

Future of Work & Leadership

Mining Industry HR Practitioner Association AGM



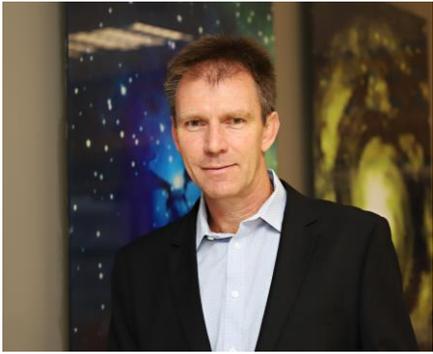
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CONSULTING

Future of Work

Dave van der Merwe - November 2022

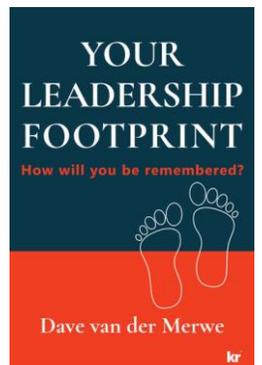
INTEGRATE. IMPLEMENT. IMPACT.

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Dave van der Merwe - Profile

- Dave is qualified as a chartered accountant
- He works in management consulting with a passion for leadership development, which is the X-factor
- Dave has extensive work experience
 - He spent 20 years in the construction industry, mostly with Murray & Roberts, in a wide variety of roles.
 - A significant career milestone at Murray & Roberts was being a project director for the delivery of the Gautrain civils construction.
 - He has also spent more than 12 years in management consulting, mostly with Deloitte Consulting, where he worked on a variety of projects for large global multi-national companies. Many of his projects involved large scale transformation, often in key support functions of HR, finance, supply chain and capital projects
 - His focus over the last few years has been on leadership development, executive effectiveness, team effectiveness and strategic leader-led transformation
- Dave also has a wide variety of hobbies including: writing, travel, bird watching, spending time in Kruger National, cooking, fly-fishing, reading, and playing golf.
- He is also the published author of Your Leadership Footprint and a self-published author of 3 fiction novels under the pen name of David Vander





Future of work

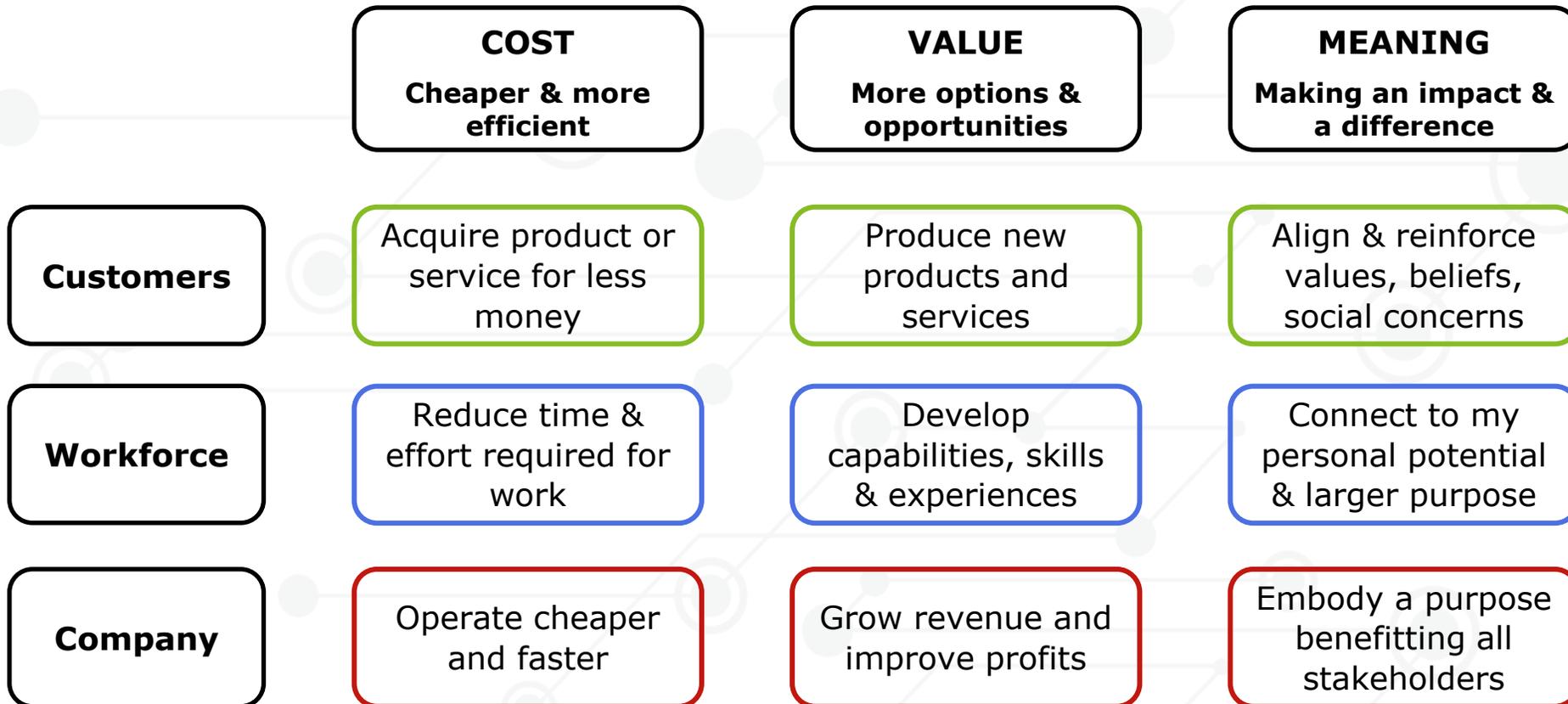
Before we start:

What is work?

Future of Work

The Future of Work - To what end?

It's critical to move past cost, to include value and to provide meaning



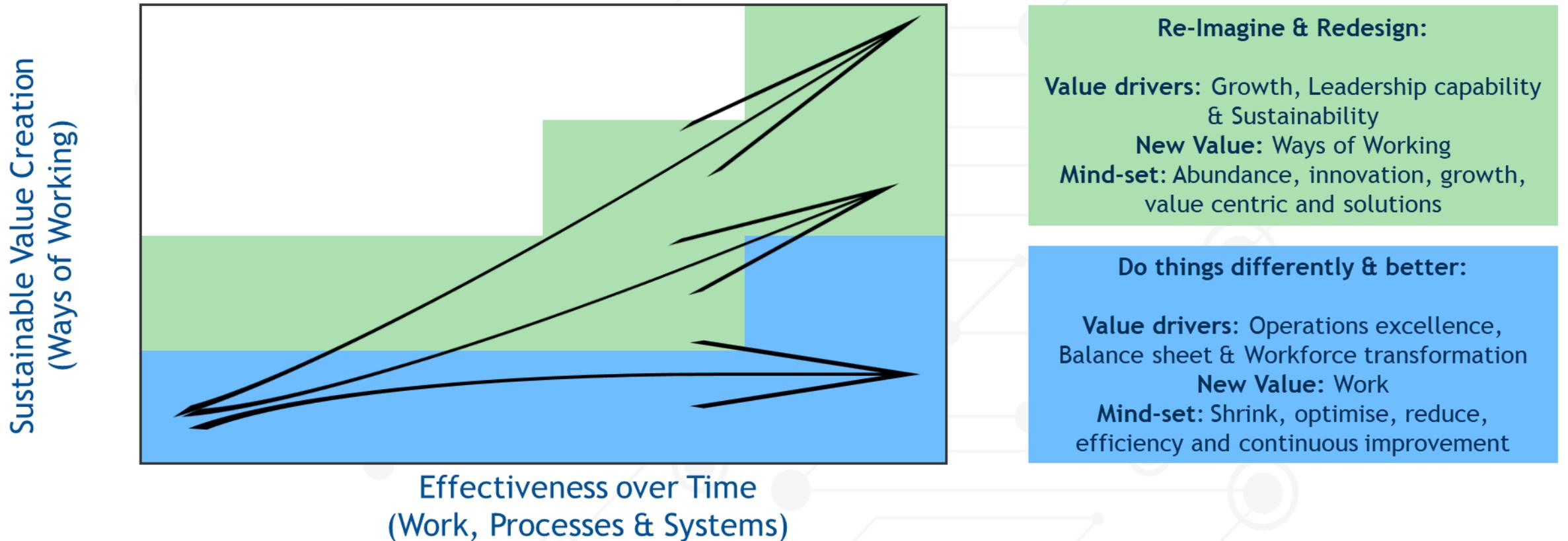


Value

What is value and what really matters?

High Impact Organisation - Driving new sustainable value

Creating sustainable value over extended time requires focusing on different value drivers and ways of working



Examples of poor effectiveness / waste: excess motion, multiple hand-offs, excess resources, multiple reviews, resistance to change, manual processing time, searching for the right data, redoing someone else's work, processes weaknesses, old processes, waiting time and unclear ways of working

People Value Map - High impact Human Capital

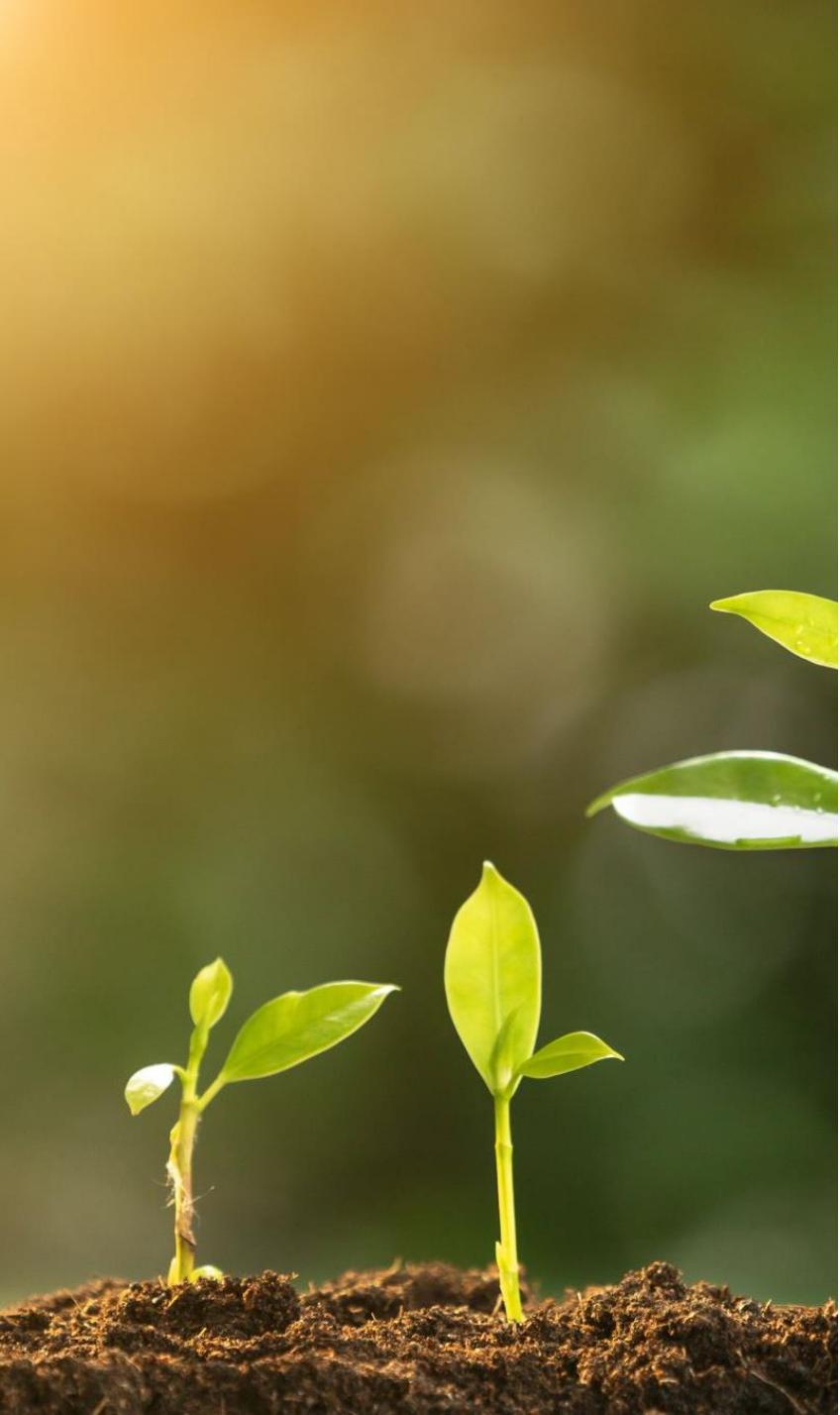
	Strategy		Strategic Intent		Purpose / Mission	
Enterprise Outcome	RESPONSIBLE GROWTH	OPERATIONS EXCELLENCE	BALANCE SHEET STRENGTH	CREATING SHARED VALUE	FUTURE READY TALENT	LEADERSHIP CAPABILITY
People value driver	HR Customer Experience	HR Service Excellence	Future Capability	Workforce Optimisation	Employee Experience	Leading and shaping the culture
Strategic drivers	Customer experience	HR Service delivery model and outcomes	Future fit capabilities - soft	Future capability and talent models	Employee value proposition (R&R)	Leadership behaviours & cascade
	High impact HR business partner	Insights driven decision making	Ways of working	Integrated network of collaborative teams	Integrated wellbeing	Shared purpose and values
	HR Operational performance	Data management & enabled platforms	Meaningful work and job redesign	Future fit skills pipeline	Learning in the flow of work	Leader-led change management
	High impact HR operating model	Managing people risk	Innovation and opportunity	Organisation design	Employee life cycle	Leadership capability
Leadership drivers	Abundance and solutions mindset	Enabling work environment	Digital adoption as a core enabler	Eco-system partners and collaboration	Experiential learning and opportunities	Managing outcomes of hybrid teams

How can you integrate Future of Work into brand, sustainable operations, redesigning meaningful work, building capability, aligning CSI spend, addressing ESG and have a sustainable impact on communities and operations?

All aspects of the People Value Map are impacted

- *Conventional wisdom*
- Future of work is about job losses
- Future of work often is about the technology

- *The reality*
- Future of work is about new opportunities to evolve work
- Future of work is a systemic issue

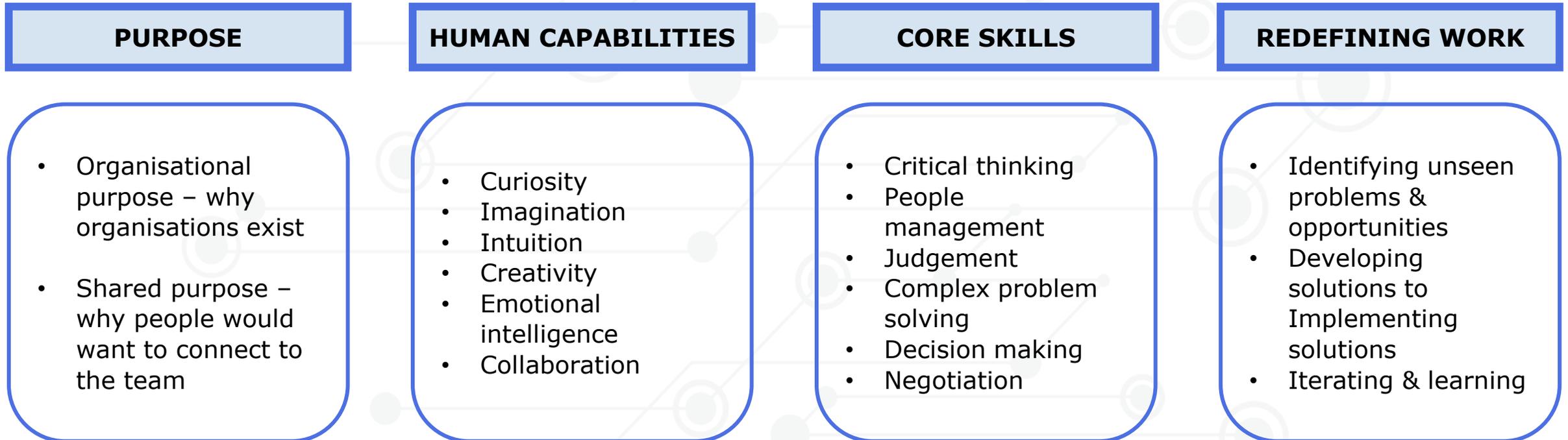


Meaningful work

How do we design meaningful work that creates opportunities and drives growth?

Thinking about meaningful work - future ready

Meaningful work that creates opportunities and drives growth



Examples of work redesign - high level shifts

Manager

- Key shift from inputs to outcomes
- New capabilities – EQ, people mgt, inclusiveness, collaboration
- Key skills – critical thinking, complex problem solving, AI, collaboration tools

Supervisor

- Key shift from pushing paper to enabling productivity
- New capabilities – people mgt, social flexibility, inclusiveness
- Key skills – DevOps, digital tools, agile, networked teams

Maintenance

- Key shift from reactive to enabled & preventative
- New capabilities – intuition & complex problem solving
- Key skills – predictive analytics & wearables, AI, data access

Finance

- Key shift from reporting to value adding business partner
- New capabilities – storytelling, decision insights, creativity
- Key skills – data science, NLG, data visualisation, cloud solutions

Human Resources

- Key shift from HR admin to driving employee experience
- New capabilities – rearchitecting work, people customer, wellness
- New skills – data visualisation, agile, design thinking, tools

Learning & Development

- Key shift from training coordination to learning experience design
- New capabilities – creativity, curiosity, storytelling
- New skills – eLearning design, storyboarding, critical thinking

Future of Work - Practical tools

Disruption is the norm - Resilience

Investing in developing personal and team resilience is a key factor to support sustainable and optimal performance



Purpose & Reframe



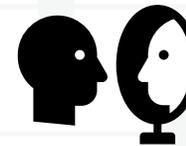
A strong sense of purpose that *defines the problems to be solved and re-frames the challenge* to enable a solution mindset and motivate people to act.

Learning Agility



The ability and capacity for change as demonstrated by accepting feedback, *adapting thinking, unlearning old ways of working* and learning to do things differently.

Connected to Context



It is key that individuals make a *realistic assessment of the situation* and are connected and engaged with people in their context to enable them to *develop right fit solutions and act appropriately*.

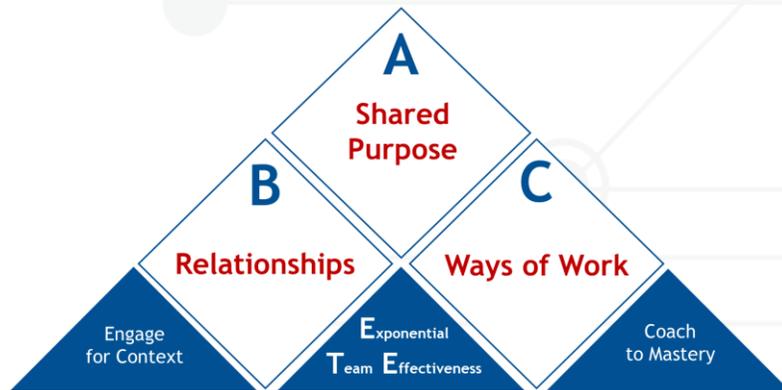
Social Support



The level of social support (community) available and the ability to effectively engage others to collaborate in *building solutions, a sense of belonging and showing empathy*.

Networked organisations - Team effectiveness

The ability to influence and align multiple stakeholders to enable delivery is critical, teams need to be aligned and effective (No longer command and control)



Engage for Context

Establishing the team's context, strategic focus, systemic challenges and stakeholder expectations

Shared Purpose

Strategic facilitation, linking team goals to organisational purpose and ensuring clarity on the economic drivers for team behaviour - Why we exist and succeed as a team

Relationships

Leverage multiple tools based on organisational preference and team requirements (Lumina, MBTI...) to strengthen authentic engagement and interpersonal effectiveness

Ways of Work

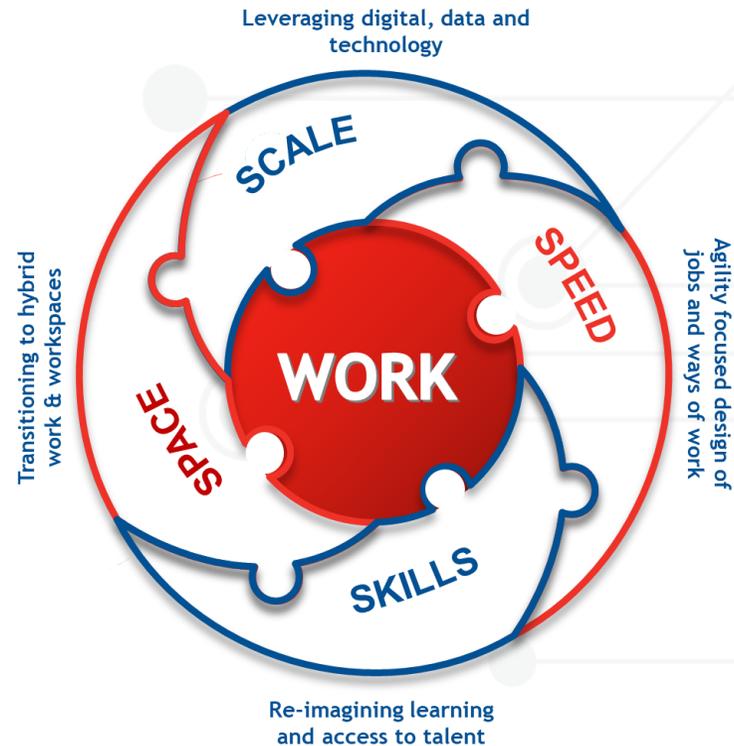
Defining key leadership and team behaviours that shape a leadership identity and team ways of working to drive effective execution

Coach to Mastery

Team based and individual leader coaching to embed the ways of working, focus on objectives and strengthen interpersonal effectiveness

Work is evolving - Work redesign

Work needs to be re-designed to enhance productivity and leverage technology



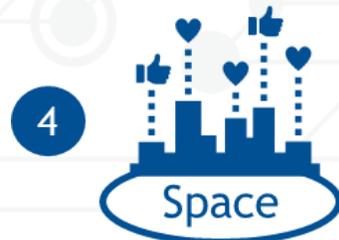
Work must be designed for scale by being augmented with the right digital technologies and data



Jobs and ways of working need to be re-designed for agility around the ability to change focus, innovate and collaborate



Productivity needs to be enhanced through continuous learning, new skills and ways of accessing talent



Workspaces need to be adapted by integrating physical and digital options and adopting hybrid ways of working

Agile delivery - Exponential Mission Teams

Certain jobs need to be delivered through multi-disciplinary teams organised around time boxed missions



Continuous Change - Exponential Leadership Experiences

Learning needs to be ongoing and happen while we work, and leaders need to use coaching as a core way of engaging and continually developing their teams

$$B * (E + S + T)$$

$$\textit{Behaviour from leaders} * (\textit{Energy focus} + \textit{Stakeholder alignment} + \textit{Team capability})$$

Behaviour:

Clear insights into what shift need to be made by the leader and team members to align with the new operating context and objectives

Energy:

Defined objectives for the initial 180 days of the transition, which are supported by detailed action plans to enhance implementation efficacy

Stakeholders:

Analysist of key stakeholder expectations and alignment with objectives, with clear steps to align or remediate stakeholder relationships

Team:

Evaluation of current team against role and priority requirements with clear actions to align the team and it's capability with the required focus

Exponential Leadership Experiences

- Executive effectiveness
- Team effectiveness
- Behavioural
- Your Leadership Footprint

Hybrid workplaces - Autonomous Teams

Work now happens asynchronously and across multiple locations enabled through collaboration on digital platforms. Teams are now autonomous and need new management disciplines



Asynchronous Work



Based on the way work is designed it can be delivered at different times and in different locations 24/7

Outcomes / Outputs Focused



To facilitate autonomous work requires clearly defined and shared outcomes that can be easily tracked

Self-directed Work



Individuals need to take ownership for delivering on the outcomes timeously and appropriately held to account

Explicit "Rules of the Road"



To create the right working environment (psychological safety) for autonomous work requires well defined, explicit and continuously reinforced rules of engagement

Standardised Tools & Platforms



Digital collaboration platforms are a key enabler for autonomous work and need to be standardised to facilitate effective collaboration and alignment

Adopted New Ways of Working



Traditional ways of working can inhibit productivity and need to be adapted and consistently adopted to enable autonomous work

Collaborative



A key construct for autonomous work is the ability of team members to collaborate in completing tasks without consistent direction from the line manager

Expanded Employment Choices



Autonomous work expands the employment options that need to be well defined and contracted to enable effective management of "diverse" working arrangements

Your Leadership Footprint

“Your Leadership Footprint” - key insights

Living a balanced life

The importance of always being authentic and human

How you show up as a leader

Creating quality thinking time

Asking powerful questions

Being deliberate and intentional, and taking appropriate action

“Your Leadership Footprint” - key insights

Focusing on what really matters and owning the narrative

Unlocking the potential and discretionary energy of others

Being an enabler for the whole ecosystem to flourish

Working on the business versus working in the business

Your plan for significance

Empathy and servant leadership

Talk to us

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