

DRAFT Carrapateena Leadership Standard

Phase 1

Defining 'The Way We Lead'

Management Workshop April 2019



A modern
mining company

Key Attributes of Leadership at Carrapateena

'The Way We Lead'

Visible Leadership

Walks the talk

Accountability & Performance

Creates ownership and delivers results

Builds Capability

Puts the development of team above self

Strategic

Thinks big picture to create value across business units

Change Leaders

Embraces change, diversity and innovation

Visible Leadership

Walks the Talk

- **Humility & Authenticity**
 - Not center of attention
 - Meaningful interactions
 - Genuine interest

- **Time In Field**
 - Provides quality time at the 'coal face' – leadership engagement in the 'Gemba'
 - Provides genuine feedback
 - Genuine interest in employee contributions
 - Relates current situation to strategic vision

- **Presence – 'Gravitas'**
 - Owns and delivers business message
 - Open door & available
 - Lives HWWT
 - Ensures quality and participative visual board/pre-starts

Accountability

Creates ownership & delivers results

- **Sets clear objectives**
 - Clear expectations, time-frames and ensures understanding
 - Plans the work, works the plan – do it once
 - Eliminates waste
- **Manages Performance**
 - Celebrates success and rewards high performance
 - Doesn't avoid the difficult conversations
 - Fair & Just and collaborates & calibrates outside department to ensure consistency in decision making
 - Ensures effective Performance & Development reviews are in place for team
- **HWWT**
 - Embeds in work crew
 - Behavioural performance as important and technical performance
 - Sets the example

Builds Capability

Puts the development of team above self

■ Development Planning

- Engages individually and ensures effective development plans in place for all team members
- Delivers effective and quality 1:1's as required
- Identifies business aligned and cost effective training & development opportunities

■ Succession Planning

- Identifies high potential within department – leadership successor(s) & technical expertise
- Builds succession pipe-lines by ensuring 'ready now' succession, 1-2 years and 2-5 ready capability
- Collaborates across departments to build succession plans outside of department

■ Trained & Competent

- Competency matrix/profiles in place for work group
- Trained work crew - profile ensure safe & productive performance of work

Strategic

Business Wide Value

- **Communicates Strategy**

- Knows and understands the business strategy
- Communicates effectively, linking team contribution to business objectives
- Takes ownership of business objectives and decisions, including the delivery of unpopular decisions and messages.

- **Business Planning**

- Develops department plans which align to business strategy
- Engages team to report against plan, determine actions and celebrate success
- Commercial acumen

Change Leaders

Embracing of change, diversity and innovation

- **Leads Change**
 - Owns and communicates the need for change and builds capability and resilience to change
 - Collaborates and consults with affected stakeholders
 - Early adopter of change – above the line

- **Diversity & inclusion**
 - Provides a workplace which is inclusive and diverse
 - Embeds HWWT into team culture
 - Creates a culture where employees can bring their whole selves to work

- **Innovation**
 - Creates an environment where it is safe to make mistakes
 - Challenges the status quo
 - Looks for learnings and opportunities to improve and innovate