



NINE CONVERSATIONS IN LEADERSHIP™

A WORLDSVIEW™ INTERVENTION



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The Power of Alignment through Leadership – in the Mining Industry

Exxaro
Andrew McEwan
Former CIO of Exxaro

Andrew McEwan is the former CIO of Exxaro, a diversified mineral resources company, with its headquarters in Pretoria, South Africa. Ahead of his retirement from the company, Andrew sought to empower his team of 72 technology-focused employees to move beyond being just technology-literate to being a group of people focused on business value in the delivery of a specialist service to internal clients.

Andrew's team is responsible for the implementation and support of technology that enables Exxaro's business, which encompasses several business units across South Africa. "In the seven years that I've been in charge of this group of people, we've noticed that some relationships and project implementations worked really well and that others didn't. We've also noticed that the success of a project – or lack thereof – has got very little to do with the technology involved. It's more about the people who are doing the work. We saw that we needed to enable people with vision in technology to develop a business-oriented vision on which to base their expertise. Many of them were so technically-competent that they'd forgotten the business language – we needed them to become business leaders as well as technology leaders," said Andrew.

Andrew chose the **Nine Conversations in Leadership™** intervention because it was the closest match to his ideal of a leadership development programme. "I wanted something that offered the theoretical background but was focused on interaction and on understanding the actual business processes of our organisation. It was also important to me that the facilitators had experience in senior management in a large organisation so that they could confront our challenges and guide the sessions with their experience. Exxaro already had a portfolio

*of leadership development programmes but I firmly believed we needed something different, and the **Nine Conversations in Leadership™** intervention answered my expectations."*

The first group of people that participated in the **Nine Conversations in Leadership™** intervention reported directly to Andrew. "This group was chosen so that each of them could start cascading the elements of the intervention to the rest of the team as soon as possible. All employees of the department are being exposed to the **Nine Conversations in Leadership™** intervention as each individual has a leadership role to play, not only a few select individuals."

Other members of Exxaro's IT team then participated in the **Nine Conversations in Leadership™** intervention, and Andrew could immediately see the benefits of the intervention. "The notion of personal leadership is a new one to many of our employees. They're adopting the principles and they understand how important it is to understand the company's vision, and to adapt their behaviours to support that."

Andrew considered that the facilitators of the **Nine Conversations in Leadership™** were key to the intervention's success. Given the extent of the intervention, Exxaro is using various facilitators, each one matched to the experience of the group. "The facilitators, who are rolling out the intervention to the groups in the IT department, need to understand all elements of leadership in the context of a corporate environment. Programmes like this can give you all the information in the world, but how the facilitators help delegates embrace knowledge and transform it into practical tools for their own workplace is what sets the **Nine Conversations in Leadership™** intervention apart from other leadership programmes."

For organisations seeking sustainable, results-orientated leadership development, **Nine Conversations in Leadership™** is an innovative intervention that acts as a catalyst for long-term leadership development throughout the organisation.

Unlike other leadership programmes, the **Nine Conversations in Leadership™** intervention works at the levels of knowledge, values and behaviours to achieve holistic leadership growth.

About Exxaro

Exxaro is a South African-based mining group with a diverse and world-class commodity portfolio in coal, mineral sands, base metals and industrial minerals, with exposure to iron ore through a 20% interest in listed Kumba Iron Ore. As the fourth-largest South African coal producer with capacity of 45 million tonnes per annum and the third-largest global producer of mineral sands, Exxaro is a significant participant in the coal and mineral sands markets and provides a unique listed investment opportunity into these commodities.

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