

# EPIC

empowering people  
inspiring cultures

# UGRs

in mining



# SAFETY IN MINING



UGRs: A BREAKTHROUGH CONCEPT TO CREATE A  
**SAFE AND PRODUCTIVE WORKPLACE CULTURE**



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## THE POWER OF WORKPLACE CULTURE

In their landmark book “corporate culture and performance”, authors Kotter and Heskett found evidence of an irrefutable truth – that workplace culture drives performance.

In what had previously been based on intuitive logic, the research underpinning this book provided evidence that corporate cultures impact on an organisation’s long-term economic performance. Organisations with strong workplace cultures increased revenues by almost five times more than that of organisations with poor cultures. In addition, organisations with positive cultures significantly outperformed other organisations on measures including workforce growth, stock prices, and net incomes.

The book was not only a landmark because of the empirical evidence it provided. The text proved to be a significant catalyst in terms of getting leaders, perhaps for the first time, to seriously consider their own organisation’s culture.

Because of this ground-breaking work, leadership teams now consider workplace culture to be an important issue in the strategic management of their enterprise.

It’s fair to say therefore, that over the past 20 years there has been considerable growth in the awareness of workplace culture as an important foundation stone for organisational success. Awareness alone will however not bring about any

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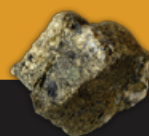
shift towards the creation of a more effective culture. The truth remains: most leaders now understand that culture is important, but few understand the concept in any meaningful, practical sense. And most do not know how to manage it.

And so, well intended as they may be, their efforts to improve workplace culture have in most cases resulted in one of two courses of action. In some organisations, attempts are made to improve the culture with limited success, resulting in increased levels of cynicism at both staff and management levels. In other organisations, given the lack of knowhow and appropriate resources, no meaningful attempts are made to improve the culture, resulting in a workplace culture functioning through “chance” or “luck”.

What’s missing is the knowledge, skills and tools with which to facilitate culture-change... and these components are in short supply.

But UGRs changes all of that for good. It’s clear. Culture drives performance. And UGRs holds the key to culture transformation. But what about safety?

### FACT:



Culture is the raw material that drives



Performance &



Safety

### PROBLEM:



Leaders generally don't have the know-how to manage culture

*Solution:*  
**UGRs**

## DOES CULTURE ALSO DRIVE SAFETY IN MINING?

**The US National Institute for Occupational Safety and Health (NIOSH) thinks so. They say: "The way to improve the safety of miners is through creating a positive safety culture".**

A continent away, in one of the major mining nations in the world, South African Prof Philip Frankel recently published his book 'Falling Ground; human approaches to mines safety in South Africa' - one of the first non-academic works to systematically examine mine safety. In this ground-breaking work he draws on a database of mining safety case studies across 35 South African mines in all sectors – contrasted with the experience of other major mining nations, including Australia, Canada, USA, China, India, Peru, Chile and Argentina - to structure a map for reconfiguring and improving safety in mining. One of his central findings? That mining safety needs a "culture change".

Perhaps the strongest evidence comes from the 126-page report on the worst mining accident on American soil in almost a half-century: the devastating April 5, 2010 explosion at the Upper Big Branch coal mine in West Virginia which killed 29 of a team 31 miners. Led by former US Mine Safety and Health Administration (MSHA) head Davitt McAteer, the report provides ample evidence for the criminal prosecution of top Massey officials, for, amongst other charges, "leading a corporate culture" that allowed the disaster.

"Regulation alone cannot ensure a safe workplace for miners," McAteer writes in the foreword to his report. "It is incumbent upon management to lead the way toward a better, safer industry... through the creation of a culture in which safety of workers truly is paramount."

A significant part of the report is dedicated to investigating 'The Culture of the Operator'. It finds that owner Massey Energy's top leadership first caused, and then allowed the perpetuation of a workplace culture that ultimately lead to the

creation of a climate that would capacitate this devastating, yet avoidable disaster.

In the report, McAteer draws a few parallels between Massey Energy, then a top-5 US coal producer, and Peabody Energy, the USA's largest coal producer. He quotes Don Blankenship, then Massey Energy CEO, protesting that Massey worked in "difficult underground conditions" and maintaining that their safety record was "about average." Blankenship: "... we're a big producer, so fatality numbers tend to get big, even with your best efforts." But McAteer's report found that this assertion just wasn't true. Massey barely averaged 18 million tons per fatality. By contrast, Peabody averaged a staggering 296 million tons of coal for every miner lost. And to drive the point home: the year of the Massey explosion, 2010, was the safest year in Peabody's 127-year history: in this year their US operations outperformed the industry average by 49 percent, and their Farmersburg Mine in Indiana was recognized as the safest large US surface coal mine. Proof enough that safety need not come at the expense of production.

The difference between the two cultures? McAteer finds that at Massey "There existed a culture where it was acceptable to mine unsafely", while every indication suggests that there exists a culture which supports personal accountability at Peabody. A culture where every employee commits to the safety vision, and employees at all levels are held responsible for safe behavior and practices at work and away. A culture where peers hold one-another accountable for safe behaviour; where people care about each other, and where leaders actually do what they say they are going to do.

Yes, indeed, workplace culture does drive safety in mining as much as it drives production performance.

**"It is incumbent upon management to lead the way toward a better, safer industry... through the creation of a culture in which the safety of workers truly is paramount."**

**Davitt McAteer**

(then) Head of US Mine Safety and Health Administration (MSHA)

# HOW CULTURE IS FORMED



## FACT FILE: What we know so far...

Culture drives performance ☒  
Culture drives safety ☒

## BURNING QUESTION:

How culture is formed ☐

The Upper Big Branch accident report may also hold the answer to this critically important question. We have already mentioned the Massey-Peabody production vs. safety comparison, which demonstrates a staggering 94% variance in their fatalities per million tons produced safety ratio.

Even though their safety stats lay at different ends of the scale, Massey and Peabody also had much in common: namely the fact that their leaders caused, or allowed, their prevailing culture to exist.

Whilst the leaders at Massey undoubtedly never intentionally set out to create a culture "where it was acceptable to mine unsafely", the accident report found that their way of doing things nonetheless caused, and then allowed, their prevailing culture. We contend that the same must be true for Peabody: their way of doing things has also been caused, and allowed, by their leaders – except that in their case it was willful. There can be little doubt that the creation of workplace culture is a matter of strategic intent – either by design, or by omission.

We can't teach you the Peabody way. But through UGRs we can help you to create your own winning culture: where people are safe, whilst being personally accountable for reaching production targets.

## OUR MINING NUMBERS

50+	mines
20+	companies
15+	years
10+	countries
5	continents

## WHAT SOME OF OUR MINING CLIENTS HAVE SAID

UGRs initiated a corporate "Road to Damascus" experience, creating the foundation for our future sustainable success.

**Ian Cockerill**

(then) President, Gold Fields Limited: A global precious metals mining company, listed on the NYSE, operating throughout Africa, Australia, and South America.

There is no doubt that our UGRs programme dramatically improved both our safety and operational performance. UGRs is a sure formula for success because the process engages employees at all levels. I have no doubt that UGRs can significantly boost the culture across any company.

**Gareth Taylor**

(then) Vice President for Barrick Africa: Barrick is the world's largest gold producer.

UGRs played an integral role in the development of our people at all levels, without which it is unlikely that we would have managed to sustain our high levels of excellence on all fronts, during a particularly trying time in our industry.

**Dana Roets**

(then) Senior Vice President, Beatrix Gold Mine: Employing some 12 000 people on 3 shafts, this mine set numerous record-breaking safety standards.

Stef stretched both management and unions to go beyond the boundaries... our attitude towards each other, and the workforce, will never be the same again. I have never seen a facilitator like

**Stef du Plessis.**

**Rickson Mboweni**

(then) Labour Relations Manager, ISCOR: Since 1928, the dominant steel producer on the African continent, producing more than 7 million tonnes of liquid steel per annum and now part of Mittal Steel, the world's biggest steel producer.

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# JUDGE US BY SOME OF THE COMPANIES WE KEEP\*



Nkomati Nickel Mine



Alcoa Bauxite Mine



Rustenburg Platinum Mines

Sishen Iron Ore Mine



Geita Gold Mine

Mponeng Gold Mine

Navachab Gold Mine

Savuka Gold Mine



Bulyanhulu Gold Mine

Buzwagi Gold Mine

Exec Mngt Team: African BU

Global Exploration Team

North Mara Gold Mine

Tulawaka Gold Mine



Premier Diamond Mine



Executive Management Team



Ezulwini Uranium Mine



Accra Exploration Office

Agnew Gold Mine

Beatrix Gold Mine

Caracas Exploration Office

Cerro Corona Gold Mine

Damang Gold Mine

Driefontein Gold Mine

Kloof Gold Mine

Libanon Gold Mine

St Helena Gold Mine

St Ives Gold Mine

Tarkwa Gold Mine

New Kleinfotein Gold Mine



Burnstone Gold Mine

Esmeralda Mill

Hollister Gold Mine

Nevada Ops Exec Management Team



Bambanani Gold Mine

Joel Gold Mine

Tshepong Gold Mine



Sadiola Gold Mine



Marula Platinum Mine



Joy Mining Machinery



Eastern Platinum Mine

Karee Platinum Mine

Middelkraal Platinum Mine

Western Platinum Mine



Black Swan Nickel Mine



South Deep Gold Mine



Gove Alumina Mine



Brandspruit Coal Mine



Buffelsfontein Gold Mine

Tau Lekoa Gold Mine



Australian Bulk Minerals



Lydenburg Alloy Mine



\* Over the past 20 years, we've worked with all of these mines, plus others that are not listed. The scope of our engagement at each of these operations was different, ranging from once-off presentations through to global culture-by-demand workplace transformation programmes.

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# INTRODUCING THE UGRs CONCEPT



## UNDERSTANDING WORKPLACE CULTURE

UGRs stands for “unwritten ground rules”. It is a concept initially created by Australian-based Steve Simpson, and further developed through his partnership with Stef du Plessis, based in South Africa.

UGRs are best defined as people’s perceptions of **“this is the way we do things around here”**. They drive people’s behaviour, yet they are seldom talked about openly. Examples of UGRs in mining include:

- *Everyone says that safety is important, but when we are under pressure with production targets, supervisors take shortcuts - so it's ok to break the rules.*
- *When things go wrong, everyone points fingers - so no-one owns the problem, and nothing gets done.*
- *It isn't worth making suggestions because no-one listens.*
- *The only time anyone gets spoken to by the boss is when something is wrong.*

UGRs such as those above, work against the bottom-line performance of a company. The best of vision and mission statements, strategic plans, and business plans – even when backed up by policies and procedure documents - count for nothing if the UGRs are not aligned. Research into UGRs has revealed that a remarkable 70% of non-managers believe organisational performance could be improved by 50% or more if the negative UGRs in their organisation were addressed.

Over the past 20 years, the UGRs concept has been developed substantially. It has been deployed in organisations from many varied sectors across the globe as a tool to boost bottom line performance. Over that time, the concept and its implementation tools have been refined, improved and tested, again and again. Now, the UGRs methodology for workplace change is supported by a suite of online tools that have been developed to mobilise and sustain culture change, in line with the strategic objectives of the organisation.

## — UGRs® **5** STEP MODEL —



### ENVISION

**Envision** - Clarify the Key Cultural Attributes (KCAs) necessary for the organisation’s future success (or alternatively, reaffirm the organisation’s Value Statements)



### ASSESS

**Assess** - Evaluate the current culture in terms of the KCAs (or existing Value Statements), and implement improvements based on that evaluation



### TEACH

**Teach** - Familiarise as many people as possible, and especially leaders, with the UGRs concept



### INVOLVE

**Involve** - Involve people in creating and prioritising aspirational positive UGRs - linked to the KCAs or Value Statements - by which they would like to characterize the organisation into the future



### EMBED

**Embed** - Identify and implement strategies to embed the aspirational positive UGRs

# OPTIONS FOR USING UGRs TO BOOST YOUR CULTURE



## USING UGRs AT A GLANCE

### ONLINE RESOURCES

Use our insights and free online resources to create a winning workplace culture.

### CONFERENCE PRESENTATIONS

Book Steve or Stef to speak at your next event.

### IN-HOUSE WORKSHOPS

Book Steve and/or Stef to help your executive team create strategies that will boost your bottom line.

### IN-HOUSE UGRs STOCK-TAKE

Get a fix on your current workplace culture. Think of this as a culture climate survey on steroids.

### PUBLIC SEMINARS TRAIN THE TRAINER

The most cost-effective way for you to initiate a company-wide culture-by-design programme. We'll teach your trainers how to transform your workplace culture through the use of UGRs.

### IN-HOUSE TRAINING UGRs CHAMPIONS

Building in-house capacity to plan, implement, and sustain your own tailor-made workplace culture transformation programme.

### ASSESSMENTS & SURVEYS UGRs TOOLS

Everything you need to launch, sustain and measure your workplace culture transformation programme. Includes a 360 Degree Tool & Key Cultural Attributes Tool, Culture Behaviours Survey, Re-Energizer Video.

## USING UGRs THE DETAIL

### ONLINE RESOURCES

We've been developing UGRs resources for the past two decades – much of which is freely available at [www.ugrs.net](http://www.ugrs.net). This includes articles, research reports, case studies and video clips. You can also subscribe to the UGRs newsletter (rated by our clients around the globe as one of the top business directed newsletters that they receive). Use these free resources to learn about UGRs, and then 'go it alone' towards boosting your own workplace culture. All we ask is that you give us full credit when using our stuff.

### CONFERENCE PRESENTATIONS

Both Steve and Stef are highly acclaimed keynote speakers, and both have presented at some of the world's most prestigious events.

During a 40 – 90 minute talk, we can deliver the core message underpinning the UGRs methodology, whilst at the same time equipping delegates with insights, tips and techniques that will enable them to take action towards improving their own workplace culture, which will in turn boost their bottom line. (Also available as breakout or concurrent sessions at conferences.)



# OPTIONS FOR USING UGRs

## THE DETAIL



### IN-HOUSE WORKSHOPS

Steve and/or Stef can facilitate an in-company workshop (ranging between 3 hours and two days) attended by your senior management team (trainers and other key people can of course also attend).

Typically, these workshops are focused on various aspects of UGRs and workplace culture, including:

- Introducing people to UGRs and their power to dictate people's behaviour
- The role that leaders play in creating workplace culture
- The role that non-managers play in sustaining workplace culture
- Leading workplace culture through strategically managing the UGRs
- Manual UGRs Stock Take: Gaining insights into the current UGRs and implementing strategies to address issues from these (more detail follows)
- How to turn your culture around by creating positive UGRs
- How to sustain culture change



### IN-HOUSE UGRs STOCK TAKE

The Stock Take is a brilliant tool that gives organisations a real fix on their prevailing culture, by gaining an insight into their UGRs.

This involves us setting up an online UGRs Stock Take survey specifically for you, designed to give you an insight into your peoples perceptions of 'the way we do things around here'.

We focus specifically on those areas most crucial to your success (we refer to these domains as the Key Cultural Attributes, or KCAs necessary for the organisation's future success, whilst also making it a great place to work).

Our preferred approach in identifying the KCAs is to get the leadership team to agree on what is most important when it comes to executing your strategic objectives. Alternatively, we can use your existing values as a starting point.

The UGRs Stock Take can be completed online by any number of participants. Alternatively, we can do a hands-on paper-based UGRs Stock Take in a workshop environment.

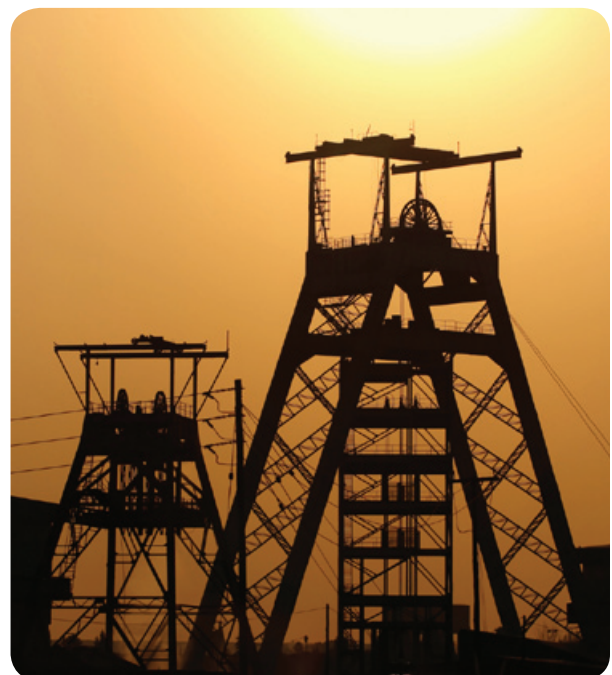
You receive a full report of the results. The report identifies general cultural aspects that need to be addressed, as well as cultural 'hot spots' that need specific attention. Ideally, the senior management team should review and analyse the report findings in a workshop setting.



### PUBLIC SEMINARS TRAIN THE TRAINER

Up until now, many of our clients have been large organisations that have engaged us to lead customized company-wide UGRs programmes. Typically, we will then train up a core group of UGRs Champions (trainers and other key people), who then implement and drive the programme. The costing for such large-scale interventions is of course substantial.

As a result, the cost factor has precluded small and medium sized enterprises, or organisations with limited financial resources from having access to the UGRs methodology.





# OPTIONS FOR USING UGRs

## THE DETAIL



Recently, we launched our 'Public Seminar' implementation model, which now enables these previously excluded clients to have full access to the UGRs methodology, at a fraction of the costing associated with large-scale custom-made interventions.

Clients can now enrol their trainers (or other key personnel) on this two-day programme, together with participants from other organisations. This is an interactive and fun programme, but not at the expense of solid, unique and practical content that will equip participants to put in place a culture-by-design programme, driven by the UGRs methodology. We also provide Participant Packs for use at your in-house UGRs training sessions, once you launch the programme back in the workplace.



IN-HOUSE TRAINING

## UGRs CHAMPIONS

Once a client has decided to 'go big' with UGRs, we then typically train up a core group of people within the organisation, after which they will know everything they need to know, and will have at their disposal everything they need to launch an independent in-house UGRs programme. With a comprehensive UGRs Implementation Guide in hand, they will have a clear outline of the process, backed by unlimited access to the UGRs tools.



ASSESSMENTS & SURVEYS

## UGRs TOOLS

### The Key Cultural Attributes Tool

This is a terrific tool that is a starting point to identifying the culture that is necessary for the organisation's future success. We can limit participation to the leadership team, or we can engage all staff in the organisation.

### Culture Behaviours Survey

Linked to our recent, and ground-breaking research, this survey measures the extent to which culture-building and culture-blocking behaviours are being exhibited. We are able to show how your team/organisation compares against global and/or industry benchmarks. The Culture Behaviours Survey is able to collect demographics (such as level

of seniority, geographical location, department etc) and we analyse this to report on differences across the demographics. You receive a fully analysed report of your results.

### Stock Take

Already covered above.

### 360 Degree Tool

The 360 Degree tool is designed to provide leaders with feedback on the extent to which they (and their people) are 'living' their agreed positive UGRs. This is a very sophisticated and ultra flexible tool that collates results at various levels to provide an integrated overall picture.

### UGRs Re-Energiser Video

Working with companies globally over the past two decades, we have witnessed first-hand that failed transformation interventions mostly 'go out of business' because of a lack of sustained momentum.

Our UGRs Re-Energiser Video Series solves this problem – because participants will receive comprehensive and insightful step-by-step guidance from us every two weeks for a full year (renewable annually thereafter). Delivered by email (and optionally available on DVD), these powerful 3 to 5 minute video tutorials have been created specifically to help keep the fire burning with regard to UGRs and workplace culture transformation.



# ABOUT THE CREATORS OF UGRs



## STEVE SIMPSON

*'Australia's leading corporate culture authority.'*  
e-Customer Service World (UK)

## STEF DU PLESSIS

*'One of South Africa's most influential motivators.'*  
Council on Education in Management

**Steve and Stef have been Empowering People and Influencing Cultures since the early 90's.**

Between them, they have carried out more than 5,000 assignments on 5 continents, ranging from 60-minute keynote presentations on some of the most prestigious platforms in the world, through half-day to multi-day training & facilitated sessions on the workshop floors and in the boardrooms of leading enterprises, often culminating in company-wide in-house organisational transformation interventions that run for months or even years.

They have a track record of success spanning a host of industries, with specific experience in helping their mining clients to safely improve operational performance through engaging their people in the creation of a winning workplace culture across a wide range of mine types such as: Gold, Diamond, Alumina, Coal, Platinum, Iron Ore, Nickel, Bauxite, Chrome, Uranium and Minerals.

Their clients include some of the world's leading brands. In mining specifically, they have worked with more than 50 mines in almost a dozen countries, across a wide range of surface and subsurface mines, smelting and refining operations. They have worked with major industry giants and a large number of smaller companies, including Anglo American, AngloGold Ashanti, Barrick, De Beers, Gold Fields, Harmony, Impala, Lonmin, Norilsk Nickel and Xstrata.

## UGRs: THE STORY SO FAR

Stef du Plessis first started working with mining clients in the early-90's. Primarily an expert on personal and professional leadership, his focus back then was on employee engagement and strategic implementation – and by the mid-90's he had built a solid reputation as the go-to resource throughout the South African deep level gold mining industry. By then, two things stood out for him: first, the prevailing belief that safety in mining could generally only come at the expense of production, and second the fact that most safety improvement initiatives seemed to fail – often due to a lack of employee engagement.

During this same half-decade Steve Simpson had emerged as one of the Australia's leading experts on Customer Service – and through his work with a number of leading brands he became increasingly baffled by the mechanistic approach to service improvement. He intuitively knew that there was a link between corporate culture and the way people do things in the workplace – and soon after starting to explore this domain he created Unwritten Ground Rules, or UGRs.

When Stef first heard of Steve's work in the field of UGRs in the mid-90's, he knew that it held the key to the production vs. safety conflict that then still existed in the mining world. He immediately arranged for Steve to work with a senior team from one of the world's biggest gold producers, then his anchor client. The team was blown away – and so UGRs for mining was born. This was also the start of a solid partnership between Steve and Stef who have since continued to constantly evolve the UGRs concept through global research and through their ongoing collaborative work with their ever increasing fold of mining clients.

**Fact:** Leaders cause or allow workplace culture.

**Fact:** Culture, determines both safety and production results.

**Fact:** UGRs is the missing link to understanding and improving workplace culture.

**Period.**

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