

BEYOND BETTER BUSINESS

— Has your plan changed for 2022?



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Strategy | Execution | Partners

Taking You Beyond Business As Usual

OUR MESSAGE FOR NOVEMBER IS BLUNT:

be decisive, and review your strategy

Action means decisions. Everything else is fence-sitting. Right now, no organisation can afford to sit on its hands and coast into 2022. The Covid alert levels system required all organisations to rethink how they operated. The forthcoming Covid traffic light protection framework will mean leaders have to, again, plan how they intend to work.

Our journeys as businesses and consumers have changed, and our strategies too. Cafés and restaurants have altered their storefronts to create walk-through service (a kind of 21st century take on the wine window). Service- and retail-based businesses have doubled down on their digital offerings, or adapted their remuneration to include the thriving wage approach (i.e. with upskilling and growth opportunities).

We adapt, or we die. Organisations that fail to scenario-plan are on the slope to disaster.

That requires honesty – cutting off work that’s marginal to service, late payers, or any other ‘leg’ to save the ‘body’. We look after the people who align with us and our organisational cultures; we craft new customer journeys that allow us to stay in business.

Our tool this month focuses on developing novel scenarios that you can trigger when our new levels change. But we can’t stop there. While you will have been revisiting your strategy every three months, we urge you to rethink and reset your strategy now, and remain agile in the lead-up to the summer break. The next three months are critical.

The entrepreneurial spirit has become one of the most valuable assets currently. It’s resourceful; it’s agile. It’s capable of looking at limitations as challenges to rise to. It’s being prepared to take risks and invest in something new and innovative. These businesses are the ones that will go boldly into 2022.

So: get lean. Distill your business, comms and leadership down to a few core concepts that you can distribute to your business, that will give clarity to leaders, and make the decision-making process easier. That’s where certainty lies. Plan for likely scenarios, and understand what triggers will see you change your approach. Then plan for what scenario you want to create – the organisation that sees your team excelling and your organisation growing – and make it happen.



ONE TOOL FOR A BETTER BUSINESS

The government's new traffic light framework, once implemented, will require changes to how businesses operate much in the same way as the current alert levels have. We've developed a model for how you can adjust to ways of operating as you go forward, depending on how you choose to operate. You owe it to your organisation to have a plan.

ONE VITAL STATISTIC

90% .As you'll understand by now, once each DHB hits the 90% double-vaxxed target, we'll move to the traffic light framework. With the current number of community cases regrettably still high (especially in Auckland), we should be prepared for the possibility that some regions will enter the traffic light framework in Red or Orange.

You can see the country's current rates of vaccination by region and city on the NZ Herald's visualisation of the Ministry of Health's data [here](#).

ONE GREAT READ: HOW TO DECIDE — *BY ANNIE DUKE*

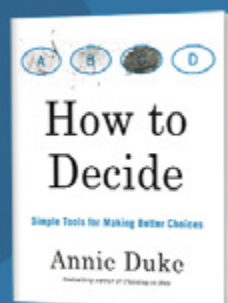
The premise of Duke's book is that decision-making needn't be laborious (lest we appear indecisive) or rash, but rather that frameworks can help us choose what's right for ourselves – and our businesses.

Here are three simple checks from *How to Decide*:

1. Will this decision affect my happiness a week from now? If yes, then take your time. If no, decide quickly.
2. Do your options meet your satisfaction thresholds? If they do, then just go for any of them that meet your requirements. This will free up your time for other big tasks.
3. Can an option be undone? Most decisions in life are 'two-way doors', to use Duke's framework. You have the permission to quit – to step back, choose a different door, and afford yourself more time with decisions that are better for you.

Read Annie Duke's book, and learn how to make more intelligent decisions so that you can do right by your organisation – and yourself.

Make better decisions
with happier outcomes
and fewer regrets



ONE BETTER BUSINESS IN ACTION

— REVISITING SRS GROUP



Leadership defines an organisation during a challenge – when clear decision-making and proactive management are needed most. When we spoke to a select few clients in late 2020 for our People, Planet, Profit report, the same themes recurred: bolder strategic actions, a focus on organisational culture, and a need to drive better business for a better New Zealand.

One of those organisations is SRS Group, led by Luke Tempest and his wife Alice, who came into 2021 “flying.” Since pivoting towards civil and commercial works in mid-2020 and taking advantage of the government’s focus on infrastructure works (a strategy that has boosted post-recession economies since WWII), the architectural rigging company recovered well after the first lockdown in 2020, and has a positive forward workload.

“We could see the strength of the marketplace and the economy. We were in a great position in terms of our management, our team, and our finances,” explains Alice.

Their success is something they directly credit to their wider team, including the appointment of Mark Helas as the General Manager; their culture, and their strategic direction – cultivated with the support of their advisor and friend Grant Stapleton.

Between their successful pivot and strong team, SRS were ready for a bold new phase; they anticipated further growth, and had planned plant maintenance and workshop upgrades – then Delta lockdowns hit. They reckon it’s set them back about a year, but they have a clear path ahead.

“We’ve always relied on a team environment,” says Luke. “The captain’s only ever as good as his crew. So we’ve developed a culture that gives our team the space to lead and make decisions. We really want to make sure they know they’re valued.”

They’ve ramped up their comms, dedicating time to check in with the team (via text, email, video chat or on the factory floor) and maintaining the wellbeing of their crew. They’re also ensuring that their supplier and network relationships stay strong, watching each others’ backs and working together to ensure that they can meet demands.

SRS have also seen the importance of planning for different scenarios, including those outside their influence. With manifold factors affecting global supply chains – and international situations improving at a snail’s pace, even with the New Zealand outlook improving – they’ve invested heavily in consistent planning with clients and prospects.

“We’re now planning for 3-6 months ahead of where we’d normally be,” says Alice, noting that work today requires some tactical flexibility from all parties. “We have to plan ahead to secure resources and time. It’s created some logistics challenges, but it’s worked thanks to honesty and transparency. Clients that wouldn’t normally pay deposits that early are now doing so, so they – and we – can secure stock, for example.”

“We’d love to have a crystal ball. But since we don’t, we’re taking advantage of where we are now and planning, planning, planning.”

Covid’s long tail will continue to challenge organisations’ foresight, planning and comms, but SRS are optimistic – they’re busy (and thankful for it), focussed on growth for a stronger New Zealand, and moving forward with confidence.

ONE TOOL FOR BETTER BUSINESS

— THE LOCKDOWN HORIZON PLAN

Just as traditional planning frameworks needed revisiting when the alert levels were implemented, you need a strategic planning model to adapt quickly and effectively to the forthcoming traffic light protection framework. We recommend revisiting your traffic light approach with each fortnightly announcement, or monthly at least, so that you are prepared for any contingency.

Place your organisational initiatives on the left hand side, and consider what the traffic light protection framework will mean to how you operate.

You also need to consider the impact that requiring vaccine certificates (or not) will have on your positioning and revenue – especially as business models will be affected differently by the levels.

See next page for the full plan...



LOCKDOWN HORIZON PLAN

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ABOUT ADVISORY.WORKS

Imagine if every Kiwi business cared deeply about its people, its impact and our country. What if our businesses could lead the world while improving it?

We exist to build better businesses for a better New Zealand. Our businesses can be and do better – moving beyond what was previously thought possible and setting new standards when it comes to championing people and the planet alongside profit.

We're more than advisors, we're alchemists – combining our thinking, chemistry, and experience to drive the unrivalled performance and focused execution that brings extraordinary outcomes. Our clients work damn hard, but you do so with us beside you. We lift you up, but we don't carry you. Working with us enables the unlocking of that 'something special' in your business, which brings an energy and momentum that has to be truly discovered, as opposed to manufactured.

Our people are our power and we pick the best of breed – experienced entrepreneurs who have not only built, scaled, and exited multiple businesses successfully, but who still live, breathe, and love business today. This enables us to move far beyond a framework – thinking on our feet, challenging complacency, asking "why the hell not?" and seeing opportunity where others can't.

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