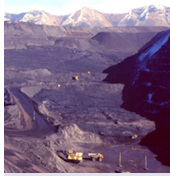


Presentation

- Introduction
- Supervisory Effectiveness – What are Supervisors paid to deliver?
- The Gap between Expected vs. Delivered Results
- Bridging the Gap
 - The Management Process
 - The Strategic Engagement Process
- In Summary
 - Connecting Supervisory Effectiveness to overall Company Success





Introduction

- In times of economic downturn & even crisis, the skills of your first, second & third line supervision are particularly critical. How they manage the business processes (the workforce, the production planning & execution, the cost & spending, the yield, maintenance, costly incident prevention, etc....) can mean the difference between shutting down, moving into care and maintenance, or profitability.

- Today's discussion centers on 2 critical processes that ensures front-line management bridge the gap between *Expected* and *Delivered* Results throughout ***all*** Mining & Metals business cycles:
 - The Management Process
 - The Strategic Engagement Process



Supervisory Effectiveness

Consider:

- Your company's two paramount resources are **plant feeds** (ore and other) and **people** (employees). Your company invests in the real development of its supervisors and management solely to improve production (including metal recovery) cost and safety.

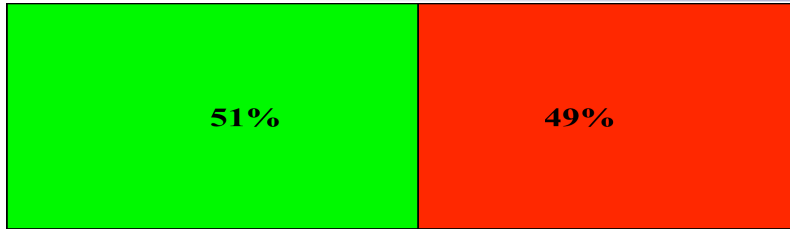
- There is no other reason to do so, and in so doing, you expect improvements in any or all of these areas:
 - Lower C1 costs
 - Increased ore production
 - Increased concentrate production
 - Increased metal recoveries
 - Reduced operating costs
 - Fewer incidents, accidents and injuries

The Gap between Expected and Delivered Results

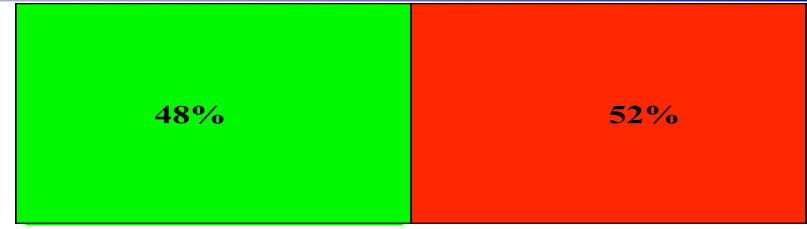
Front-line management “Day- in- Life” profile

Activity	Description	Best Practice %	Reality %
Active Supervision	Time spent planning scheduling, organizing and following up on work assignments. This includes coaching and periodic observations to identify improvement opportunities and resolve recurring operating problems.	40 - 50	5 - 15
Training	Time spent training production and maintenance employees on the technical requirements associated with their work.	5	0 - 5
Administration	Time spent in meetings, preparing/reviewing reports, data entry, email, telephone calls and off-site activities.	10 - 15	30 - 40
Touring	Time spent traveling from point A to point B in support of supervision activities.	10 - 15	5 - 10
Manual Work	Time spent on work normally assigned to production and maintenance employees.	0	5 - 10
Available	Time spent reflecting on today's activities, tomorrow's plan and general availability to employees to address ad hoc concerns.	10	25 - 35
Total		100	100

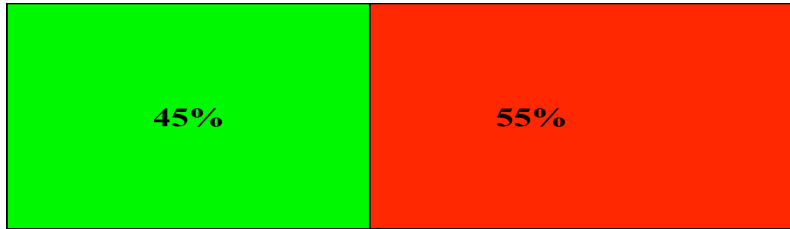
The Gap between Expected and Delivered Results



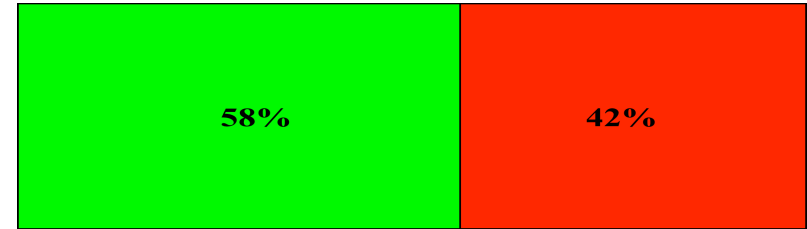
Skimmer
12 hour shift



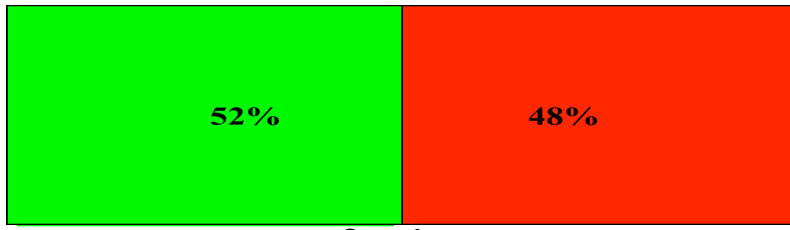
Crane man
12 hour shift



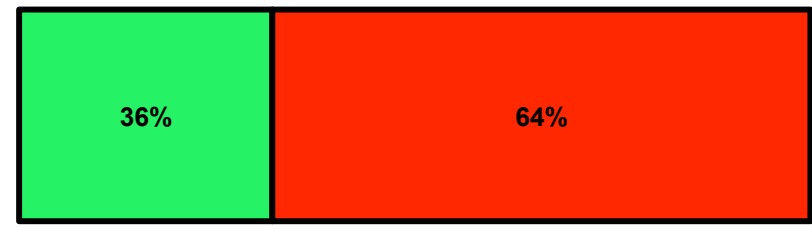
Slag Cleaner
12 hour shift



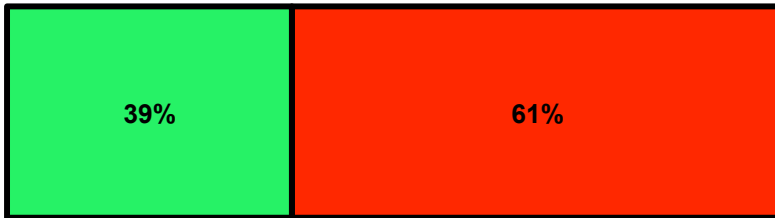
Kress Hauler
12 hour shift



Sampler
12 hour shift



Mechanic
8 hour shift

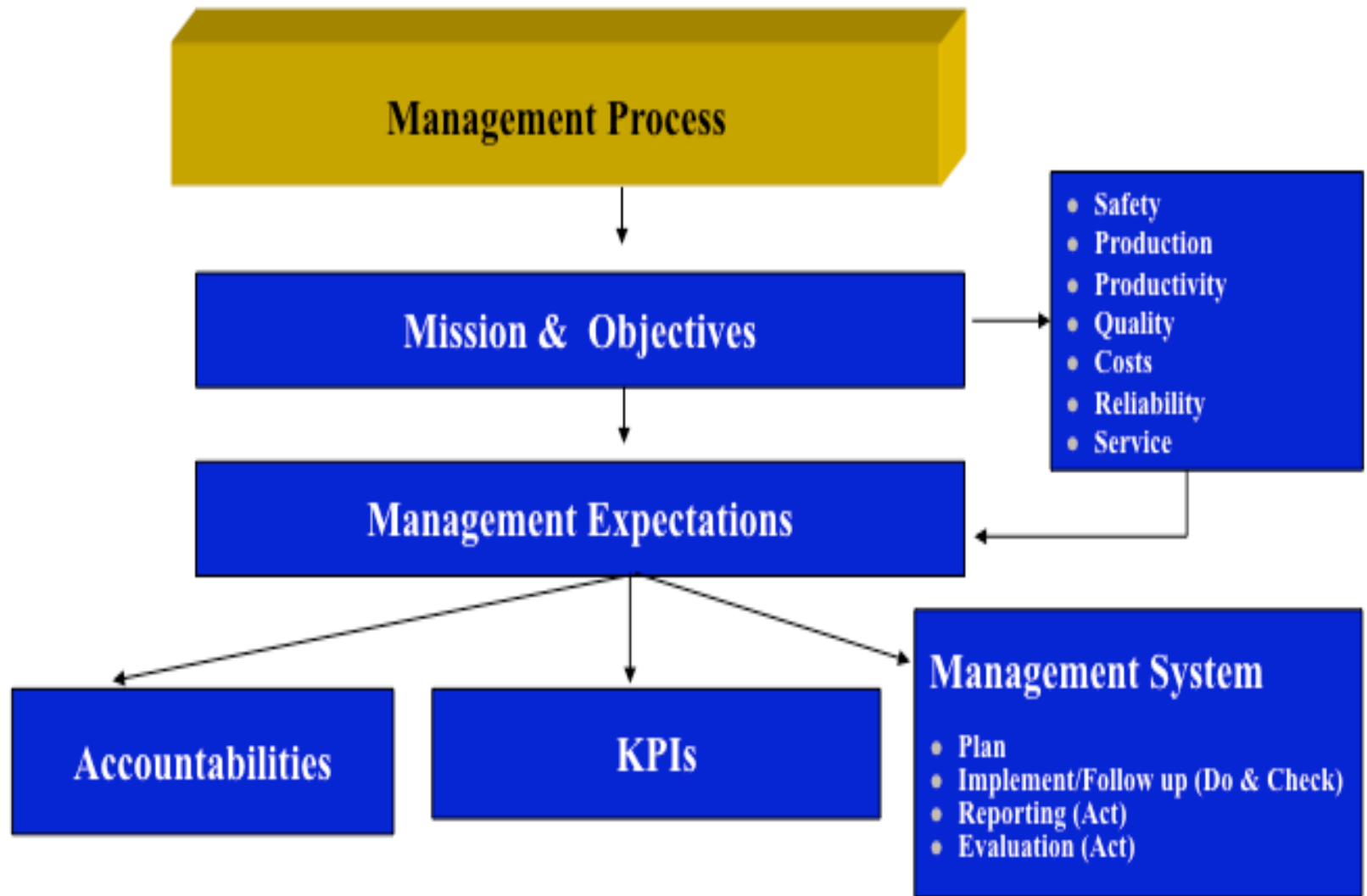


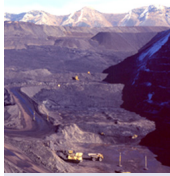
Electrician
8 hour shift

 Value-Add activity

 Non Value-Add activity

Bridging the Gap – The Management Process





Bridging the Gap – The Management Process

Mission & Objectives:

- Concise, (no more than 10 words) inspirational tool for what the company is striving to become over an extended period of time – a “call to action”

Management Expectations:

- Answers the question: What are we paying our front-line management to accomplish?

Accountabilities:

- Clear and simple – drives front-line management’s daily routines & behaviors in support of company objectives

Key Performance Indicators:

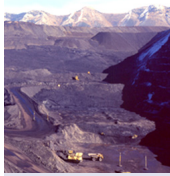
- Keep to a maximum of 7 - focused on safety, throughput, recoveries, cost, utilization & reliability. Answers the questions: ‘Are we winning?’ and “What do we need to improve?”



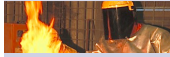
Bridging the Gap – The Management Process

Management System: First Principles

1. Keep the system simple. Heavy & bureaucratic doesn't work.
2. Focus on the important things you want your front-line management to accomplish – shift in and shift out.
3. Use the system to identify and eliminate activities front-line management perform that add ZERO value to the mine or surface plant operations e.g. most administrative tasks.
4. “Learn to See” – Front-line management should use the system to identify off-schedule conditions and waste in their operation(s) e.g. unnecessary crane moves, expediting parts, waiting for materials, waiting for labor.
5. Follow-up frequently– Front-line management should spend a minimum of 40 - 50 percent of their time – “on the floor”.



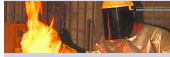
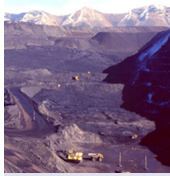
Bridging the Gap – The Strategic Engagement Process



The Roots of Engagement



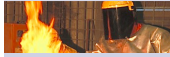
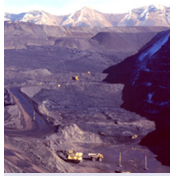
1. People want to be part of something big
2. People want to feel a sense of belonging
3. People want to go on a meaningful journey
4. People want to know that their contributions make a significant impact or difference



Bridging the Gap – The Strategic Engagement Process

Why front-line managers and individuals feel disengaged:

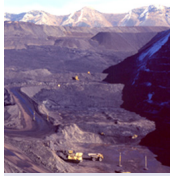
1. “I Can’t be engaged if I’m overwhelmed”
2. “I can’t be engaged if I don’t get it”
3. “I can’t be engaged if I’m scared”
4. “I can’t be engaged if I don’t see the big picture”
5. “I can’t be engaged if it’s not mine”
6. “I can’t be engaged if my leaders won’t face reality”



Bridging the Gap – The Strategic Engagement Process

- The majority of organizations we work with don't think of engaging their people to execute strategy as a ***process***, and consequently, no one ***owns*** it.
- So, before we explore Strategic Engagement as a Process, let's look at a few questions that will set the stage.

Answer a simple “yes” or “no” to these 10 questions



Bridging the Gap – The Strategic Engagement Process

1. Are the people in your organization ready, willing, and able to execute your strategies?
2. Do leaders share a consistent view and interpretation of the organization's strategic direction?
3. Are leaders putting the good of the company ahead of their own area's priorities?
4. Do the observable behaviours of the leadership team support the strategic direction of the company?
5. Are managers communicating company strategies in a clear, consistent, and compelling fashion?
6. Are managers reviewing progress with their teams relative to team and company goals?
7. Are managers aligning the efforts of the people in their teams to the company strategy?
8. Does the front line understand the marketplace and the organizational strategies?
9. Can the front line clearly connect their individual contributions to overall company goals?
10. Are the skill-building opportunities critical for strategy execution available to frontline employees in their day-to-day work?

	Yes	No
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		



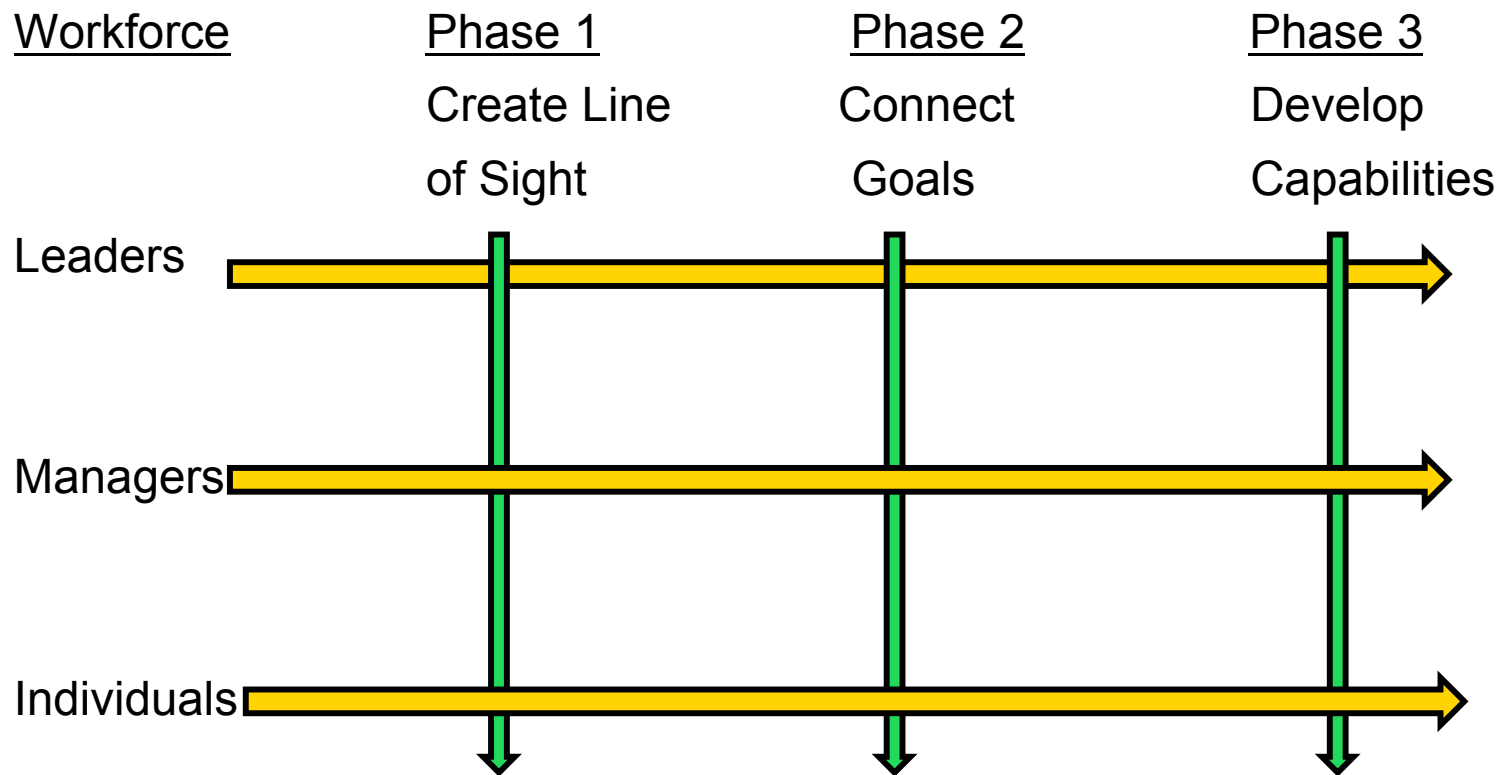
Bridging the Gap – The Strategic Engagement Process

- If you answered “no” to five or more of these questions, you probably experience significant challenges executing strategy rapidly. Strategic engagement has probably not been managed as a process.
- What’s missing is not the raw talent that exists within the company, but the ability to find a way to effectively knit that talent together to maximize peoples’ contributions.
- Performance and execution are as much tied to a process as to the phenomenon of gifted talent.

A good system beats high talent time after time

Bridging the Gap – The Strategic Engagement Process

- The Strategic Engagement process involves 3 phases that addresses the three levels of the workforce.





Conclusion - Connecting Supervisory Effectiveness to overall Company Success:

1. Implement a **Management process** that provides front-line managers with the tools and techniques to execute and deliver your company's objectives more effectively:
 - Train your front-line managers *on how to* "Learn to See"
 - Train your front-line managers on *how to* effectively apply the "Socratic Method"
 - Train your front-line managers on *how to* use an effective Management System to ensure improvements and results are sustained and institutionalized
2. Implement a **Strategic Engagement** process which includes a framework for executing the process of engaging employees as well as a self assessment for checking your own company's level of strategic engagement.

Thank you

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