



strategic execution and culture change

Situation: A global mining company engaged Mindset Matters Group to help them become an employer of choice to enable rapid expansion. The senior leadership team were baffled by what specifically continued to get in the way of implementation. Despite clear goals, rather than everyone pulling in the same direction, their experience was of politicking, wheel spinning and avoidance in making the tough decisions. Further, while the team had a clear idea of what needed to be done, a global employee survey showed the front-line had little understanding of why their work mattered and how it contributed to the achievement of corporate goals.

Approach: Mindset Matters Group worked closely with the HR and senior leadership team to design a program of one-on-one coaching and facilitated leadership team work which addressed 5 core areas.

1. The role that senior leaders have in leading strategic execution:

- ❖ Articulating the vision and leading change
- ❖ Role modelling new ways of thinking and working that demonstrate a shift from defensive to constructive behaviours
- ❖ Working cohesively as a leadership team to stick to key priorities
- ❖ Coaching, mentoring their teams

2. Changing culture

Culture describes how people believe they are expected to behave to 'fit in' and succeed. It changes when people consistently hear new messages about what's valued. These messages are

picked up by watching how the most senior leaders behave. Interpreting these signals, people align their behaviour to the norm. At the heart of how people behave are their mindsets or thinking styles.

Deep transformational change occurs by going beneath these visible behaviours to the drivers – people’s values, beliefs and assumptions. Liza Spence, Director of Mindset Matters Group, coached the senior leaders to identify these drivers and develop more personally productive mindsets, specifically: Resourceful, Adaptive, Accountable, and Cohesive.

3. Learning to pull in the same direction

Mindset Matters Group worked with the team to agree the collective ways of working required to deliver on the key business priorities. A General Manager acknowledges, “As a leadership team we were fragmented; we had a lack of focus and weren’t open or supportive of our people. We are now much more productive – we are able to focus on the real issues. In a meeting, people only need to say ‘stay above the line’ for the team to refocus, making a conscious decision to move back into addressing issues constructively.”

4. Signalling new ways of working

Change does start at the top. Role modelling these new personal mindsets and ways of working as a cohesive team sent powerful signals to the leaders at the next level about what’s expected. A solid start to creating an environment where people are free to be their best.

5. Building execution focus while at the same time managing business-as-usual

Execution relies on EVERYONE, not a chosen few. To build execution focus and expand the business while managing business-as-usual, required changes on many fronts. Working with the senior team, a culture plan was built around initiatives to:

- ❖ Directly change values and mindsets
- ❖ Engage hearts and minds and align activities
- ❖ Achieve tangible quick wins in process that signalled change to the front-line
- ❖ Build capability of leaders (who were generally promoted from technical roles without adequate training)
- ❖ Embed the new ways of thinking and working in organisation and people systems
- ❖ Expand business performance measures from tonnes and safety to include people, community and the environment

Result: The senior leadership team had previously found “we were unable to take the strategy down to a transactional level; there was no rigour to the process.” Executing against a holistic strategy that includes how people will be enabled set the team up for success.

The HR General Manager also reported tangible changes, in particular: “The senior team is cohesive and galvanised behind the challenges. Business priorities are clear and leaders are sticking with them. Leaders are role modelling the new mindsets – people are commenting on the changes. People are starting to feel their efforts are valued and they can step up to make decisions and be proactive. People have stayed who I know would have left. The strategy has been cascaded – people at the frontline know how their work directly fits into the bigger picture”.