



BEYOND BETTER BUSINESS

Advisory.Works[®]

Strategy | Execution | Partners

Taking You Beyond Business As Usual

It takes courage to be a leader – and New Zealand and our businesses have shown incredible leadership during this time. Now, however, as we tentatively approach COVID’s endgame (widening vaccine rollouts, opening borders), businesses have found themselves confronted with a kind of hopeful anxiety made of equal parts burnout and fatigue. That’s propped up with the (short-sighted) idea that things might somehow ‘return to normal’.

But we know that the markets aren’t heading in that direction – and that leadership doesn’t work that way.

AdvisoryWorks’ Strategic Advisors have seen the first symptoms of burnout in business: the absence of open, courageous, straight-talk conversations across sales leadership teams, for whom it’s not clear what’s expected of them above and beyond their roles. Moments of reciprocal vulnerability are going MIA at a time when they’re needed more than ever. With more supply chain issues coming to light every day, your teams are going to face burnout soon – and it’s our responsibility as leaders to empower our teams. We’re tired. Every one of our clients is tired. And if you’re a leader, you’re at risk.

Conversations of reciprocal vulnerability help orient ourselves to the world around us; we find our footing in relation to the controversial, the challenging, the polarising. From here, we can figure our values (and value) that define our contribution – and boldly go into dysfunction and danger with the knowledge that our courage is well founded.



ONE TOOL FOR A BETTER BUSINESS

As leaders, we often have to deal with the polarising and the volatile, the difficult conversations about what's happening in the industry. AdvisoryWorks have developed a process for having conversations that build trust within your team, ensuring you continue to get the best from your team. If you're interested, then get in touch and we'll teach you how to use the five dysfunctions model to have better conversations.

ONE VITAL STATISTIC

191. That's the number of companies that have filed for liquidation so far in 2021 – on par with last year's trend. Independent economist and speaker Tony Alexander (who regularly publishes Tony's Thoughts) believes that the reason there hasn't been a spike in liquidations yet may be due to long lead times and rising house prices propping up businesses, as well as relatively light enforcement from IRD. He expects a deluge of insolvencies – voluntary or otherwise – in the next two years.

ONE GREAT READ

"Beyond Burnout" by Suzi McAlpine

If you caught leadership coach Suzi McAlpine on TVNZ's Sunday, then you'll understand why we've been devouring her advice and her book on how leaders can reduce and prevent burnout.

"Burnout has significant negative impacts on any organisation from absenteeism to staff turnover, engagement to productivity – all of which affect the bottom line," says Suzi.

It's important that as leaders, we don't put too much onus on the individual when it comes to preventing or addressing burnout. This is a bit like treating the sick fish, when it's the water that's contaminated. Organisational culture and leadership practices are two big levers for burnout – and Suzi says that, as leaders, we need to take responsibility for reducing its prevalence in our organisations and teams.

"One of the biggest challenges in addressing burnout is the stigma that is associated with the condition. As leaders, one of the most important things you can do is take the lead in having courageous conversations about burnout," she shares.

"That could include sharing your own stories of mental distress or managing stress, or you could build mental wellness conversations into one-on-ones or team meetings. One of the easiest things you can do is include a simple 'On a scale of 1-10, how's your wellbeing today?' question into your meetings."

Our CEO Logan Wedgwood was particularly affected. "I know my two signs that I'm going into a bad place, burnout-wise. The first is when I pick up my guitar and the creativity doesn't come. The second is the inability to be present and share moments with my kids and wonderful wife. Suzi's story at the start of the book about not being present for her son hit hard."

We've felt compelled to share Suzi's teachings and book with our team, and to open up dialogues about what's been burning us out. Now's the time when we, as leaders, need to be checking in on each other, and making time to recharge, and reconnecting with our families. What else – and who else – do we do it for?

Suzi's book *Beyond Burnout* aims to help leaders spot it, stop it and stamp it out and has a treasure trove of advice for business owners and leaders – get your copy at your local bookstore or through suzimcalpine.com/beyond-burnout/



BePURE™

ONE BETTER BUSINESS IN ACTION

— BEPURE GROUP

BePure's core purpose is to transform lives. Via their clinics, high-efficacy supplements, and direct-to-consumer health testing, the scientific wellness company continues to inspire people to take action with their health and feel empowered towards greater self-health ownership.

That's never been more important. And while 2020 put them through their paces, the lessons they learned have helped them continue strong into 2021.

According to Andrew Laloli, CEO of BePure Group, they had long understood the power of strategy and execution.

"The events of 2020 simply reaffirmed how important it was," Andrew explains. "Our focus on strategy and execution has been really powerful in our journey this year. If we think of our strategy like a motorway, we were presented with several roadblocks – the standard challenges, as well as a number of unique ones during COVID-19. Along the way, an unwavering focus on our strategy

and how we execute intentionally meant that we could veer via off-ramps while continuing to make an impact."

2020 provided unique opportunities to further embed themselves in their clients' health practices, and to provide holistic wellbeing support. As well as an even greater connection to their market, BePure were able to not only expand their offering in line with their core purpose, but also increase the ways they distribute these offerings. "I'm proud of the way that we were able to seamlessly pivot our distribution channels instantaneously. When a significant distribution channel closed due to COVID-19, we were able to accelerate others with greater scale than we'd had previously."

Andrew sees a better New Zealand coming when businesses lean into the current social movements – equality, a call to action for the environment, and a focus on lifestyle – and are led by those pillars as they make decisions and strive to move forward. "Businesses should be making a positive impact," Andrew adds.

For BePure, this comes through a focus on:

- bettering the wellbeing and lifestyle of their staff and customers

- having a positive impact on communities
- and working always towards the betterment of the environment.

"COVID-19 forced us to take action on some projects that we knew we needed to do, but thought we could defer, and I'm grateful to it for that," Andrew shares. "When we were down in the weeds it seemed as though we were making some substantial pivots, but once we zoomed out to the high-level view that AdvisoryWorks help us to take, we had actually stayed on track and aligned to our strategy."

ONE TOOL FOR BETTER BUSINESS

RECIPROCAL VULNERABILITY.

As leaders, sometimes we need to show courage. Sometimes we need to be vulnerable. We must always be open to our teams.

Our lives change one conversation at a time. And while we might feel anxious about having tough conversations – to open ourselves up to vulnerabilities and the potential of conflict – as leaders we know that the only way to improve and care for our teams is to listen and respond to them. If we don't tackle these things head on, we'll soon find ourselves blindsided.

Start having tough conversations now. Here's what you can do:

THE RECIPROCAL VULNERABILITY FRAMEWORK.

Reciprocal vulnerability means opening yourself up to tough conversations – ones that allow us to show courage in the face of new information and seek the truth so we can make the right decisions. Leaders going into conversations of reciprocal vulnerability need to:

1. Have a plan
2. Be honest, and fair
3. Be specific
4. Speak carefully
5. Listen more

TO PREPARE YOURSELF.

Difficult conversations can, by their nature, be confrontational – so managing these for yourself and your team will demand a high EQ and some astute preparation.

Before you open a conversation of reciprocal vulnerability, ask yourself the following questions:

- What specific outcome do I want?
- What am I trying to learn? To understand?
- Why am I having this conversation?
- What are we discussing?
- How is this affecting me?
- How might this affect the other person?
- How can I be fair and true?

“The real art of conversation is not only to say the right thing at the right place, but to leave unsaid the wrong thing at the tempting moment.” – Dorothy Nevill

THE PROCESS.

- Make time for your people – they're your organisation's most valuable asset. Start the conversations today.
- Choose a neutral ground that's private and undisturbed.
- Avoid folding your arms; have open body language. You're here to seek understanding of each other, not to defend or attack.
- Be present and nowhere else. Put away your phones, your screens, distractions.
- Go first, as a leader, and share something that you feel vulnerable about.
- Check in on the person before it becomes a problem.
- Highlight the topic.
- Seek clarity and the truth.
- Take responsibility for your part.
- Co-create closure.
- Make the right decision – do the right thing.
- Agree on the actions.
- Follow up in writing.

RECIPROCAL VULNERABILITY PLANNING SHEET.

Process	Prompter	Notes
Plan	What are you trying to achieve?	
Time	Time, date, place, and atmosphere?	
Go first	What will you share about you?	
Check in	How are they feeling? What will you ask?	
Specificity	What is the topic you want to tackle?	
The truth	What do you need to understand better?	
Ownership	What do you need to take responsibility for?	
Co-creation	What win/win do you need to arrive at together?	
Decision	What decision needs to be made?	
Actions	What areas will action be needed?	
Communication	What follow up will be required?	
Strategy	Strategy	

"Our work, our relationships, and our lives succeed or fail one conversation at a time." – Susan Scott



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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