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# Organizational Development at Flagship Coal Mines

## Employee Engagement Program Design

### Situation

Our client, a top five United States coal producer, partnered with Implementation Engineers on operational engagements designed to increase throughput at two of the flagship mine operations. Then later on in the partnership, to complement the operational improvements, there was a need to ensure the successful integration of the Employee Engagement Program. This program required a change in behavior and attitude at all levels within the organization; its overarching purposes being to:

- Unite employees within one cultural frame of mind.
- Ensure increased safety awareness and safe behaviors.
- Ensure that continuous improvement is achieved.

### Approach

#### Gap Analysis and Methodology

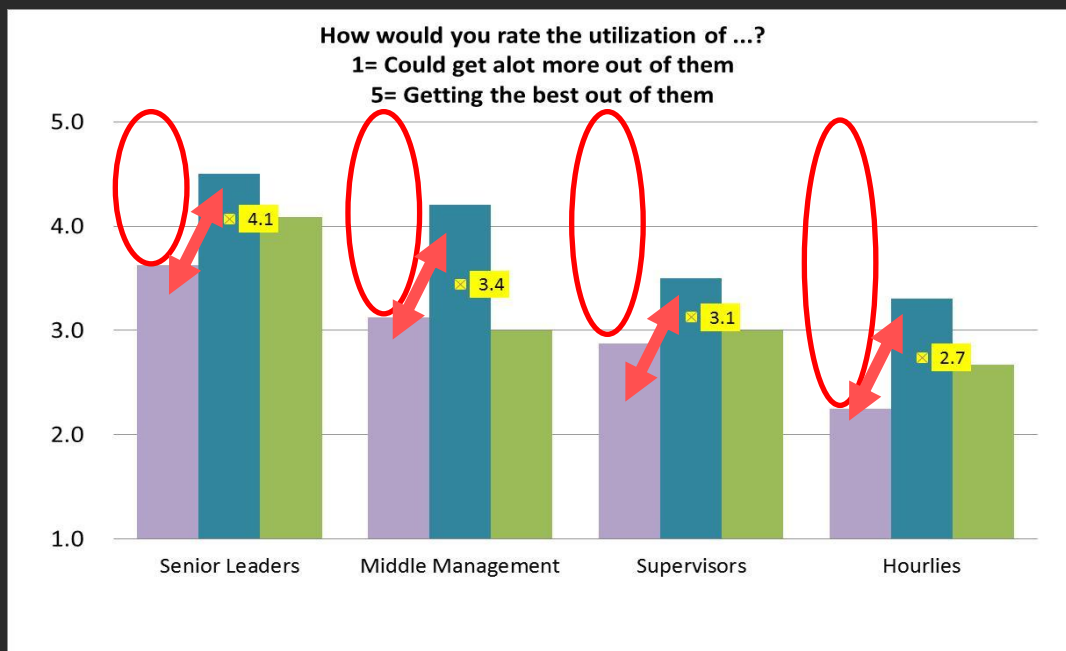
A key dimension to change programs is the understanding of the operations, i.e., what works well underground, how work is approached, how supervision is conducted, and what the interaction is between the mine operations and management. During an analysis, samples from various levels and operations were taken using a variety of inquiry methods to ensure triangulation of results. These methods included senior leadership interviews, workshops with operators, surveys at all levels, and supervisory observations. Data was graphically depicted using qualitative analysis to support the gap analysis.

The overall Employee Engagement analysis included assessments of:

- Current organizational culture (climate) at the two flagship mine sites.
- Change readiness of all employees at both mines.
- Engagement Program roll-out.
- Top-down, bottom-up views (senior & middle management, supervisors, and workers).

- Support function strategies including training, employee development, and HR processes.
- Vision of senior leaders.
- Alignment on priorities at senior level.
- Leadership styles perception.
- Engagement Program KPIs.

Senior leaders were asked about the utilization of employees – importantly the emphasis in the question is about how well *superiors* are directing others. The various bars illustrate responses from three mines.



**Figure 1: Utilization of Employees**

Figure 1 shows that at all levels, particularly at supervisory and hourly levels, leaders could increase the utilization of employees. This indicates that all managerial levels of the mines would benefit from improved leadership practices.

Figure 2 illustrates a summary of the output from the Organizational Culture Survey. Thirteen dimensions of culture were assessed. Openness to innovation was the only dimension that came close to the ideal level of favorableness (75%). All dimensions below the 50% are key focus areas for an engagement program.

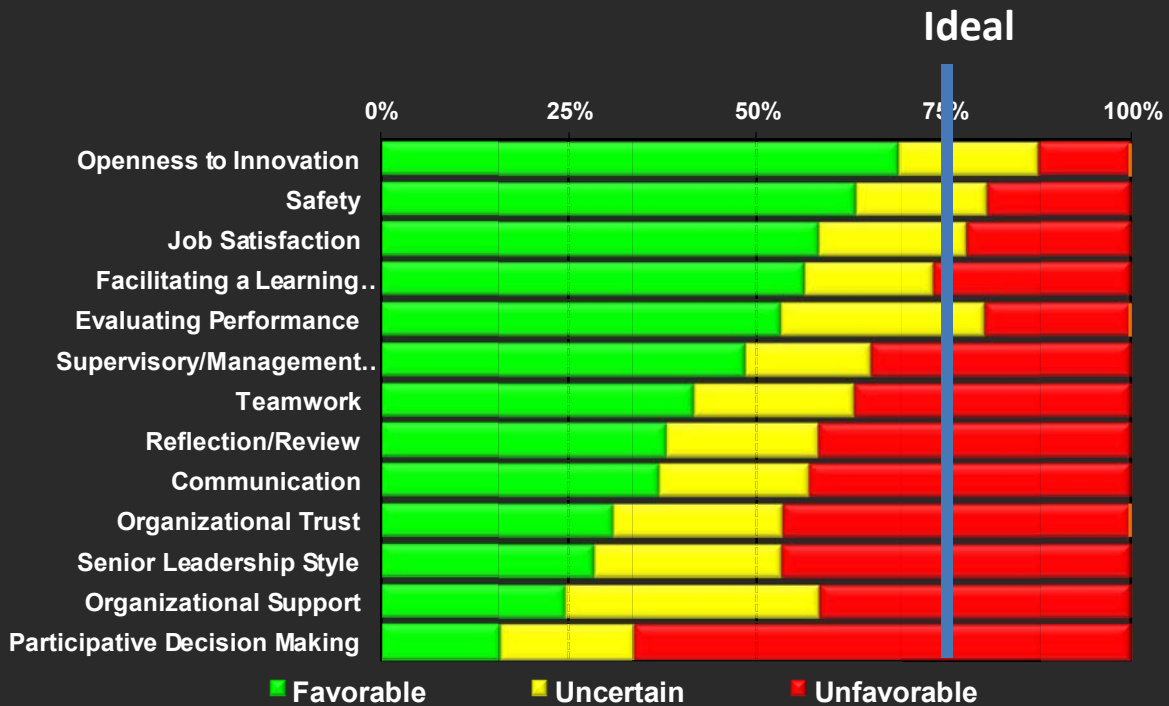
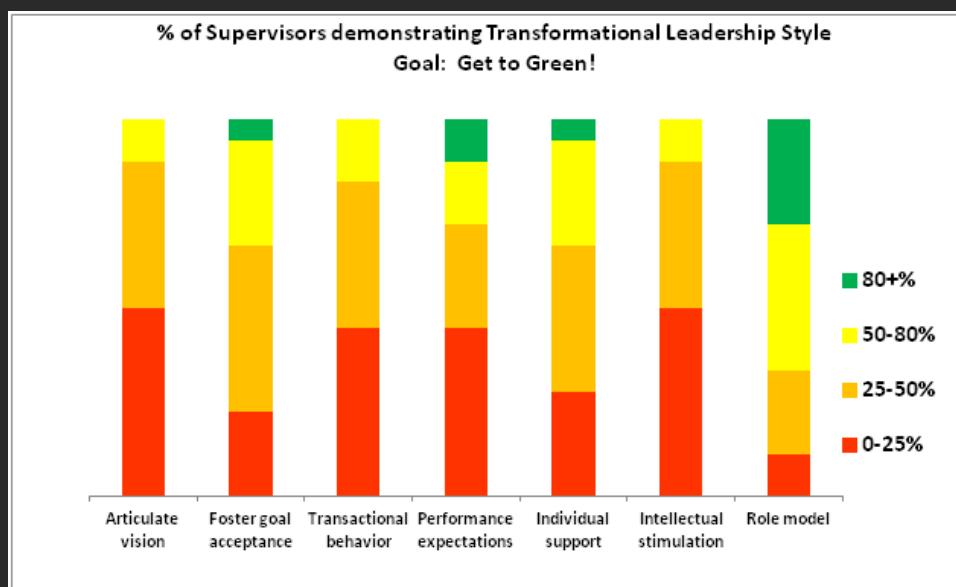


Figure 2: Organization Culture Survey

Part of our gap analysis was to obtain perceptions on the leadership style of various management layers. Questions related to the Seven Facets of Transformational Leadership.

Figure 3 illustrates the findings for the supervisory level. Rather than asking participants to rate all supervisors and average their behavior, participants were given the opportunity to categorize the presence or absence of Transformational Leadership by percentage of supervisors.

As depicted by the graph, some participants felt that 80+% of supervisors demonstrated role modeling (green), while 50% of participants felt that very few if any (0-25%) of supervisors articulated vision (red). The aim is to get to green, and the large majority of supervisors (80+ %) are perceived to demonstrate these behaviors.



**Figure 3: Leadership Style Demonstrated by Supervisors**

An information cascading assessment determined how leaders in the mine obtain information. Figure 4 illustrates that there is a particular gap at the supervisory level of the Mine.

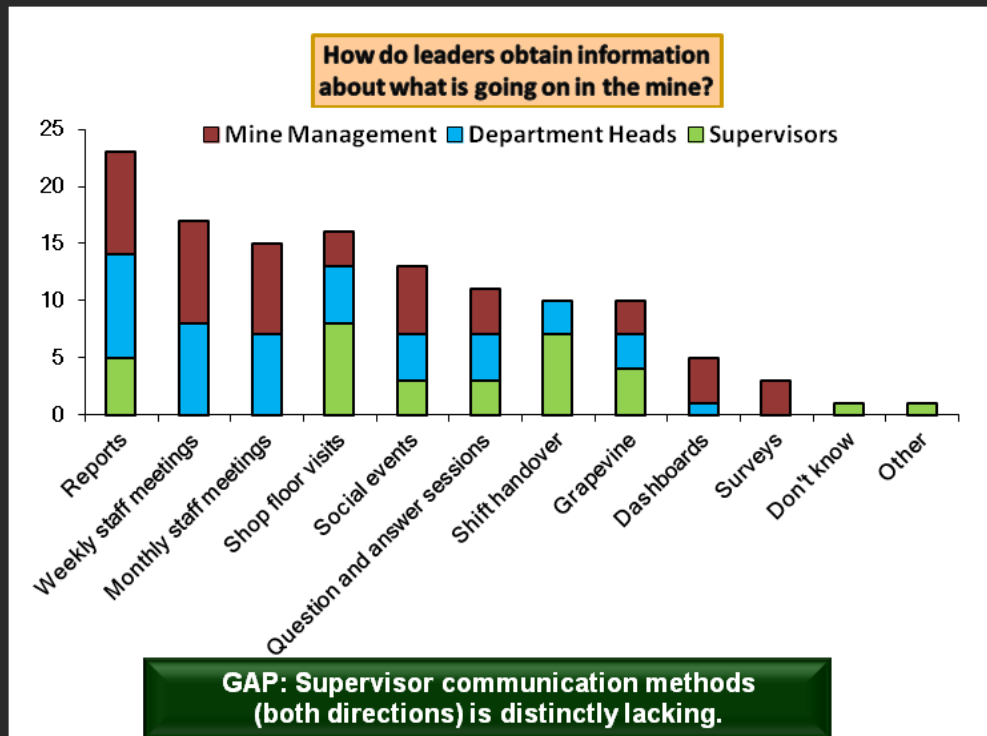


Figure 4: Information Cascading Through the Mine

A range of communication assessments revealed other gaps:

- There was no uniform communications system to ensure that information is cascaded through the mine.
- There was uncertainty regarding who is responsible for communications.
- There was no assigned team for planning, executing and measuring communication.
- There was no feedback system to test communication effectiveness. The workplace and workforce were not fully employed as a feedback tool.
- There was no specific attempt at targeting information to stakeholders.

The opportunity to increase the variety of mine communication methods was therefore highlighted. This is indeed a critical element of employee engagement.

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## Results

The Engagement Program Analysis demonstrated the Organizational Development gaps that existed throughout the mine sites. Examples of interventions included:

- The way leadership was perceived by subordinates: requiring training to create high trust, transparent relationships.
- The communications approach: no specific communications strategy existed, requiring a communications plan and execution platform, as well as feedback mechanisms.
- The recruitment and selection process: this needed to be revised to better align to the future culture.
- The definition and development of the Engagement Program: a revision around purpose and outcome KPIs of the Employee Engagement Program needed attention.
- The training and development programs around engagement: workshops using experiential learning techniques were advised to ensure not only awareness, but also to develop understanding and true skill.
- The sustainability strategy: an approach and methodology needed to be designed to ensure long term momentum and culture shift.