



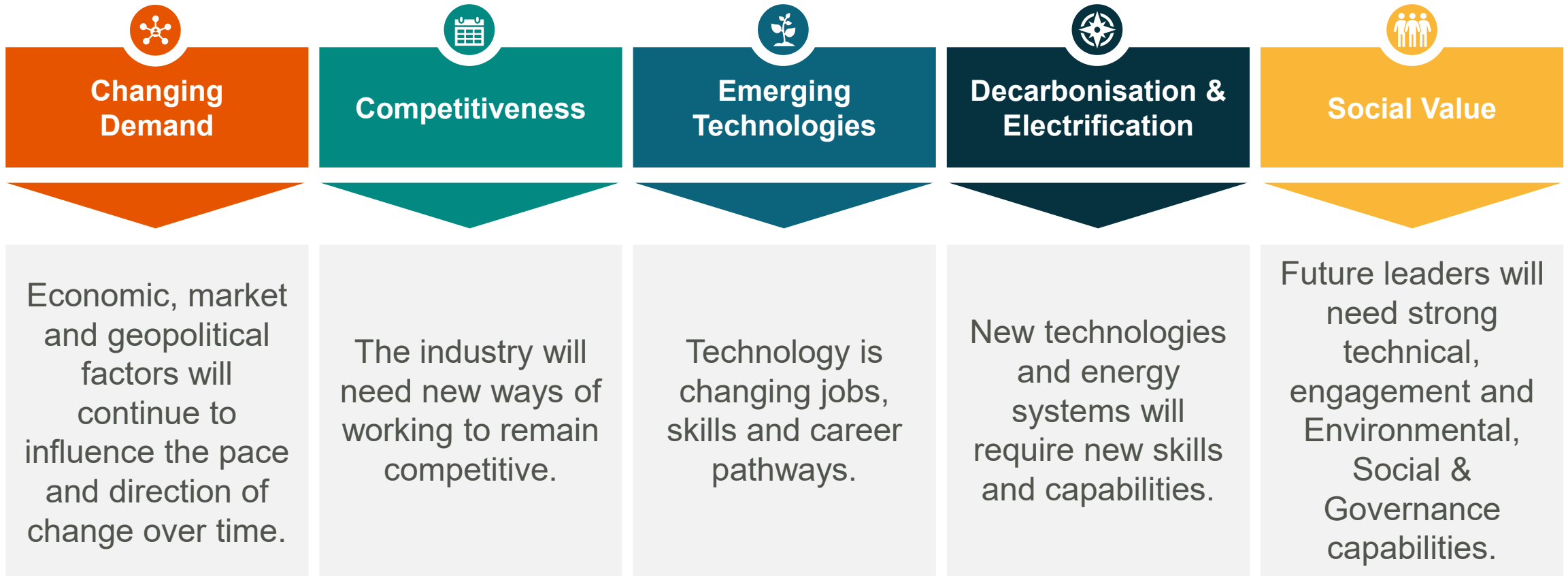
Be harder to overlook

Knowing your value in a changing mining world

Katie Wyatt | Brisbane | 26 August 2026



The industry context: Not just cycling. Transforming.



Together, these changes will reshape the jobs, skills and career pathways needed across BHP's future workforce.

Work, skills and careers are shifting

Work is changing

- Remote operations
- AI and automation
- Integrated planning
- Lower-emissions operations

Skills are changing

- Digital confidence
- Systems thinking
- Influence and communication
- Learning agility

Careers are changing

- Less linear pathways
- More lateral moves
- Portfolio capability
- More transition moments



The career shift

Yesterday: proving value

My role

My experience

My performance

My outputs

Defending headcount

Tomorrow: creating future value

My capability

My adaptability

My future contribution

My transferability

Building capability

Your future value = the bridge between what you have proven and what the industry increasingly needs.

Advocacy is the act of helping others see and understand value – especially value that may otherwise be overlooked.

Not self-promotion

Not about

Being louder, asking for special treatment, or trying to win every argument.

About

Helping others see the value you create now and the value you can create next.

Useful for

Women navigating transition and leaders protecting future-critical capability.

Organisations cannot protect what they cannot see.



When times are tight

Pressure reveals what the system can see

Decisions accelerate – Less time for context and more reliance on visible evidence.

Visibility narrows – Enabling, relational or preventative work can be undervalued.

Sponsorship matters – People need credible others who can describe their impact.

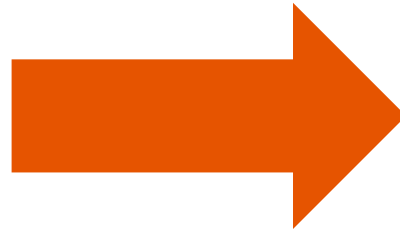
Trade-offs sharpen – Strong advocacy names what to stop, shift, build and protect.

The system can only protect what it can see.

5 questions to translate your past evidence into future value

The Future Value Ledger: make your value visible

1. **Outcome** – What have I changed or improved?
2. **Capability** – What capability did this prove?
3. **Evidence** – What shows this worked?
4. **Transferability** – Where else could this create value?
5. **Future relevance** – Why will this matter as mining changes?



Who is this for?

- **Line leader** – Align on the outcomes that matter next.
- **Adjacent stakeholders** – Make impact visible beyond your direct reporting line.
- **Decision influencers** – Help others understand future capability and risk trade-offs.

Use it before performance conversations, restructure discussions, transition moments and promotion opportunities.

What to do now – from a career plan to decision rules

Prepare before you need to

- Preparing for a future you can't see yet
- Follow the value - Watch technology, workforce trends and the capabilities the business is starting to reward.

Invest in what will last

- Build transferable capability
- Invest in learning agility, communication, influence, systems thinking and problem solving.

Protect your judgement time

- Big problems – no rulebook.
- Protect your judgment time Where is your third space?



Q&A

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