



CHAMBER OF MINES
of South Africa

LEADERSHIP AND BEHAVIOURAL REQUIREMENTS FOR SUSTAINABLE ADOPTION 30 JUNE 2017



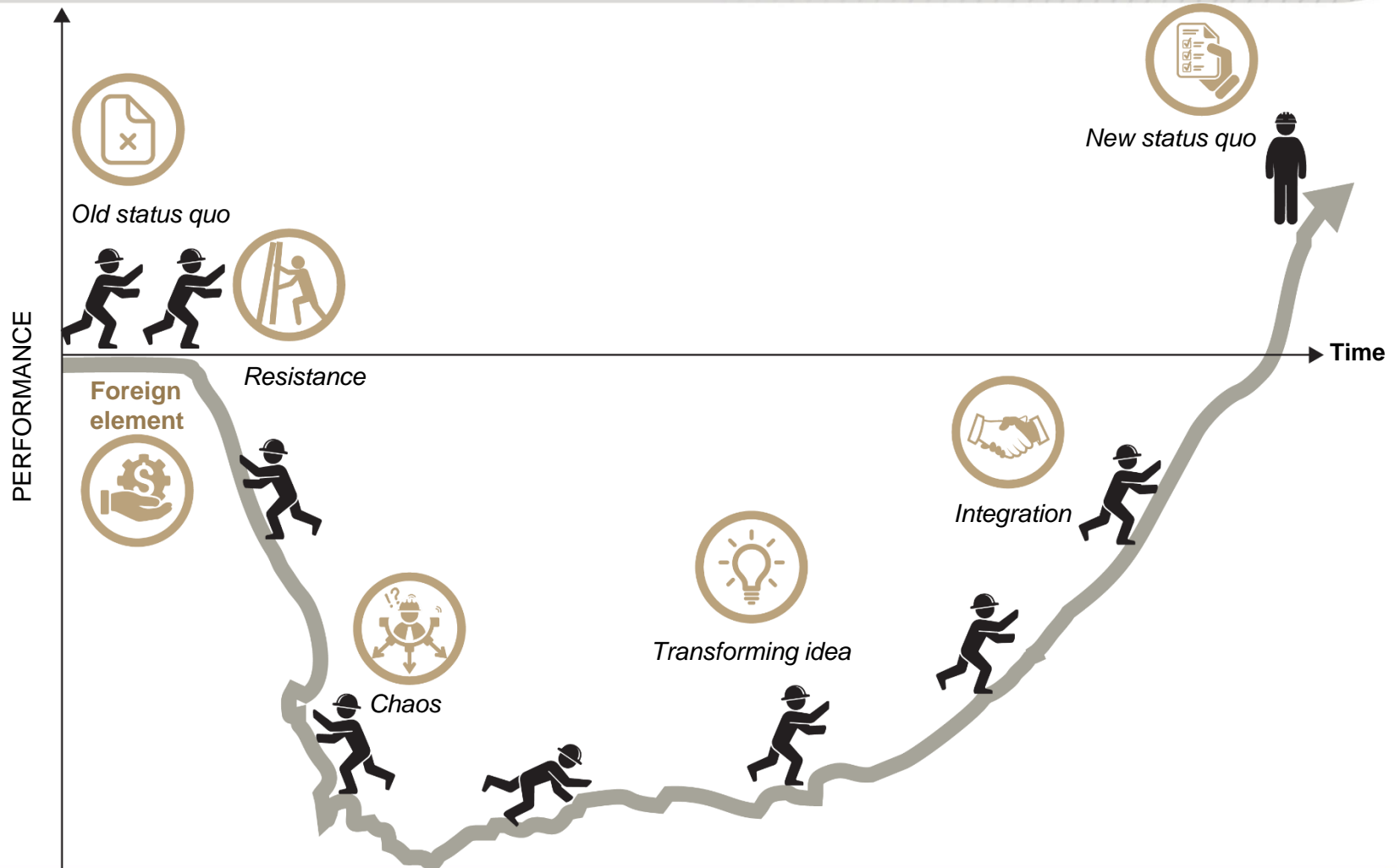
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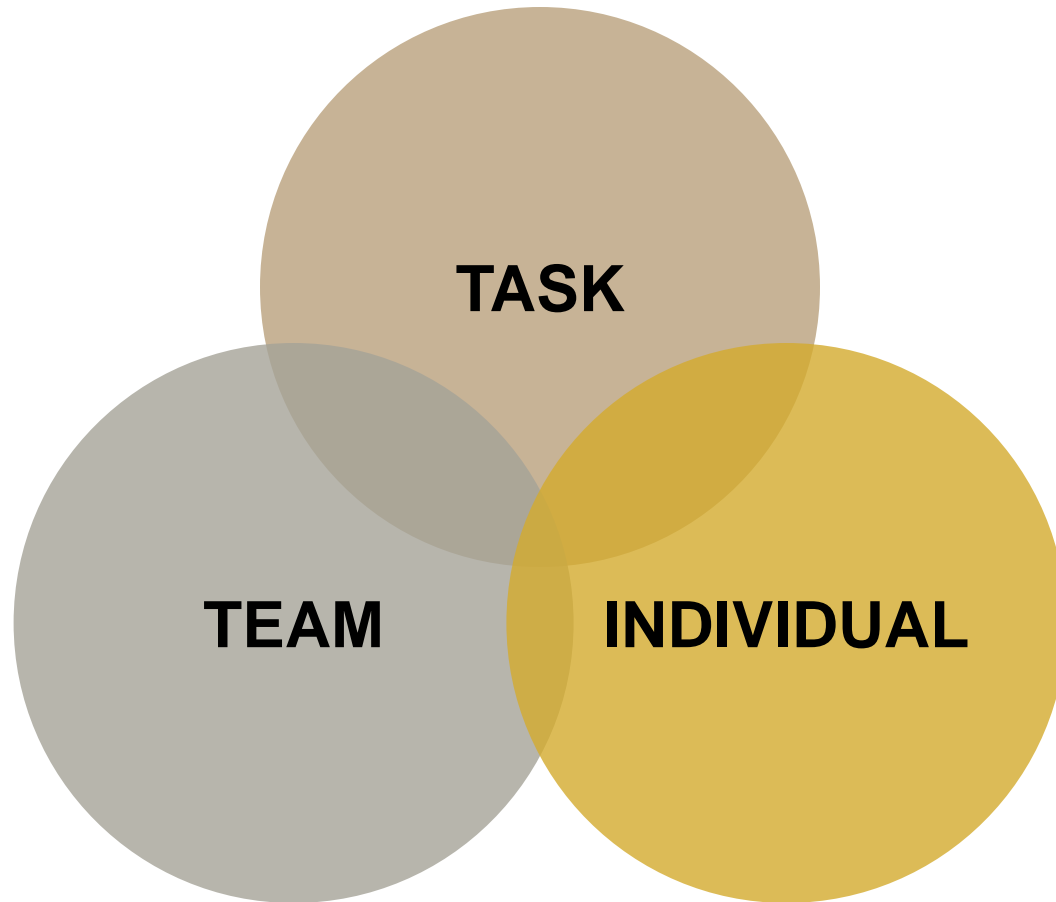
Contents

- MOSH behavioural change fundamentals and approach
- Desired individual worker and leader behaviour
- Personal ownership
- Current state versus desired future state
- Behavioural communication

Change process



Change dynamics



MOSH behavioural change fundamentals

The three legs:

- technical
- leadership
- behavioural communication

The MOSH approach
Getting individuals to make
the leading practice their **'own'**



Ultimate goal is
acceptance
and sustainability

Scientifically proven

Practically proven

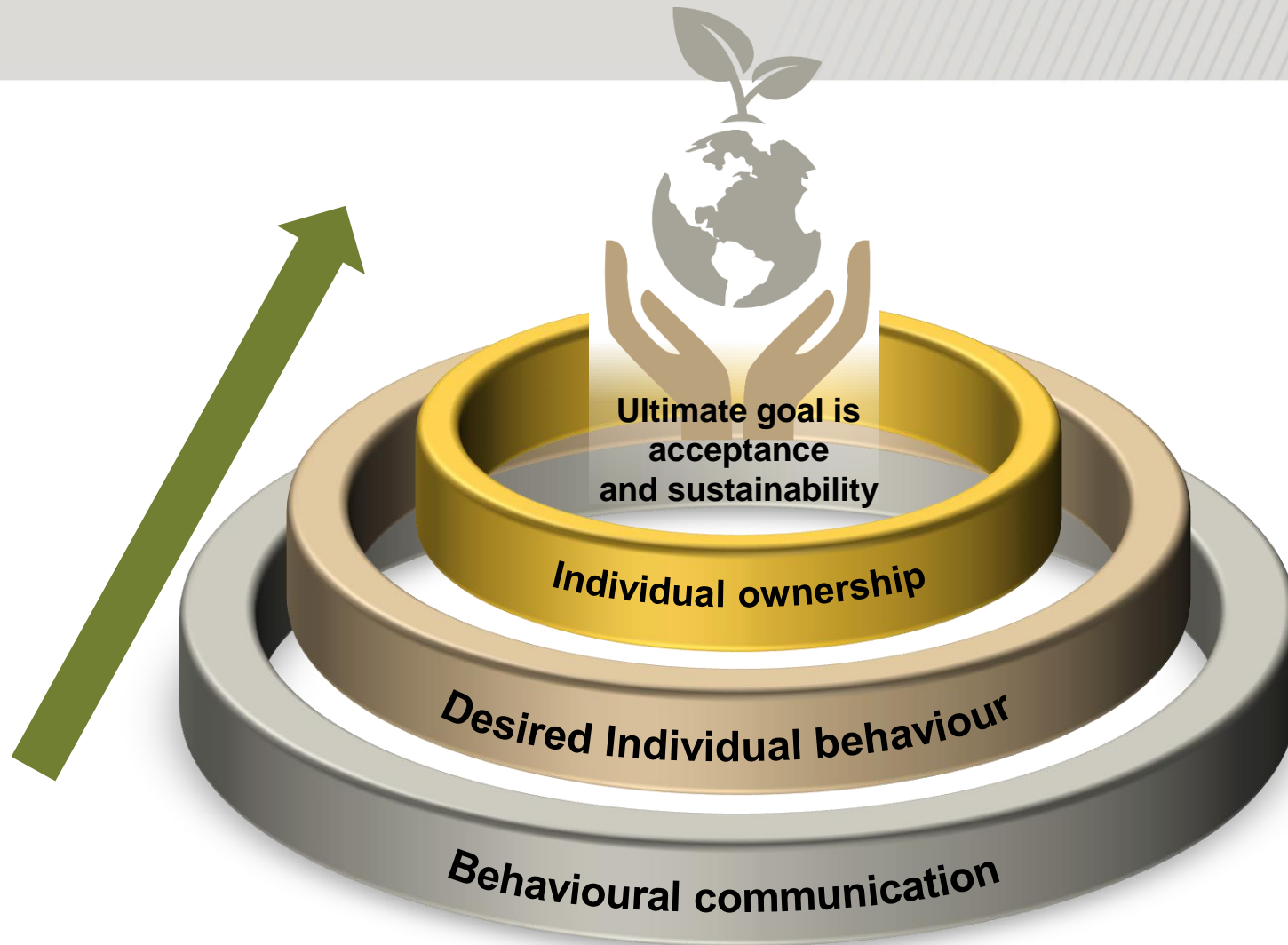
All behaviour can be explained

Behavioural
communication

People's behaviour can change

How to achieve this is the issue

MOSH behavioural change approach



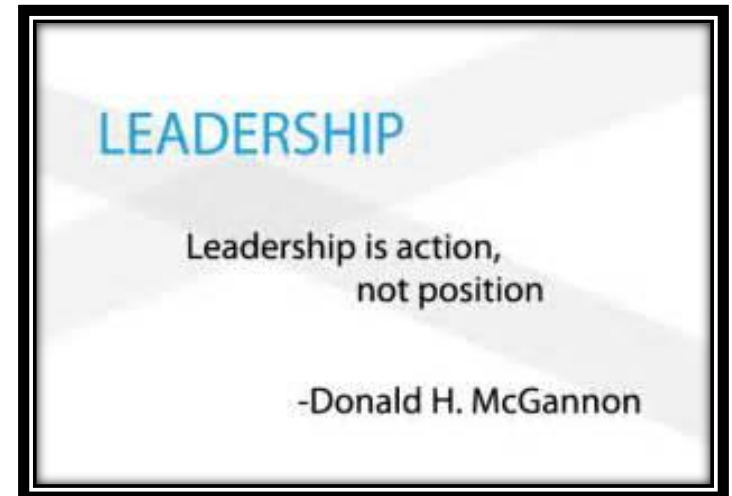
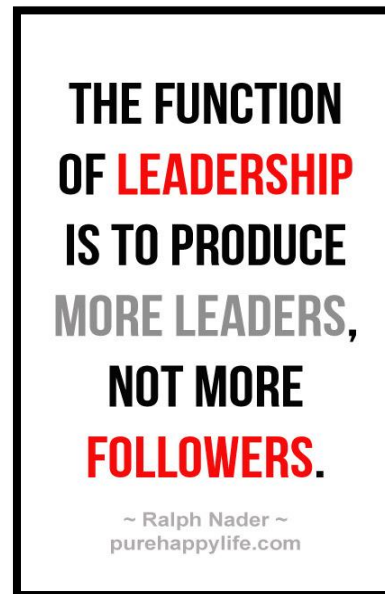
Desired individual worker and leader behaviour

WHO

- Leading practice requires different stakeholders from multi disciplines
- Every individual stakeholder needs to have 'the' desired behaviour
- Identify relevant stakeholders
 - Team member
 - Team leader
 - Supervisor
 - Maintenance tech



Leadership question



Individual worker and leader ownership



Current state

- Worker and leader knowledge and understanding of safety risks in general and LP specific
- Worker and leader beliefs and attitude of safety risks in general and LP specific
- Worker and leader knowledge of how the LP work
- Leader knowledge of impact of behaviour on ownership

Desired state

- Worker and leader knowledge and understanding of safety risks in general and LP specific
- Worker and leader beliefs and attitude of safety risks in general and LP specific
- Worker and leader knowledge of how the LP work
- Leader knowledge of impact of behaviour on ownership



Finding the current state

How to find out the current state

- Talk directly and anonymously with individuals that is representative of workers and leaders
- Establish/leverage trust
- Listen and note
- Ask the correct questions
- Determine what will make it work
- Determine what will make it fail



Get complete picture

- General sector profile- LH
- Mine specific –mine sample
- Address all stakeholder groups
- Determine underlying beliefs, knowledge and attitudes.
- Determine what will make it work
- Determine obstacles

Behavioural communication: the key

What?

- Communicate to all stakeholders
- Address all gaps identified
- Craft specific messages
- Transfer knowledge

When?

- Before the technology/practice arrive on the mine



How?

- Establish/leverage trust
- Address multi-linguistic issues
- Address education limitations
- Choose effective communication methods
- Choose the correct people to communicate

Test

- Confirm desired behaviour
- Confirm acceptance and sustainability

Practical organisational tools

- Properly scoped **VFLs**
- Scoped **PTOs**
- Messaging mediums, equipment and platforms
- Outcomes based on risk and controls in relation to initiatives/LP



**Falls of
ground**



**Transport &
machinery**



Dust



Noise

MOSH adoption principles

1. Eager and voluntary adoption – securing ownership through knowledge of risk and proper communication on risk
2. Roles and responsibilities of various parties, stakeholders, decision makers, internal vs external, experts at adoption team level
3. Engagement early in adoption process to understand and influence conditions for adoption (mental models)
4. Effective communication to change/reinforce behaviour
5. Leverage organisational leading practices for wide-spread adoption
6. Measure improvement and behaviours



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