Leadership for Managers in Mining



Address accountability gap conversation guide

Prepare yourself

Your job as a leader is to regulate your emotional responses FIRST before attempting to hold someone to account. Do this first.

- Remember the World View Model and how to disrupt your automatic responses to situations.
- Remember active listening. Notice your self-talk, the labels, judgements, complaints you have about the person. Acknowledge these are coming up internally then put them aside.

Open the conversation

Notice their body language. If people are stressed or emotional, you need to help them get back control of their logical brain. Help the person 'name to tame' their own feelings and thoughts.	*I'm trying to get a sense of how you are going right now? Are you frustrated?* *I'm trying to get a sense of what you are feeling, is it frustration?* *I'm sensing you are overwhelmed, is that correct?* *If that's not right, what are you feeling/what is it?*	
Make space for their emotional state and allow them to vent without interrupting or defending.	*How frustrated are you on a scale of 1–10?* *Tell me more.*	
Probe to understand the source of their emotional state.	*And the reason you feel frustrated is because...?* *Tell me, what needs to happen for you to feel less frustrated?* *What part can I play to make that happen?* *What part can you play to make that happen?*	

Leadership for Managers in Mining



Explore the issue

Now that you have a shared understanding of their current state and what is driving that, you can explore the issue

ASK Clearly state the issue and your understanding of accountabilities. Agree who is accountable for what before you go to the next step.	I want to discuss [the issue/gap in performance /behaviour]. My understanding is that… I am accountable for… You are accountable for…	
SITUATION AND BEHAVIOUR *Make a statement of fact or belief you have about the person's performance.* *What is the evidence or your understanding of the situation?*	*I thought we agreed you would deliver X by Y time, and this hasn't happened.* *I think we have different perceptions about X. How do you see it?*	
Gain agreement from the person. Or seek to understand their point of view if it is different from your understanding. Explore your own contribution to this situation.	How did you understand the agreement? What has led to this situation? What did you need in order to meet that expectation? What could I have done to make that expectation clearer?	
IMPACT Describe the impact of their performance/contribution on them, the business, you and other people	Missing that deliverable means that… The effect this will now have is… Failing to deliver on that [accountability] has….impact on the team / others / business	
Explain the consequences if the performance continues and doesn't improve	I need to rely on you to perform this role... [suggestion to seek feedback from within the business e.g., HR should this be appropriate at this time]	

Leadership for Managers in Mining



Decide on next steps		
ALTERNATIVE Explore how you can support the person to deliver on their commitments. Allow them to generate all ideas themselves.	How can I help you deliver on your commitments?	
Agree on any new/altered next steps Agree on any further changes to the deliverables and any support you will give to meet the agreements	*Ok, so I will commit to… And you will... and we will catch up…* *So, we've agreed that…*	
Conclude the conversation with acknowledging the value of the person, and their contribution.	I'm glad we could sort this out clearly and agree what we can both do to prevent this happening in future. I'm confident you'll make the shift that is needed	

Leadership for Managers in Mining

ASSOCIATE CERTIFICATE COURSE

Fast-track your career with our Associate Certificates. Gain an accelerated skill uplift in just 5 weeks. Designed for immediate application in your workplace, AusIMM Associate Certificates include self-paced activities, takeaway resources, live virtual classrooms and recorded sessions.

Leadership for Managers in Mining

Over 5 weeks, in an online community-based environment, become an effective mine manager with field-proven insights.

- Performance coaching to enable success
- Skills for team morale and engagement, including the right leadership behaviours to use in different contexts and cultures
- Manager's toolbox of productivity techniques and tools, including delegating, managing your energy and time
- Translating corporate expectations and communicating them to your team

"It was comprehensive and insightful, covering a range of relevant topics...I found this course to recap on areas that I have been familiar with, and highlighted where I needed to focus more on with my leadership skills."

- Participant of AusIMM Leadership for Managers in Mining

Enrol now