

A silhouette of a worker wearing a hard hat and using a jackhammer is positioned in the center of a large tunnel. The tunnel's interior is lined with curved, ribbed metal segments, and several cables are visible running along the walls. The scene is dimly lit, with the primary light source coming from the far end of the tunnel, creating a strong silhouette effect. The overall tone is industrial and professional.

**Supervisory competencies,
its impact now, and in future**

About OIM

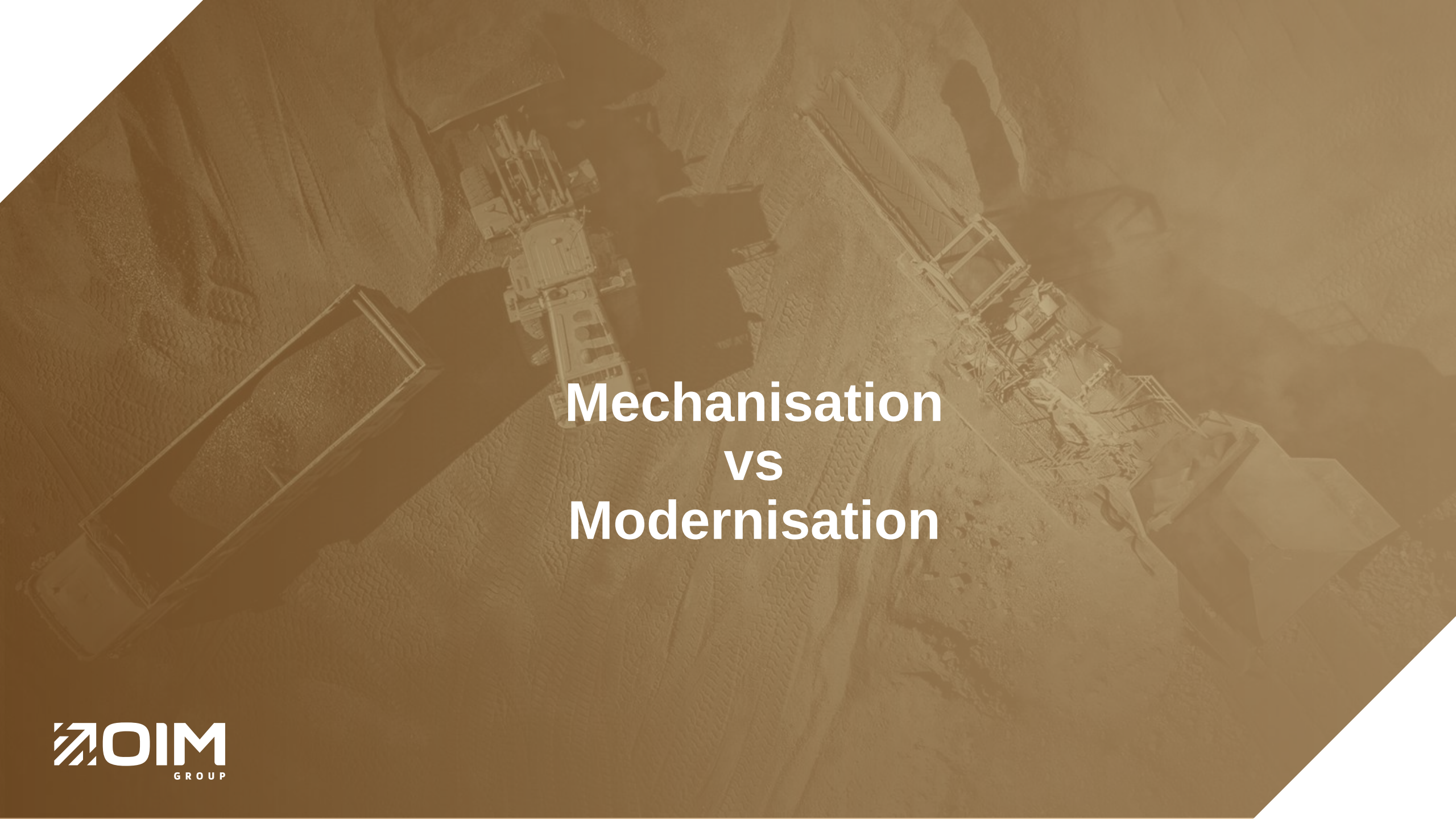
Analyse.
Improve.
Sustain.

- Proven track record since 1985
- Partners with several blue-chip companies throughout Southern and Central Africa
- Business performance specialists in three key areas
- Integrated approach with an emphasis on sustainability
- Services relate directly to mining industry

➤ OIM'S SUPERVISORY EXPERTISE

- **Thought leaders** in supervisory development
- Developed a proven performance **coaching framework**
- **More than 1000** supervisors have benefitted from our programme





Mechanisation vs Modernisation

Mechanisation | Automation | Digitisation

- **Current industry focus:** All mining houses are focused on greater efficiencies through mechanisation | automation | digitisation
- The two core focus areas are:
 - New equipment and technology
 - Big data
- **The benefits are clear**
 - The production of more safer tons through advances in equipment and technology
 - The use of real-time data and analytics for trend analysis and better decision making

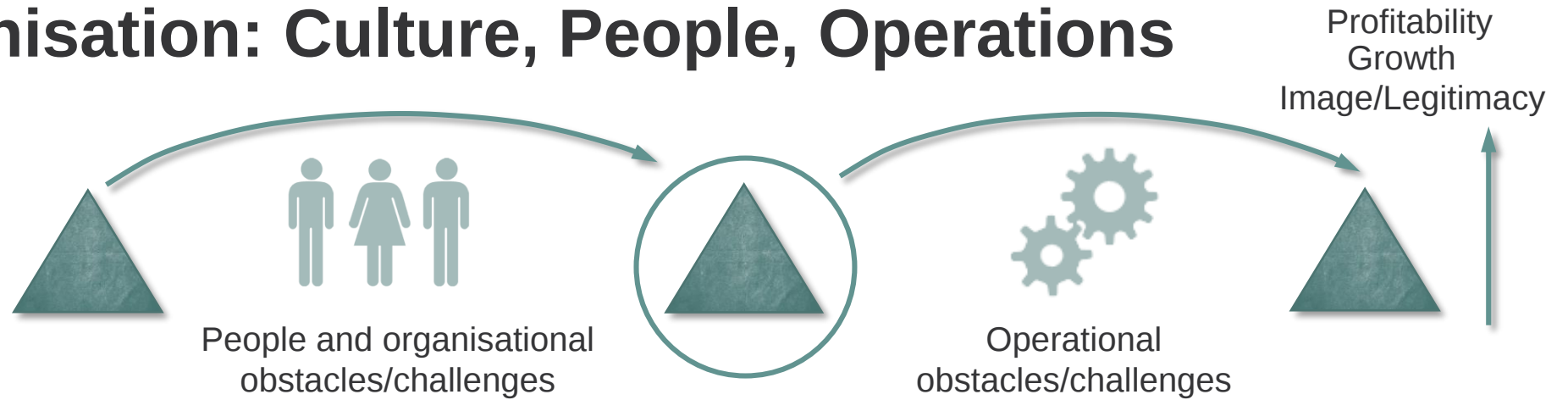


**The combination
will fundamentally change
how we work**

Mechanisation | Automation | Digitisation

- **The ideal:** Fully autonomous mines in the long term
Realistically in the near future: Most mines will be a **mixture of manual, semi and fully autonomous**
- **Technology vs culture and skills**
The truth is – technology is easy; culture and skills are more difficult
Most “failures” are caused by an engrained culture which cannot be changed overnight
- Most companies understand that both of the above need to be addressed and will:
 - Retrain the relevant employees in the technical skills needed *or* employ relevant skills
 - Launch a staff awareness campaign and culture change project

Modernisation: Culture, People, Operations



THE RIGHT CULTURE



Behaviour
Attitude
Views

Trust, tolerance and teamwork
Sound decisions and ability to execute
Urgency
Low resistance to change – agility

through an

IMPROVED MINDSET

that is built on a foundation of

Holistic Understanding

of people, business, global
political, economic and other
realities

X

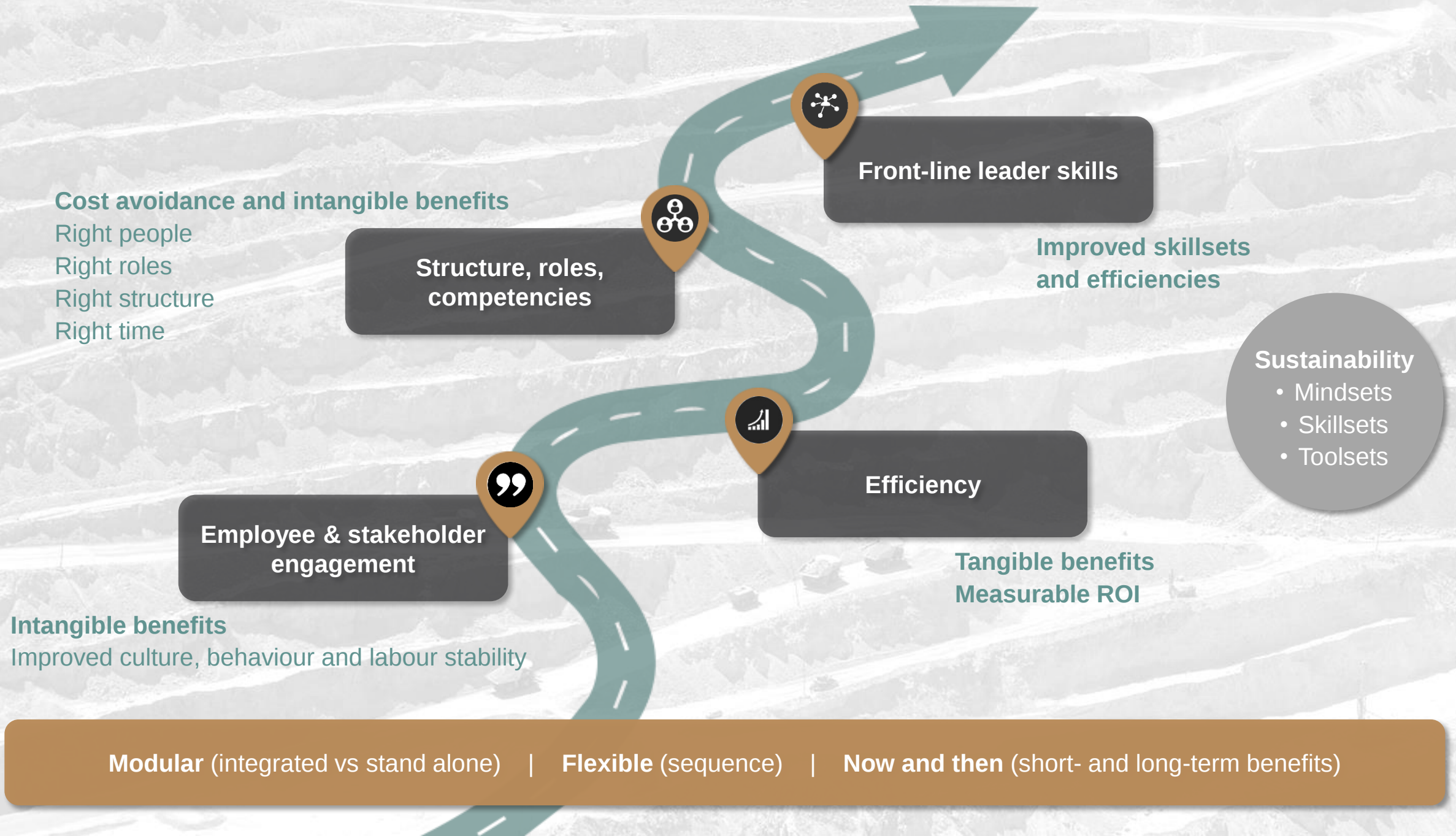
Effective Leadership

Qualities that build trust
Style that mobilises talents
Techniques that achieve goals

X

Effective Systems

Organisational and
operational
All integrated & aligned



**The effective execution of
any business plan
heavily relies on supervisory effectiveness**

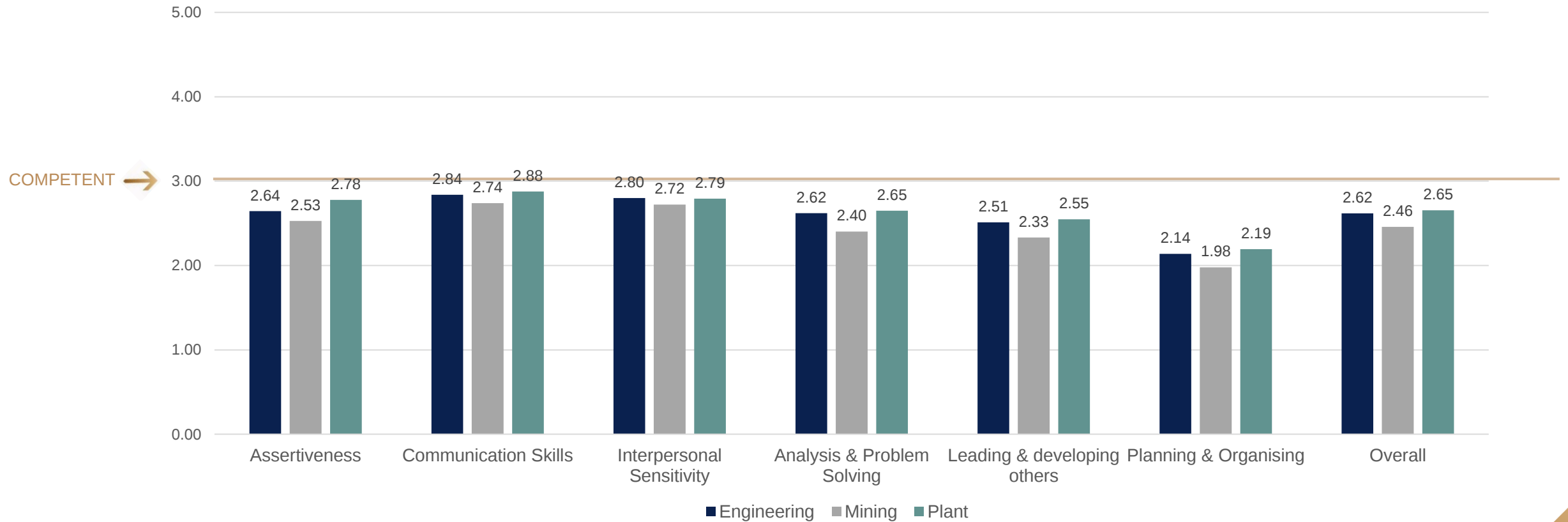
yet

**very little effort is placed
on changing how the frontline/supervisor
leads and manages**

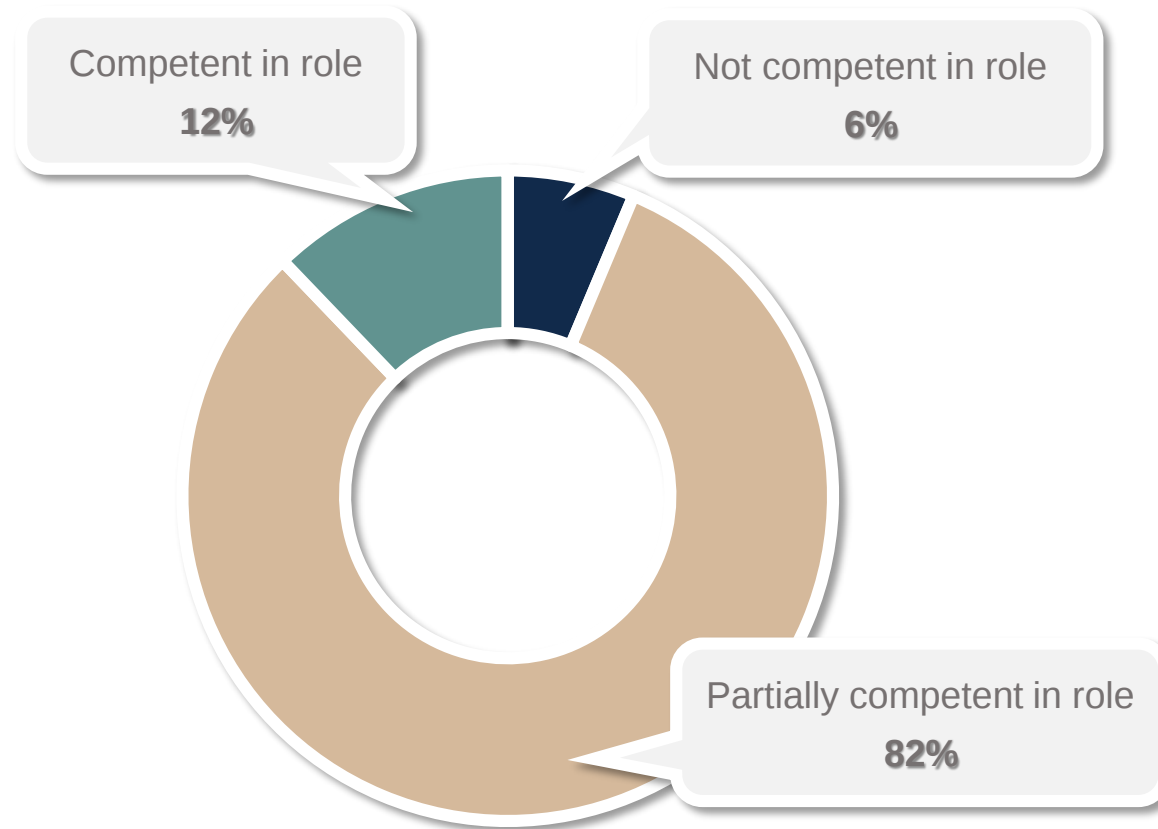


The current state of supervisors

Comparative pre-assessment results



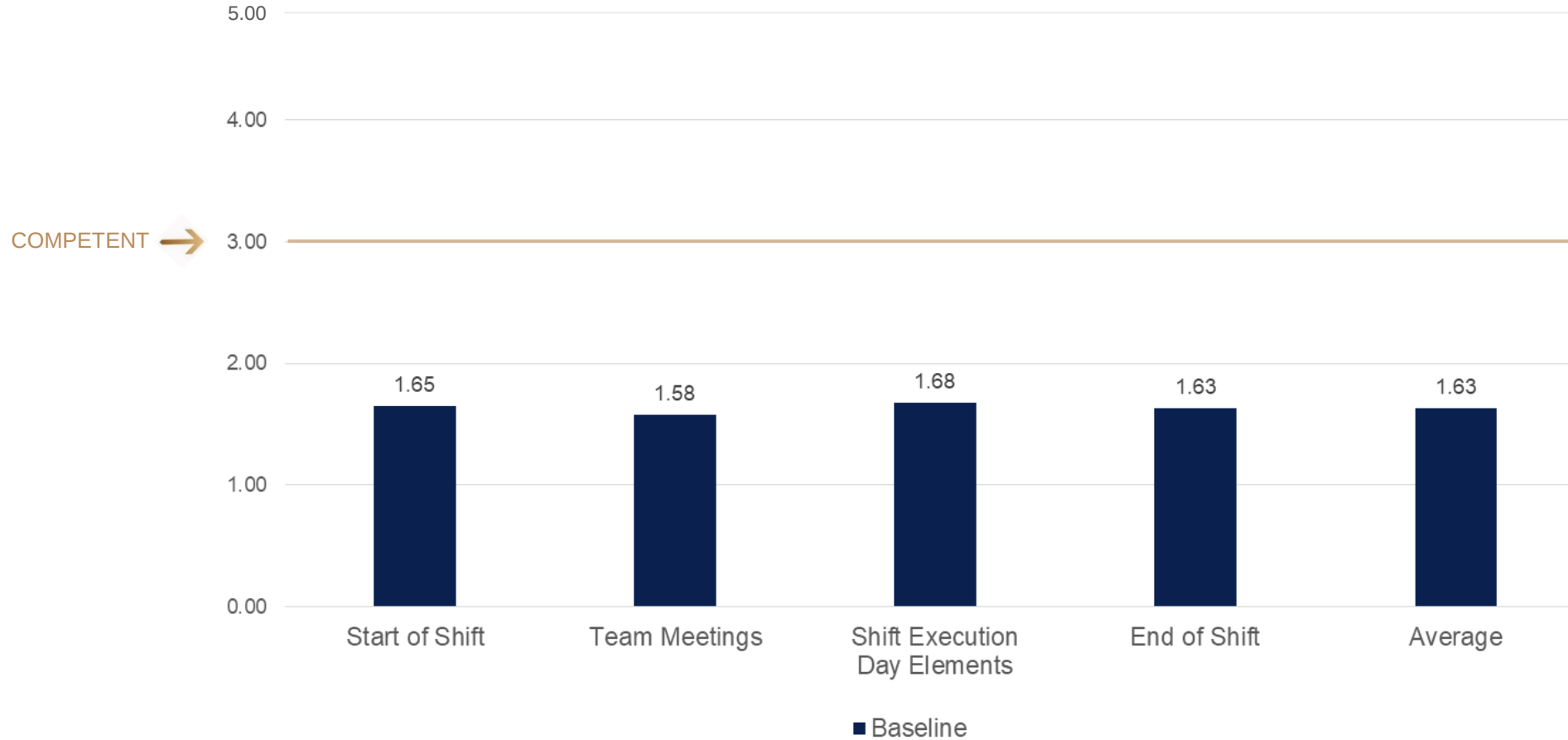
The current state of supervisory competencies



* Exceeds requirements of role= 0%

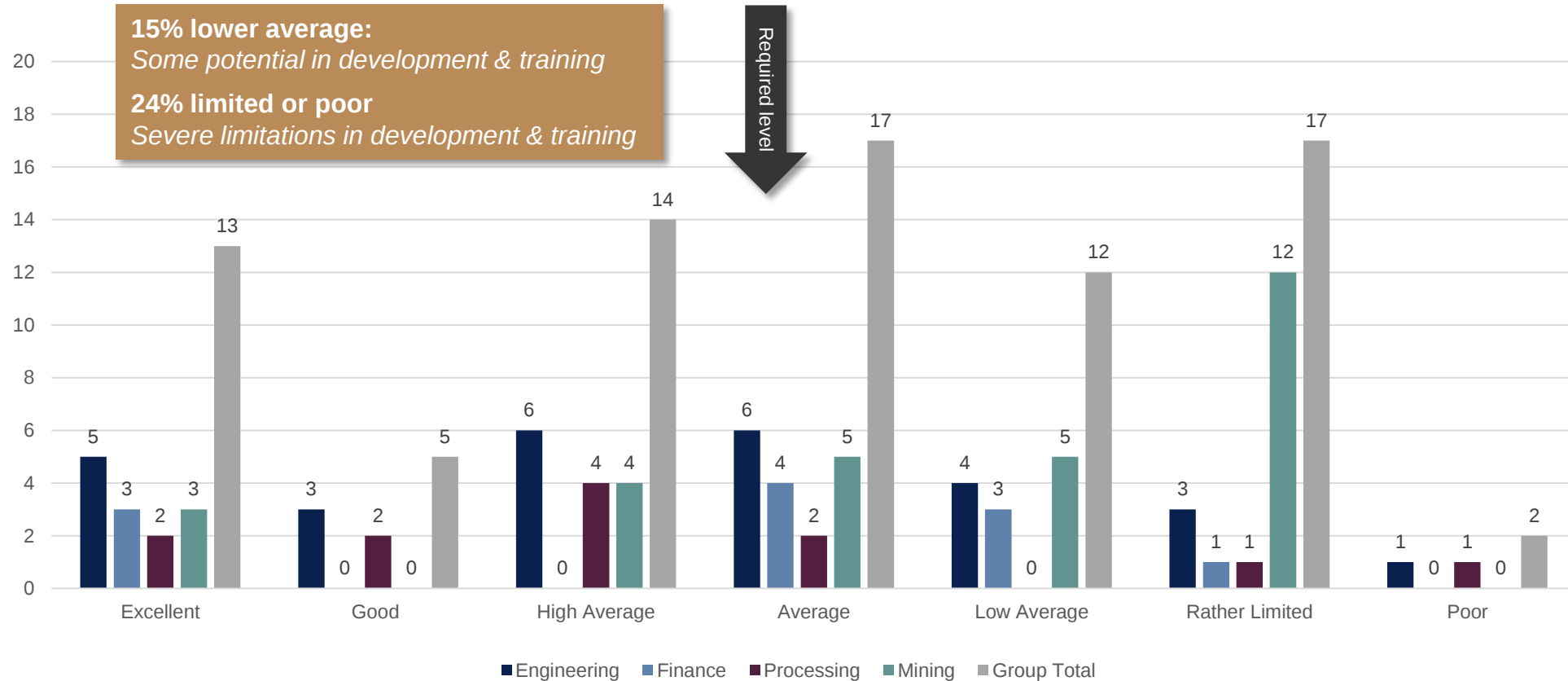
The current state of supervisors

Average score per day element – mining

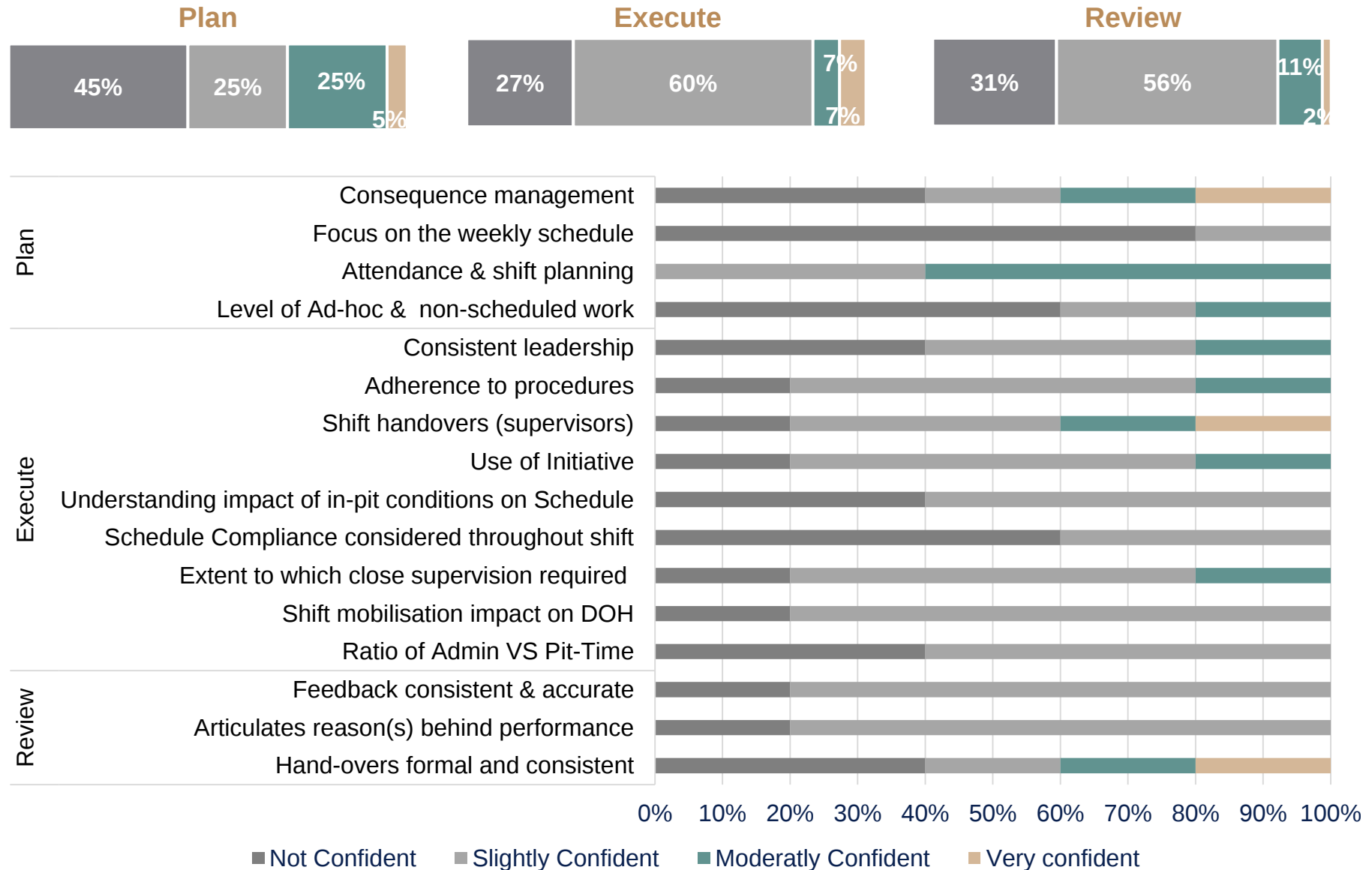


Learning potential

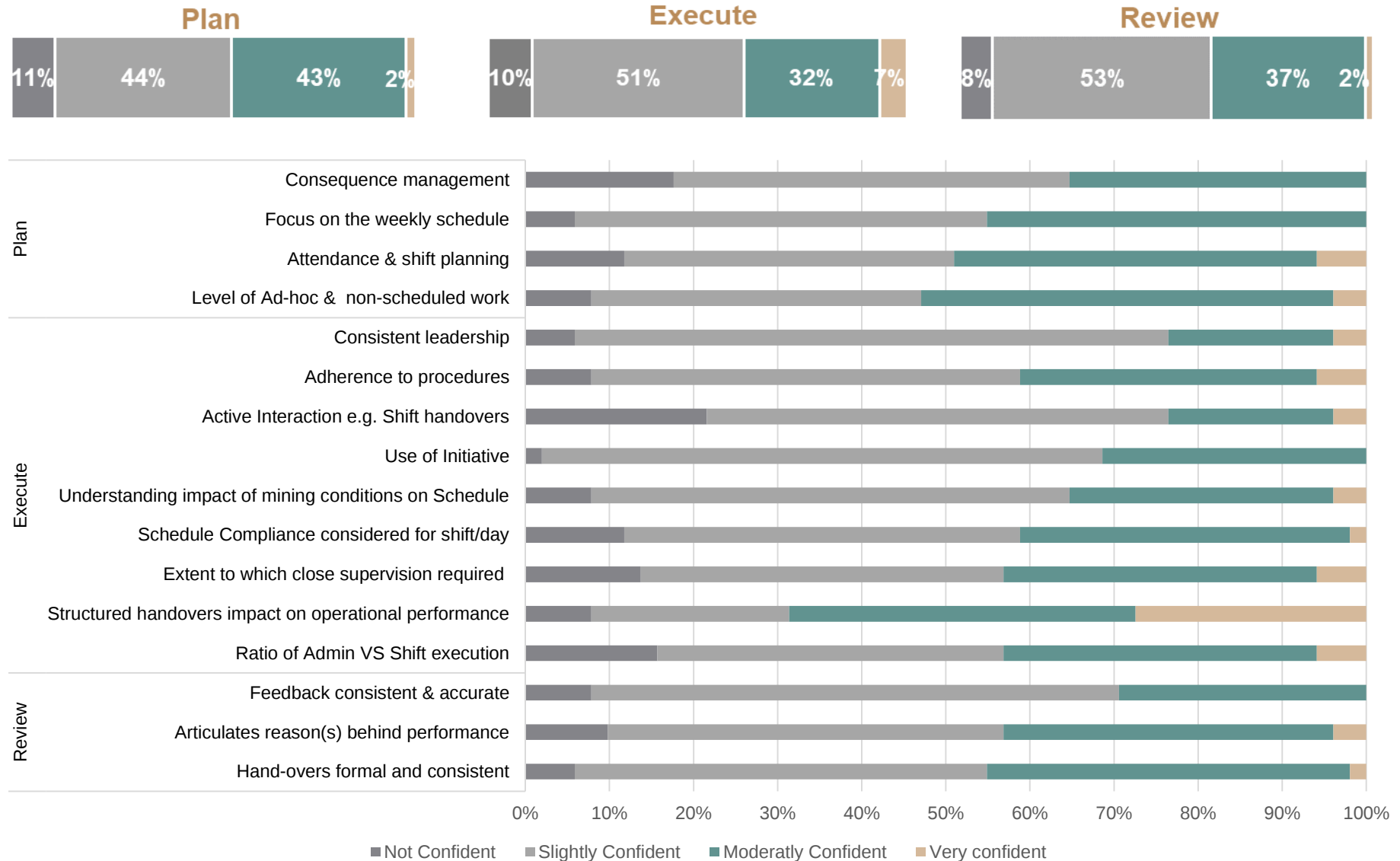
APIL assessment – learning potential by department (n = 79)



Mine overseer's confidence level in supervisors



Reality survey: May|June 2019



The management maturity matrix

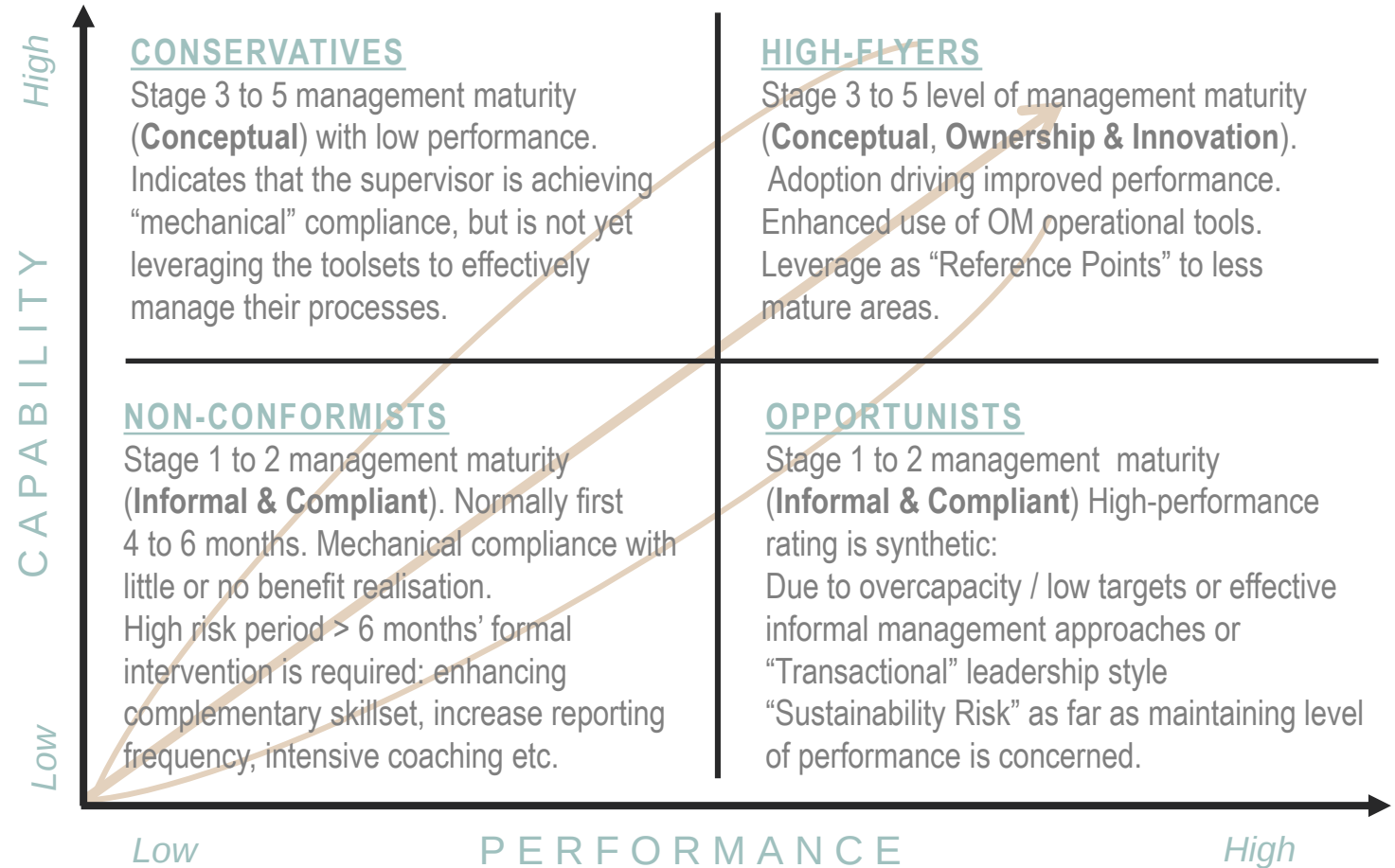
Aim:
move from
non-conformist
to high flyer

Capability (DILO)
+
Performance (scorecard)

Role (DILO)
Assessments

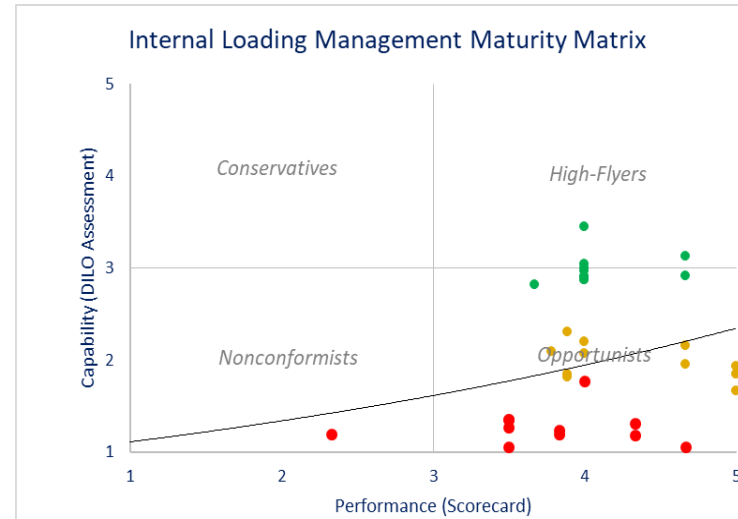
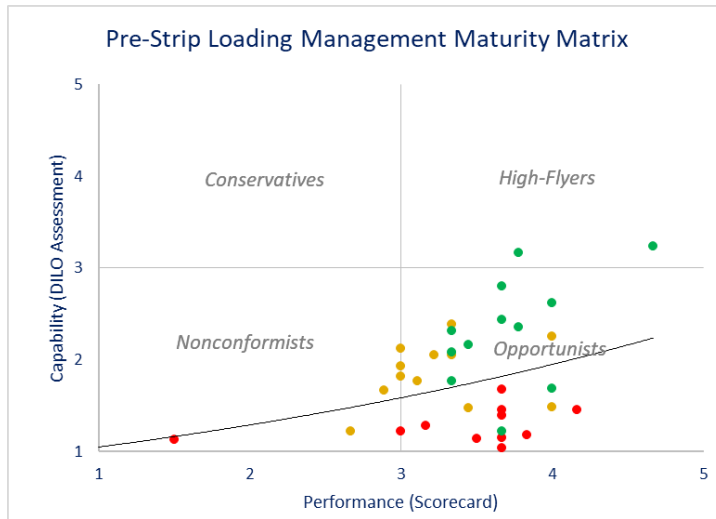
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Measure
Capability



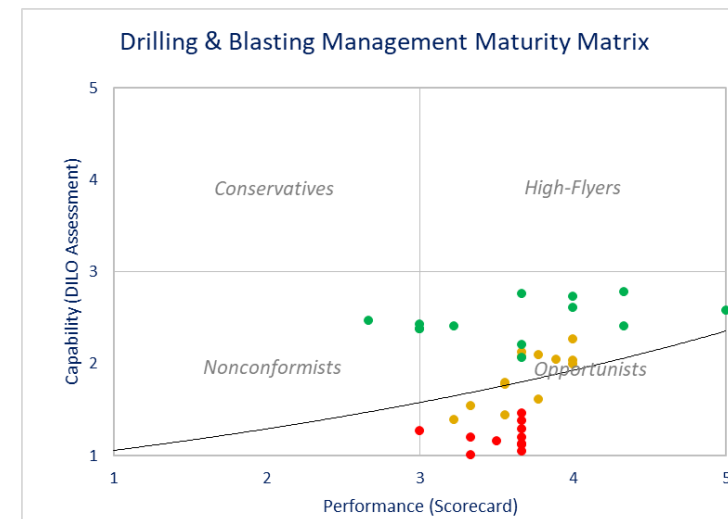
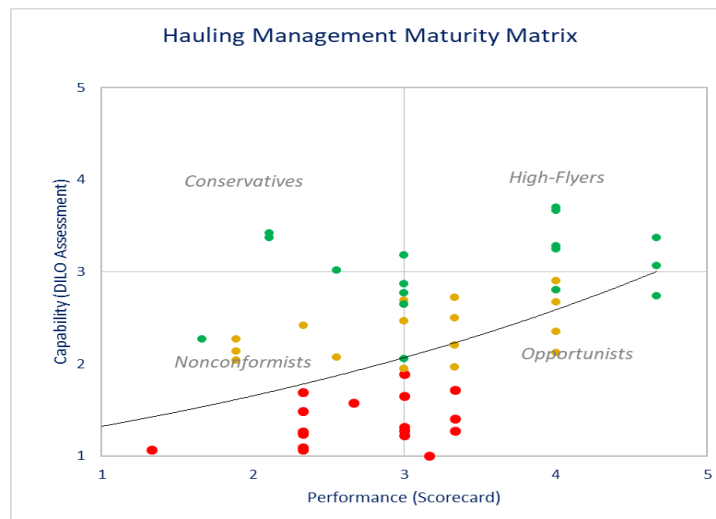
The management maturity matrix

Mining supervisor development assessments



Legend

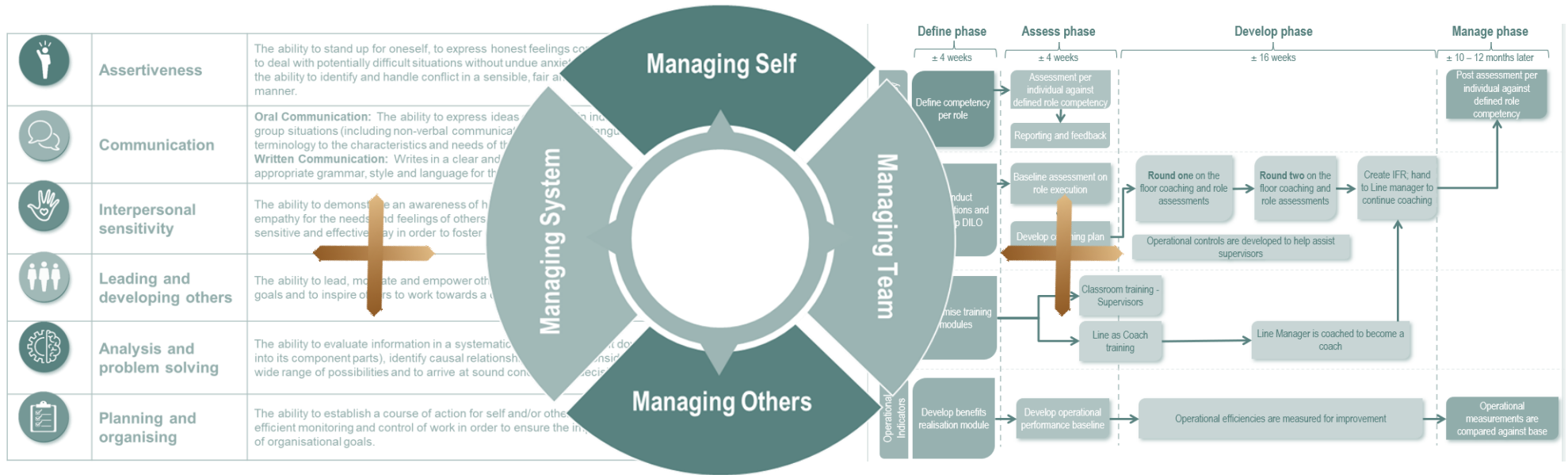
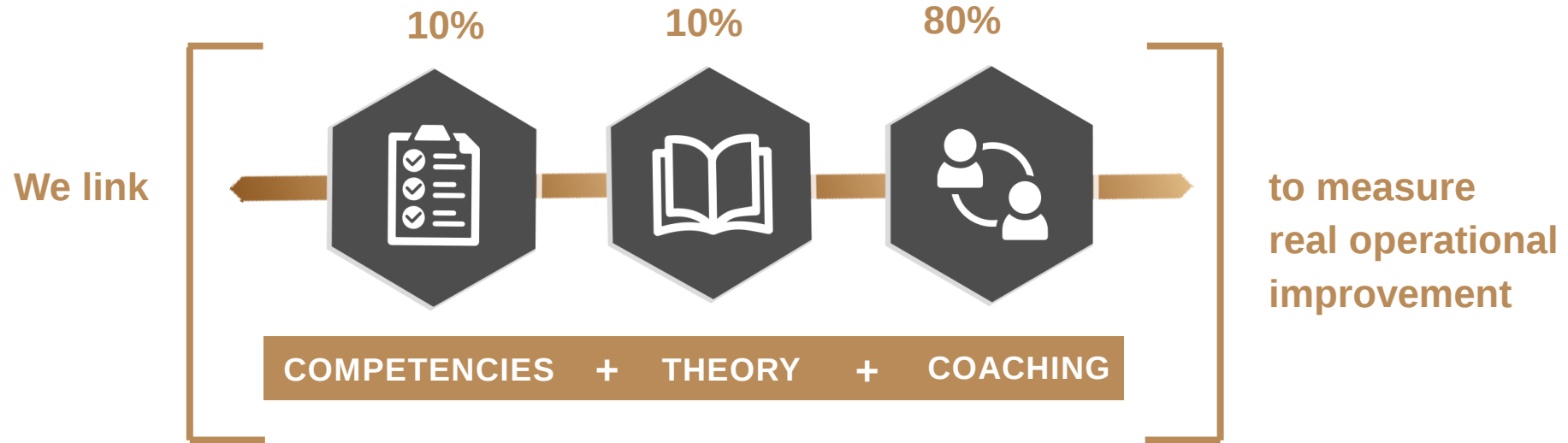
- Final Role (Dilo) Assessment: Compared to Q3 2017
- Interim Role (Dilo) Assessment: Compared to Q2 2017
- Baseline Role (Dilo) Assessment: Compared to Q1 2017 Scorecard



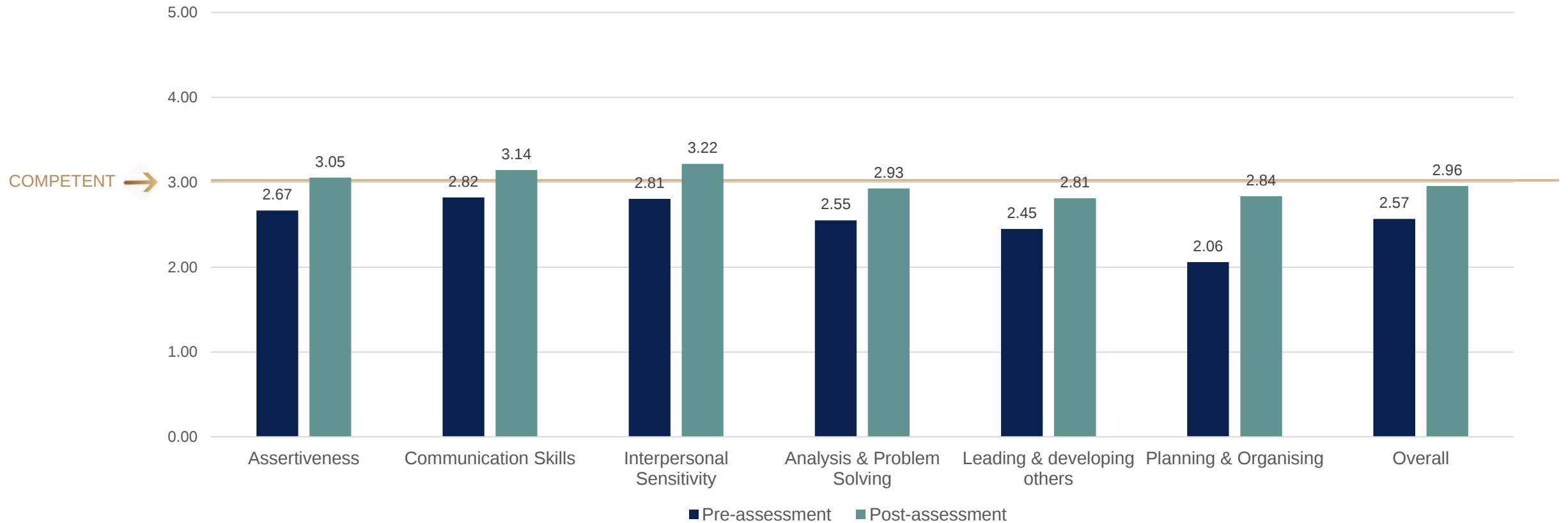


The supervisor SOLUTION

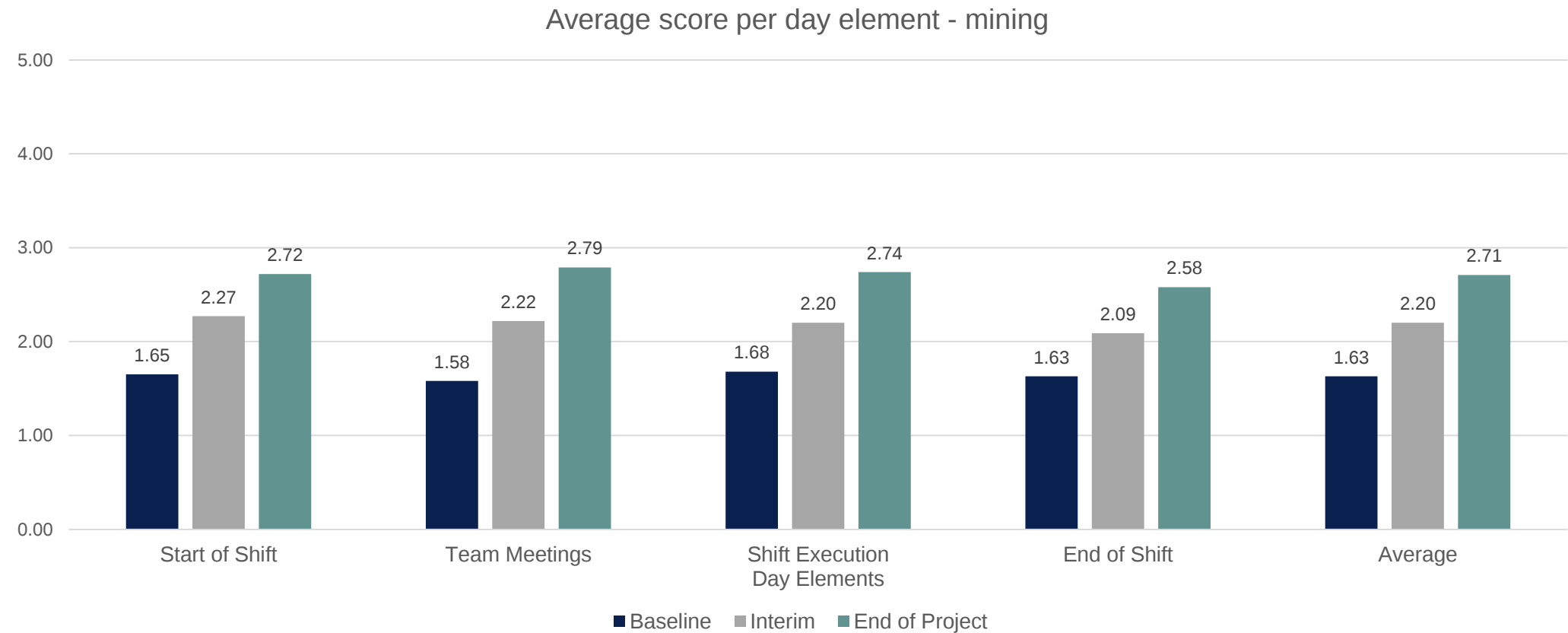
Embedding behavioural change through coaching



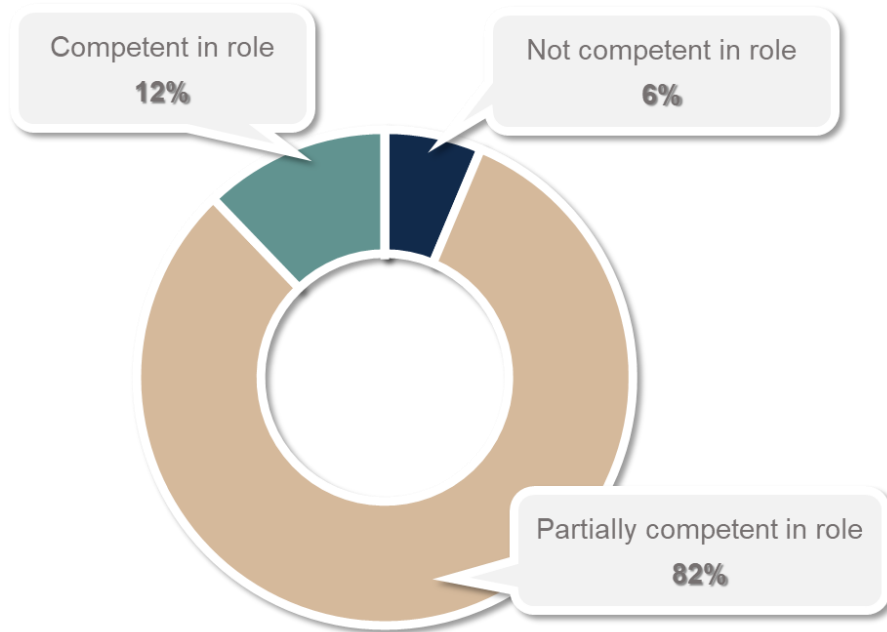
Mining: pre- vs post-assessment



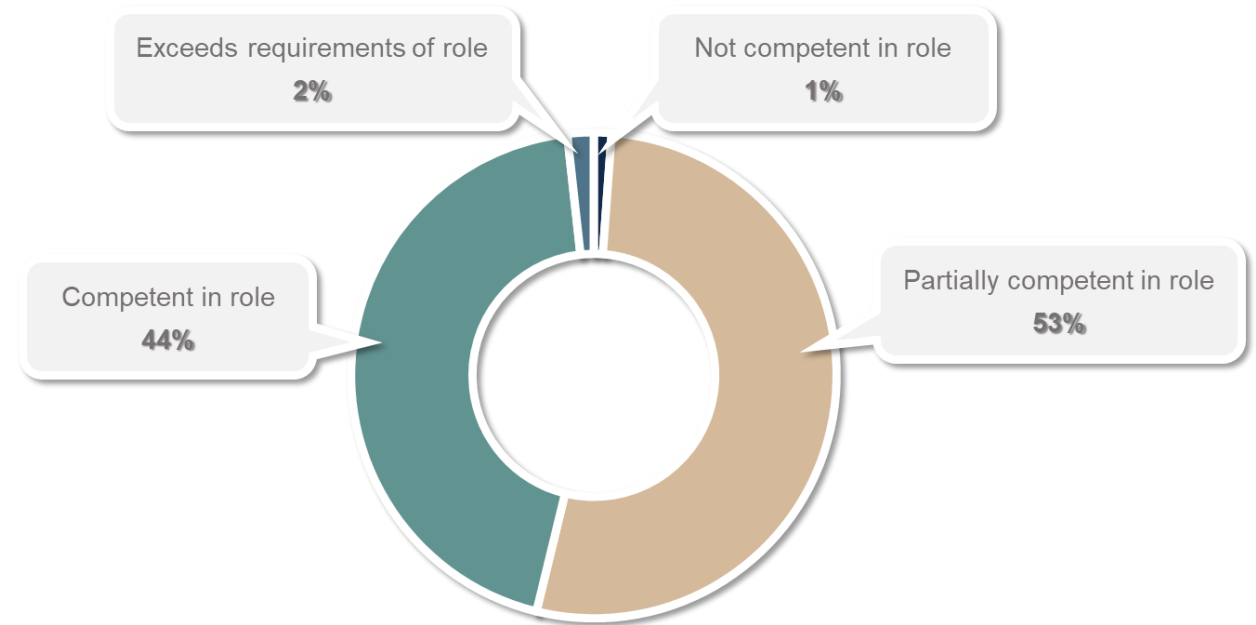
Role execution



The current state of supervisory competencies

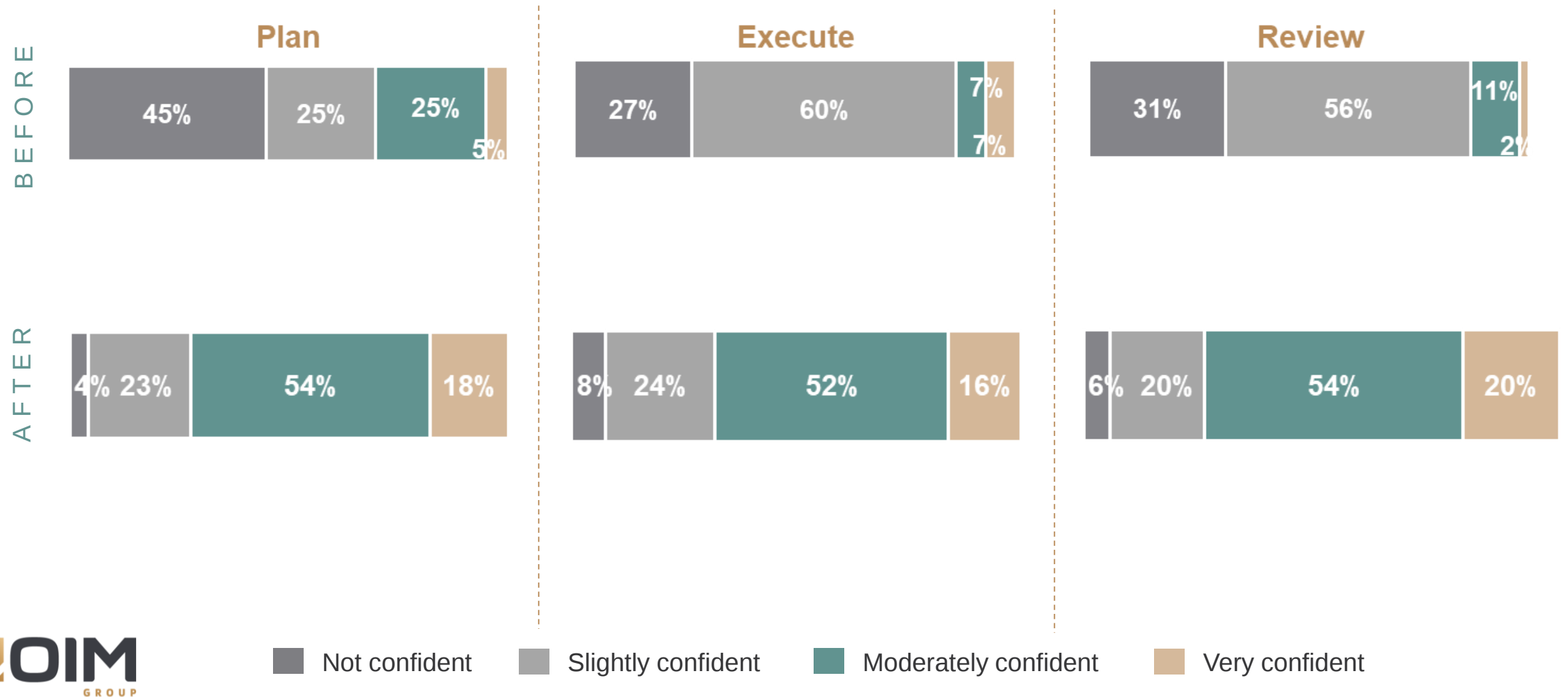


BEFORE



AFTER

Mine overseer's confidence level in supervisors



The impact on performance

Some highlights

GOLD MINE

54% ▲ in meters per rig

86% ▲ in tons per rig

GLOBAL IRON-ORE PRODUCER

14% ▲ per day of saleable and stacked tons

SOUTH AFRICAN IRON-ORE PRODUCER

10% ▲ productivity tons per employee

25% ▲ planned maintenance

MANGANESE MINE

Total product tons **9% ▲**

Total ROM tons **14% ▲**

ZIMBABWEAN CEMENT PRODUCER

Revenue **40% ▲**

In conclusion

The importance of coaching and the link to sustainability

- The **integrated approach** of supervisory competency development and on-the-floor coaching result in operational improvement and better organisational performance



HOWEVER

- Although positive results have been recorded at numerous clients, we will be amiss if we don't highlight the importance of building a coaching culture in organisations
- Most supervisors operate below the required competency level in all performance areas – and even after weeks of intense coaching and training they still don't function at the required level
- Just as training course after training course is not the answer to the supervisory skills challenge, the one intervention after the other – however effective – is also not a sustainable option



Where companies have
EMBRACED
the establishment of a
COACHING CULTURE
they have continued to report an increase in
supervisory performance and overall organisational results

In conclusion

The importance of coaching and the link to sustainability

Unfortunately, the opposite is also true

Where companies ***did not*** focus on this aspect, they recorded the same and/or declining results in the performance of their supervisors

Line as coach

The development of line manager coaches who can “take up” the role of:

- Capacitating new supervisors
- Conducting regular audits
- Implementing action plans where required

Case study: coaching culture entrenched

Supervisor DILO Compliance Heat Map

	DMS Beneficiation	DMS Crushing	Jig & Modular	Laboratory	Distribution
Structured approach to shift management	100%	67%	80%	75%	100%
	100%	33%	80%	75%	50%
	100%	100%	100%	50%	100%
	50%	0%	20%	25%	0%
	50%	33%	100%	25%	100%
	50%	0%	60%	50%	50%
	50%	33%	100%	50%	100%
	100%	33%	60%	100%	100%
Effective Visual Management	50%	0%	20%	75%	0%
	100%	33%	100%	50%	100%
	50%	0%	20%	0%	0%
	75%	0%	40%	75%	0%
	25%	0%	40%	25%	0%
	0%	33%	80%	25%	0%
Effective Team Caucus	100%	100%	80%	100%	100%
	100%	67%	80%	75%	100%
	100%	100%	80%	100%	50%
	75%	33%	80%	25%	100%
	100%	67%	100%	50%	100%
	100%	33%	100%	50%	100%
	50%	0%	20%	25%	0%

Line Manager Coaching Heat Map

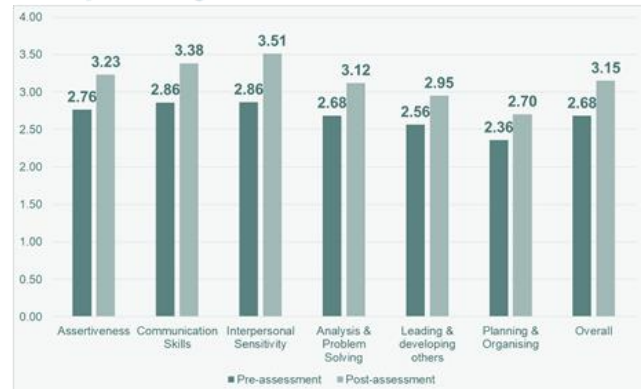
Monthly Coaching	80%	75%	71%	100%	100%
	80%	50%	71%	33%	100%
	80%	50%	71%	67%	100%
	80%	75%	71%	0%	100%

KPI Performance Index



Run hrs & Output Jigs & DMS

Competency Post Assessments



Competency Post-Assessments - Attendance

Scheduled	52
Actual	44
Attendance	85%

Case study: little/no coaching

Supervisor DILO Compliance Heat Map

	Drill & Blast	North Mine (Internal)	Pre-Strip	South Mine
Structured approach to shift management	0%	75%	33%	50%
	100%	25%	50%	75%
	67%	100%	50%	75%
	50%	75%	83%	100%
	17%	25%	33%	0%
	0%	25%	0%	0%
	67%	50%	67%	0%
	50%	0%	17%	50%
Effective Visual Management	100%	50%	33%	75%
	0%	0%	0%	0%
	0%	0%	17%	0%
	0%	0%	0%	0%
	0%	0%	0%	0%
Effective Team Caucus	83%	100%	100%	75%
	50%	50%	67%	25%
	100%	100%	100%	50%
	33%	25%	50%	25%
	83%	75%	50%	25%
	83%	75%	67%	50%
	0%	0%	17%	0%

Line Manager Coaching Heat Map

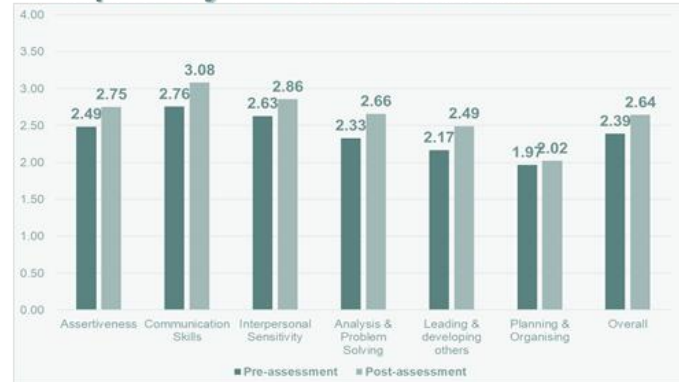
Monthly Coaching	0%	0%	17%	0%
	0%	0%	0%	0%
	0%	0%	0%	0%
	0%	0%	0%	0%

KPI Performance Index



Tempos & DOH KPI's (Shovel & Trucks)

Competency Post Assessments



Competency Post-Assessments - Attendance

Scheduled	53
Actual	10
Attendance	19%

Translating learning into action

- Practical application of training is a challenge
- Performance coaching
- Customised coaching
- Transactional leadership style vs developmental leadership style
- Survey results at key clients



Regardless of what you do around
digitisation and mechanisation...

Your **SUPERVISOR** is the key
to unlocking the full benefit
of your investment



Analyse. Improve. Sustain.



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