

# Case Stories

## Reinvigorating site and team performance in a global mining company after a period of sustained market downturn.

### TEAM PERFORMANCE IMPROVEMENT

#### Situation

A global resources company was emerging from a significant market downturn, where 2 of its 4 Australian sites had been idled for some time. One site was a new mine, and in the early stages of operation. The other 2 sites were about to be restarted. One site had been operating throughout.

At two of these sites, recruitment was adding about 50% of new hires to the workforce. At the third site all were newly recruited. Leaders of all 4 sites wanted to take the opportunity to build strong teams from the start, as they knew this would give them a head start to hit the ground running, and give them a real chance at creating high performance and very safe operations.

#### Challenge

The site leaders wanted all their people to have an understanding of what made for high functioning teams and practically how to achieve this. All sites were 24/7 operations and 2 of them were FIFO operations.

#### Our Approach

In partnership with the global COO and each site leader, Dalmau Consulting

- > Designed and conducted a series of workshops for all employees at each minesite, beginning with an intensive 4 days with each site leadership team.
- > The workshop provided an opportunity for leaders to really get to grips with and become aligned about the key business drivers and key strategic directions for the company and the site, better understand themselves as leaders and get to know their team mates better.
- > Provide them with tools to build resilient and high performing teams.
- > As a result each team leader had a toolbox and a plan for team development for the following 6 months.
- > All other personnel participated in a 2 day workshop which gave them context for their work, as well as understanding of what was expected of them and tools to help them be productive team players
- > At the 6 months mark a site wide survey was undertaken to understand perspectives of all on the effectiveness of teams.
- > Site leadership team reviewed results, and used them to focus their efforts going forward
- > At some sites this survey is conducted annually to provide feedback and direction to continued team development

#### Outcomes

Each site reported they were able to hit the ground running. They had a shared language and expectation of strong teams as the foundation for their success. The follow-up and regular surveying of all their people helped adjust and continue to target areas that needed improvement. Safety and productivity records confirmed they had very functional teams. The new mine site, like all new sites, faced many hurdles but 2 years on is emerging as a safe and productive site.