

ANGLO AMERICAN SOUTH AFRICA: STRATEGICALLY MINING LEADERSHIP TALENT FOR SUCCESSION

Amy Moore, Verity Hawarden, and Caren Scheepers wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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On May 27, 2018, Maryanne Trollope, the Learning and Development (L&D) manager for Anglo American South Africa Limited (Anglo American), Johannesburg, faced a dilemma: how to enable the efficient handover of one of her portfolios to new management. She was the primary custodian of Anglo American's Building Leaders and Shaping Talent (BLAST) program, a talent management program for young graduates in South Africa. She was due to retire at year-end, and she knew it was critical both to smoothly transfer responsibilities and to ensure the BLASTers (talent who attended the BLAST program)¹ developed a relationship with her replacement, who would also manage the international L&D portfolio.

Trollope was looking forward to reconnecting with BLASTER Michillay Brown on Monday, as it was always very rewarding to catch up personally with BLAST recruits. Brown had been working for a year on an international BLAST placement in the international and government relations department of Anglo American in London. Trollope was excited to hear how Brown had grown in her career, how she was coping with living abroad, and what she had learned. She was wondering when she should introduce Brown to the new BLAST custodian and what information and insights she would recommend that Brown share.

BACKGROUND TO ANGLO AMERICAN

Anglo American was a global diversified mining business. Its portfolio of world-class competitive mining operations and undeveloped resources provided metals and minerals to meet the growing consumer-driven demands of the world's developed and maturing economies. Anglo American's purpose was "re-imagining mining to improve people's lives." Founded in South Africa in 1917 by Sir Ernest Oppenheimer, in 2018 it had operations across four continents and employed approximately 69,000 people worldwide. The company was originally listed on the Johannesburg Stock Exchange, and it took an additional listing on the London Stock Exchange in 1999. For the fiscal year ending December 2017, the company reported underlying earnings before interest, taxes, depreciation, and amortization (EBITDA) of US\$8.8 billion and operating profit of US\$5.5 billion.

¹ "Blast Programme: Building Leaders and Shaping Talent," Anglo American, accessed July 3, 2018, www.angloamerican.co.za/careers/graduates-and-bursaries/blast.aspx.

Anglo American had its local head office at 44 Main Street, in the Johannesburg city centre. The South African businesses mined, processed, and marketed platinum, thermal coal, iron ore, and diamonds throughout the country. Anglo American Platinum, one of the companies in the group, produced products in three distinct areas: platinum group metals (PGMs), base metals, and precious metals. In recent years, the high value of PGMs had resulted in platinum becoming a prime investment commodity, alongside gold. Anglo American Platinum was listed on the Johannesburg Stock Exchange.

The portfolio of Anglo American Coal South Africa (Coal South Africa) comprised thermal coal assets. Coal South Africa's high performing Mpumalanga-based assets supplied around 19 million tonnes of thermal coal a year to export markets across several continents. These export products were derived from four wholly owned and operated mines as well as a 50–50 joint venture with diversified resources group Exxaro. Iron ore was the key component in steel, the most widely used of all metals. In South Africa, Anglo American's iron ore operations were made up of a 69.7 per cent shareholding in Kumba Iron Ore Limited, which operated two mines and was listed on the Johannesburg Stock Exchange.

Anglo American's diamond interests were represented by an 85 per cent shareholding in De Beers, the world's leading diamond company. Together with its joint ventures, De Beers produced around 35 per cent of the world's rough diamonds by value. De Beers' mines were found in four countries, namely, Botswana, Canada, Namibia, and South Africa.

The Anglo American board provided leadership to the group and was responsible for its long-term success. In 2018, the 12-member board—of whom three members were women—was comprised of the chairman, the group chief executive, two executive directors, a senior independent director, and seven non-executive directors. The organization's Group Management Committee was responsible for formulating strategy, setting targets/budgets, and managing the group's portfolio. In South Africa, the all-male executive leadership team consisted of the executive head of Anglo American in South Africa and chief executive officers from the four South African businesses—Anglo American Platinum, Kumba Iron Ore, Thermal Coal, and De Beers in South Africa.

In terms of achieving equity in the South African workplace, 67 per cent of Anglo American's management at the end of 2017 were historically disadvantaged South Africans (HDSA)²—a number that exceeded the South African Mining Charter's minimum requirements. Women held 25 per cent of management positions (15 per cent of positions in core functions) and represented 19 per cent of the overall workforce. African women remained the most underrepresented, while white men at management level were the most overrepresented. African men were also overrepresented, though this was in line with the economically active population at management levels.

EVOLUTION OF THE BLAST TALENT MANAGEMENT PROGRAM

Increasing globalization had resulted in the need for organizations to focus more strategically on their talent management systems owing to the increased variety of human resources required. Talented employees were critical to ensuring both the quality and the integrity of a company's human potential. As a result, employees' skills and qualifications required continuous improvement. Organizations realized that short-term development interventions no longer provided sustainable results and that a more long-term approach to development initiatives was needed.³

² The term *historically disadvantaged South Africans* (HDSA) referred to any person, category of persons, or community disadvantaged by unfair discrimination before the *Constitution of the Republic of South Africa, 1993* (Act No. 200 of 1993) was enacted. Western Cape Government, *Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry*, accessed July 3, 2018, www.westerncape.gov.za/Text/2004/5/theminingcharter.pdf.

³ Oksana Borisova, Anna Silayeva, Larisa Saburova, Natalya Belokhvostova, and Antonina Sokolova, "Talent Management as an Essential Element in a Corporate Personnel Development Strategy," *Academy of Strategic Management Journal* 16, Special Issue 1 (2017): 31.

In the early 2000s, Anglo American had a specific strategy and approach to talent management in the organization. The London-based talent manager would insist that every employee go through a talent audit, in which key data was analyzed and rated against potential and performance. However, through this talent audit process, it became apparent that the company lacked a robust talent pipeline to supply future leaders who could meet evolving organizational demands, particularly in South Africa. Thus, an executive decision was made to build such a pipeline. The mandate given to Trollope was to find high-calibre individuals who were leaving university with at least four-year degrees—or with honours qualifications in the case of those with three-year degrees. The resultant value proposition was to provide a high-profile program that would offer successful candidates the opportunity to have three different positions across two continents in a period of three to five years.

The BLAST identity had not yet been created for the first-year advertising campaign, and no corporate branding was used. This was because the company had a large pipeline of bursary students and was conscious of the implications for this group and unsure what the response would be. Two years after the campaign's launch, however, the Anglo American L&D team realized that a specific program identity was necessary. Trollope chuckled as she recalled how the name had evolved: realizing she had access to a whole population of bright young people, she invited recruits to submit options, sending an email that offered a “prize for the person who comes up with a name for the program.” An hour later, she had the name. The new name was perfect for positioning the program with a powerful acronym; “Building Leaders and Shaping Talent (BLAST)” had an impactful association with the mining industry and removed the high potential of elitism. And as the recruitment and marketing campaign continued each year, the brand identity became much more specific to Anglo American.

THE ART AND SCIENCE OF RECRUITMENT

The first step in the recruitment process was an online application, which provided all the necessary information about the application process and program design. The online site was opened each year at the beginning of May and closed at the end of July (see Exhibit 1). The number of annual online applications ranged from around 3,000 to 5,000. The applicants uploaded their curriculum vitae on this site, and the L&D team immediately started reviewing the profiles on a daily basis through a supporting electronic system, which, based on various broad criteria, provided the first filter in the application process. The next step was first-round interviews, which took place in August and were ideally capped at around 150 applicants. These interviews were held at the universities and facilitated by two teams, each comprised of two L&D representatives. The 10-hour day was planned in detail, with each interview taking half an hour, thus allowing about 16–18 interviews per day, per team.

The L&D team looked for specific skills, qualities, and attributes in the applicants. First and foremost, they considered academic performance. The team then looked for other factors, about which they were quite transparent in all of their advertising. They sought leadership qualities that could come from a wide range of positions, whether developed at school, university, on the sports field, or in the community. Trollope reflected that the organization was not fussy as to where those leadership qualities were demonstrated; they just wanted to see that the applicants had done something that expressed these qualities. In the first-round interview, they considered the candidate's academics, leadership, community involvement, leadership awards, merit awards, attitude, professionalism, and preparation. These were ranked by various scores in a comprehensive Excel spreadsheet and supported by an easy-to-view, colour-coded system that identified those admitted to the shortlist: green for successful, orange for a possibility, and red for not successful. The L&D team reviewed the sheets by the end of August, and each member put forth a case for why they had “greened” someone and why that person should be shortlisted. The final first-round shortlist was made up of between 24 and 30 applicants.

The second and last round of interviews took place in the second week of September at Anglo American's head office in Johannesburg. Trollope believed the design for these interviews brought an added benefit back to the business. The L&D team approached talent from anywhere within the organization—line managers and sometimes heads of departments—who the team believed would be good ambassadors for Anglo American while talking to the young applicants. These talented individuals were invited to be part of the final interview panel, as assessors. Prior to the interviews, the assessors came to the Anglo American Johannesburg campus and underwent intensive training, delivered by a specialist who travelled each year from the United Kingdom to South Africa specifically for this assignment. The two-day curriculum covered interview techniques, assessment centre processes, and general recruitment best practices. Treshen Moodley, treasury manager at Anglo American, was one of the panellists in 2017. His key insight from being part of this training was that a standard interviewing process could be flawed because a graduate or an experienced person applying for a job could prepare answers to everyday interview questions, which did not provide an opportunity to dig into the interviewee's personality and unpack experiences. Moodley believed the evidence-based approach to the BLAST interview process was much more robust and difficult to "fudge" because the panellists were looking to find the truth.

A secondary benefit of the training curriculum was that this newfound learning was taken back into the organization by the assessors as best practice recruitment skills. Trollope shared that she believed it to be a useful and effective process that had yielded positive benefits for the organization. Every time one of those individuals recruited into the business, they used the expertise they had learned through the training to make better recruitment decisions within the organization. Moodley reiterated this by sharing how he had once observed a colleague in an interview process who frequently asked questions that were informed by the evidence-based approach, having learned this from his experience as a BLAST panellist.

The final interview panel was comprised of the line managers, previous BLAST graduates, and the psychometrist. A few of the older BLAST graduates were also included in the interview process; they could have more personal discussions with the candidates to assess their actual career ambitions. The L&D team found that the applicants opened up in a different way to BLASTers who had experienced the BLAST journey first hand.

The interviews included a graduate discussion, competency-based questions, a case study for analysis, and psychometrics. All applicants on the shortlist had to undertake rigorous psychometric testing, which was carried out by an external service provider. This same service provider had been involved for 12 of the 14 years the BLAST recruitment process had been in place. While not statistically valid, this resulted in distinct patterns emerging from the data, so the L&D team knew exactly who would do well and who would not be successful. For this reason, the L&D team was able to rank the candidates, which proved to be very helpful in identifying the candidates who were not a good fit.

The interview process was concluded with a tour of the head office campus. On this tour, the applicants were shown some special and interesting mementos—for example, the key to Nelson Mandela's cell on Robben Island and the museum, which included Harry Oppenheimer's⁴ old office. There was also a live video conference with BLASTers from around the world, which allowed the BLAST applicants to chat in real time with BLASTers. Trollope explained that this often impressed the applicants because it made them realize, "that could be me sitting in Chile."

⁴ Harry Oppenheimer, the son of Sir Ernest Oppenheimer (who founded Anglo American South Africa in 1917), was managing director of Anglo American South Africa from 1945 until 1957; he was also chairman for a quarter of a century and chairman of De Beers Consolidated Mines for 27 years, until he retired from those positions in 1982 and 1984, respectively. He was a member of both boards of directors from 1934, retiring from the Anglo American board after 48 years upon relinquishing the chairmanship and from the De Beers board in 1994 after serving exactly 60 years. "Harry Frederick Oppenheimer, 1908-2000," The Brenthurst Library, accessed July 3, 2018, www.brenthurst.org.za/harryoppenheimer.cfm.

The L&D team allocated the final decision to the panel. It needed to be a collective decision—either yes or no to hiring the individuals—and was not informed by a specific quota. Trollope explained that they never worked on a quota. They did not set out to find 12 people; they set out to find BLASTers. As a result, the final number varied considerably each year. Over the 14 years since the program’s commencement, the range of annual recruits had varied from 2 to 17.

In 2017, the gender split among BLASTers was 55 per cent male and 45 per cent female. Trollope confirmed that the lower representation of women was expected. The team was essentially trying to find technical people, and the engineering faculties at universities had more male than female students; thus, the pipeline from which they sourced people was fundamentally biased. That 69 per cent of BLASTers were HDSA was a statistic achieved without the team compromising on merit; the rigorous recruitment process ensured that the right people for the program were selected regardless of demographic representation.

Vanessa Naicker, head of Early Talent Recruitment and Development for the Anglo American group since July 2018 (and previously head of Business Improvement Support), would take over the BLAST program portfolio on Trollope’s retirement. Naicker affirmed the quality of talent in the BLAST recruitment process: “When you go through that assessment process, often engaging with them [the applicants] on the assessment day, you are so humbled by what these young minds have achieved and what they are achieving. You come out of there feeling so encouraged and comforted that this is the potential of our country and of young people.”

The final interviews were generally held on a Wednesday, with decisions made on the Thursday. Depending on how early the decision-making process finished on Thursday, Trollope would phone each applicant either on the Thursday afternoon or on Friday morning, so they knew within 24 hours whether they had been successful. As the decisions were made, the recipient details were added to already prepared letters; the salary calculations were finalized; and, by the Friday morning, the offer letters were in the system, ready for courier by Friday afternoon. Trollope proudly asserted that this efficiency was part of the Anglo American BLAST project brand.

A TASTE OF THE ANGLO AMERICAN BRAND

Trollope felt strongly about showcasing the Anglo American brand. The L&D team was very specific about the brand they were creating in the recruitment process. This started with an advertising campaign that reached the target market through a multitude of channels, namely, posters at universities, road shows, career fairs, extensive social media, and the participation of older BLAST graduates at events. The design of the final selection process was underpinned by a creation of brand awareness. Every year, the team flew in all the finalists from the different provincial universities. The finalists were accommodated in a modern, four-star hotel in a popular, upmarket Johannesburg suburb. The evening before the selection day, the team hosted an elegant cocktail party and invited all of the local BLASTers to join the function so that the potential candidates could interact with them and ask them questions about issues ranging from job experience expectations to the culture at Anglo American. Trollope encouraged the applicants to talk to the BLASTers as much as they could because, as much as the organization was interviewing the applicants, the applicants needed to interview the organization so they could gain a real understanding of what it was like to be a BLASTER—to move around and be unable to own pets or even potted plants! This function also served as a valuable team-building exercise. It was consistently a successful evening.

The Anglo American brand was recognized by graduates of the program. When one BLASTER was asked what had attracted her to the program, she reported many reasons, one of them being “the company itself—the great reputation and value system, especially when benchmarked with other leaders.” The focus on brand was underpinned by the focus on the culture that informed the talent management process. The 2004

model, titled “What it Takes to Succeed in Anglo American,” was later replaced by an approach titled the “People Development Way,” which explicitly defined the behaviours required to deliver great performance. Both these frameworks focused on competencies, capability, experience, knowledge, and skill—all the elements that would support one in successfully driving the delivery of the organization’s ambition: to be the leading global mining company and employer of choice. Research by the South African Graduate Employers Association (SAGEA) affirmed that reputation, global mindset, and development value proposition were the key differentiators of Anglo American for graduates who selected that company as their employer of choice.⁵

INDUCTION, PLACEMENT, AND ROTATION

Before the recruits embarked on their first placement, they attended a two-week induction program. This was composed of a few days of training in the general skills required for the transition from university to the workplace. In addition, it included several mine and site visits to ensure the recruits understood the business at a high level. There were a number of talks given by senior executives at Anglo American about their areas of expertise. These talks had proven to be enormously valuable, as they started the recruits thinking about their careers and areas of development. The executives also shared their own career journeys to provide a stimulus for BLASTers’ own development plans.

To ensure the right fit between BLASTer and position, Trollope’s conversation with each recruit determined their career aspirations, skills, and preferences, and identified key development needs and roles that could be used to develop the required skills; all of this was in the context of the company’s business requirements. Typically, the first position best suited for the BLASTer in the company fell within each BLASTer’s field of study and supported the recruit in achieving further professional certification, such as articles (for professional legal or accounting qualifications), a government certificate of competency, or a mine managers certificate of competency. After these requirements had been met, the recruit was moved into other fields to gain experience and essential operational exposure on the mines. The positions were carefully selected to provide cross-functional, cross-geographic, and multi-commodity exposure.

BLAST employees were moved into new positions approximately every 18 months, with positions being carefully selected to broaden candidates’ knowledge and skills base in line with the competencies required by Anglo American. This was further based on achievements emerging from employees’ current positions. The continual development of BLASTers during the five-year time frame was key to exposing them to the various group leadership programs that were offered to high achievers globally in Anglo American, such as the Achiever Programme and the Programme for Management Excellence.

Once in their first roles in South Africa, the BLASTers followed the normal performance assessment process: the line manager drew up a performance contract; key performance areas were identified and mid-year reviews were conducted. At this stage, the L&D team was still very involved with the process and provided an ecosystem of support that formed a community around each person to ensure the retention of talent. The BLASTers were required to check in regularly with the L&D team. Trollope clarified that they expected the BLASTers to come in for a cup of coffee; alternatively, the L&D team would Skype or phone the BLASTers, making sure they communicated with them regularly. Trollope disclosed that some were not as good as others in checking in regularly and, as a result, the L&D team had to formalize communication as a key part of their assessment.

⁵ Permission to share SAGEA findings was granted January 10, 2019 by Cathy Sims, executive director at SAGEA.

There was not an official exit strategy when BLASTers reached the end of their contract term. However, to date, every single BLASTer had been placed within the organization. That there was always a place for them spoke to the quality of the people in the program and to how well they had been developed. Trollope pointed out, in the BLAST program's 14th year, that the program had never failed to place anyone. However, she was quick to state that this was primarily about BLASTers not feeling entitled to certain positions but being prepared to prove themselves and earn those positions.

RETENTION AND REPORTING

The competition for talent in South Africa was stiff. Anglo American was competing with large financial institutions as well as global consulting firms that had branches in the country. For this reason, the L&D team knew that BLAST had to be attractive to the best of the graduate population. Trollope, deservedly proud, shared that the company's acceptance statistics were "phenomenal." But this was due to the attention to detail that took place behind the scenes: the company used graduate population survey results, conducted by SAGEA, to get a better understanding of what graduates were looking for. A secondary benefit was that, by encouraging its own graduates to participate in the surveys, the company in turn received information from the survey about itself.

The survey results indicated that development and training were key drivers for graduates and that international assignments were thus attractive. Although salary was ranked 19th in the SAGEA survey in terms of the decision-making process, Anglo American paid its BLASTers a very competitive salary. L&D team member Tracey Lagerwey, a graduate recruitment and development specialist, explained: "They [graduates] are attracted by salary but not as much as you might think. Once they are in the system then the salary moves up the ranking of what keeps them here. But it is the development and stretch opportunities that interest them."

The overall retention of BLAST graduates was 98 per cent at year five and 64 per cent after the program had been running for 13 years. Several BLAST graduates had been promoted to very senior positions at the organization (see Exhibit 2). Retention statistics were a crucial part of the process of reporting back to the organization and helped explain why some BLASTers had left the company.

LEADERSHIP AND LIFE LESSONS

The BLAST program offered a profound opportunity for graduates to learn about themselves in both professional and personal contexts. They could learn through experiences within the organization, through interacting with the diverse stakeholders along the journey, or from inward reflection. The L&D team also learned from the requirements of being a successful BLASTer. Trollope shared that one of the crucial aspects of program learning was what the team viewed as key leadership skills. The L&D team passionately believed that BLASTers needed to have humility—a balance between knowing they were good and being able to go out into the business as ordinary people and then prove that they were exceptional. It was about finding that balance for them, teaching them that it was like a tightrope and not easy: "The lesson in leadership was around having confidence internally but being able to go out to learn and develop."

A BLASTer who had moved from Chile back to South Africa in April 2018 shared the many significant professional and personal lessons she had gained from the program: using the valuable time it provided to get to know herself—even when sometimes feeling very alone on an international placement—and as a result, being much more comfortable with her own company than she had been prior to the program; being able to adapt quickly in a new environment to identify areas of improvement; being much more confident, generally, about

handling challenging situations; developing the tenacity to keep at something and not give up quickly; feeling more mature and in control when dealing with difficult work and personal challenges; having a more open mind towards differences in culture, opinion, ways of doing things, and outlook on life; and enjoying international travel and feeling more at ease about the opportunities to take overseas trips.

This BLASTER reflected on how she had felt stretched outside her comfort zone during her BLAST journey. She explained that there were many instances where she was almost crippled with fear but had somehow managed to cope. Reflecting deeply on this, she disclosed that she was proud of the inner strength she was able to demonstrate; she believed it had truly changed her for life, and for the better. She appreciated that she had been provided with a new, fresh outlook, which she acknowledged was a rare gift.

Naicker confirmed that BLASTers experienced challenges as they navigated through the program and that this was to be expected from the growth and development process. Naicker stated that the workplace was a very competitive environment, and BLASTers did compete with other candidates for internal roles when they had to exit the BLAST program. However, Naicker had experienced BLASTers to be very good at developing and growing internal networks, which they effectively drew on to help guide them when they were actively seeking out new roles and championing their own careers.

RELATIONSHIP BUILDING AND COMMUNICATION WITHIN THE BLAST COMMUNITY

The BLAST community used various forms and tools to network with each other. Specifically, a newsletter called the BLAST Bulletin was published quarterly; it was edited by the BLAST candidates themselves and was a closed communication, distributed only to the BLAST community (candidates and the L&D support team). In the newsletter, each candidate shared a few professional and personal stories—for instance, about where they may have travelled or certain activities they had been doing; generally, they provided a portrayal of the life of a BLASTER. Once a year, in September, the newsletter was also distributed to the new intakes so they could learn about the life of a BLASTER from a peer-level perspective.

STAKEHOLDER MANAGEMENT

Being able to manage a diverse stakeholder network was critical for both BLASTers and the L&D team. While BLASTers might only be in roles for an average of 18 months, the relationships and networks they created, both vertically and horizontally, were critical to their long-term career success in the organization. And the importance of effective stakeholder management was a message that Trollope constantly reinforced to them. While the BLASTers understood that the L&D team was always available for support and guidance, it was sometimes difficult for the team members to provide customized support, as they did not always understand the complexity of the various work environments. For this reason, the BLASTers needed to nurture relationships with their fellow BLAST colleagues or BLAST alumni.

Likewise, stakeholder engagement was fundamental for the L&D team, as this was how placements were determined. One of Trollope's mottos was, "I am a strong, strong believer in good relationships." She recognized that relationships needed to be cultivated with stakeholders who understood what the organization wanted for the BLASTers. While the L&D team had not managed to get to know all the BLASTers' line managers, they knew who the key people were who supported the program. It was these relationships that helped when BLAST placements were made. While the L&D team made a final placement decision, they accepted a great deal of input from the BLASTER about their career preferences. In addition, they listened to line managers and heads of disciplines who, being closer to the ground than the L&D team, knew where the opportunities lay and who would or would not be influential and effective as mentors or coaches. Trollope

said, “It’s a huge network of how we get around this organization. We have people all around the world: on remote mines in Canada through to Chile, Brazil, Australia, London. We need to be able to talk to these people in very remote places. So, as much as I tell the BLASTers that stakeholder management is important, it is equally important in our roles. I would say that it is one of the key things that we need to do.”

One of the big successes of BLAST was that BLAST was its own cost centre. Trollope explained that it was not very difficult for the L&D team to call up a line manager to advise them that they had a bright young mind who would like to work in that particular area, for which the line manager would not be required to pay anything. Very few people had ever said no. The BLASTers were coming in for 18 months, so it was worth taking the time to train them, invest in them, and get them up to speed because that line manager would get at least 14 months’ return on investment back into the department in that period. This request was even better received if there was already a good relationship between the L&D team and the respective business unit.

SHARING THE NEXT STEPS

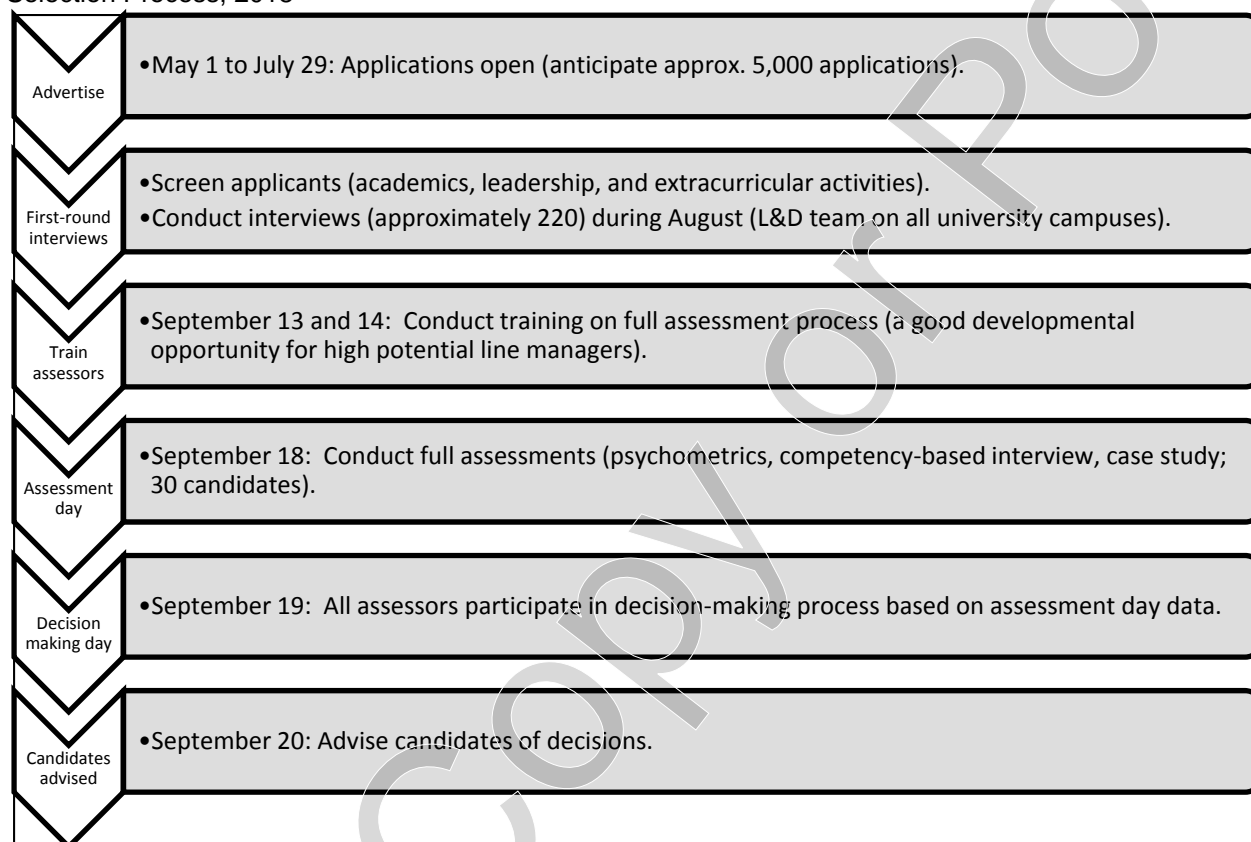
On that Sunday morning in May, Trollope knew that Brown would be returning from London to Johannesburg. From their early connections, Trollope knew what Brown’s focus areas were. When she started in the program, Brown had found it difficult to speak up in meetings and to know when it was acceptable to say no. She had to find ways to grow her confidence and thus had made a conscious effort to work on these areas of discomfort.

Her placement in London had given Brown the opportunity to learn at an accelerated pace. A recent email to Trollope had highlighted her learnings: “from massive exposure to senior leaders, which gave her such a different perspective on how to present herself in a responsible and knowledgeable manner, to observing leaders in the company to see what they do and don’t do, which informed how she wanted to be in the future.”

As Trollope planned for the next day, she thought of the two most important meetings she had—first, a meeting with the incoming BLAST program manager to discuss how BLAST might be rolled out to other countries, and second, a one-on-one meeting with Brown. For the first meeting, she had prepared extensive information to share and was wondering what else should be provided. For the meeting with Brown, she thought of the young woman’s journey both as an individual and as a young professional. From their few catch-up conversations, Trollope could detect how much Brown had learned from living abroad. Trollope wondered what Brown was planning to do in her next job rotation. Most importantly, she wondered what to encourage Brown to share with the new custodian of the BLAST program and when she should share it.

EXHIBIT 1: TIMELINE FOR THE BLAST SELECTION PROCESS

Selection Process, 2018



Note: L&D = learning and development.

Source: Created by case authors based on company documents.

EXHIBIT 2: BLAST GRADUATES PROMOTED TO SENIOR POSITIONS WITHIN ANGLO AMERICAN

Name	Designation	Location	Year of Entrance to BLAST
Nick Smart	Operations Director, De Beers United Kingdom	London, United Kingdom	Year 1
Avischen Moodley	Head of Corporate Finance, Anglo American South Africa	Johannesburg, South Africa	Year 2
Sayurie Naidoo	Principal Accountant, Corporate Development, Anglo American Platinum	Johannesburg, South Africa	Year 3
Alasdair Martin	Principal, Project Management Office, Anglo American PLC	London, United Kingdom	Year 6
Thizwilondi Nkhumeleni	Principal, Project Execution Support, Anglo American South Africa	Johannesburg, South Africa	Year 7

Source: Created by case authors based on company documents.