

Change Management Cases in the SAMI

Technological & Operational Changes

#	Case	Change Impact	Change Management Resolution
1	Full-Scale Automation of a Haulage Fleet	Job Security Fear: Drivers fear redundancy. Skill Gap: New roles require tech skills. Cultural Shift: From hands-on to monitoring. Union Resistance: Potential strikes.	Proactive Communication: Clear roadmap on reskilling and redeployment. Skills Future Program: Offer accredited training in automation system maintenance. Stakeholder Engagement: Early and continuous dialogue with unions on the transition plan, including severance for those who choose it.
2	Implementation of a Real-Time Data Analytics Platform	Workflow Disruption: Planners and engineers must adopt new software. Data Anxiety: Fear of being measured by new, transparent metrics. Accountability Shift: Decisions must be data-driven, not based solely on experience.	Phased Roll-out & Piloting: Start with a pilot group of "champions." Extensive Training: Focus on "how" and "why" – showing how data makes their jobs easier and safer. Incentives: Link use of the platform to performance bonuses for improved efficiency.

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3	Adoption of Battery Electric Vehicles (BEVs) Underground	Maintenance Skills: Diesel mechanics need training on high-voltage electrical systems. Operational Change: New charging infrastructure and shift patterns required. Safety Protocols: New procedures for handling high-voltage battery incidents.	Specialized Upskilling: Partner with OEMs to provide certified technical training. Revised SOPs: Co-create new safety procedures with health & safety reps and crews. Pilot Program: Implement a small fleet first to build success stories and iron out issues.
4	Remote Operating Centres (ROCs)	Dislocation: Operators removed from the physical operation, potentially losing situational awareness. Site Culture vs. Corporate Culture: A divide between remote operators and on-site crews. Resistance from Middle Management: Loss of direct oversight of their teams.	Joint Design: Involve end-users (operators, supervisors) in designing the ROC workflows. Team Building: Foster connection between ROC and on-site teams through regular meetings and rotation. Leadership Alignment: Ensure managers understand and champion the new operational model.
5	Digitization of Safety Reporting	Access & Literacy: Not all employees may be comfortable with mobile devices. Trust Issues: Fear that reported data will be used punitively. Process Bypass: Workers may revert to paper if the system is cumbersome.	Device & Connectivity Provision: Ensure reliable tools and network access underground. Anonymous Reporting Option: Allow for confidential reporting to build trust. Gamification & Recognition: Reward teams

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			and individuals for high reporting and resolution rates.

Structural & Strategic Changes

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6	Merger of Two Major Mining Houses	Cultural Clash: Integrating distinct company cultures and histories. Duplication of Roles: Significant uncertainty and anxiety over redundancies. System Confusion: Different ERP, safety, and reporting systems.	Clear Transition Governance: A joint integration team with decision-making power. Hyper-Transparent Comms: Regular updates on the selection process for roles. Cultural Integration Workshops: Actively build a new, combined culture, don't let one dominate.
7	Spin-off of a New Independent Company	Brand Identity: Employees unsure of new brand and market position. Benefit Changes: Changes to pension, medical aid, and other benefits. Strategic Uncertainty: Lack of clarity on the new company's strategy.	"Day 1" Readiness: A massive communication campaign about the new brand, leadership, and values. HR Roadshows: Detailed sessions explaining new benefits packages and transition

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			arrangements. Clear Strategic Narrative: Leaders must constantly communicate the vision and advantage of independence.
8	Transition to a Contractor-Operator Model	Employment Status: Employees transferred to a contractor under TUPE regulations, changing their employer. Cultural Erosion: Loss of connection to the original company's identity and benefits. Two-Tier System: Potential for conflict between contractor and remaining owner employees.	Ethical Transition: Ensure terms and conditions are honoured and communicate this relentlessly. Engage Contractor Leadership: Ensure the contractor's management is aligned on culture and values. Inclusive Practices: Include contractor employees in site-wide meetings and recognition programs.
9	Implementation of a Pan-African Operating Model	Standardization vs. Localization: Imposing SA standards on operations in different countries with different laws and cultures. "Head Office Knows Best": Resentment from acquired operations. Complexity: Managing multiple regulatory environments.	Co-creation: Form a task force with leaders from each region to design the operating model. Change Champions: Identify and empower local champions to advocate for the new model. Flexible Framework: Create a set of non-

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			negotiable principles (e.g., safety, ethics) but allow for localised implementation.
10	Business Rescue and Restructuring	Extreme Anxiety: Widespread fear of job losses and mine closure. Morale Collapse: "Survivor syndrome" and loss of productivity. Stakeholder Panic: Suppliers, communities, and regulators may act erratically.	Radical Transparency: Be honest about the situation, the plan, and the timelines. Daily comms are essential. Visible & Empathetic Leadership: Leaders must be on the ground, listening and showing they care. Robust Support Systems: Provide counseling (EAP), financial advice, and outplacement services.

People & Cultural Changes

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11	Cross-Cultural Integration Post-B-BBEE Transaction	"Us vs. Them": Resistance from existing staff towards new Black owners and management. Strategic Shift: New board priorities may differ from the old	Joint Leadership Events: New and old leaders must present a unified front and shared vision. Inclusive Dialogue: Create safe forums for employees to express concerns and ask

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		ones. Power Dynamics: Uncomfortable shifts in decision-making authority.	questions. Storytelling: Showcase the positive benefits and new opportunities the transaction brings.
12	Leadership Transformation Program	Leadership Insecurity: Senior managers may feel their authority is being undermined. Behavioral Change: Difficult to shift long-ingrained command-and-control habits. Perceived as "Soft": New coaching behaviors may be seen as weak by old-school miners.	Lead by Example: The CEO and EXCO must model the new behaviors first. 360-Degree Feedback: Provide leaders with honest, data-driven feedback on their progress. Coach Support: Pair leaders with external coaches to help them adopt new styles.
13	Company-Wide DEI Initiative	Tokenism Fear: Belief that hires/promotions will be based on quotas, not merit. Backlash: From groups who feel disadvantaged or that their culture is under attack. Unconscious Bias: Deeply held biases hinder progress.	Merit & Opportunity Framework: Clearly communicate that the goal is to widen the talent pool, not lower standards. Education & Training: Mandatory unconscious bias training for all, especially hiring managers. Mentorship & Sponsorship: Create programs to actively develop high-potential candidates from under-represented groups.

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14	Shift to Performance-Based Promotion	Perceived Unfairness: Those benefiting from the old seniority system will resist. Subjectivity: Fear that managers will play favourites. Measurement Anxiety: Stress about being constantly measured.	Transparent Criteria: Clearly define and communicate the performance and competency metrics for promotion. Calibration Committees: Use panels to review promotion decisions to ensure fairness and consistency. Pilot Program: Test the new system in one department, refine it, and use success stories to build buy-in.

Compliance & Social License

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15	Achieving Mining Charter III Targets	Procurement Overhaul: Need to find and onboard new B-BBEE suppliers, which can be seen as inefficient. Internal Resistance: Belief that compliance hurts profitability. Complex Reporting: Increased administrative burden.	Strategic Partnering: Frame it as enterprise development, not just compliance. Help build supplier capacity. Integrate into Strategy: Make Charter targets a key part of business performance scorecards. Technology Solution: Invest in software to track and report on compliance metrics efficiently.

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16	Implementation of a Just Energy Transition Plan	Existential Threat: Coal workers see the transition as the end of their livelihoods and communities. Skill Obsolescence: Deeply specialized skills are no longer relevant. Social Decay: Fear of community decline.	Co-created Future: Involve workers and unions in planning the transition and new business ventures (e.g., solar farms, rehabilitation services). Massive Reskilling Fund: Invest heavily in training for the green economy. Community Investment: Partner with government to invest in new infrastructure and industries for mining communities.
17	Community Relocation	Profound Social Disruption: Loss of ancestral land, social networks, and livelihoods. Trust Deficit: History of broken promises leads to extreme skepticism and resistance. Reputational Risk: High potential for national media and NGO backlash.	International Best Practice: Adopt IFC Performance Standards framework. Community-Led Process: The community must be an active partner in site selection, planning, and implementation. Transparent Benefits: Clear agreements on compensation, new housing, land, and livelihood restoration programs.
18	Accelerated Environmental Rehabilitation	Operational Disruption: Diverts capital and manpower from production. Short-Term Cost: Significant upfront investment hits financial results. Skill Shift: Need for more environmental specialists.	Reframing the Narrative: Communicate this as an investment in the company's long-term license to operate and social responsibility. Stakeholder Mapping: Identify and engage key influencers (investors, regulators, communities) to gain support

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			for the accelerated plan. Celebrate Milestones: Publicly celebrate the completion of rehabilitation phases to build pride and positive momentum.

Safety & Health Focus

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19	Safety Culture Transformation	Cynicism: Another "safety program of the month." Empowerment Fear: Workers afraid to stop production or challenge superiors. Behavioral Change: Difficult to break old habits.	Leadership Walk-the-Talk: Leaders must consistently demonstrate safety-first decisions. Recognize & Reward: Celebrate positive interventions and safe behaviors, not just lagging metrics (like injury rates). Employee-Led Solutions: Empower safety committees to drive the change and create solutions.
20	Comprehensive Mental Wellness Program	Stigma: Mental health is a taboo subject in a traditionally masculine "tough" environment. Misuse Concerns: Fear that	

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		services are not confidential or will be used against employees. Low Initial Uptake:	
			Leadership Vulnerability: Senior leaders must share their own experiences or support to destigmatize the issue. Confidentiality Guarantee: Clearly and repeatedly communicate that services are 100% confidential and independent. Awareness Campaign: Use relatable messaging and ambassadors to promote the program and its benefits.