



growing pains?

Market opportunities don't wait until you've created the optimum conditions to take advantage of them. Sometimes they arrive when you're least prepared.

A \$2 billion expansion project was underway to take advantage of increased market demand. The upcoming expansion brought new expectations for leaders to look after both business-as-usual and to prepare for change. This was to be achieved against a backdrop of cyclones, major production disruptions and difficulty in attracting and retaining talent.

The organisation had been historically good at achieving production targets, often at the expense of people. Of greatest concern was a fatality on site that caused leaders to ask tough questions about their role in mitigating risk.

Leaders could no longer force through changes in the old way.

The imperative for safety and new, broader measurement criteria for success required leaders achieve objectives through people, not despite them. Focus shifted from production alone, to people + safety + tonnes + community + the environment.

Additionally, a global employee survey showed that while the leadership team believed they were performing well, comparisons within the global group showed significant work needed to be done to become Q1 performers.

The technical specialists who had progressed to leadership positions lacked the skills and confidence to lead effectively and little had been spent on developing this group in the past.

A dispirited workforce felt under-valued by management and overwhelmed by the spiralling demands placed on them. Employee turnover was correspondingly high; the organisation was hemorrhaging employees and unable to attract new talent.

Equipping the mid-level to lead and enable the change.

Mindset Matters Group (MMG) devised an approach to equip mid-level leaders to lead change.

Align and mobilise leadership activities with the business objectives

Build change adaptability and resilience across the business.

The program integrated the systems and processes – the what – with the how - the mindsets needed to achieve the strategy. The program focused on developing self-leadership, the capability to lead and support the change process and the willingness to influence outcomes to achieve objectives.

Level	Mindset	Approach
Organisation	Cohesive	<ul style="list-style-type: none"> - Understand business case & priorities - Cascade the 'what' & 'why' to teams - Stay in purpose & work towards shared goals
Team	Adaptive	<ul style="list-style-type: none"> - Able to lead people through change & manage business as usual - Build trust & transparency - Coach & support leaders
I	Resourceful Accountable	<ul style="list-style-type: none"> - Develop individual leadership capability - Understand own mindsets - How to be more effective - Build personal resources for change

We've all been to change leadership courses – what was so different?

Participants cited key differences from previous experiences:

Focus provided by working at three levels – I (self-leadership), Leading teams and Leading the Organisation

Access to deep expertise and emergent thinking

"Key to the success of the project was the breadth of knowledge in the MMG team, their grasp of all the different elements needed to support the changes. They communicated well, and were able to take both a big-picture view and work well on an individual level."

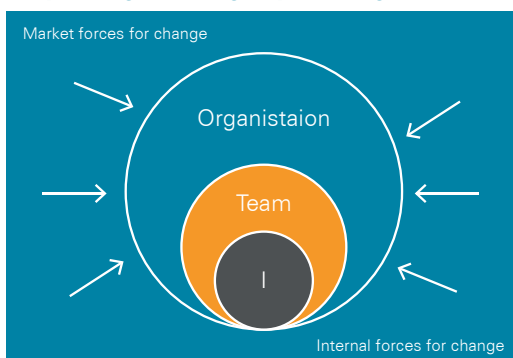
Ease of implementation

"It was a massive project, not the least due to the rough and ready conditions onsite and the geographical isolation of the mine. The logistics and project management provided by MMG coupled with the self-sufficiency and flexibility of their facilitation team meant that the program ran seamlessly."

Readiness to respond and improve

"The responsiveness of the team meant that despite the difficult conditions, feedback reached the appropriate people and programs were continuously improved to reflect ongoing needs of participants."

Responding to change by working at three levels



And the results?

Leaders reported they are confident in their ability to lead change and have noticed changes in their own behaviour and that of the team:

Clarity and support for business priorities

"The program galvanised the middle layer's support around key business objectives. People understand the organisational direction and where they fit into the big picture."

Move from avoidance into action

"The team is now able to demonstrate an achievement focus rather than blaming, justifying or defending their position. Each of us accept greater personal responsibility for our actions and our capacity to influence others and outcomes. Rather than sit on our hands, we first exhaust all the avenues to influence an outcome. As a result, people get involved and contribute far more as individuals."

"Our culture was highly avoidant. Now people are actively working to fix things."

Stopped the bleeding of employees

"We know there are people still here who wouldn't be were it not for the program. They were re-energised and decided they wanted to stay because they feel they do have influence over outcomes."

Dare we say it... people's lives changed

"One leader spoke to me at length about how miserable he'd been for the past 5 years. The program had turned his life around. He now believes he does have control. He can take responsibility. And he's allowed to do so."

case study