

EHS

WITHOUT BORDERS

ONE WORLD, ONE STANDARD, ZERO HARM



#EHSWithoutBorders
#ZeroHarm
#WeAreOneAECIForABetterWorld

THE CHANGE CONVERSATION

NIXT CONFERENCE #81
30 OCTOBER 2025
SESSION 2

THURGAN NAIDOO



WE ARE ONE AECI,
FOR A BETTER WORLD

TODAY'S AGENDA



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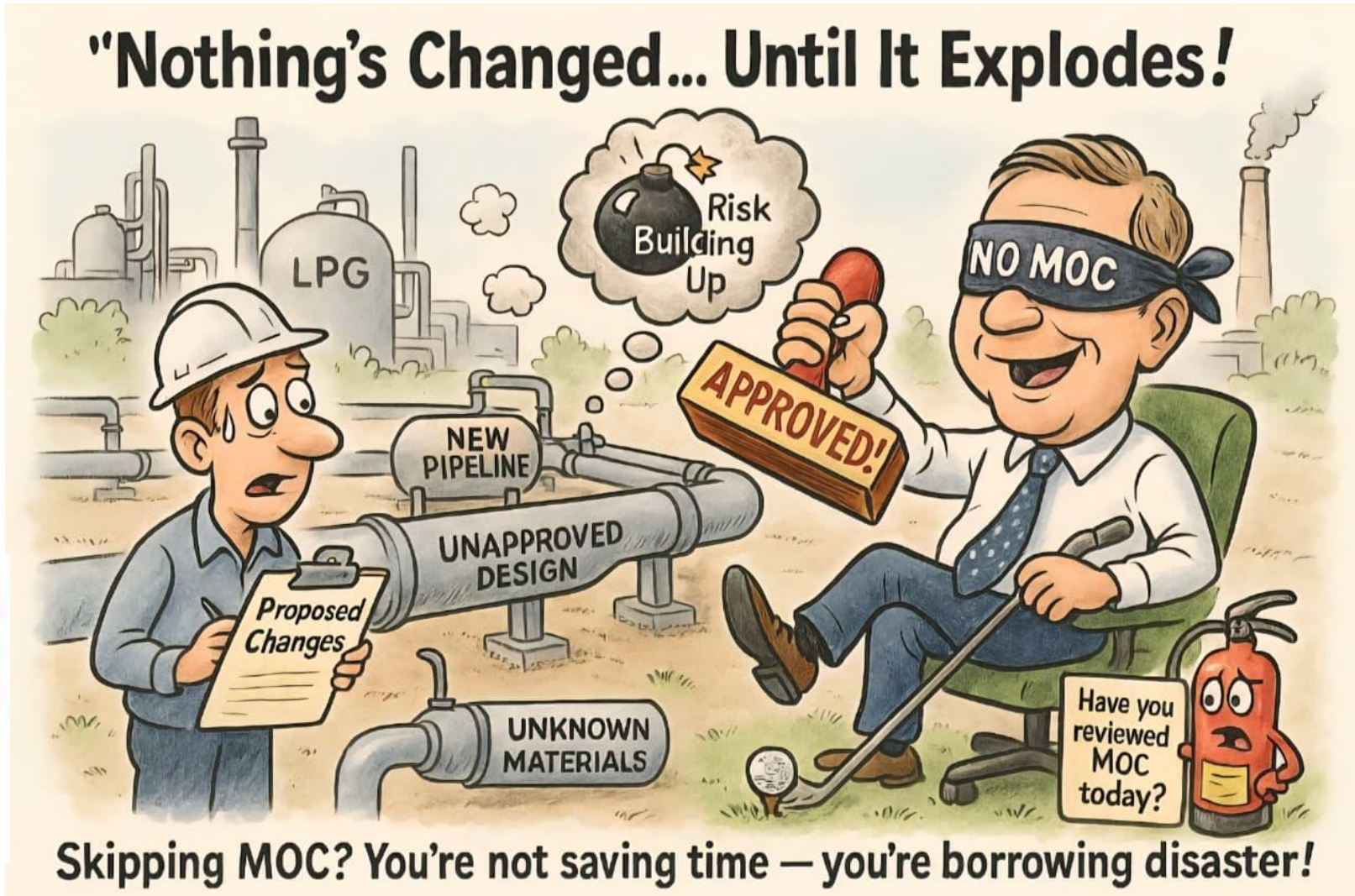
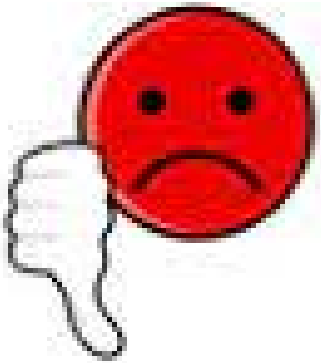
DISCUSSION

6

WRAP UP AND CLOSE

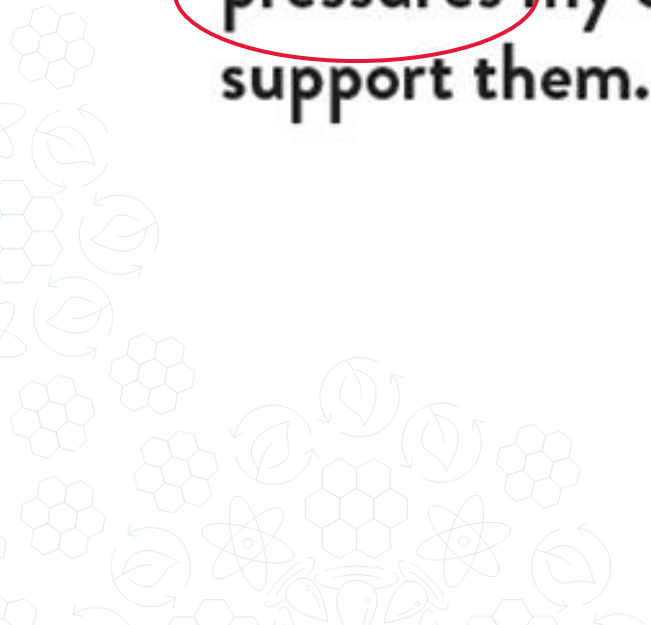


1. INTRODUCTION





Personally, this journey has changed me too. I used to be locked in my procurement world. Now, I see the bigger picture. I understand the pressures my colleagues in sales face, and I adjust my own strategies to support them. That is what teamwork really means.



1. INTRODUCTION

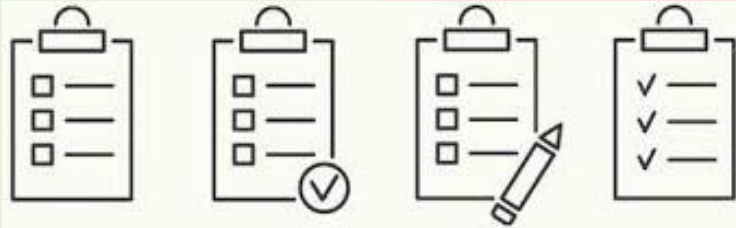


- What do you believe you do well?

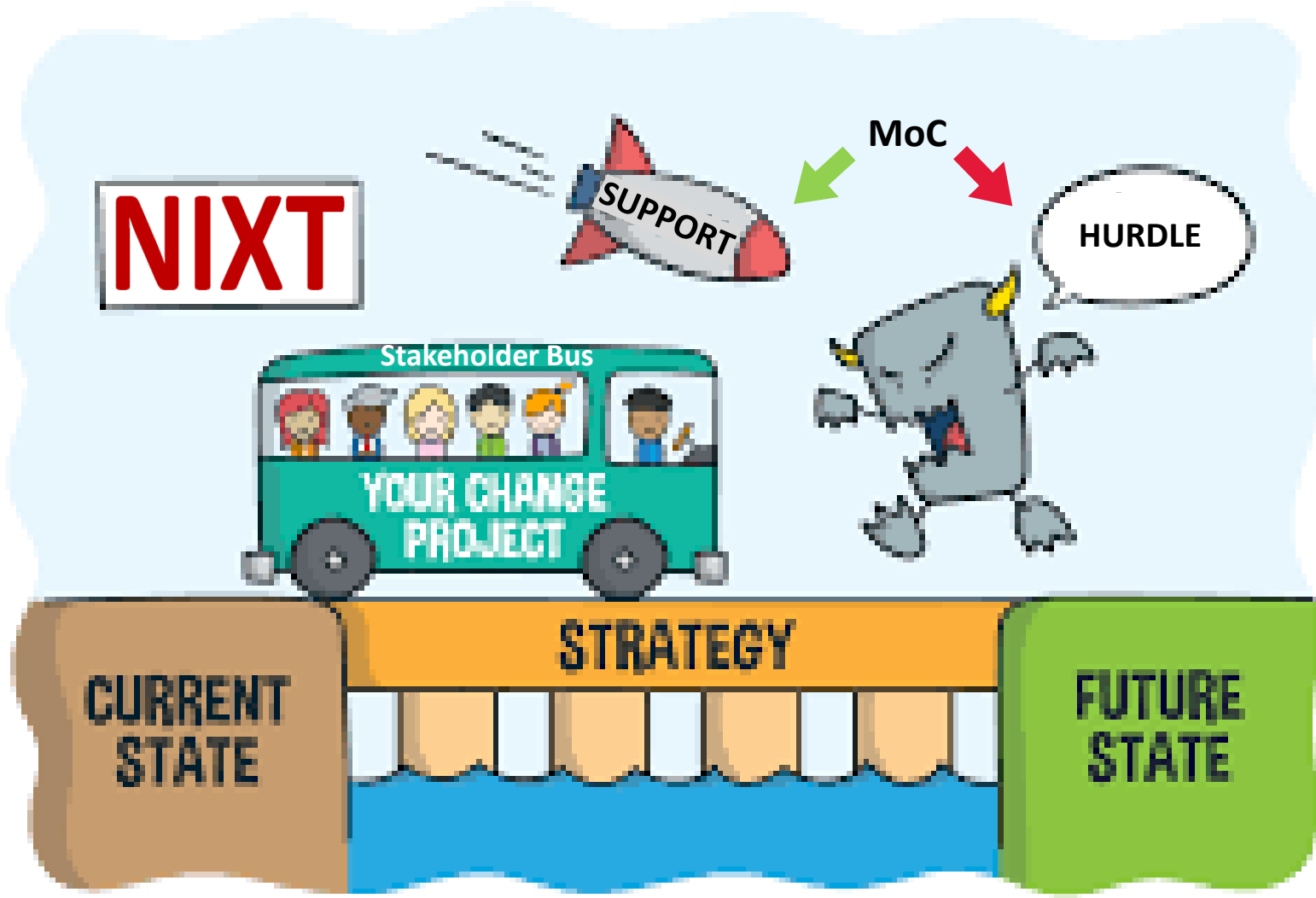
› x

- What do you believe you can do better?

› x



2. CONTEXT

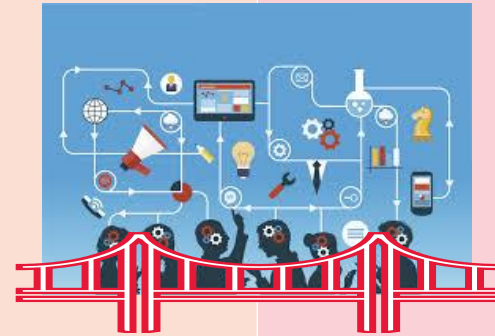


2. CONTEXT



Management of Change

Equipment
Technical
Product/s
Process/es
Precision
Risk
Systems
Incidents



Change Management

People (individuals, teams, organizations)
Emotions
Behaviour
Morale
Adoption
Adaptation
Competence
Conformance

Business compliance, continuity, growth, profitability, sustainability, ...

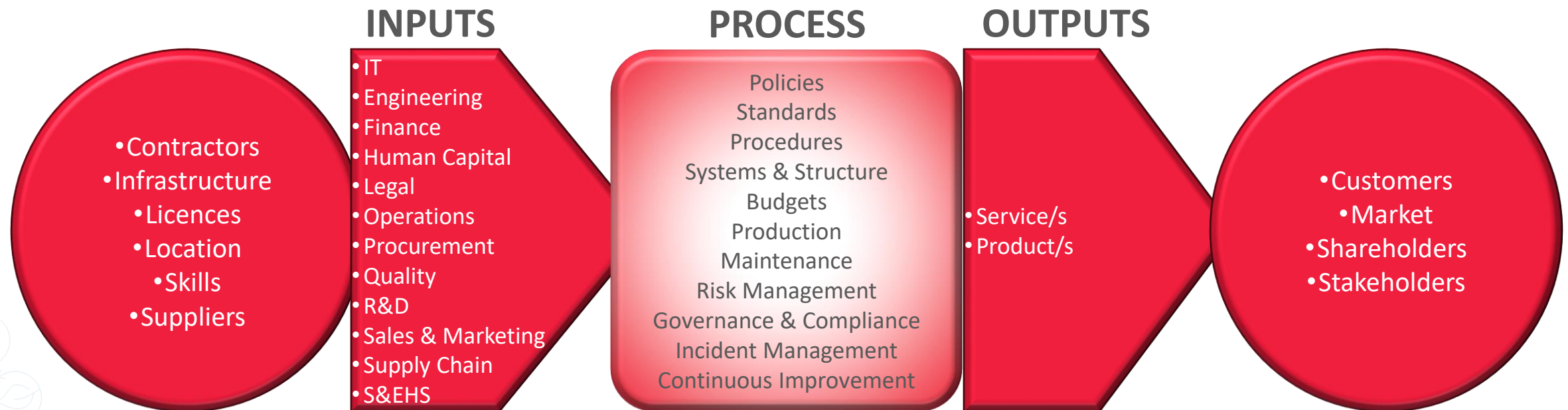
...the systematic process of managing risks associated with modifications in an organization to ensure safety and operational effectiveness...

...the structured process to minimize disruption (risk) to ensure successful adoption of new systems, processes (modifications), that require a transition of behaviours...

2. CONTEXT



A **business process** is a defined, **repeatable sequence** of activities or tasks that an organization **carries out** to **achieve** a specific business **goals or value**, such as producing a **product** or serving a **customer**. These processes can **involve** manual, automated, or a **combination of activities or tasks**, and they form the **fundamental framework** for how an organization **operates** efficiently and effectively i.e. how or **operating model**



A **business process Owner (BPO)** is a **designated** individual or group **responsible** for the complete **lifecycle** of a specific **business process**, including its **design, implementation, maintenance**, and **continuous improvement** as well as **monitors performance**, ultimately ensuring the **process runs efficiently** and delivers **desired outcomes** aligned with strategic and specific business **goals or value**

2. CONTEXT





3. MANAGEMENT OF CHANGE – APPROACH



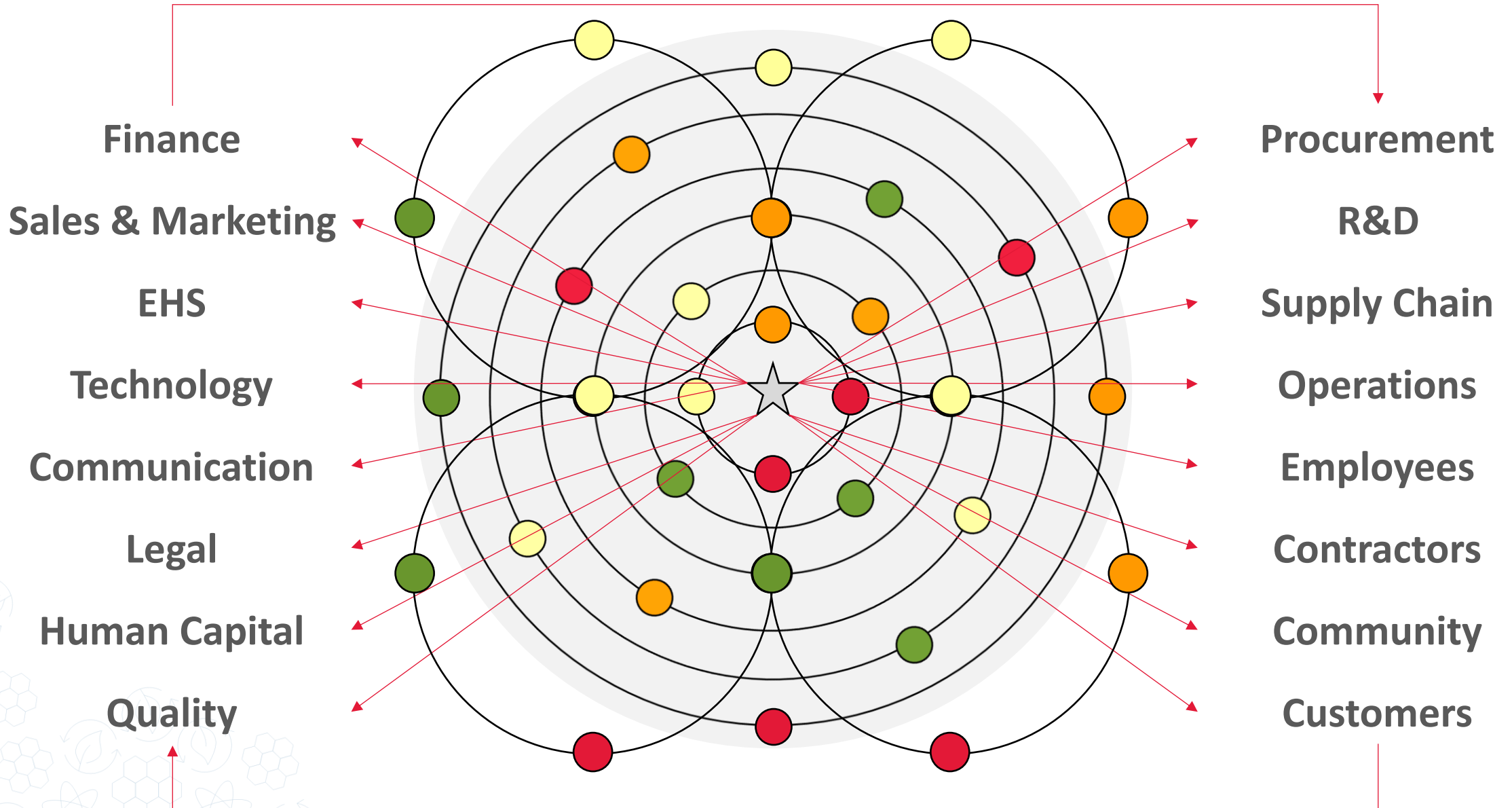
3. MANAGEMENT OF CHANGE – CASE FOR CHANGE



A case for change **proposal** is the **foundational** description for **why** a specific change is **required**, defining the **what** it will solve, and details the anticipated benefits, risks, opportunities, critical success factors, costs, etc. It **serves** as an **engagement** tool and requires **stakeholder** support and **Committee** approval **before** the change project commences



3. MANAGEMENT OF CHANGE – THE “WHO & HOW” ASSESSMENT

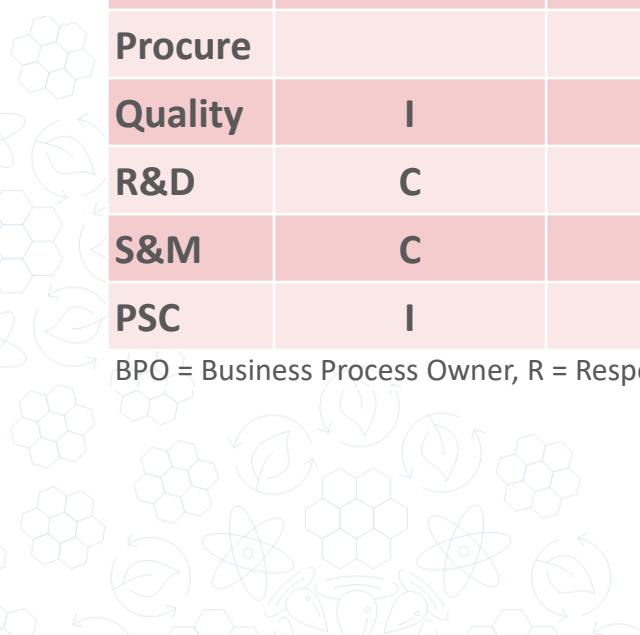


3. MANAGEMENT OF CHANGE – PROJECT FRAMEWORK EXAMPLE



	Ideation / Concept	Pre-feasibility	Feasibility	Basic design	Detailed design	Construction	Commission	Beneficial operations
BPO	AR	A	A	R	R	A	A	A
Comms		I	I	C	C	R	C	C
EHS	I	C	R	R	R	R	R	R
Eng	C	C	R	A	A	R	R	R
Finance		C	C	R	R	R	R	R
HC	I	C	C	C	C	C	R	R
Legal	I	C	R	C	C	R	R	R
Procure		I	C	C	C	R	R	R
Quality	I	I	C	R	R	C	R	R
R&D	C	C	R	R	R	I	R	R
S&M	C	R	R	C	C	I	I	R
PSC	I	I	C	C	C	C	R	R

BPO = Business Process Owner, R = Responsible, A = Accountable, C = Consult, I = Inform

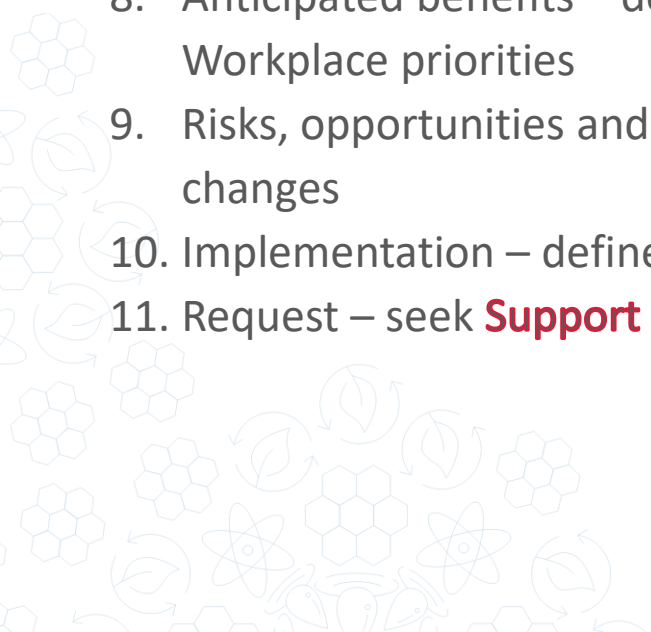


3. MANAGEMENT OF CHANGE – QUANTIFIED PROPOSAL & PLAN



Submit and or Present Proposal as follows:

1. What – define the proposed change including the **vision** and **definition of victory** (DoV)
2. Why – articulate the **inefficiency, problem, risk or shortcoming** as well as the **timing** for the proposed change
3. Current state – explain the Why in detail – **quantify** the inefficiency, problem, risk or shortcoming
4. Who – identify **everyone** (Stakeholders) / **everything** (Process, Practice, Product, etc.) that may be impacted by the proposed change
5. Consult – **engage** the who to qualify and quantify the impact of the proposed change
6. How – identify the **touch points** and define the required **integration** actions
7. Future state – explain the What in detail - **quantify** the efficiency, solution, controls or strengths
8. Anticipated benefits – describe the **value and alignment** of the Future State with sustainable Organizational and Workplace priorities
9. Risks, opportunities and critical success factors (CSF's) – **substantiate** the request for approval of the proposed changes
10. Implementation – define a **detailed and comprehensive Plan** including all Who actions / dependencies
11. Request – seek **Support and Approval** to commence Implementation

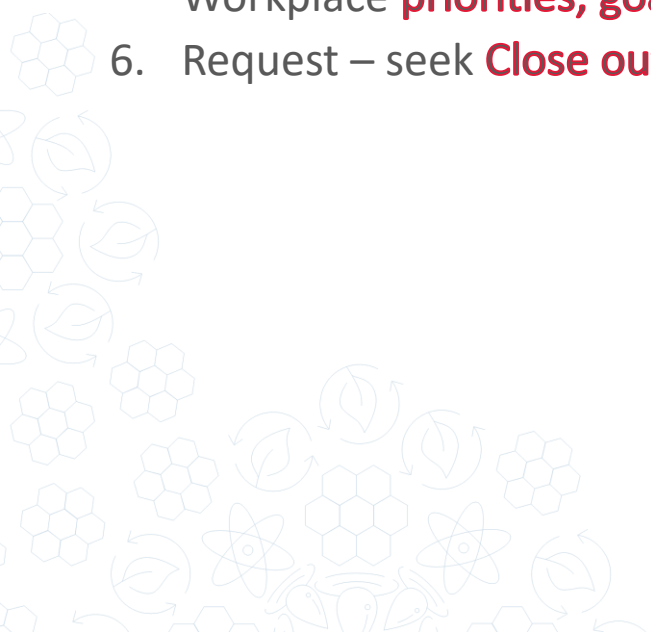


3. MANAGEMENT OF CHANGE – CLOSE OUT

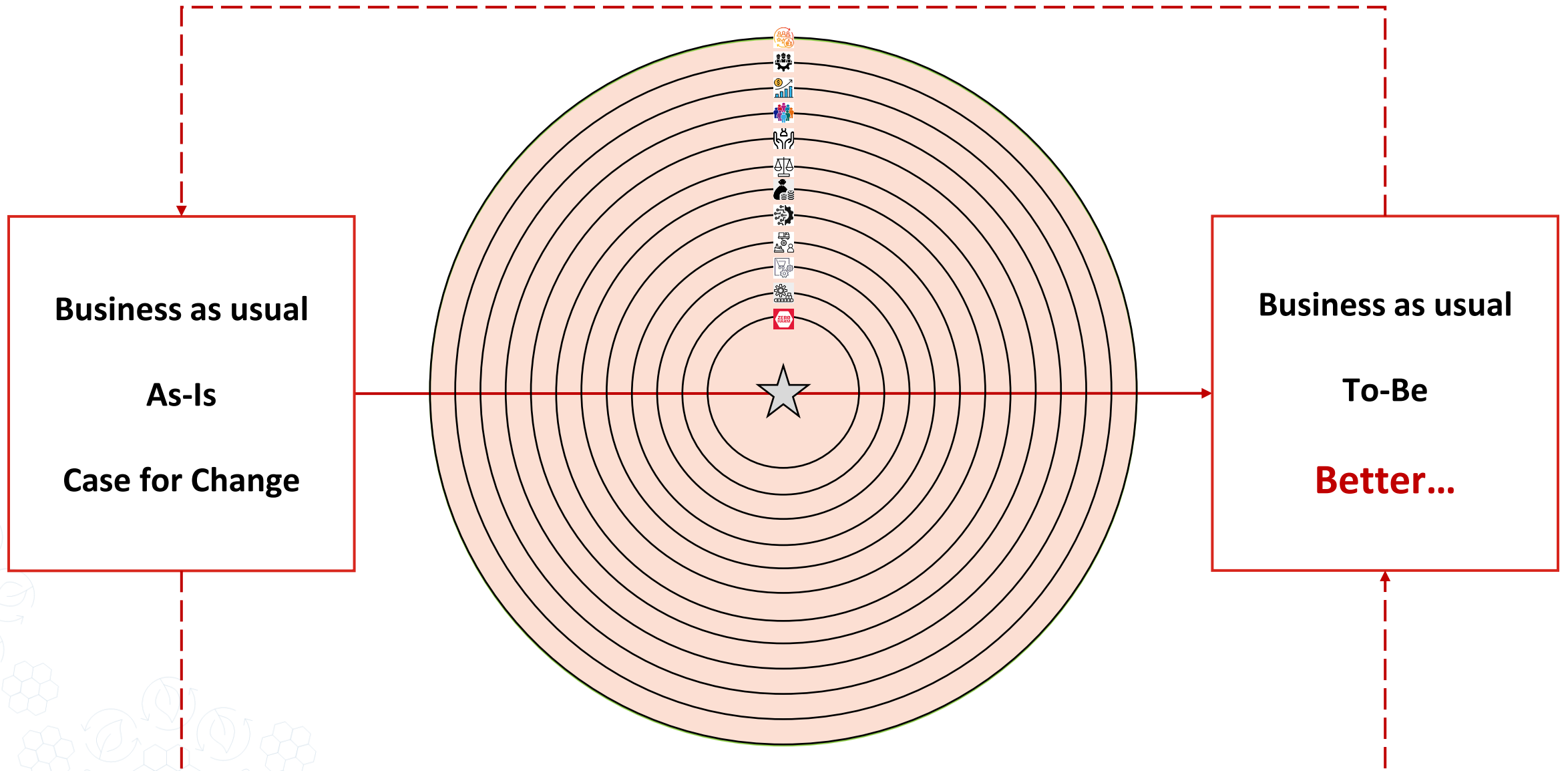


With the premise that the proposal was approved:

1. What – share **progress and or achievement** of the vision and definition of victory (DoV) related to the implemented change
2. Why – confirm that the inefficiency, problem, risk or shortcoming **was addressed** with the implemented change
3. Current state – explain the Why in detail – **quantify** the efficiency, solution, control or strength achieved with the implemented change
4. Who – confirm that **everyone** (Stakeholders) / **everything** (Process, Practice, Product, etc.) is aligned with the implemented change
5. Anticipated benefits – **demonstrate** the value and alignment of the Future State with sustainable Organizational and Workplace **priorities, goals and value**
6. Request – seek **Close out** of the implemented change



4. EXAMPLES AND CASE STUDIES – ILLUSTRATION OF WHO & WHEN



4. EXAMPLES AND CASE STUDIES – PRACTICE WHO & HOW



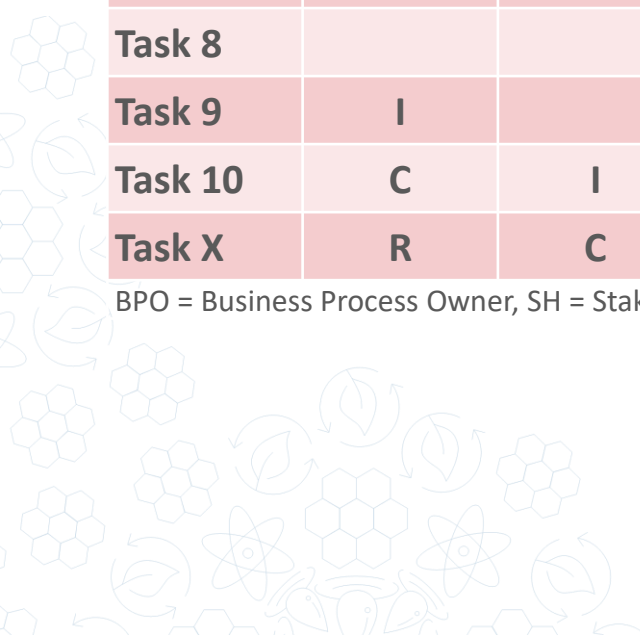
	BPO	Comms	EHS	Eng	Finance	HC	Legal	Procure	Quality	R&D	Risk	S&M	PSC
Example – Increase manufacturing of explosives in Modderfontein													
People													
Community	?	Y	Y				Y			N	Y		Y
Contractors	Y		Y	Y	Y			Y		N	Y		Y
Customers	Y	Y			Y				Y	Y	Y	Y	Y
Employees	Y	Y	Y	Y	Y	Y	Y			Y	Y		Y
Management	N	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y
Visitors	N	Y								N	Y	Y	
Process													
Automation	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y
Design	Y		Y	Y	Y		Y	Y	Y	Y	Y		Y
Digitalization	Y	Y	Y		Y		Y	Y	Y	Y	Y	Y	Y
Exposure	Y		Y		Y	Y	Y			Y	Y		Y
Impacts	Y		Y		Y		Y			Y	Y	Y	Y
Maintenance	Y			Y	Y		Y	Y	Y	N	N		
Product													
Input	Y		Y	Y	Y			Y	Y	Y	Y	Y	Y
Output	Y	Y	Y	Y	Y				Y	Y	Y	Y	Y
Sourcing	Y		Y		Y		Y	Y	Y	Y	Y		
Storage	Y		Y		Y		Y	Y		N	Y	Y	Y
Transport	Y		Y		Y		Y	Y		N	Y	Y	Y
Practice													
Compliment	Y		Y	Y	Y	Y			Y	Y	N		Y
Experience	Y				Y	Y				Y	Y		
Induction	Y	Y	Y	Y			Y		Y	Y	Y		
Skills	Y			Y		Y				Y	Y		
Training	Y		Y	Y	Y	Y	Y		Y	Y	N		Y

4. EXAMPLES AND CASE STUDIES – PRACTICE R, O & CSF



	BPO +/ SH	SH 1 +/ BPO	SH 2 +/ BPO	SH 3 +/ BPO	SH 4 +/ BPO	SH 5 +/ BPO	SH 6 +/ BPO	SH 7 +/ BPO	SH 8 +/ BPO	SH 9 +/ BPO	SH X +/ BPO
Task 1	A	R	C	I							
Task 2		A	R	C	I						
Task 3			A	R	C	I					
Task 4				A	R	C	I				
Task 5					A	R	C	I			
Task 6						A	R	C	I		
Task 7							A	R	C	I	
Task 8								A	R	C	I
Task 9	I								A	R	C
Task 10	C	I								A	R
Task X	R	C	I								A

BPO = Business Process Owner, SH = Stakeholder, R = Responsible, A = Accountable, C = Consult, I = Inform





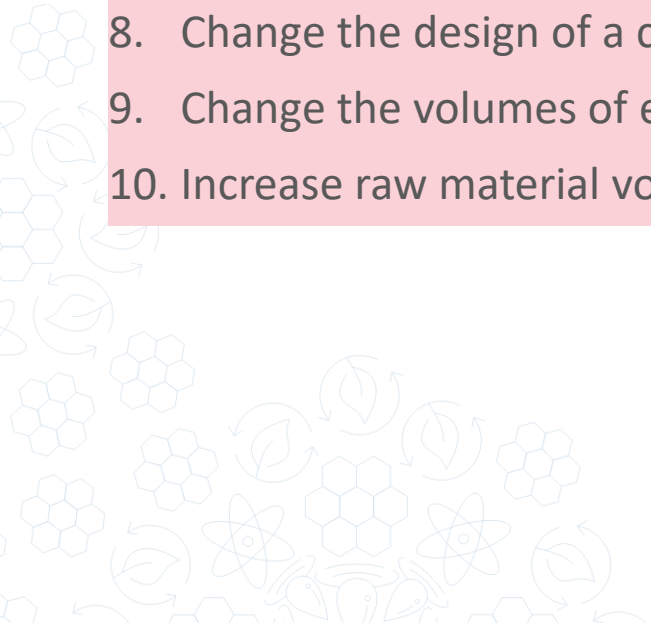
4. EXAMPLES AND CASE STUDIES – GROUP WORK

Examples: Agree or Disagree & Why?

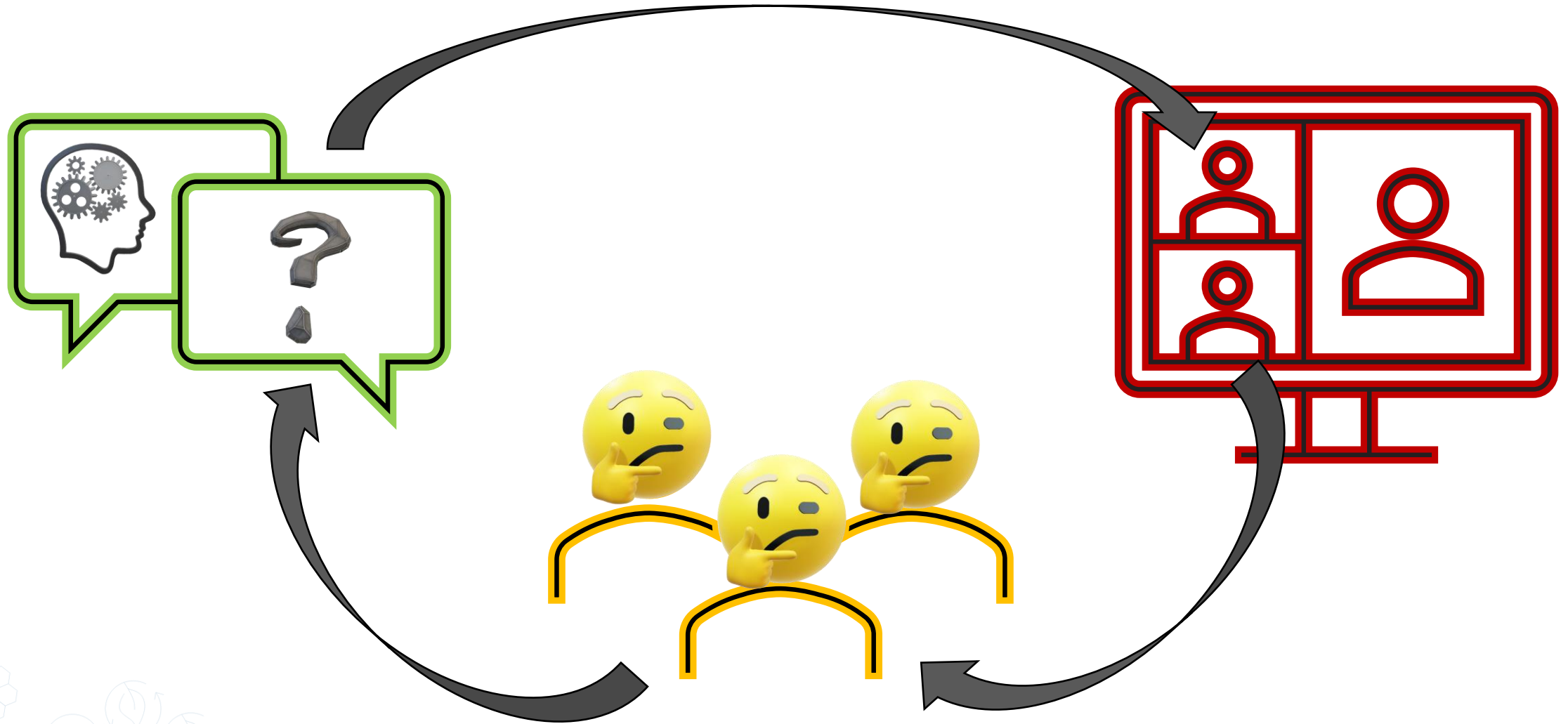
1. Change the service station where you fuel up
2. Change your brand of toothpaste
3. Relocate your office
4. Appoint a new employee
5. Change of colour of safety shoes
6. Change the Supplier of safety shoes
7. Change the routing of process lines
8. Change the design of a component
9. Change the volumes of explosive destruction
10. Increase raw material volumes and onsite storage

Case Studies:

1. x
2. x
3. x
4. x
5. x
6. x
7. x
8. x
9. x
10. ...



5. GROUP DISCUSSION



THANK YOU

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FOR A BETTER WORLD

