

Institution of Surveyors - Victoria Conference 17/04/2015

“SUCCESS IN BUSINESS”

Apparently Rob’s request results from perceived growth and market place recognition of Brown Brothers’ products?

What constitutes success?

Revenue growth?

Profitability?

of staff employed?

Market share?

Quality of service/product?

Brand value?

It is the prerogative of the owner/s

For the Brown Family it’s been the progressive achievement of a vision

A chronology ... for you to pick ideas from!,

BB has been a wine business for 126 years

Typical rural business with its good and hard times

A fascination with alternative grape varieties

Mixed “family” farm

My early career under John Charles Brown as boss

“To please as many wine consumers as possible”

- to make what people wanted
- put it where they can get it
- tell them where it is
- Organic growth

Siblings joined the business

Roles separate and defined

JCB Engaged intimately with consumers

Gave autonomy to us

Varietal experimentation

We shared the good news and solved problems collaboratively

1967 Spring frost ramifications

Sales grew, production responded and new vineyards were established

Coles approach

Information and planning were verbal – little formal communication

We were passionate, committed and motivated

Being led – not managed!

My role as CEO

Several layers of management - needed structured communications

Agreed vision!!!

“To be the best family wine company in the World”

International distribution

Remain “Family Owned”

Consumer feedback to rate “best”

Recruited the best suited personnel for each position

Gave them the autonomy to make their contribution to the vision

Established: planning, reporting procedures, structured salaries, etc.

Quality System introduced

Formal Board established

A vision pursued through leadership rather than by “management”

L: encourage autonomy from the team to achieve the vision

M: build safety barriers to avoid waste and losses

L: Foster individual creativity, a sense of personal achievement and self worth

M: Prescribe how change will be accomplished

L: Encourage learning and collaboration

M: Tend to keep knowledge superiority to themselves

L: Solving problems is shared by all the team

M: Staff default to the manager rather than use their own capability

L: Team has a sense of ownership of success and failure

M: Team claims success for themselves and failures to the manager

L: Morale improves and change easily accommodated

M: A ho-hum work place where trust & respect are compromised.

Our vision is not yet achieved but we're much closer now than 30 years ago!

Skills learned applied to community

AVCLP – Rob Steele and Irene Grant

Champions of the Bush

AAVAF – Cherry growers

Advisory roles

RCoW economic development

State government Regional Development Vic

CFA Group Officer

- ? Is your businesses going where you want it to?
- ? Is the rate of change stressing you?
- ? Are your clients championing your service?
- ? Is your team pulling together?
- ? Are you concerned about waste and error?
- ? Is profitability supporting your ambitions?
- ? Are you contributing to your community?
- ? Do you have a succession plan?
- ? Do you take time off for your health and pleasure?
- ? Are you relaxed about your business in your absence?
- ? Is your brand/reputation gaining value?

I suggest a focus on a leadership style approach and a clearly communicated vision is key!

Definition: “Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal”.

Leadership Traits

Ability to sell the vision

Anticipate road blocks

Awareness of the impact on others

Evaluate risk

Planning

Communication skills

Organisational skills

Decisiveness

Focus on solutions – not problems

Tenacity

Ability to match people to tasks

Recognise and reward success

Coach & guide

Demonstrate empathy