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**NATIONAL CONFERENCE**  
SUCCESS IN A CHANGING CLIMATE – ACHIEVING EXCELLENCE THROUGH PEOPLE





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# Leadership in Tough Times

AMMA Membership Survey Results



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- ***Leadership drives culture***
- ***Culture drives leadership***
- ***Both drive performance***

## Leadership Survey

- **Measuring attitude towards investment in leadership during the current economic challenges**
- **Mix of small, medium and large companies responded**



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## Overview of Results

- **Leadership is necessary at all stages of the economic cycle**
- **In the current climate we need leaders able to communicate effectively, manage conflict, build relationships, motivate and influence team members.**
- **Organisations in our sector have come to the realisation that successful businesses not only focus on production but also on the importance of people management processes and the need to have strong 'visible' leaders.**



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## Overview of Results cont....

- **Not all people promoted into leadership positions in an organisation have the knowledge, skills or desire to be an effective leader.**
- **The skills of what makes a good leader (i.e. effective communication skills) can be learnt through appropriate training programs tailored to the organisation's needs and desired culture.**



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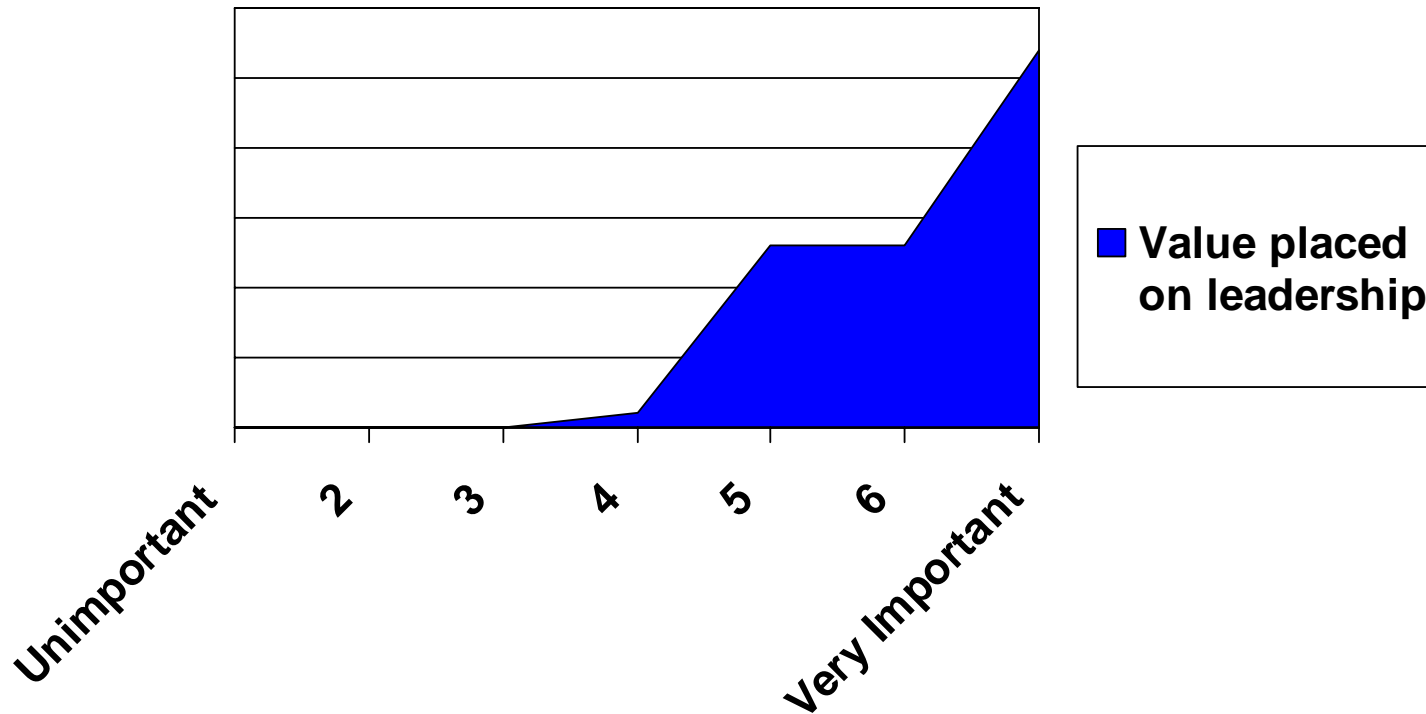
## AMMA Survey

- **77% see leadership training as important as technical training in the current economic climate**
- **Even if economic conditions worsen 62% consider non-technical training still necessary**



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**What value do you place on leadership training  
irrespective of economic climate?**

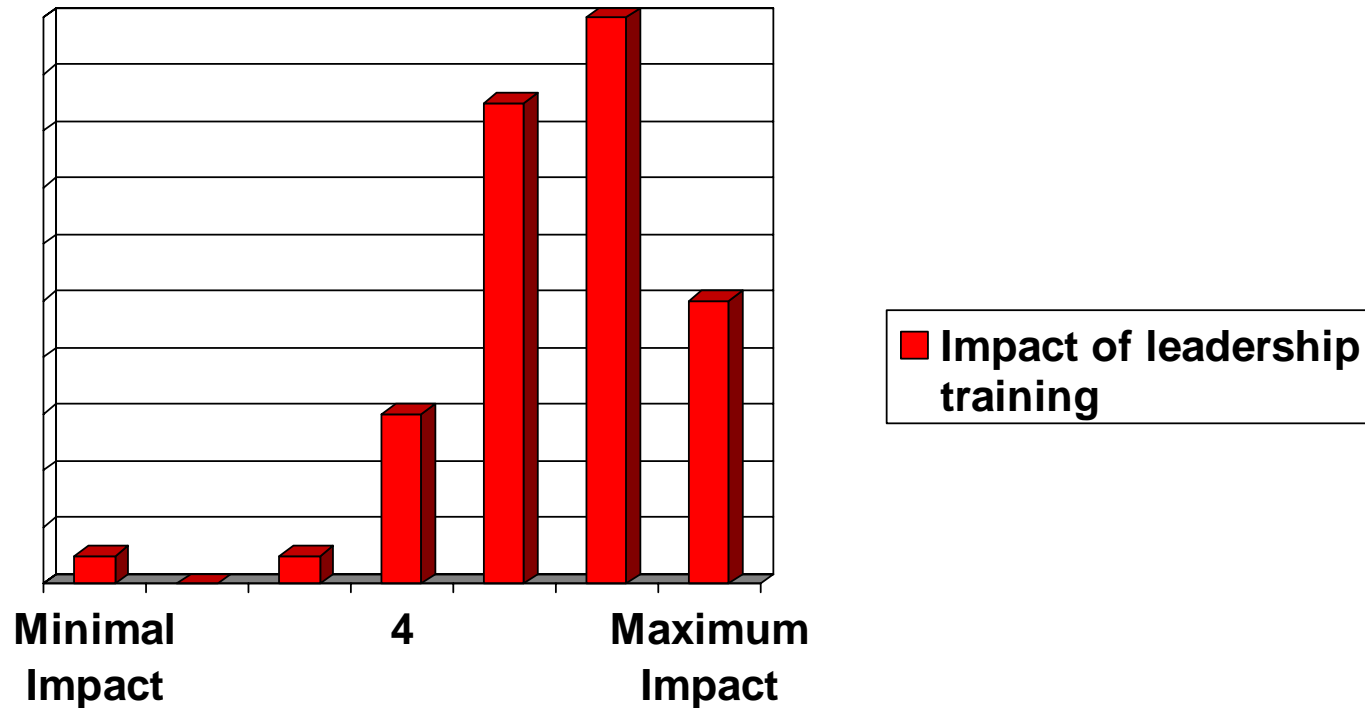






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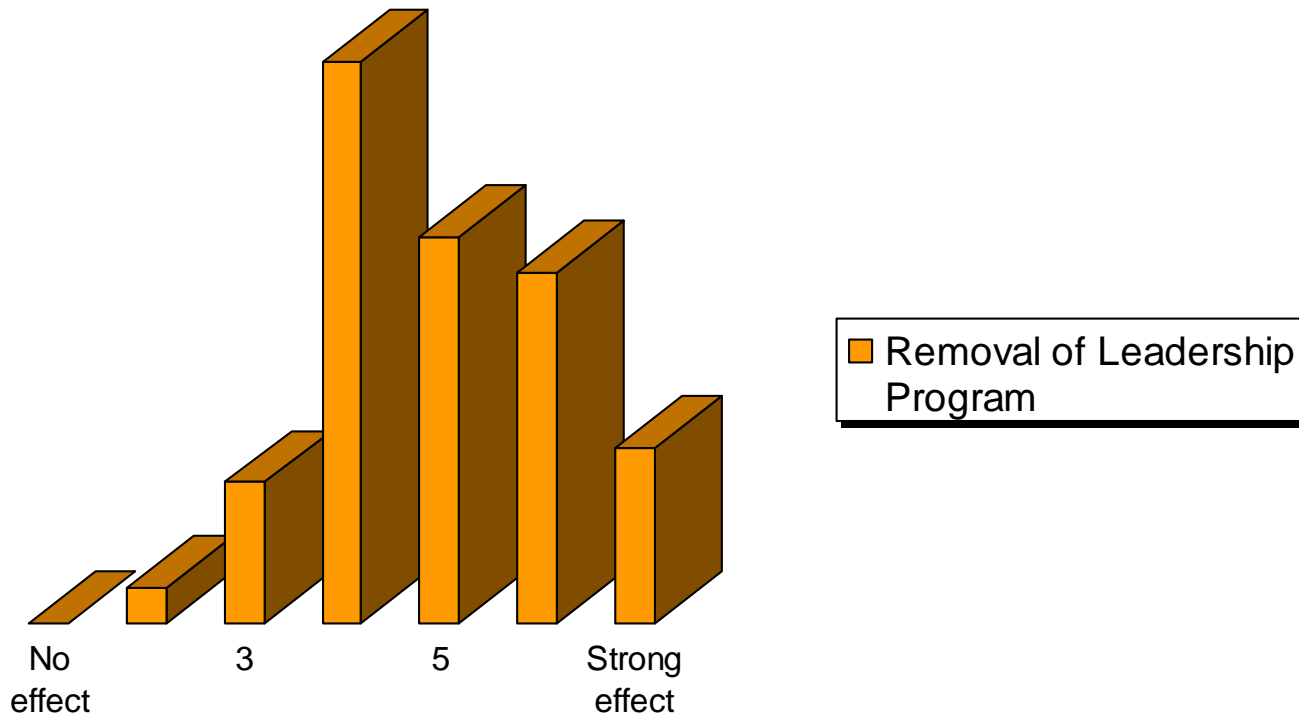
**How much impact does leadership training have on productivity within your organisation?**





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## What effect would removing your current leadership training program have on your business?





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## What value does leadership possess for the resource sector?

- *“important, very high value, good leadership is invaluable, high value, critical, central, extreme value, significant impact, vital, very important,”*
- *“Felt” and “Visible” leadership is critical during these uncertain times; regular communications with the workforce on the performance of the business; constant re-enforcement of safety standards (keeping people focused on the job); business planning and budgeting.*



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## What value does leadership possess for the resource sector?

- ***“Leadership provides direction, clarity and resourcefulness. In tough times leadership is the key ingredient to ensuring critical tasks are completed, staff are motivated and focused on the tasks at hand.”***
- ***“Its everything!! Without competent, consistent and productive leadership organisations' will fail. Leadership is at the heart of culture and is a critical factor for many businesses during the economic crisis especially in the resource industry.”***



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***“Good leadership will provide a positive influence on the site reducing uncertainty and improving workforce morale. This is obviously the case in a better economic environment, but the effect will be greater in the current climate”***



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**What do you think the effect on the resource sector will be if organisations withdraw their support of leadership training programs?**

***Results generally fell into the following categories:***

- 1. Increased turnover**
- 2. Decrease in production**
- 3. Third party interference/disputes**
- 4. Increase in safety incidents**
- 5. Economic cycle (Boom) comments**



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## What then, if we stop investing in our leaders.....

- Many leaders have only been in a leadership position in 'boom times'.
- They have never experienced an economic downturn and significant industrial relations reform under an ALP Government.
- Leaders are now leading teams or team members who have never experienced these economic or industrial relations conditions (such as Gen Y employees).
- How an organisation trains and develops its leaders is pivotal to the success leadership performance and therefore organisational performance.



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## What are the most pertinent training needs for your frontline level supervisors at the current time?

*The most common responses were:*

- 1. People skills, people management skills, management of people and behaviour**
- 2. New IR laws and leading/managing change**
- 3. Communication, communication skills, engagement and communication, effective communication**





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## What are the most pertinent training needs for your frontline level supervisors at the current time?

4. Awareness of the responsibilities associated with their roles, level and role accountabilities, understand the role of a team leader
5. Third party involvement in the employment relationship, rights and obligations of unions and employers, dealing with unions in the new IR climate

***“During the boom times ...we had to promote some individuals into supervisor and management roles that perhaps still had their “L” plates: they were technically competent but lacked emotional and social intelligence required to manage people”.***



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## **Effective leadership training will equip leaders to lead in good and bad times**

- ***“Unless leadership training is aligned with company processes it adds very little, it only adds value if what you learn can be implemented after the learning..”***
- ***“Strong leadership is the key to achieving production results safely in a tough economic environment (keeping people focused on the tasks at hand).”***



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## Conclusion

- **The Resource Sector says people skills, effective communication, conflict management, industrial relations legislative changes (such as the ability to deal with third parties) are all priorities for our leaders.**
- **AMMA Education, Training and Employment experience agrees with these survey results.**



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- **We are currently involved in designing and delivering numerous workshops for leaders in our sector on the above topics.**
- **Organisations are focusing on the frontline line leader and running development workshops ranging in duration from one day to several days.**



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## In these times our sector is focusing on:

- ***“People management, effective communication and a clear focus on delivering quality results at a minimum cost”***
- ***“Coaching and mentoring, how to have difficult conversations in regards to performance gaps, investigation techniques for disciplinarians***