**HBDAPA meeting 15 November 2016**

**Leadership Presentation** Garth Cowie – CEO Port of Napier

Leadership is about people and process

Must remain open to other peoples point of view

Perception is reality - if people have a perception of you that is their reality

Don’t be too quick to judge others

Communication has to be Chrystal clear

* Direction
* Values
* Objectives / Goals
* Structures

Manage assets - lead people (never manage people like assets). Better people better solutions – build staff capacity

Offer people opportunities to make decisions and expect mistakes - generates better buy in

We might think we have the answers but we might also be stifling others

We need diversity to create the spark in an organisation - range of good people around you

Everything is an opportunity not a problem

**The Indispensable Man** *(by Saxon White Kessinger)*

Sometime when you're feeling important;

Sometime when your ego 's in bloom;

Sometime when you take it for granted,

You're the best qualified in the room:

Sometime when you feel that your going,

Would leave an unfillable hole,

Just follow these simple instructions,

And see how they humble your soul.

Take a bucket and fill it with water,

Put your hand in it up to the wrist,

Pull it out and the hole that's remaining,

Is a measure of how much you'll be missed.

You can splash all you wish when you enter,

You may stir up the water galore,

But stop, and you'll find that in no time,

It looks quite the same as before.

The moral of this quaint example,

Is to do just the best that you can,

Be proud of yourself but remember,

There's no indispensable man.

**Value of Failure**

* You have the power to control and influence what you do/how things go
* Sometimes making a mistake requires us to take a different road
* Don’t keep making the same mistake

**Cultural Issues in Organisation**

* Dysfunctional SMT
* Consensus decision making
* Missed opportunities
* Silos
* Mixed signals to staff

**Cultural Shift**

* Collective responsibility
* Timely implementation
* Belief in self and company
* Trust
* Committed team
* Unconditional support

**Questions**

Do you have a great question that you ask during job interviews?

* What type of person do you find most difficult to get along with

How do you deal with resistance to change?

* Involve people who are likely to resist change at the outset
* Don’t have a predetermined outcome - if you just want someone to rubber stamp something don’t bother consulting or involving others
* If you do want feedback then be open to receiving it
* Check how others are perceiving the messages they are being given