# Round about.

LOCAL BUSINESS IS OUR BUSINESS

## Southern Spars

Managing Director Jim McColl profiled

## **MittenDrin**

New Cafe arrives in Rosebank

## Climate Change:

Think Global – Act Local







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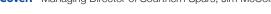
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Cover: Managing Director of Sourthern Spars, Jim McColl



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## From Our Perspective

RBA CEO Mike Gibson gives his perspective on what's happening in Rosebank



February - what does it mean for us at the RBA

## Mike Gibson,

RBA CEC

Welcome back to one and all. We trust you have had a good break and are ready to deal with the testing issues that this, being election year, is bound to bring.

February 6th and Waitangi Day, what does it mean for you? What does it mean for your workforce, the country as it stands in 2020, and what it may bring to the political climate in this our election year?

To fulfil your duties and responsibilities as a New Zealand resident it is important to consider the rights and obligations of all parties to the treaty and their status in law. Can t

their status in law. Can the Waitangi Tribunal change the terms of settlement according to circumstances of the day, will there be influential precedents set? Before you switch your mind off consider Ihumatau and the result that has meant for Fletcher's who believed they were legal owners of the land and

subsequently you the tax payer who will ultimately be needed to help fund the settlement. This Government may have created a dangerous precedent so we will watch this space for added turbulence in an area most of us have thought was done and dusted.

Are our politicians developing as to how the treaty

should be administered and in an election year, do they use it as a guiding

principal for race relation legislation?
Consider the importance that water is now playing in our economy and the vexing question of whom it belongs to.

They have no authority to make redress, an apology, cultural relevance's, or by negotiation, make it a fair and final settlement.

Legislation is then needed to be passed by Parliament so one can imagine if you hold a piece of land, an accessway or a resource your business could be affected



for a very long time.

Being an election year, one can already see maneuvering at the influential Ratana weekend and prominent Maori and European politicians and trying to form allegiances or should we say unholy alliances.

Maybe you hear people saying, "New Zealand has changed, it's now a multicultural society and the Treaty of Waitangi is invalid." Or they consider it should be left in the past, but it is our founding document and determines how we should all interact with each other, as we can and will be held legally to account.

Take care and know precisely the external Legislation that could affect your business particularly in areas such as water, land usage and transfer or changes in zoning designations.

The former Government under John Key, Bill English and Maori leader Pita Sharples worked assiduously to ensure expected Treaty stability would be maintained. Can it be that in one simple political term all that stability will be lost amongst another myriad of short-term decisions being made by Jacinda Adern and her cabinet.

#### On the local front;

The last quarter of 2019 saw assessments and observations being made from Wilkinson Environmental on behalf of the Whau Ward Local Board with that focus being squarely fixed on recording dumping and poor management of waste, some of it illegal, some of it being simply poor management by local businesses.

This is obviously part of a more concentrated effort from Auckland Council and we all need to be vigilant in monitoring and managing waste.

#### Membership Management;

In mid-January we welcomed **Kim Watts** to our Membership Management Team. Kim is a quality, thoroughly professional sales orientated practitioner and while

her predecessor Julie Stevens built new membership heights Kim will not be daunted by the task in hand and we wish her well in this highly important role for the RBA.

#### Events in 2020:

The event team comprising Anouschka de Gourley and Phil Clode have certainly earned their holidays in January, with an impressive agenda of Key Business Breakfast functions commencing on February 14th with the visit from Geoff Bascand, Deputy Reserve Bank Governor. We have a highly anticipated visit to Anglo Engineering on February 20th and an array of business development events throughout March, April and May. All events require RSVPs well in advance given the catering requirements and we look forward to your active participation. Cheers and best wishes for 2020.

Mike Gibson, Chief Executive Rosebank Business Association.

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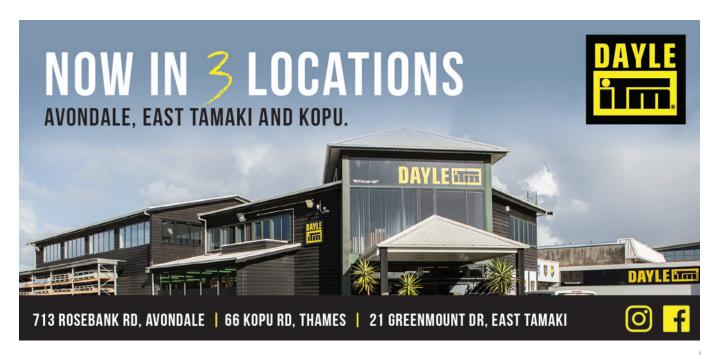
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## From Our Perspective

RBA Chairman Bernie McCrea gives his perspective on things that he has been thinking about

## 2020 and its all hindsight

## **Bernard McCrea**

RBA Chairman

Welcome back everyone. Not as a question but - wow who'd have thought we'd be in the 2020's! It just seems a lifetime ago when you we were all young nippers running around in the 1950's, 60's, 70's, 80's without a care for the world. At the beginning of a decade the question is - will it be as defining as the 1920's where we had the boom & bust cycles, or will it set up for the rise of Fascism/Nationalist/Separatists or will the world enter a new phase of controlled and economic growth?

I trust the later, but that will take some courage from world leaders, which I'd say is somewhat lacking from the current bunch. My view is history won't remember them fondly other than passing phases, but let's trust their impacts aren't permanent.

Onto brighter things and Rosebank Business Association will be hosting Deputy Reserve Bank Governor Geoff Bascand in February. His goal is to come out and listen to businesses at the coal face. This is great opportunity for local businesses to contribute to the thinking of New Zealand's economic strategy. As well as listening to his thinking, he is wanting to find out what are businesses feeling, rather than just looking at newspaper confidence surveys. I can testify he is a very good speaker and has a genuine interest in local businesses and their success.

Most of the businesses I spoke to pre-Christmas and what I saw when I went around the provinces in December (Napier, Tauranga, New Plymouth, Hamilton and Wellington) appear that business are doing well on a prima facia case. What we're waiting on now is, will this translate into positive GPD numbers?

I trust it does and we keep away from boom-bust cycles as that opens the door up to alternative economic thinking where people just want to look after themselves.

It's a big year for politics domestically with elections later this year, but possibly the bigger story is the US elections. As I can't forecast what will happen, other than like other tea leaf watchers, I only trust the leaders take the higher ground and take others with them and not set

out to be divisive.

Keep being positive and if you need help on any issue always feel free to reach out to the team at Rosebank Business. We all want you to succeed.

Regards Bernie.





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## Rosebank News & Events

Find out about the latest **RBA** News & Events.

## Rosebank Business Association together with FINSIA present:

SME Market at the Coalface.



Keynote address by

Geoff Bascand, Deputy Governor and General Manager of Financial Stability, Reserve Bank of New Zealand



#### Save the Date:

Geoff Bascand leads the Financial Stability departments in the Bank, responsible for forming and implementing policies to promote a sound and efficient financial system.

Geoff Bascand will share insights from the Reserve Bank's February *Monetary Policy Statement*, providing a picture of the New Zealand economy, how it is performing and where the Bank thinks it is heading next.

Date: Friday, 14th February 2020

**Time:** Arrival 7am for a 7.30am breakfast

**Venue:** New Lynn RSA

**Enquires:** anouschka@rosebankbusiness.co.nz

## ANGLO Engineering and RBA Hosting

Thursday, February 20th, 2020



#### Save the Date:

Anglo Engineering is one of New Zealand's premiere engineering firms specialising in the design and manufacture of industrial enclosures and fabrication of custom subcomponents.

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Dαte: Thursday, 20th February 2020

Time: 5pm - 7pm

**Venue:** Anglo Engineering,

315 Rosebank Road, Rosebank

**Enquires:** anouschka@rosebankbusiness.co.nz

ISSUE 16O

## Rosebank Advocates

With **Dr Grant Hewison**, specialising in local government consultancy and legal services.

## Climate Change: Think Global - Act Local

Even here in Auckland, we have not been immune from the effects of the massive and unprecedented bushfires that have been burning in Australia. The smoke and haze have on occasion turned the blue skies of Auckland's summer a dull orange.

Mayor Goff has said that this underlies the importance of the task we face in addressing climate change - a global threat requiring action at a personal,

local and global level.

Dr Grant Hewison

Addressing the challenges of climate change is one of the Mayor's priorities and the recent 2020/2021 Budget proposal recognises the need for Auckland Council to lead by example.

"Meeting the reductions needed in greenhouse gas emissions requires changes to the way the council operates as an organisation

and wider changes in the way the city and country operates". The Mayor says the there is a need to improve awareness, understanding and buy-in of the public and every sector across Auckland.

The initial response in the 2020/2021 Budget to the urgency of climate action includes up to \$6.3 million for decarbonising the council's vehicle fleet over the next five years (funded from existing budgets), \$9 million for phasing out gas boilers in council aquatic centres over the next five years (with

\$1.5 million in 2020/2021 and with these two measures reducing the council's emissions by nearly 20 per cent), \$2.7 million for planting an additional half a million trees over the next three years (totalling a million and a half trees this term) and \$900,000 for foundation work for climate change interventions.

At a local level, the Whau Local Board adopted 'Becoming a Low Carbon Community Action Plan'. This includes actions related to a Low Carbon Economy.

The vision of the Whau Local Board is for more successful

and resilient businesses in Rosebank, New Lynn, Kelston and Avondale, all working together to innovate as part of the emerging low carbon economy. The Board believes there is a significant opportunity to reduce the carbon emissions created by local businesses.

The Board's targets in its action plan include creating a low carbon network for Whau businesses and social enterprises to foster the development of a profitable local low carbon economy, with at least 100 local businesses implementing low carbon plans and carbon reduction targets by the end of 2020.

The Board is looking for Low Whau Carbon Leaders to support the development of a low carbon business network.

The Action Plan also looks to the Local Board:

 working with experts to create, identify or deliver programmes from the council, CCO's and other organisations that support business and social enterprise becoming part of a low carbon onomy;

 supporting emerging businesses and social enterprises to adopt and generate low carbon outcomes;

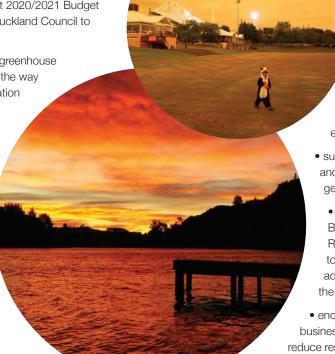
 working with the Avondale, Blockhouse Bay, New Lynn and Rosebank Business Associations to develop a network to support the adoption of low carbon practises by the local business community; and

 encouraging the development of businesses and social enterprises that reduce resource consumption and carbon emissions, especially those that involve the sharing, re-use or recycling of resources.

What you can do?

The Whau Low Carbon suggests Whau businesses can:

- Buy quality, local, preloved or recycled products;
- Measure your carbon footprint;
- Get an energy audit, monitor and manage your energy consumption;
- Join the Sustainable Business Network (sustainable.org.nz); or
- Join the NZ Sustainable Business Council (sbc.org.nz)



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## Rosebank News

News, views and any other tidbits from the Rosebank Business Community.



Rosebank Business Association would like to introduce their new Membership / Sales Manager - Kim Watts.

Kim has a vast background in sales and has worked for several notable companies including Griffins Foods Ltd as a Key Account Manager with three merchandisers under her. The company provided extensive inhouse training and support seminars that were run by Dale Carnegie.

An opportunity arose for her to join Sistema Plastics / The Hanger Company and work under Brendan Lindsay and Alan Russell, picking up invaluable sales knowledge as well as being a part of a proudly owned New Zealand company.

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Taking a few years off to raise two girls, Kim worked part time for Kapiti - helping with tasting events, product presentations and customer cheese orders. In this time, she also assisted John Davies & Dick Quax in an event management role for their 'Corporate Challenge' running series.

Going back to full time Kim was once again inducted back into the sales arena working for Opal Pacific - a family run business with jewelers on site producing beautiful jewellery that was sold internationally.

Her latest role was Auckland Sales Manager for Tristar Brands covering the pharmacy/health food industries. With the introduction of outside influences changing the face of the industry Kim felt it was a good time to broaden her horizon.

With these broad-based credentials, Kim is excited to be able to adapt her expertise to help enhance the Rosebank community and to get to know all its members and how she can improve your workspace and surroundings.

For any membership enquires contact Kim on **021 639 509** or **kim@rosebankbusiness.co.nz** 





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## Southern Spars

We speak to New Managing Director Jim McColl

Team New Zealand is much loved by New Zealanders. It doesn't seem to matter if you're a yachtie or not - the races and speed of the boats capture Kiwi's hearts each America's Cup.

For one Avondale based company, Southern Spars, its involvement with Team NZ has been a longstanding one. Managing Director, Jim McColl says the company is currently building the rigs for Team NZ's America's Cup campaign as well as for two other syndicates.

"Southern Spars has a long history with Team NZ," says Jim. "In the previous campaign we also built the boat at the site here in Avondale. It's a relationship we value greatly, and the entire business is extremely proud of the work we do with them."

Jim spent much of his time on boats growing up; however, this is his first role within the marine industry. Having just celebrated one year at the company, Jim brings a wealth of knowledge from senior operational and general manager roles within manufacturing-based industries.

Southern Spars was started by founders, Mark Hauser and Paul MacDonald and in its 29 years of business it has grown considerably. Thanks to the performance of the products and service provided, the company has earned a reputation as the world's best composite spar manufacturer.

"Mark and Paul worked really hard to develop the composite spar market and spent a lot of time in Europe developing relationships with owners, skippers and boat yards," says Jim. "The reputation they have fostered is an incredible achievement for a business located in NZ."

While both Mark and Paul still work in the business as Sales Directors, Jim's role as Managing Director focuses on building the business in New Zealand, at the company's headquarters. Other bases around the world are in USA, Spain and Sri Lanka.

Even with a strong position in the industry, Jim says there is still always areas for improvement. Another area of focus for Jim is through his involvement with the rest of the businesses in the North Technology group that supply rigging, sails and service

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The group aims to provide a fully integrated package to the customer, which they call the engine above the deck.

It may surprise many that Southern Spars is also involved with several non-marine industries. The company works with NZ Cycling and has some involvement within the space industry also. Jim believes these areas have potential for growth.

Southern Spars itself is currently in a period of strong growth. This is a direct result from their position within the race boat and superyacht markets. With 40 staff added to the Southern Spars team just last year, the company currently has 253 staff working on site at Jomac Place, in Avondale.

As the company works closely with yacht builders globally, Jim says the process is very methodical.

"Our load information is used to not only spec structural attachments on a yacht, but also to spec the winches and deck gear the builder fits to the yacht," says Jim. "We are an integral cog to the builder to enable him to build the yacht fit for purpose. Once we are contracted to supply a rig package to a builder, the level of integration increases to a very detailed level."

Jim credits the company's success to the passion the team at Southern Spars has - a vision they all share to be the best. From production, to designers, sales and support teams, Jim believes the company is incredibly good at listening to its customers and being able to design and build exactly what they ask for.

"This degree of customisation is something many businesses struggle with," says Jim. "To be recognised as a world leader you have to continually innovate, and we work closely with universities and experts throughout the world to ensure we are constantly improving our designs and ways of thinking."

Jim's prior roles saw him developing operational excellence and automation programmes at ASSA ABLOY. He is looking forward to developing these programmes at Southern Spars in the upcoming future. As the use of data

to improve work methods is an area of rapid growth, Jim believes this something the company must continue to develop.

"This must be a part of the company's strategy if it is going to remain competitive in New Zealand. I'm excited to see the implementation of these systems come into play."





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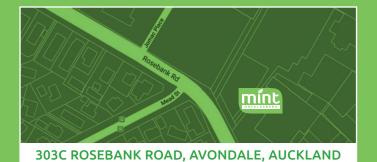
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DUVET COVER (double)         \$37         N/A           PILLOW CASE         \$7         N/A           PILLOW         \$22         N/A           SLEEPING BAG         \$41         N/A           SOFA COVER         \$29         N/A           CHAIR COVER         \$23         N/A	SHEETS (king)	\$18	N/A
PILLOW CASE \$7 N/A PILLOW \$22 N/A SLEEPING BAG \$41 N/A SOFA COVER \$29 N/A CHAIR COVER \$23 N/A	DUVET COVER (single)	\$30	N/A
PILLOW         \$22         N/A           SLEEPING BAG         \$41         N/A           SOFA COVER         \$29         N/A           CHAIR COVER         \$23         N/A	DUVET COVER (double)	\$37	N/A
SLEEPING BAG         \$41         N/A           SOFA COVER         \$29         N/A           CHAIR COVER         \$23         N/A	PILLOW CASE	\$7	N/A
SOFA COVER \$29 N/A CHAIR COVER \$23 N/A	PILLOW	\$22	N/A
CHAIR COVER \$23 N/A	SLEEPING BAG	\$41	N/A
<u> </u>	SOFA COVER	\$29	N/A
CUSHION COVER \$15 N/A	CHAIR COVER	\$23	N/A
	CUSHION COVER	\$15	N/A
CURTAINS/DRAPES (per sq/m) \$11 N/A	CURTAINS/DRAPES (per sq/m)	\$11	N/A

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WASH, DRY & FOLD	\$20	\$28
	Small – up to 9kg / Large – 9	kg to 18kg
	Р	ER ITEM*
IRONED. HUNG & BAGGED	(in addition to wash and dry charge)	\$4

IRONED & FOLDED (in addition to wash and dry charge)

SPECIALS Our regular service	4 GARMENTS \$55
excluding silks, heavy coats and jackets, furnishings, fancy and pleated items	6 GARMENTS \$69

<sup>\*</sup>Stain removal charges from \$5.50 per item may apply.



## REPAIR, ALTERATION, AND LEATHER SERVICES ALSO AVAILABLE.

- All prices are inclusive of GST.
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- Express is same day if ordered before 10am or next day if ordered after 10am and before 5nm.
- Prices may vary depending on staining, fabric type, colour and condition of item.
- POA items are priced on an individual basis after inspection and vary depending on the level of cleaning required, amount of preparation required and fabric volume.
- Prices are subject to change.

## **Member Profiles**

We profile **New Members** of the Rosebank Business Association



LS Group Directors
Mike Jones and Nic Abel

## **LS Group**

With many high-profile and impressive projects under their belt, such as the new Re-light of Auckland Sky Tower, The Bridge of Remembrance, Christchurch Airport and Auckland Cycleway to name but a view, Lighting Supply Company is New Zealand's leading supplier of theatrical equipment, and the partner of choice for providing sustainable bespoke theatre and venue solutions.

A Proud Member of the LS Group, Lighting Supply Company was founded in 1999 and is wholly New Zealand owned and operated.

The established and professional team at LSC have extensive industry knowledge and are experts in providing design, training, service and solution support to all their clients.

LSC has an extensive entertainment product portfolio providing one convenient source for all your lighting, rigging, staging, drapes and consumables requirements. Their experienced team can also design custom lighting bars, drapes and drape tracking systems, all manufactured locally.

LS Group 346 Rosebank Road, Avondale Phone: 09 845 5616 www.lightsup.co.nz

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www.rosebankbusiness.conz ISSUE 160

## **Mitten Drin**

Mitten Drin

www.mittendrin.co.nz

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There's a new restaurant on Rosebank Road and owners, husband and wife, Mike Berndt and Luhu Lu, are bringing a taste of Germany to diners.

Located at 390A Rosebank Road, Mitten Drin is open for breakfast, lunch and dinner and serves authentic German cuisine. Chef Mike Berndt serves a variety of dishes, with a menu set to evolve with the seasons.

"I'm really excited to bring traditional German cuisine to Rosebank Road," says Mike. "We are looking forward to sharing this style of food with Kiwi's. German cuisine is close to my heart and I'm excited to bring Mitten Drin 'back to life'."

> German born chef Mike opened his first restaurant Mitten

Some 29 years later he will be opening Mitten Drin again, along Rosebank Road.

The name, Mitten Drin, is from the German word 'mittendrin', meaning 'right in the middle of it'. Diners will be able to simply have a coffee and something from the traditional German bakery or stay longer and enjoy a meal. Open seven days a week, the restaurant will be open for breakfast, lunch and dinner and as the name suggests, diners will enjoy being right in the middle of a German inspired bakery, restaurant and café.

The menu focuses on using fresh, seasonal ingredients and many of the meals are organic. Whole food is important to Mike and all stocks, broths and sauces are made exclusively at the restaurant.

Alongside a delicious menu, Mitten Drin has several exclusive areas available to host your business or private event.

Upstairs, a meeting room is available for hire, with a large meeting table and of course coffee and baked goods available.

> The restaurant function room is available for groups of ten to 30 guests. Larger events from 40 to 80

> > people can also take place with exclusive use of the restaurant space both indoors and outdoors.

All events can be tailored to meet your needs and Mitten Drin promises to deliver something truly special and

Mention you've seen this article and until the end of March, Mitten Drin is offering 20 percent off the total bill for those dining in, or a free muffin or scone with any beverage purchase.

Visit the website at mittendrin.co.nz or phone 820 0335 to book a table today.





MittenDrin German Cuisine & More

390A Rosebank Rd, Avondale Opening special: free muffin or scone with any purchase; or 20% off your total bill.

Lunch express: fill up your plate for \$12 (after discount).

\*Special offer valid until the end of March, and apply for dine-in and takeaway only

Opening hours: Mon-Thu: 7am-3pm, 5pm-9pm; Fri: 7am-3pm, 5pm till late; Sat: 8am till late; Sun: 9am till late

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www.pathwaystrust.co.nz

## Pathways to the Future Trust Awards

A not for profit Charitable Trust that was set up in 2007 as a joint venture between the RBA and the Rotary Club New Lynn.

The Trust's objectives are encouraging and rewarding young employees who use their "attitude and aptitude" to determine their "altitude" and who contribute to the success of a business in West Auckland.



## The Pathways to the Future Trust needs your help!

We have a goal of raising \$20,000 per year to enable the Pathways Trust to continue awarding young employees in our business community to grow and develop their pathway within the business that they work for!

"Alone we can do so little, by coming together we can achieve so much"

In the last
10 years we have
awarded over \$200,000
to young employees
to assist them in
developing their skills
and grow their
future careers.

Yes, I am happy to pledge the following amount to support Pathways to the Future Trust.

\$100	\$250	\$500	Or a nominated amount
Business Name/Contac	t:		
Email address:			

You will be issued with a donation receipt for payment by the Pathways to the Future Trust. Please email your completed form to david@pathwaystrust.co.nz

## Business Nuts & Bolts

Business to Business advice from **RBA Members** 



Warwick Russell SMEtric Insights

**Outsourcing analytics** is levelling the playing field to drive business productivity and performance

There is a great opportunity for New Zealand businesses to improve business performance and productivity by using data analytics.

Businesses that adopt analytics, including predictive analytics, are gaining competitive advantage as they better understand the critical data to drive sales, operational efficiency and financial performance and having better engagement with their staff and customers. Employees do not need to be drowned in data that means very little to them. Dashboards are not one-size-fits-all and there needs to be different views and levels of access through the business.

Businesses generate many different types of data every day, lots of it. Excel has become the tool of choice for many businesses as they try to wring as much insight as they can out of their data from systems. Many businesses are frustrated with poor reporting from existing systems and dealing with insights from multiple systems. Excel is a great tool and we still use it for one-off analysis and some forecasting, but spreadsheets by themselves are seldom the right solution.

Now businesses can be connected to real-time data by automating the extraction of data and analysis and presentation of data from core business systems. Data can be presented in dashboards, all in one place in visual formats that are easy to read, easy to share and accessible from anywhere, anytime. This enables businesses to drive performance with the opportunities uncovered and the ability to make better and more rapid decisions backed by

The ability to outsource analytics is levelling the playing field between organisations with the capabilities to perform analytics in-house and those that do not, according to IDC New Zealand. This is particularly true for SMEs that are constrained by budgets or in-house skill sets. To create an end-to-end, automated solution requires a range of skill sets - business expertise, data engineering and data science and data analytics. At the corporate level, these skills may be found in-house, However many, including larger SMEs, are increasingly overcoming these constraints by using external providers.

The recent IDC 2019 NZ IT Services Ecosystem study identified that 46% of New Zealand organisations plan to invest in analytics in 2020 and most of this investment will be for external analytics providers. Their research also showed that when they used a thirdparty for analytics, they often preferred the full life cycle of business analytics services from information management and analysis to business insights. They predict that analytics providers who can provide these services, particularly in industry specialisations, will become highly valued. Our own journey has led us to many of the same conclusions.

Unless you have your own team of experts, consider outsourcing your analytics project by using a team of data science and business translator experts like we have at Smetric Insights. Get results in weeks, not months and have ongoing expert support. You may even qualify for Government assistance through the NZTE Business Development Voucher Scheme.

Contact us today to get started. Phone: 09 522 4938 Email: admin@smetric.co.nz www.smetricinsights.com

## Your Local MPs

Hon Carmel Sepuloni MP for Kelston

#### **Kelston Electorate Office**

- ◆ 200C West Coast Road, Glen Eden
- **♦** 09 818 4131

Dr Deborah Russell MP for New Lvnn

#### **New Lynn Electorate Office**

- 1885 Great North Rd, Avondale
- **○** 09 820 6245
- @ kelston.eo@parliament.govt.nz @ newlynnmp@parliament.govt.nz





Authorised by Carmel Sepuloni MP, Parliament Buildings, Wellington





Jennifer Wyatt Sargent Human Resources Consultant

## **Leaders' Critical Mistakes**

In my previous article, "Leadership - What Leadership!" I mentioned the book "Breaking the Code of Silence" by Mitch Kusy and Louellen Essex. Their book presents the results of their study of some of the most successful leaders worldwide regarding:

- The most serious mistakes they have made that potentially could have brought their organisations down and finished their careers
- The strategies they used to recover immediately from these mistakes
- The errors from which a rebound is next to impossible.

Interestingly, Mitch owns that to start with, the book was almost impossible to research because, as he attempted to contact successful leaders about their failures and recovery strategies, he found no-one wanted to talk about their mistakes. Fortunately, he's a persistent guy and he managed to collect a large group of successful and prominent leaders who agreed to both admit their mistakes and reveal the associated recovery strategies that they immediately put into place.

Mitch believes the ability to come up with a recovery strategy is an important leadership competency. Implementing a strategy that changes a situation from one that could potentially destroy both the organisation and the executive is the hallmark of a great leader.

The common critical mistakes (critical is used to emphasise that these are not ordinary mistakes) examined include:

- Engagement gridlock defined as failing to use and develop employees
- Misaligned momentum making decisive decisions without aligning goals with the strategic focus of the organisation
- Political misread failing to accurately read internal political dynamics
- Too much too soon failing to assess/admit personal readiness for a given assignment
- Miscued decision making failing to effectively gather, consider and use information or the right process to make a good decision
- Stifled communication failing to create an environment of open communication, resulting in unpredictable and

Be a leader who admits and owns their mistakes.

Don't be a leader who blames others.

insufficient information on which to base decisions

• Bungled hiring - defined as making a bad recruiting decision.

I can certainly own to making at least one bad hiring decision and I suspect most managers can identify with that also. Also, a failure to keep in touch with office politics once cost me my job. I was doing a lot of work with a client organisation and was away for several weeks. When I returned my job had been structured out. Nasty shock; big lesson learned.

The book outlines the best strategies for rebounding from the above situations and is recommended reading for present and potential leaders. For something so many of us do very badly - it describes the most effective way to apologise for actions that have caused so much grief to staff and the organisation:

- 1. Acknowledge the mistake made, framed in the past;
- 2. State how your action affected others:
- **3.** Say you are sorry;
- 4. Indicate how you will rectify the situation;
- **5.** Be sincere:
- 6. Never use the word "but."

Be a leader who admits and owns their mistakes. Don't be a leader who blames others.

Finally, Mitch and Louellen discovered the two critical errors from which a leader is highly unlikely to recover. They say the best strategy here is for the person to leave the organisation. The two fatal errors are:

- Aberrations of trust that compromise leader integrity. (I absolutely agree with this. If I lose trust in a client organisation, particularly where ethics are concerned, I will walk away without a second thought.)
- A pattern of foolish mistakes that indicate gross incompetence.
   (I have found that lower-level managers can sometimes be coached into an awareness of this failing and taught how to combat it, but if not caught early enough the prognosis is not good.)

It's now seven years since this book was published, but I believe it is still essential reading for both present and potential leaders. As Mitch says, "There is no doubt that you will make mistakes. How you recover will make you stand out from the leadership pack and increase your effectiveness, both personally and organisationally."

Lastly, Kevin Cashman, the Global Leader of CEO & Executive Development at Korn Ferry, has these wise words, "Life is about recovery and learning. The most successful leaders I see are the most resilient people - it's not the survival of the fittest but the survival of the most resilient. It's a requirement of living, not just leadership."

\*Kusy, M and Essex, L (2005) "Breaking the Code of Silence -Prominent Leaders Reveal How They Rebounded from Seven Critical Mistakes" Taylor Trade Publishing.

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Jennifer Wyatt Sargent

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