



## **INCREASE YOUR PROFITABILITY**

BUILD YOUR SUPERVISORY &  
FRONT-LINE LEADER CAPABILITY



WE UNDERSTAND THAT THE  
PERFORMANCE OF YOUR  
SUPERVISORS DRIVES DAILY  
PRODUCTIVITY AND, ULTIMATELY,  
BUSINESS SUCCESS.

Analyse. Improve. Sustain.

# WE IMPROVE THE COMPETENCY LEVELS OF MINING SUPERVISORS

OIM Consulting enables customers to achieve sustainable success through the development of their people and culture, by enhancing their competencies and equipping them with the tools to effectively execute their responsibilities.

We give you  
**Toolsets**



We improve  
**Skillsets**



We change  
**Mindsets**



**WE ARE EXPERTS IN IMPROVING  
SUPERVISORY / FRONT-LINE LEADERSHIP CAPABILITY**



# MEASURABLE & SUSTAINED IMPROVEMENT IN THE COMPETENCIES & CAPABILITIES OF OVER 1,500 SUPERVISORS

## Our clients since 2011

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Gold Fields  
Rio Tinto  
Vedanta  
Paladin

Anglo American Platinum  
Two Rivers Platinum  
Letseng  
Samancor

Kumba  
Northam  
Assmang  
PPC

## Types of Mines

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Gold  
Magnesium

Platinum  
Diamonds

Iron Ore  
Mineral Sands

## Focus Industries

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Mining  
Oil & Gas

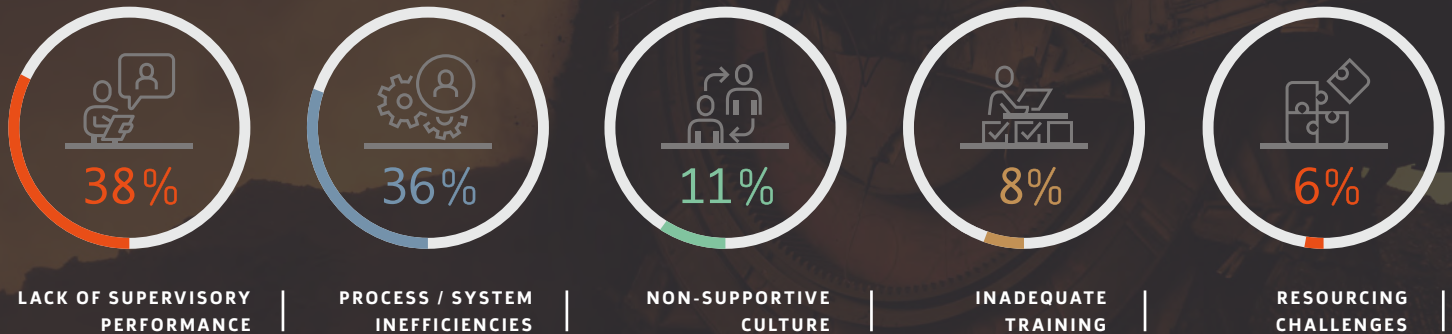
Manufacturing

Financial Services

# THE RECURRING THEMES THAT CONTRIBUTE TO POOR OPERATIONAL PERFORMANCE

Since 2011 OIM Consulting has worked extensively in the mining industry to create profitability through building supervisory / front-line leader capability.

In executing our methodology on the floor, we have observed several recurring themes that contribute to poor operational performance. The diagram below outlines these themes.



# ON AVERAGE, ONLY 19% OF SUPERVISORS ARE COMPETENT IN THEIR ROLES & DON'T MEET MINIMUM REQUIREMENTS TO BE SUCCESSFUL

19%

Of supervisors have the required competencies for their roles

A sub-standard level in supervisory capability is not conducive to sustainable business performance.

78%

Follow an unstructured and reactive approach to job execution

Only 51% of daily tasks are executed competently by supervisors.

51%

Supervisors only execute their daily tasks 51% effectively

After OIM Consulting's intervention, 90% of tasks are executed competently.

70%-87%

Between 70-87% of direct managers have low confidence in the ability of supervisors to plan, execute and review their functions

# DAILY ROLE EXECUTION CRITICAL FOR ENSURING MORE SAFE TONS PRODUCED



• RESULTS BASED ON ON-THE-FLOOR OBSERVATIONS BY EXPERIENCED INDUSTRIAL, MECHANICAL AND CHEMICAL ENGINEERS



# WE'VE IDENTIFIED 8 INDICATORS OF POOR SUPERVISORY PERFORMANCE THAT PUT YOUR PROFITABILITY AT RISK

Often supervisors (front-line leaders) are appointed for their technical proficiency, but they are not prepared for, or capable in, a management role. By addressing these indicators of poor supervisory performance, one can instill them as habits for supervisors to follow.

We call them “The 8 Habits of Supervisory Performance”.

1

MISSED DAILY  
TARGETS

2

UPWARD  
DELEGATION

3

LACK OF  
ENGAGEMENT

4

TOO MANY  
INITIATIVES  
(DELIVERING  
SUB-PAR  
RESULTS)

5

LACK OF  
CONFIDENCE  
(IN REPORTS'  
ABILITY)

6

NON-  
STANDARD  
WORK  
APPROACH

7

LACK OF CLEAR  
ACCOUNTABILITY

8

RECURRING  
SAFETY  
ISSUES

**WHEN YOUR SUPERVISORS DO NOT PERFORM,  
YOUR PROFITABILITY IS AT RISK.**



# OIM EXPERTISE & METHODOLOGIES, BENEFITS & DELIVERABLES

1 ASSESS

2 TRAIN

3 STANDARDISE

4 COACH

5 MEASURE

6 SUSTAIN

## OIM EXPERTISE & METHODOLOGIES

Benchmark  
Data

Classroom  
Teaching  
Content

Tools &  
Templates

Performance  
Coaching  
Expertise

Benefits  
Realisation  
Model

Standard  
Metrics &  
Audits

## BENEFITS & DELIVERABLES

Assess current  
supervisor  
competency levels  
and measure gaps

Establish  
theoretical  
leadership,  
problem-solving  
and operational  
management  
principles

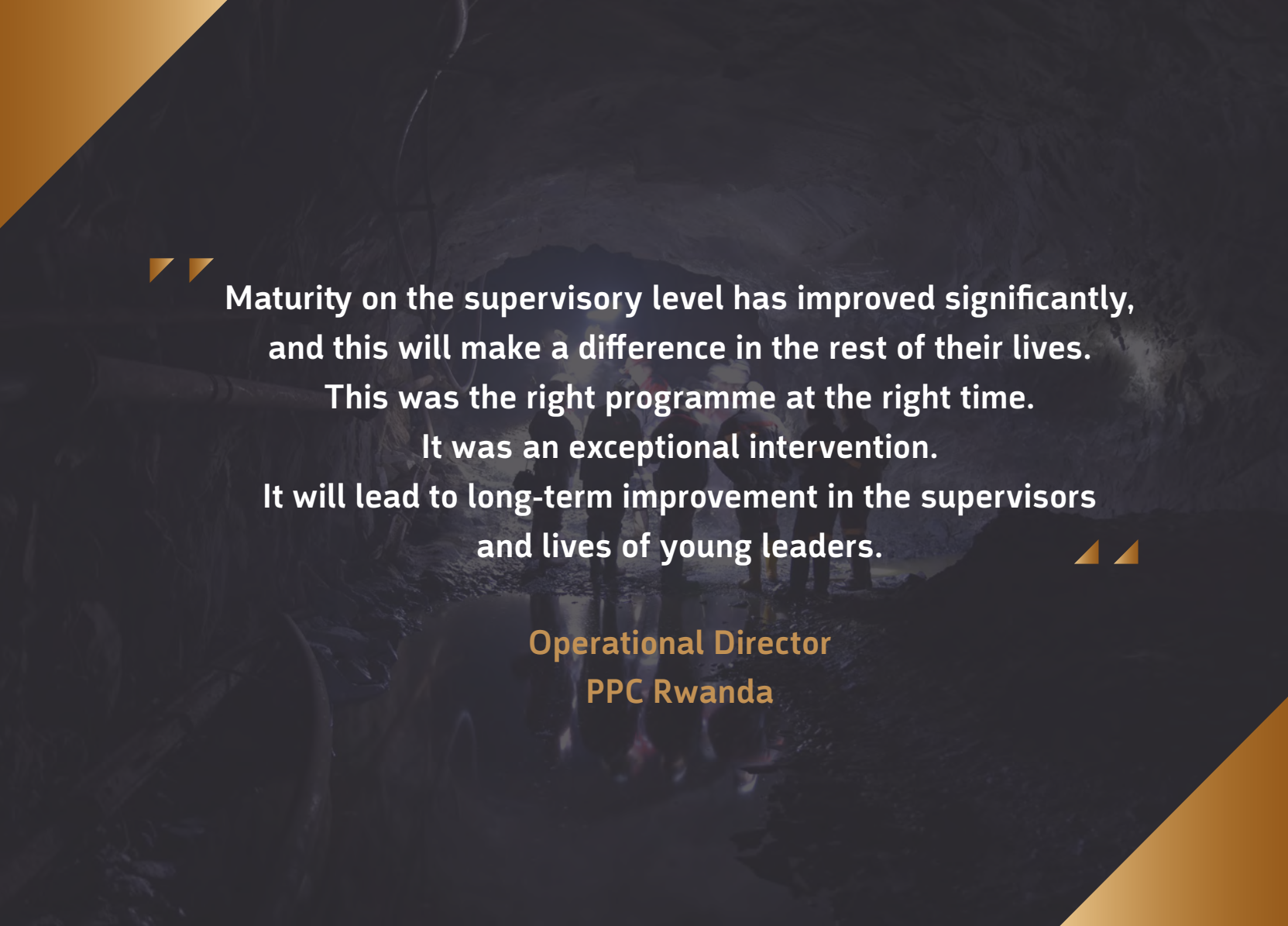
Clarify accountability,  
and create day planner  
and operational tools  
for role execution

Establish  
accountabilities,  
roles, behaviour  
and adoption of  
tools

Monitor  
improvement in  
competencies,  
role execution  
and operational  
performance  
outcomes

Anchor  
operational tools  
and practices;  
establish line  
manager as  
coach; conduct  
competency and  
operational audit

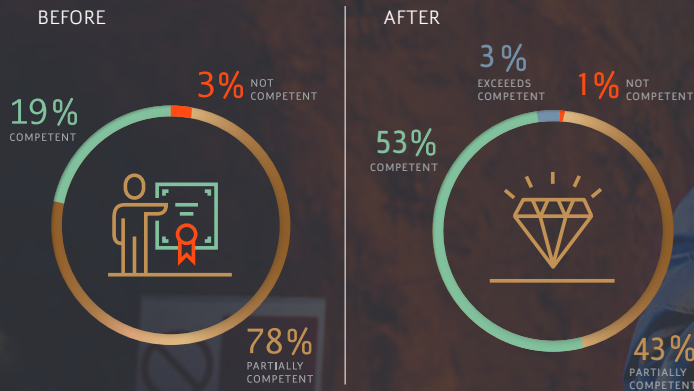
**ONLY 51% OF DAILY TASKS ARE EXECUTED COMPETENTLY BY SUPERVISORS.  
AFTER OUR “COACHING TO PERFORMANCE™” METHODOLOGY HAS BEEN  
IMPLEMENTED, 90% OF TASKS ARE EXECUTED COMPETENTLY.**

The background of the slide is a dark, atmospheric photograph of a tunnel. In the center, a group of people, likely workers, are standing in a line, their figures silhouetted against a brighter light source at the far end of the tunnel. The walls of the tunnel are rough and textured. The overall mood is somber and focused.

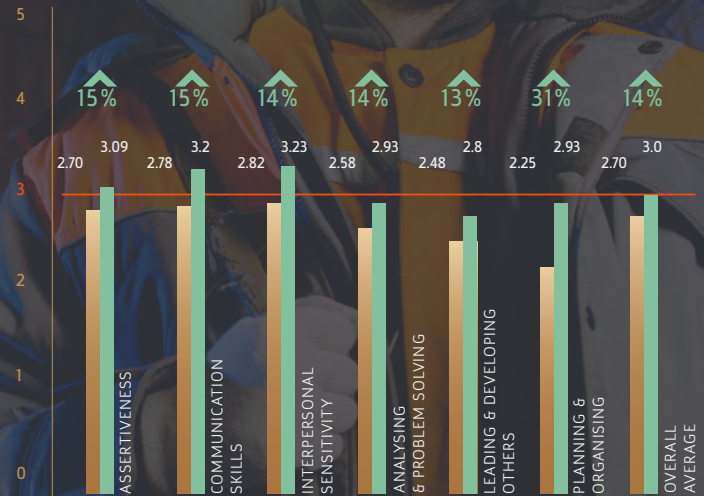
“ Maturity on the supervisory level has improved significantly,  
and this will make a difference in the rest of their lives.  
This was the right programme at the right time.  
It was an exceptional intervention.  
It will lead to long-term improvement in the supervisors  
and lives of young leaders. ”

Operational Director  
PPC Rwanda

# AFTER OUR INTERVENTION, SUPERVISORS ARE MORE CONFIDENT & MORE COMPETENT



THE PERCENTAGE OF COMPETENT SUPERVISORS INCREASED FROM **19%** TO **53%**



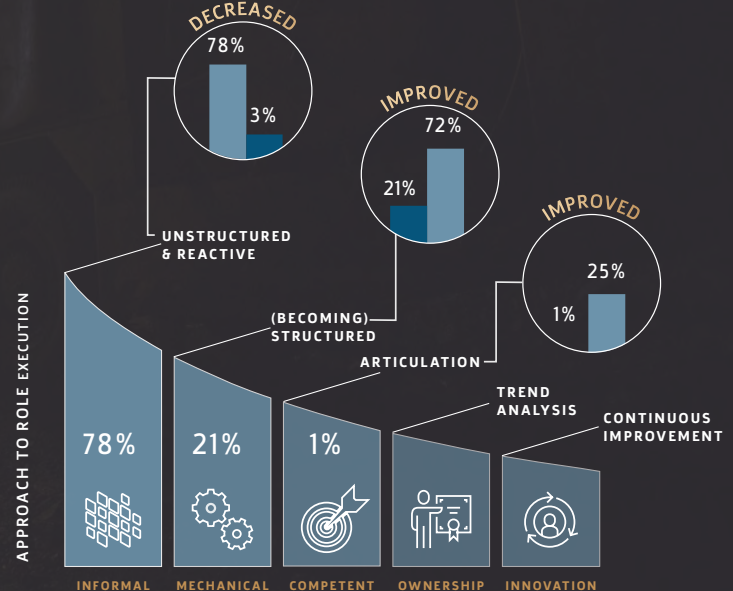
THE OVERALL AVERAGE IMPROVED FROM **2.7** TO A COMPETENT **3** SCORE.

# MATURITY LEVELS OF SUPERVISORS INCREASE & THEY BECOME MORE STRUCTURED IN THEIR APPROACH TO ROLE EXECUTION

## THE SUPERVISORY SLOPE

The slope represents maturing supervisors from being informal, reactive and unstructured decision makers to becoming innovative thinkers and advising their peers on how to be proactive and ensure continuous improvement within the teams.

## ROLE EXECUTION



A photograph of two construction workers in a tunnel, viewed from behind. They are wearing orange safety vests, dark pants, and hard hats. The tunnel walls are lined with a grid of rebar, and the floor is wet and reflective. The scene is dimly lit, with a bright light source at the end of the tunnel. The image is framed by dark corners with orange diagonal accents in the top-left and bottom-right.

**WE CREATE  
HIGH-PERFORMANCE CULTURES,  
EFFICIENT PROCESSES,  
AND COMPETENT LEADERS.**

A photograph of three industrial workers in a foundry. They are wearing hard hats, safety glasses, and protective gear. One worker is pouring molten metal from a ladle into a mold. The scene is dimly lit with a dark overlay, and there are orange diagonal graphic elements in the top-left and bottom-right corners.

**OUR SUPERVISORY DEVELOPMENT PROGRAMME &  
“COACHING TO PERFORMANCE™”  
FRAMEWORK TYPICALLY DELIVERS  
AN ROI OF 5 - 10 TIMES.**

# SOME EXAMPLES OF OUR RETURN ON INVESTMENT DELIVERED TO CLIENTS

## THROUGHPUT

12%-25%

### ENHANCED OPERATIONAL AND FINANCIAL PERFORMANCE

12-25% increase in throughput: Improve capabilities and competencies, allowing front-line leaders to execute their daily routines more effectively (e.g. R250m revenue increase at a manufacturer & an average of R500m revenue increase at two mines).

## COMPETENCY

9%-16%

### IMPROVED COMPETENCIES

9-16% supervisor competency improvement by linking performance coaching to individual competency profiles.

## ROUTINE EXECUTION

59%

### STRONGER ROLE EXECUTION

59% improvement in the execution of daily routines (start of shift, team meetings, shift execution, end-of-shift procedures) by improving execution of daily management routines within each section.

## CONFIDENCE

x4

### INCREASED MANAGEMENT & SUPERVISORY CONFIDENCE

Four-fold increase in the confidence levels that direct managers have (in the supervisors reporting to them) by improving management and leadership skills and ensuring consistent goal attainment.

# / CASE STUDY

## BULK MECHANISED GOLD MINE

### 41% INCREASE IN GOLD PRODUCTION & ROI OF 28:1

Our client, one of the deepest gold mines in the world (2.9 km), was unable to lift production and improve profitability despite numerous operational interventions over the years. The mine consistently struggled to meet mining and production targets, had poor equipment reliability, and labour productivity was well below the industry standard. The result: Losses that ran into billions over a period of 11 years.

#### OIM CONSULTING'S TASK

- Shape and instil a new culture.
- Build capability and increase productivity by focusing on improving the competencies of the middle and front-line team. This was done through the implementation of our "Coaching to Performance<sup>™</sup>" framework throughout the mine.
- Implement a management operating system.
- Equip the organisation's leadership with relevant toolsets, skillsets, & mindsets to ensure sustainability going forward.

#### THE RESULTS



- 41% ▲ in gold production
- 30% ▲ in gold mined
- 54% ▲ in meters / rig
- 86% ▲ in tons / rig



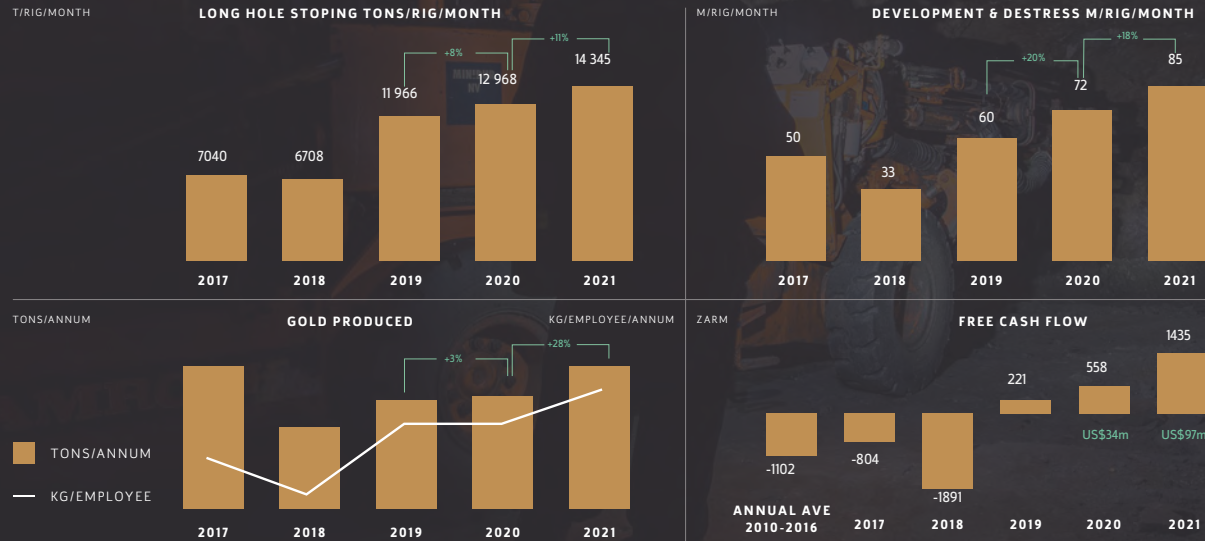
- Mine returned to profit in last 1/4 of the project
- 112% ▲ in net cash flow
- Net profit ▲ from -\$344.8m to \$174.7m
- 31% ▼ in total all-in cost / kg

# / CASE STUDY

## BULK MECHANISED GOLD MINE

### CONTINUED & SUSTAINABLE SUCCESS

The adoption of OIM Consulting's "Coaching to Performance™" framework by senior leadership & implemented as a way of working that has been included into the mine's operations has enabled sustainability of performance & increased profitability.



(SOURCE: GOLD FIELDS FY 2021 RESULTS, [WWW.GOLDFIELDS.COM//2021-ANNUAL-REPORT-SUITE.PHP](http://WWW.GOLDFIELDS.COM//2021-ANNUAL-REPORT-SUITE.PHP))



■ ■ We've seen a remarkable improvement in most production metrics, resulting from a culmination of initiatives centred around our people, including organisational culture, processes, systems, and technical improvements; a process supported by OIM Consulting. ■ ■

**Martin Preece**  
**Executive Vice President at Gold Fields**



# Enabling Growth

visit [www.oimconsulting.com](http://www.oimconsulting.com) for more information

An aerial view of two construction workers wearing high-visibility vests and hard hats, one yellow and one white. They are standing on a rocky, uneven ground, looking down at a tablet computer held by the worker in the white helmet. The background is a vast, rugged landscape of rocks and dirt.

**MAY WE HAVE A FEW MONTHS  
OF YOUR TIME?**

**Set the wheels in motion to sustainably improve your performance  
and increase your profitability by building your supervisory capability.**



**Analyse. Improve. Sustain.**

Contact Arjen de Bruin (OIM Consulting Managing Director)

+27 83 454 5795

[info@oimconsulting.com](mailto:info@oimconsulting.com)

[www.oimconsulting.com](http://www.oimconsulting.com)