



# Evolution of Leadership & Management Through Technological Change

Paul Harper  
AusIMM New Leaders Conference  
7 August 2017

## **INTRODUCTION**

- **Difference between Management and Leadership**
- **What is Management?**
  - **Evolution of Loss, Risk and Management Systems**
- **What is Leadership?**
  - **Evolution of Technology and Leadership**
- **Qualities of Good Leaders**
- **Leadership of Individuals**
- **Leadership of Groups**
- **Management and Leadership Strategy**
- **Summary**

**WHAT IS THE DIFFERENCE  
BETWEEN**

**MANAGEMENT AND  
LEADERSHIP?**

# WHAT IS MANAGEMENT?

**Management is about developing and implementing plans and systems to mitigate or reduce exposure to loss or risk.**

# EVOLUTION OF MANAGEMENT SYSTEMS

- Large data bases for gathering and sorting information
- Can measure and monitor nearly anything!
- Time effective data, some in real time
- Provide historical trends and predict future trends
- Information is available for managers and their staff
- How to use the information effectively is the main challenge

# MANAGEMENT GOALS

## Management Goals:

- Identify all loss exposures
- Evaluate the risk in each exposure
- Develop a plan
- Implement the plan
- Measure and Monitor

# MANAGEMENT CONT.

Risk Exposures:

- Health & Safety
- Geological, Geotechnical & Mine Planning
- Metallurgical & Infrastructure
- Environmental
- Market, political and other external factors

*Management is about having adequate plans and systems in place to mitigate or minimise the risks to the business*

# WHAT IS LEADERSHIP?

No matter what management plans and systems you choose

***The effectiveness of these plans and systems will be determined by the effectiveness of the leadership.***



# LEADERSHIP EVOLUTION

Leadership is continually evolving especially with technological change.

Information technology and general communications are evolving faster than ever.

You could say we are in the technological revolution.

# LEADERSHIP EVOLUTION

- Management systems more sophisticated
- Communications are faster (and more of it!)
- Staff are better informed and educated
- Staff skills and training more sophisticated
- Job satisfaction and personal development critical
- Staff turn over is higher than in the past

**There are greater demands on Leadership to motivate and empower people to take advantage of new technology**

# CHARACTERISTICS OF SUSTAINABLE LEADERSHIP

- Interpersonal skills
- Ability to enlist cooperation
- Willing to reason
- Emphasis on goals – results – achievement
- Integrity
- Self-confidence that inspires confidence others
- Uses participative techniques
- Instil accountability

# CHARACTERISTICS OF SUSTAINABLE LEADERSHIP

Positives



Attention

Approval

Praise

Reward

Recognition

“Let’s see how we can solve this problem”

Negatives



Reprimand

Warning

Suspension

Threat

Firing

“Shape up or ship out”

# CHARACTERISTICS OF SUSTAINABLE LEADERSHIP

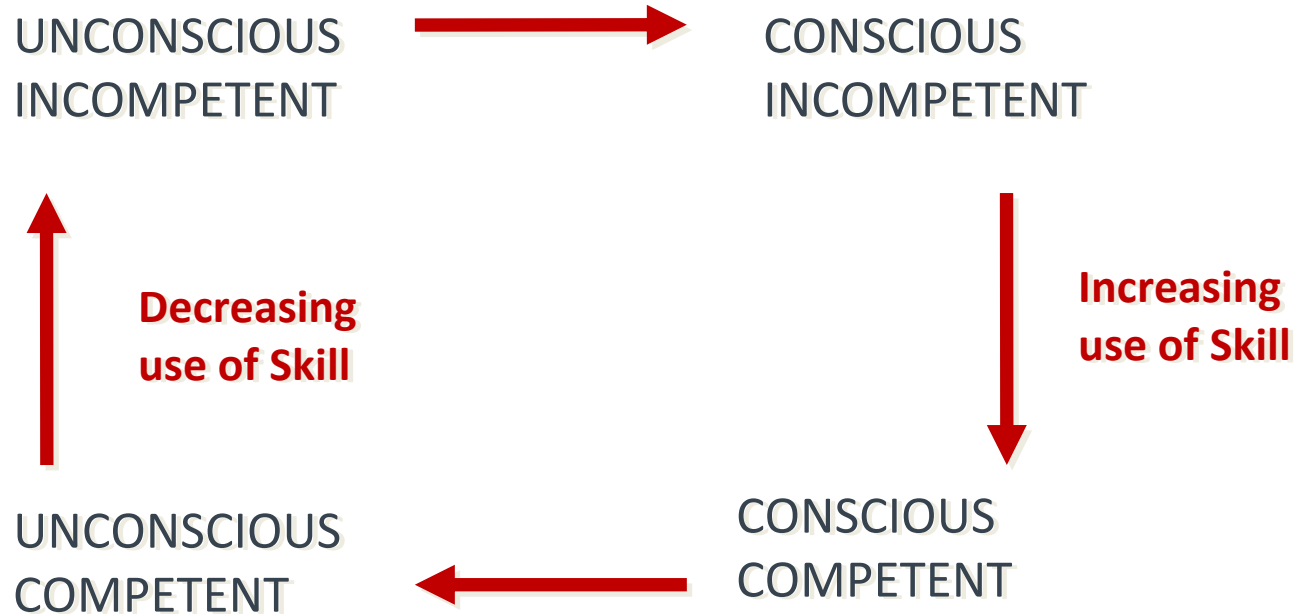
*A drop of honey is always better than a barrel of  
vinegar*

# LEADERSHIP OF INDIVIDUALS

Understanding individual competency

- How competent is the person to do a task?
- Is the person competent in all tasks?
- Do your instructions reflect the person's competencies?
- Does the person understand the instructions?
- Will this person carry out the task effectively?
- What are their training needs to reach their potential?
- Are they engaged and motivated?
- What is their self talk?

# INDIVIDUAL LEADERSHIP MODEL



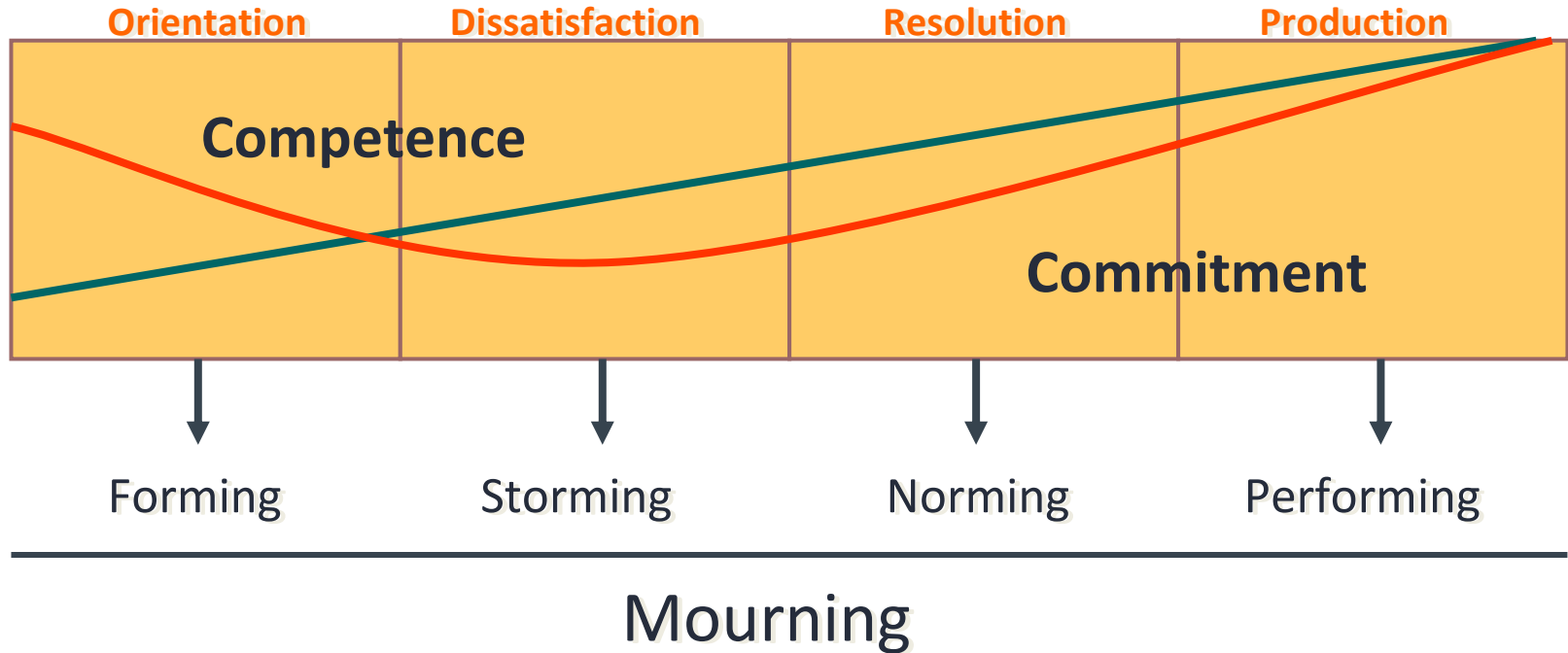
# GROUP LEADERSHIP MODEL

Understanding group dynamics:

- Group motivation will change with circumstances
- Leadership will need to change with these situational changes
- Situational leadership pre-empts the changes
- Two-way communication with groups is vital
- Conflict resolution training is a must
- Instil mutual respect
- Create standards to create job pride



# GROUP LEADERSHIP MODEL

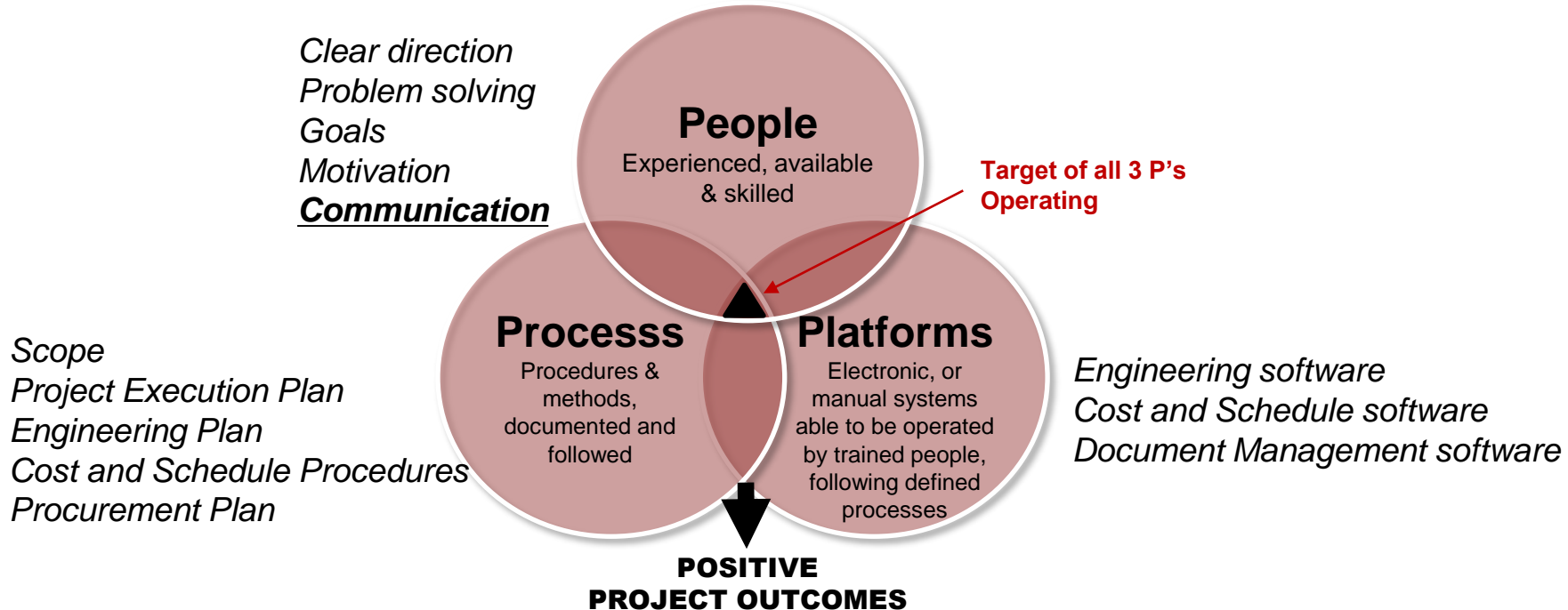


# MANAGEMENT & LEADERSHIP STRATEGY

Effective leadership Strategy:

- Company goals and vision
- Company culture and values
- Team building & performance appraisal
- Individual goal and task definition
- Training, mentoring, and counselling
- Engage emotional Intelligence
- Develop a strategy & implementation plan

# THE KEY TO SUCCESSFUL PROJECT IMPLEMENTATION – THE THREE P’S



# SUMMARY

- There is a difference between Management and leadership
- Develop management and leadership strategy and implementation plans
- The effectiveness of these plans and systems will be determined by the effectiveness of the leadership
- Leadership is the driver for motivation and empowerment



***Enthalpy***

# LEADERSHIP MODELS USED

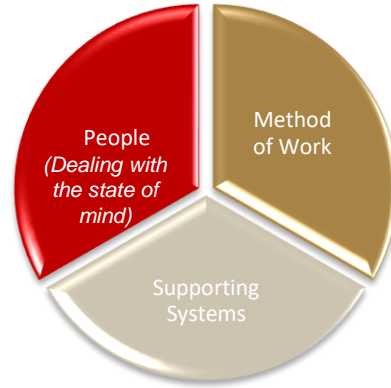
- 80's PLOC - Loss Control
- 90's NorthParkes
- 2000 AMC Model
- NOW 3 Ps at Enthalpy!!

# LEADERSHIP PLOC MODELS

- Planning - Plan, plan, plan and more planning
- Leading - motivate and engage your people
- Organised – coordination & communications
- Control – measuring & monitoring , on time, on budget?

# EXAMPLE OF SAFETY MANAGEMENT AND LEADERSHIP STRATEGY MODEL

- C.O.S Meeting
- Tool Box Meetings
- Behavioural Tasks Observation
- Rehabilitation Process



- Good Working Environment
- Well Maintained Equipment
- Skilled and Competent Workforce
- Standard Operating Procedures
- Emergency Response

- J.S.A's
- Training Matrix
- Workplace Inspections
- HAZOBS and Incident Reporting
- Auditing

Effective Communication

Accident Prevention Culture

Improved Safety

Lower Costs and Higher Productivity



# INTEGRATED MANAGEMENT SYSTEMS

- Individual KPIs
- 360° Reviews
- Individual Reviews
- Team Building



- Standard Operational Procedures
- Assessments
- Planning
- Daily and Weekly Scheduling
- MBU Meetings
- Geotechnical Training
  
- Hazard Report
- Incident Reporting
- Weekly Inspections
- Audits

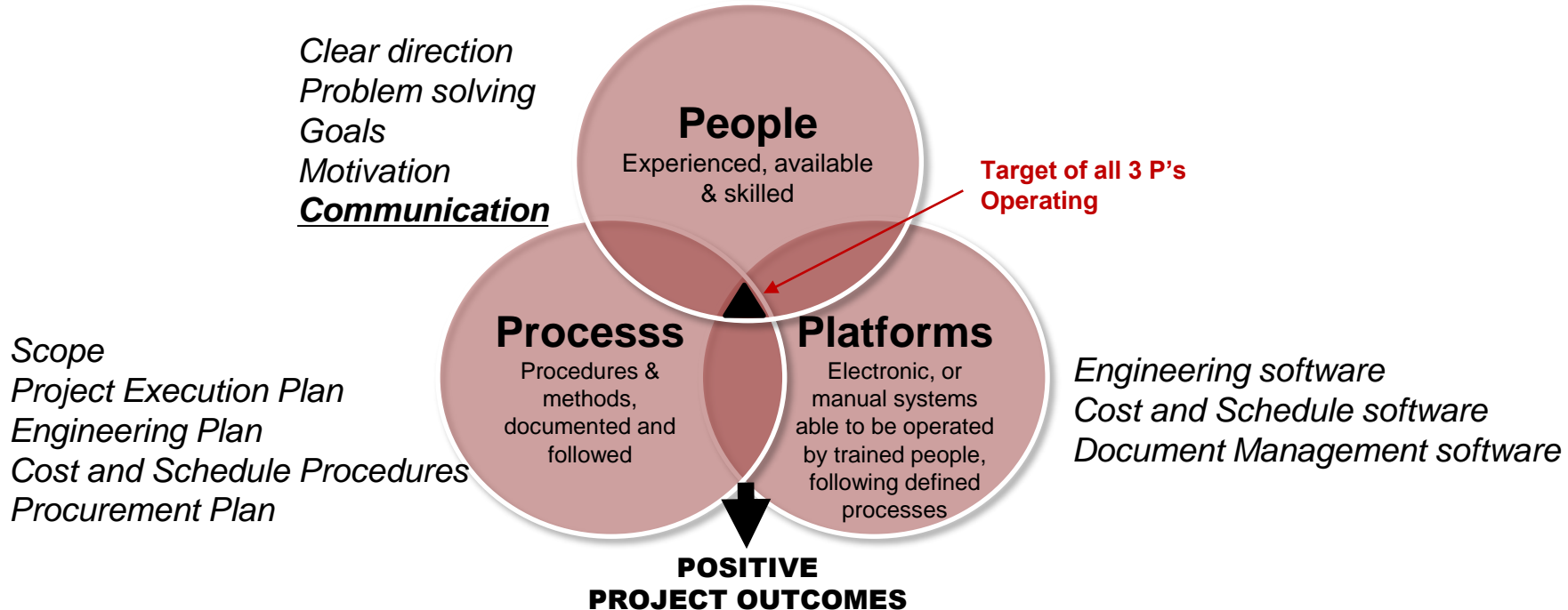
**EFFECTIVE COMMUNICATION**

**FOLLOW UP**

**CONTINUAL IMPROVEMENT**

**COST EFFECTIVE**

# THE KEY TO SUCCESSFUL PROJECT IMPLEMENTATION – THE THREE P'S



# THE KEY TO SUCCESSFUL APPLICATION – THE THREE P'S

