



Case Study - Anglo American

Building an Internal Communications Structure

Anglo American is one of the world's largest diversified mining groups. The unique portfolio of high quality mining assets and natural resources includes precious, base metals and bulk commodities. They operate in Africa, Europe, South and North America, Australia and Asia.

With around 190,000 employees and contractors Anglo American seeks to become the leading global mining company, outperforming its competitors in delivering shareholder value. To achieve this, the organisation is embedding a stronger performance culture which involves moving from self-contained businesses to a more unified and integrated way of thinking and working based on the principle of 'One Anglo'. This means increased integration in areas like shared services and supply chain management, knowledge-sharing between sites and across business units and adherence to common standards and policies.

The leadership team at Anglo American recognises that effective internal communication is a true enabler of business advantage and appointed Christina Davis to head Internal Communication this year. Given the scale and size of the business, Christina asked HarknessKennett to conduct a review to understand how internal communication at Anglo American was perceived and to make initial recommendations for change. In particular, the research set out to find out how internal communication was currently supporting the achievement of 'One Anglo', as well as understanding leaders' perceptions of communication. Through a series of one-to-one interviews, telephone interviews and focus groups held in London, South Africa, Australia and Chile HarknessKennett were able to provide recommendations on how to enhance internal communication at Anglo American.

Since the review we have been working with Christina on a series of strategic leadership projects and providing ad hoc counsel.

"The review provided some real insights as to how internal communication at Anglo American is perceived. In a period of less than eight weeks HarknessKennett conducted interviews with many of our senior leaders around the world and facilitated focus groups in four continents. The results will help ensure there are solid foundations for world class internal communication at Anglo American."

Christina Davis
Group Head of Internal Communication
Anglo American