

DIALOGUE: SUCCESS FACTORS FOR TECHNOLOGY ADOPTION (SML4CHANGE & CSIR)

Full Name: Rina Müller (CCE)

Company: SML4Change (PTY)Ltd

Designation: Director



Qualifications: Masters of Business Administration (NWU Business School); BA Honours and MA in Social Sciences; Diplomas in Higher Education & Training Management; Certified Change Manager (ProSci, AIM, Kotter)

Short Professional Biography

Rina has conducted applied research within the field of change management and the mining industry's quest for upskilling and reskilling. She has a keen interest in turning research into reality through unlocking the potential of people. Rina works with her team of curriculum designers, content writers, facilitators and project leaders developing change and learning journeys within a co-created and people-centric environment. Her quest in the mining industry since 1994 is to integrate technical and behavioural approaches. Within the last 5 years, the work expanded into Africa to construct skills development journeys and move artisanal mining companies into a professionalised, modernised and mechanised world of work. Rina has served the industry in AngloGold, Gold Fields, Barplats and her consulting journey commenced in 2011. Rina is proudly a wife, mother, mother-in-law and a grandmother and resides in Potchefstroom.

Full Name: Sibongile Ntsoelengoe

Company: CSIR

Designation: Executive cluster manager, mining



Qualifications: Master of Business Administration (GIBS), BSc Metallurgical Engineering, Honours (University of Pretoria), BSc in Metallurgy and Material Engineering (University of the Witwatersrand), Advanced Management Programme Certificate (University of Navarra, IESE Business School).

Short Professional Biography

Sibongile (Bongi) brings over 15 years of experience in the mining industry, with a focus on iron ore and base metal commodities. She has held several leadership positions, leading multidisciplinary teams in the development, deployment, and adoption of innovative solutions across mining operations. In her previous role as Manager: Technology at Kumba Iron Ore, Anglo American, Bongi gained extensive experience in formulating and implementing integrated innovation strategy roadmaps across the mining value chain. She currently serves as the Executive Cluster Manager for Future Production: Mining at the Council for Scientific and Industrial Research (CSIR), where she plays a key role in advancing research and innovation in support of the mining sector. Bongi remains committed to the industry through various leadership roles, including her appointment as a Non-Executive Director at Fraser Alexander and as a Council Member of the South African Institute of Mining and Metallurgy (SAIMM). She continues to provide thought leadership in developing digital capabilities and bespoke, cutting-edge solutions that enable a safer, modernised, and sustainable mining industry. Among her recent achievements is the delivery of a comprehensive research and innovation strategy roadmap at the CSIR aimed at revitalising the South African mining sector and rebuilding the mining Research, Development, and Innovation (RDI) ecosystem.

APPLICATION: CHANGE MANAGEMENT BLUEPRINT

Full Name: Karel Nicolaas de Kock (Nico)

Company: Louis Allen Southern Africa (Pty.) Ltd.

Designation: CEO



Qualifications:

Post Graduate Diploma in Business Administration (University of Wales);
National Diploma in Industrial Engineering (Vaal Triangle Technicon)

Short Professional Biography

Nico is the CEO of Louis Allen Southern Africa as well as the COO Grow to N. He has been involved in Management Leadership Development and Organisational Development for over 24 years. He has impacted multiple organisation's leaders in various countries covering a wide range of industries including Mining, Manufacturing, IT, Services, Insurance and Banking. His passion lies in formulating customised Management Leadership Development solutions to address complex challenges in organisations. For an analytical person such as Nico, the Louis Allen systematic approach towards management leadership development was an ideal match. As the business has grown through the years, Nico and his business partner Neo, have added also the internationally recognised Zenger Folkman leadership development as well as the Kepner & Fourie problem-solving and decision-making offerings through the Grow to N business. Since 2014, Nico has been the country representative for The European House Ambrosetti, assisting the Italian consultancy with the coordination and hosting of various CEO forums, bilateral meetings and summits within Southern Africa. Over the last 4 years, Nico has also been a research partner for SATCAP programmes, contributing to various deliverables for the benefit of the mining industry. This ranged from supervisory leadership development to change management interventions, developing a change management blueprint and impact dashboard.

Full Name: Wessel Pretorius Botha

Company: Enterprises University of Pretoria

Designation: Senior Researcher



Qualifications:

Masters of Business Administration (BSN – Netherlands)
Post Graduate Certificate: Psychometric assessment
B.Com (Hons): Industrial Psychology
B.Com (Industrial Psychology)

Short Professional Biography

Wessel has conducted research for both private and government institutions within the following industries: Mining, Construction, Renewable Energy, Motor Industry, Manufacturing and Production (various), Water Services, Services (Management, Delivery, Financial) and Forestry. He has taken a personal interest in investigating and understanding technology's impact on people and identifying future skills requirements. He has also operated within the educational and regulatory structures by developing Sector Skills Plans for various SETAs, developing 5-year strategies and conducting large scale skills audits. His core skill is described as developing models from academic research and applying this to real-world solutions.



MANDELA MINING PRECINCT
MINDS FOR MINES

A CHANGE PROCESS FOR TECHNOLOGY ADOPTION - 3PRS CHANGE MANAGEMENT BLUEPRINT v2 (DIGITAL & EXCEL)

SUCCESSFUL APPLICATION OF TECHNOLOGY CENTRED AROUND PEOPLE (SATCAP)

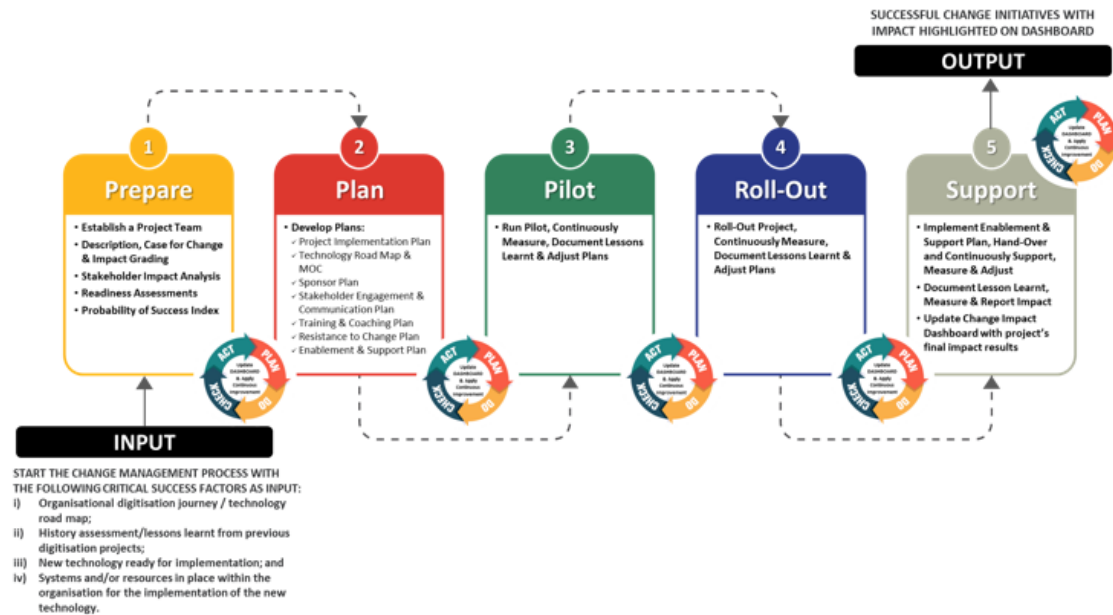
presents

CHANGE MANAGEMENT BLUEPRINT for the adoption of modern technologies

The **Blueprint** is a tool that assists and guides change leaders throughout the implementation of any technology-related change initiative after the 'Business Case' for the new technology was completed and the decision was made to implement the specific technology.

It can be used either as a full change management process/toolkit or to supplement an existing change management process/toolkit.

Below is a summary of the 3PRS Blueprint's key stages and what you will do during each stage.



WHAT TO KNOW BEFORE YOU START USING THE CHANGE MANAGEMENT BLUEPRINT:

* Change Management deals with the people side of change, and the main goal is to effectively guide people to transition from a past/present state to a future desired state. It's the role of management to influence people's behaviour in reaction to technical/technological changes.

HOME PAGE

1. Prepare

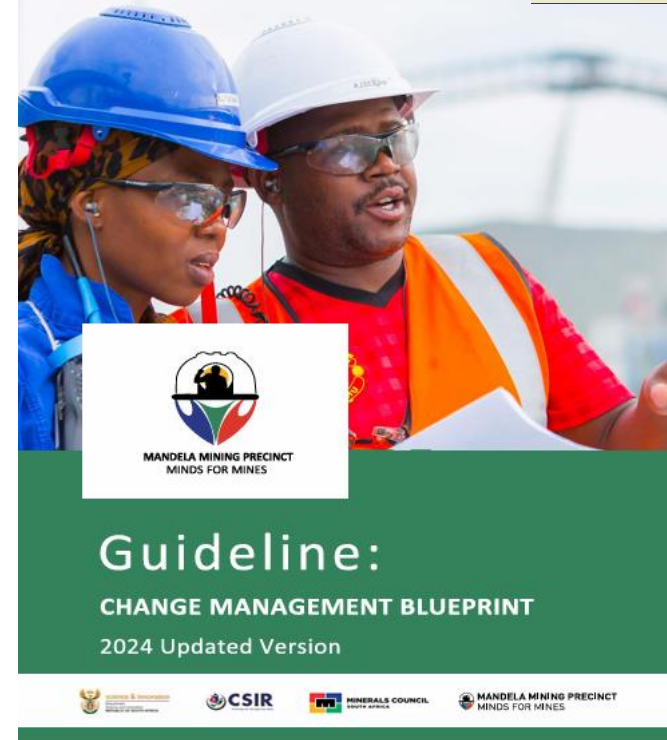
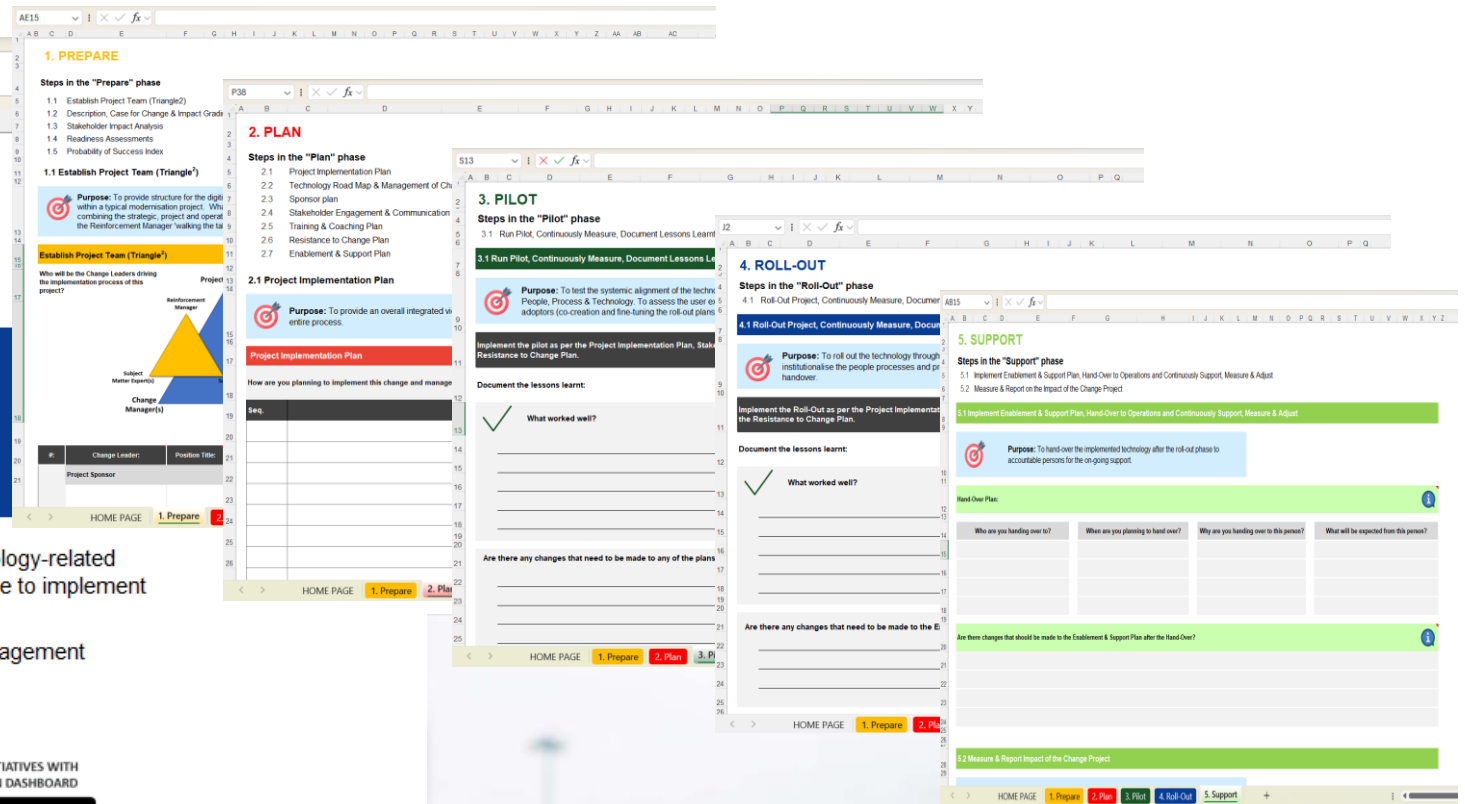
2. Plan

3. Pilot

4. Roll-Out

5. Support

+



APPLICATION OF CHANGE MANAGEMENT BLUEPRINT: HARMONY AND ROYAL BAFOKENG - LEARNINGS



Harmony change
Management
Blueprint Activation

Plant Inspection sheet-
change to digital format



Royal Bafokeng Change management
blueprint - Digital shift-boss log-book



Guideline: CM Blueprint
application and lessons



Mines are in different phases of modernisation: Implications for application

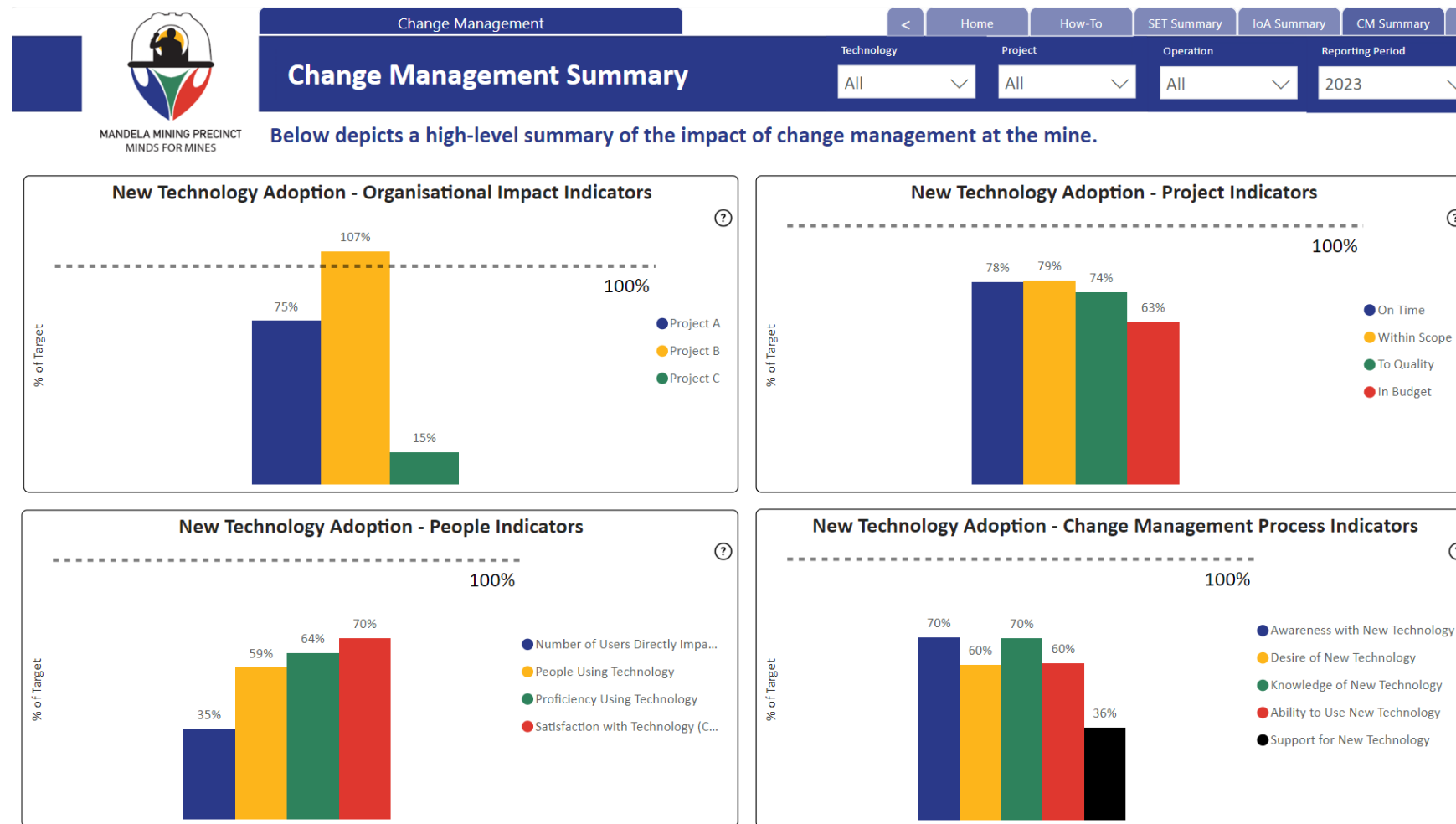
Considerations include:

- Required **knowledge and skills** needed for the new technology.
- Current **literacy and digital literacy levels** of users.
- Sufficient **IT infrastructure**, opportunity for integration with current **systems**, **support** required for the new technology and future **funding** required for licenses, etc.
- Physical working **environments and working conditions** where the new technology will be used.
- **Stakeholder inclusion** and buy-in from all stakeholders such as unions, regulators and employees.
- **Site-specific conditions, environments and contexts** so can't implement a one-size fits all approach.
- Updating, communicating and training of **safety protocols** to enable safe use of new technologies.
- A **Change Management Process** is needed for the adoption of modern technologies, and **leadership** should own, drive and support the change initiative.



BENEFITS: CHANGE IMPACTS DASHBOARD

This dashboard reflects the **effectiveness of change management practices in adopting modern technologies.**



4 individual change-specific dashboards representing

17 indicators that present change impacts within the organisation

Draws on data from the 2022 SATCAP Change Management Blueprint.

The indicators are arranged across the impacts across the organisation, project, people, and process.

Allowing the mines to set internal targets and baselines, to measure themselves against themselves.



MANDELA MINING PRECINCT
MINDS FOR MINES

OEM CONSIDERATION TO CHANGE APPLICATION



NAME OF COMPANY/ COLLABORATION PARTNER ACCEPTING THE TOOL FOR TRANSFER/ APPLICATION/
TESTING/ EVALUATION:

NAME OF SIGNATORY: Anton Torlutter

DESIGNATION: Director Digital Twin Pty Ltd

SIGNATURE: 

DATE: 7th Nov '24