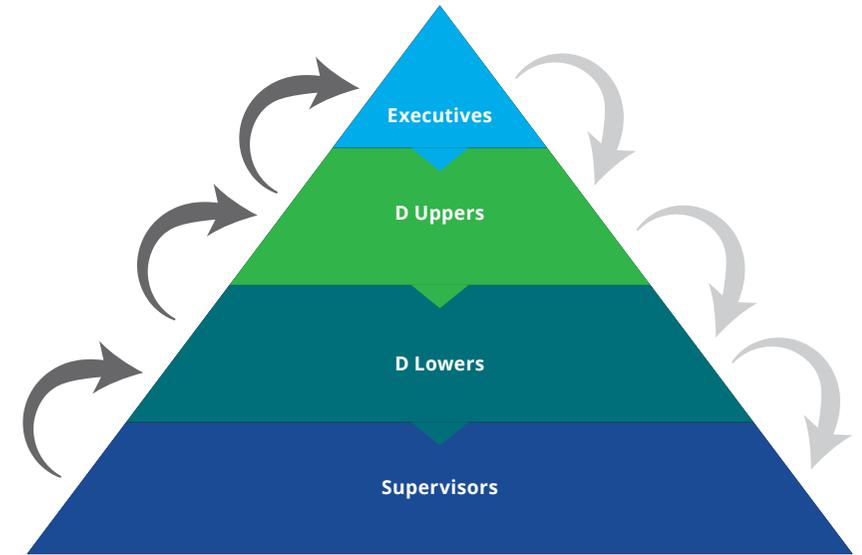
4

Empower employees to make good decisions; the job of a leader is to remove any obstacle that makes an employee feel powerless to do the job and achieve the outcome(s) they are expected to.



Case study

The disruption has highlighted the leadership reality and one base metals mining company embarked on a leadership journey aimed at developing a consistent, standardised way of leading. The focus was on creating aligned standards, expectations and behaviours across all leadership levels and locations.



What did we do?

We started by developing something practical, easy to understand, and easy to show. We proceeded to run multiple sessions (face-to-face and virtual) to develop a level of awareness of each leader's standing on these behaviours and then proceeded to equip them with practical tools to start 'showing-up' in this way. Lastly, we developed objective measures that can be implemented in a formal and informal way to continuously drive, recognise and reward when a leader shows up in this way.

Benefits of the intervention:

- Created a shared understanding of how a leader 'shows-up'
- Created a practical, easy and visible way for leaders to 'show-up'
- Provided development opportunities for leaders to grow as leaders
- Created accountability across all leadership levels to help keep each other on the 'straight and narrow'
- Built a solid platform enabling the client to focus on thriving during times of uncertainty

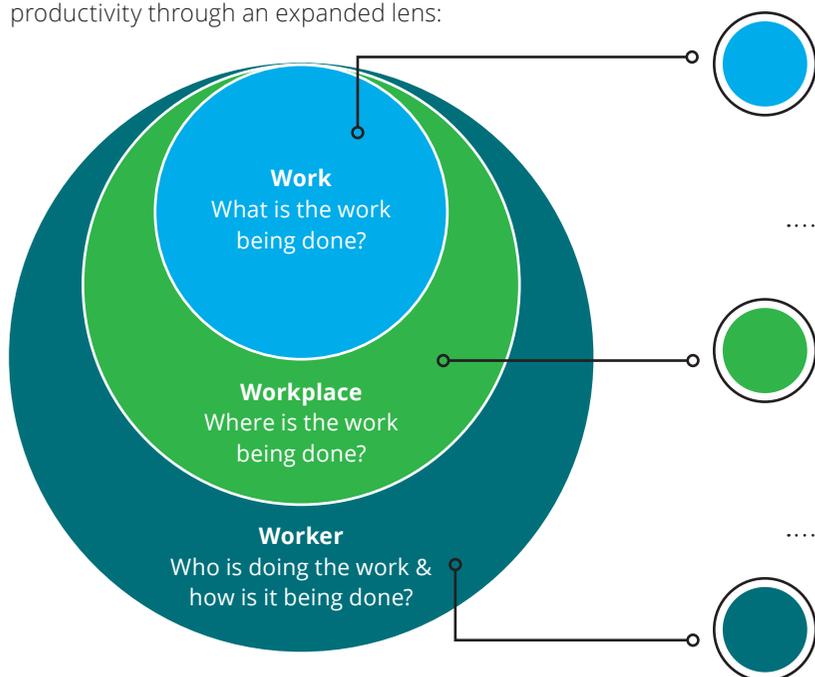
Practical lesson 2:

Re-architecting to reboot productivity

Re-architecting of jobs are enabled by expanding the lens through which we look at the critical jobs in our organisations to clearly understand; (1) what work needs to be done to achieve the outcome we want; (2) where can the work be done most effectively; (3) who will do it? Clients succeeding in this space are looking at jobs in a iterative way to re-architect, adjust, learn, change, and start again, to exceed productivity targets and the performance of the mine.

Productivity

Mines are struggling with how to enable productivity in this new world and based on our experience, clients who are getting this right are the ones that are starting to look at productivity through an expanded lens:



- What is the work being done and what are the desired outcomes?
- What are the capabilities and technologies required to complete the work?
- What activities and functions are best suited to physical environments and which are candidates for long term remote/virtual environments?

- What activities must be done where?
- Will physical space or virtual space be needed?
- What data do you have on utilisation and demand for space?

- Which of the activities can/should be done by technology?
- What is the current size and profile of your workforce?
- What tools and equipment do they need to get work done?

In order to achieve the optimal productivity, the **work driving value for the organisation must be identified and understood**. Only once the value-driving outcomes are understood, can the workforce and workplaces be re-architecting to support productivity targets.

Benefits to the re-architected mining workplace

Real Estate Cost Savings

Mining clients are reconsidering their reducing real estate spend through divestiture and diversification. For example, removing of head office and regional office space

Amplified Talent Access

Talent access for remote mines is constantly an issue, but the prospect of having remote jobs and virtual work programs creates access to net-new talent pools

Greater Productivity for site employees

Employees who needing to attend meetings and be onsite felt they are more productive when having the option to dial-in from where they are at that point in time. This saves time from commuting between sites and allow them to be on-site and supervise their teams

Greater Productivity for Head Office employees

Employees feel that they are equally or more productive when working from home, saving time from commuting and other in-office distractions

Increased Wellbeing

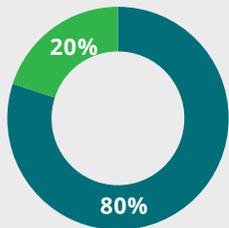
Employees believe that working remotely alleviates stress and improves general well-being and health

Cost Savings

Employees can save on the commute, clothing, meal, and childcare expenses associated with working from offices

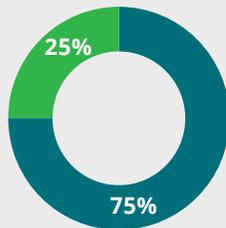
Case study

Even though some tasks will still have to be completed onsite and in-person, the integrated mine and the use of virtual tools and technology will affect all levels and all employees. The degree to which it affects will vary between management levels and functions. During an onsite case study where various mining roles spend their time on, and how technology can support them to focus their time on the things that matter (as opposed to repetitive time-consuming tasks and admin), an estimate of how much a management level's job can be done virtually is illustrated below.



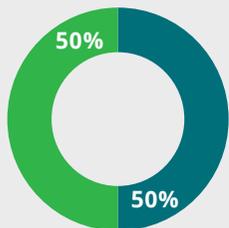
E-level

Most of an E-level employee's daily tasks can be done virtually



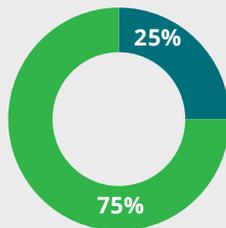
D-level

Even though a big portion of a D-level employee's daily tasks can be done virtually, certain inspections and observations still need to happen in person



C-level

C-level employees are somewhat in the middle and therefore represent the epitome of the hybrid working mine. Their reporting, admin and meetings can happen virtually, but supervision (the main focus of their role) should be done in person



Operations

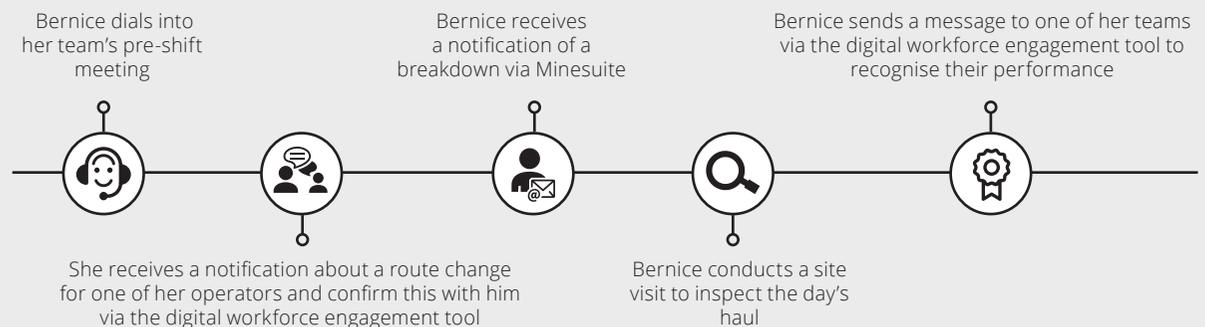
Operators can receive information virtually, but most of their job needs to happen on-site/be done in person. For this reason, virtual teaming will only affect them in the manner in which they provide and receive information

● Virtual ● Onsite

Supervisors will typically serve as the main link between the physical and virtual mining workplace and can use technology to streamline their repetitive tasks and admin, so that they can support their teams better.

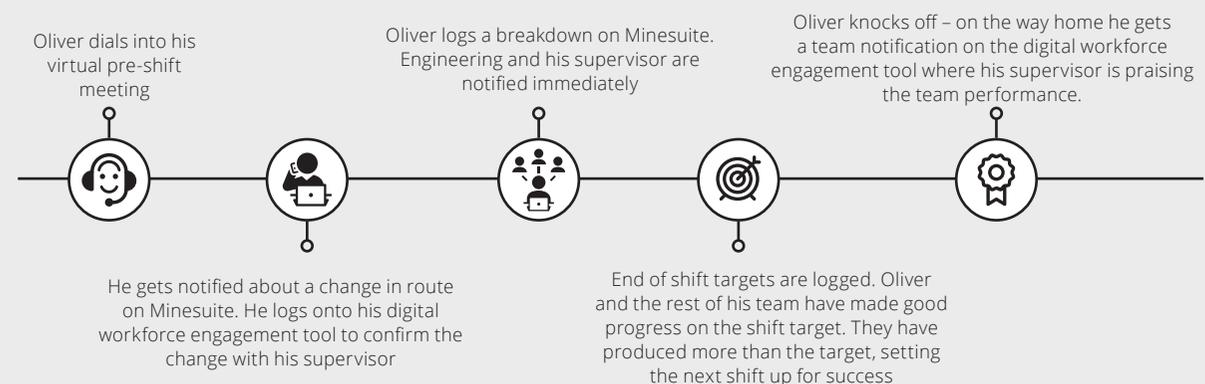
C-level (Supervisors)

As C-level employees, supervisors are first line management. Typically, they are seen as "hands-on" and are under/on the ground with their team. Within the integrated working mine, supervisors' focus will remain the same, but their work - supported by technology - will be performed partly remote and partly onsite. Critical to this transition to a integrated working arrangement will be their communication, collaboration and leadership skills - mines therefore need to invest in them not only as leaders, but also role models within the integrated mining world.



Operators

Operators, who generally have clearly defined outcomes when it comes to production activities, have limited flexibility when it comes to remote work. Their support of virtual communication tools and regular check-ins with their supervisors will be critical to the success of the transition to the integrated mine.



Call to action

Leading in times of uncertainty

To successfully lead an incremental change, a transition or a full-scale transformation, leaders need to rethink how they are showing-up. As a call to action for mines navigating the disruption, embed a solid leadership platform allowing consistency and standardisation among leaders. We would like to prompt mining organisations to unpack the following:

- Understand your operations and what leadership behaviours will drive a culture open to change, transition and transformation
- Determine the practical ways through which you can build these behaviours among ALL leaders, across levels and locations
- Sustainably measure these behaviours to ensure the culture of the organisation shifts, thereby enabling the organisation to thrive in the new normal.

Re-architecting to reboot productivity

To successfully reboot mines for increased productivity, the onus lies on mining leaders to focus on the work that drives value for their business, and re-architect the mine as we know it around the work outcomes and activities that will drive the value. As a call to action for mines navigating the disruption resulting from forced remote work and new technologies, we would like to prompt mining organisations to start from first principles and unpack the following:

- Understand your operations and those activities and outcomes that drive value
- Understand how the workforce and technologies should deliver on these value-drivers (what role does the workforce and technology play in creating value?)
- Rethink how work is traditionally done on the mine and enable teams to deliver virtually, whilst unlocking technology to support this transition to the integrated working world.

How Deloitte can help



Future of work: Re-architecting work

Deloitte's approach to identifying and redefining the work that drives value for an organisation. We unpack clients' strategic drivers and the work that enables these, and cascade these down to the tasks to be done, technologies to enable the work, and workforce to perform the work.



Leading virtual teams

Deloitte's team of leadership experts can empower your leadership teams to effectively lead onsite, remote or hybrid teams. Fundamental leadership traits, and "moments that matter" are unpacked to solve for a world where trusting what's not visible is critical.



Digital fluency assessments for leaders and individual contributors

Deloitte's team of leadership experts have developed an objective assessment that evaluates a leader's capability to demonstrate the right mindset, key attributes and the ability to manage complexity in order to facilitate the next level of value creation in this disrupted world.



Leadership alignment and cascading behaviours across leadership levels

Deloitte's team of leadership experts have developed a practical approach to assist clients with identifying and embedding leadership behaviours to help drive the collective accountability of their leaders to achieve the objectives of the organisation.

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