



facilitators of organisational and personal transformation

keogh consulting

## Team Development

### Industry

- Mining and Mineral Processing
- Australian diversified mining and fertiliser company

### Category

- Team development and personal development
- Coaching for executive general managers and senior leaders

### By-line

Discovering the power of one

### Context-Background

This significant Australian mining company traced its origins back to gold mining in Kalgoorlie in 1933. Keogh's involvement came at a time when the industry was in a growth phase, but before the mid 2000 commodity boom was fuelled by growth in China and India.

The organisation was demerged in 2003 and listed as two separate companies which focused on resources and aluminium respectively. In 2005 the organisation was acquired adding nickel, gold and copper, uranium mining and mineral processing to its stable.

### The Challenge

The challenge was to work with the global exploration senior management team to redevelop the exploration division, provide ongoing enhancement of leadership capacity and team and individual effectiveness, while rolling out of the 'one organisation' cultural change process and implementing the 'code of conduct'. This work was ongoing from 1995 to 2001.

Headquarters for the exploration division were in Denver, Colorado with operations and GMs at sites in South America, Canada, east and west Australia. Corporate headquarters were in Melbourne, Australia and the GMs met monthly with meetings rotating through all sites.

### The Keogh Approach

Keogh was initially engaged to develop objective driven plans to achieve the stretch goal of 10 major discoveries in 10 years.

Key interventions and methods used to assist and guide the exploration team were focused on

- Developing, reviewing and updating objective driven plans to achieve the stretch goal of 10 major discoveries in 10 years
- Enhancing cooperative effort and team work despite the challenge of diverse exploration sites, language, culture and time zone differences
- Building competence and team effectiveness through the use of an action learning coach at all management meetings to focus learning, improve problem solving processes, refocus the group on code of conduct and have them take



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accountability for consistently using aligned and appropriate behaviours

- Use of relevant and effective profiling and diagnostics
- Building competence as individual leaders through 1:1 leadership coaching and development
- Senior leadership team and personal development program (annual program conducted for 1995 – 2001).
- Design development and facilitation of the quarterly management and operations meetings
- Working in partnership with each of the senior managers to introduce and implement the 'one organisation' cultural change program for all of their teams and to embrace a values based organisational transformation
- Working in partnership with each of the senior leaders to roll out annual employee surveys, review findings and implement recommendations
- Executive coaching for the executive general manager and all members of the senior leadership team.

### **The Results**

The unification of the business and the alignment of strategy under an executive team committed to being 'one organisation'.

Key benefits of the intervention and Keogh involvement were

- Delivery and achievement of the stretch goal of 10 major discoveries in 10 years
- Ownership of the annual business plan and a deeper understanding of strategy and its effective implementation
- Clarity of roles, accountabilities and responsibilities
- Acceptance of 'one organisation' culture, aligned values and behaviours, plus the development of a code of conduct that was embraced and applied effectively
- Succession planning at levels 1-3
- Successful transition of retiring executive GM
- Successful transition of new management team
- Successful transition to new leadership and divisional restructure