

“A BRAND WITH NO DISTINCTION OTHER THAN THE PRODUCTS THEY OFFER, PUTS THEIR PRODUCTS IN THE BATTLEFIELD OF BUYERS SEEKING THE LOWEST PRICE.”

SHAWN WALSH



South Australian
Road Transport Association
2025 Conference

Employing and developing staff

Speaker: John Tsoulos



Indigo Financial Group

Building wealth, business and leadership for a better future

At Indigo Financial Group, we help people and businesses create lasting wealth, build scalable enterprises and achieve leadership excellence



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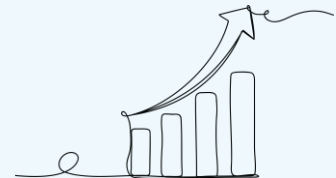
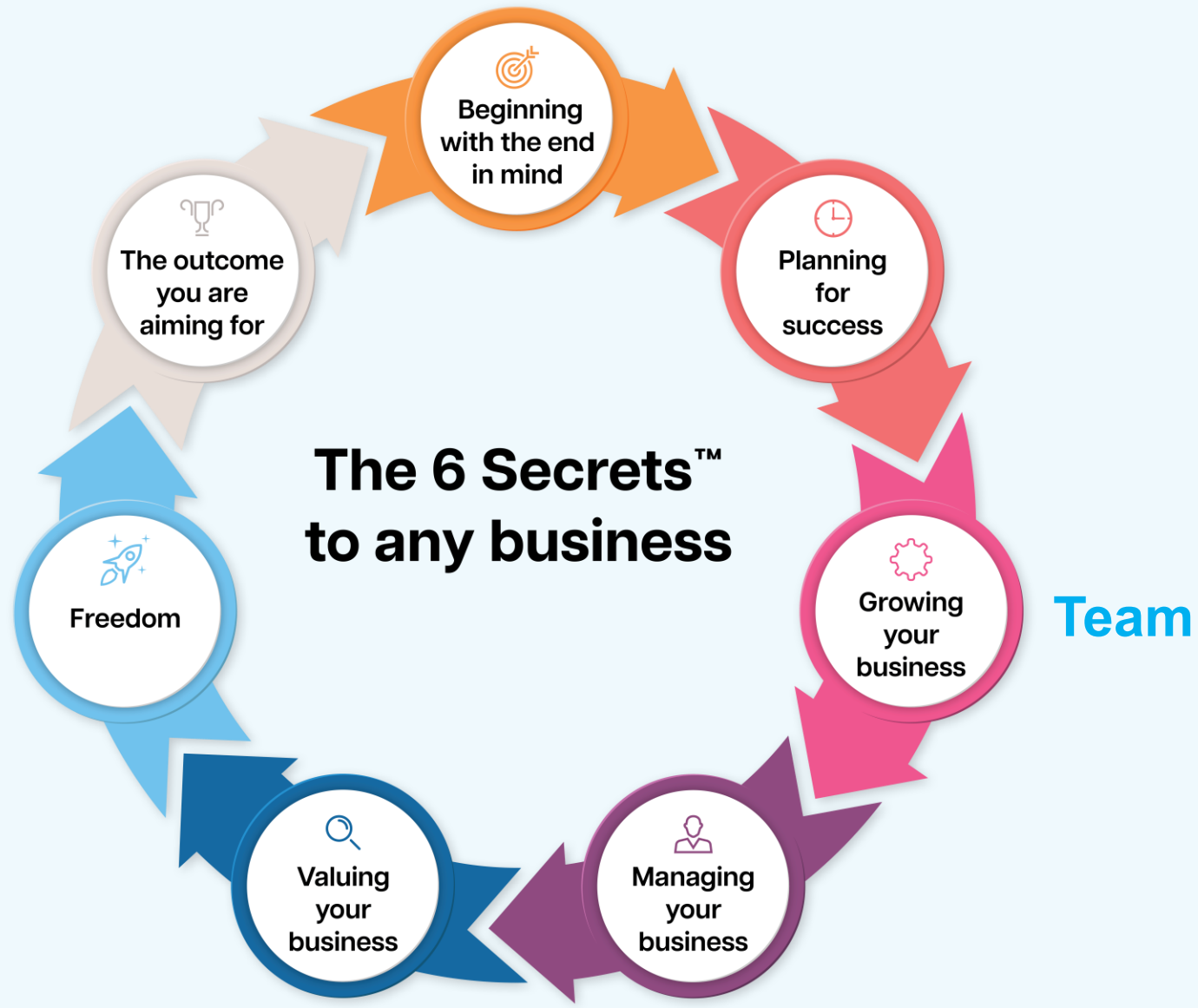
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From tax & accounting, property to business growth and leadership performance... we help you succeed at every turn.

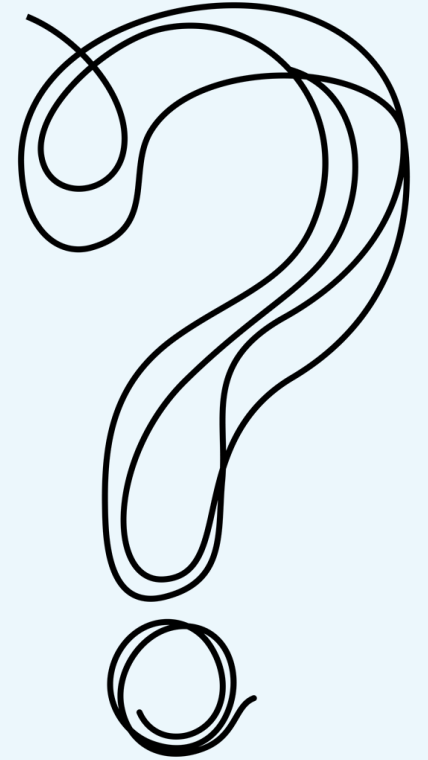


Growing your business

Some Questions...

- 1 Who has developed their **values, mission and vision**?
- 2 What are you **doing at the moment** to recruit talent?
- 3 What are you doing to **keep talent**?
- 4 Do you believe **employee happiness** raises sales, productivity and completion?

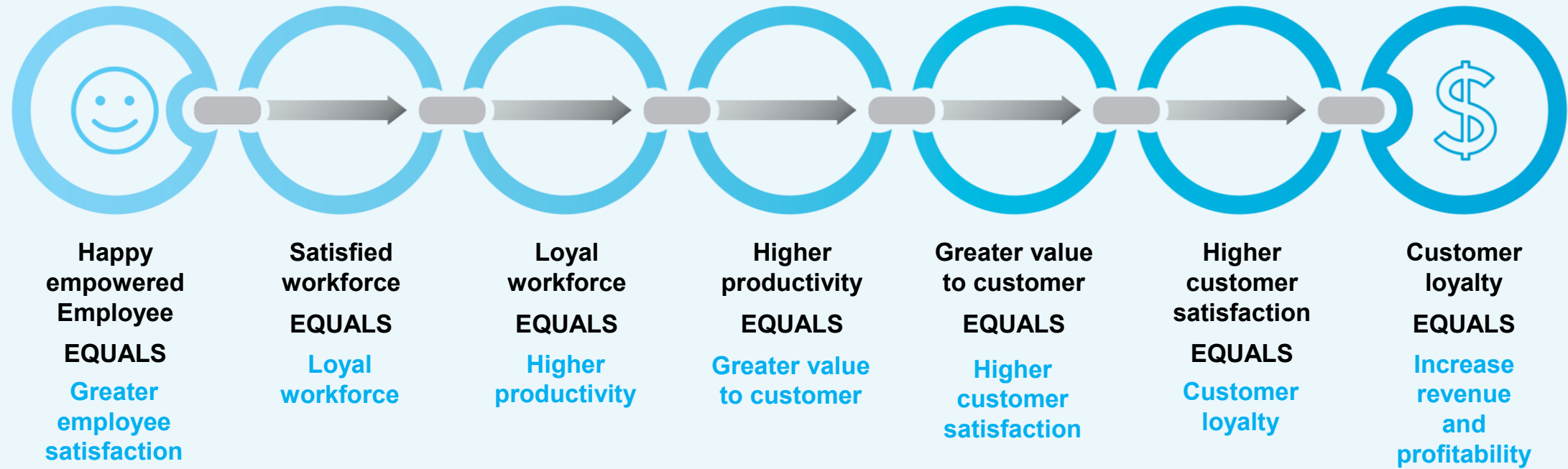
***“It is not the answer that enlightens,
but the question”*** Eugene Ionesco



**“IMPROVING EMPLOYEE HAPPINESS
RAISES SALES BY 37%, PRODUCTIVITY
BY 31%, AND ACCURACY OF TASK
COMPLETION BY 19%.”**

INES GARCIA

The service profit chain



Source: Harvard Business Review



LEWIS PLATT
Former chief executive of Hewlett-Packard

“Whatever made you successful in the past, won’t in the future.”

Your challenges... *Why?*

Skills shortage

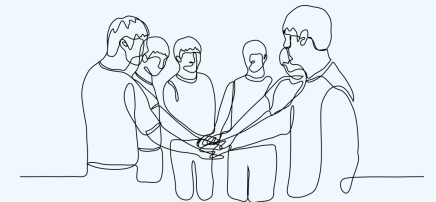
- Demand v Supply
- Retirements v attracting younger workers

Perception issues

- Myths about trucking careers (long hours, low tech) v reality (modern equipment, career progression)

Regulatory and compliance issues

- Safety and fatigue management – live data
- Licensing requirements



Building a team

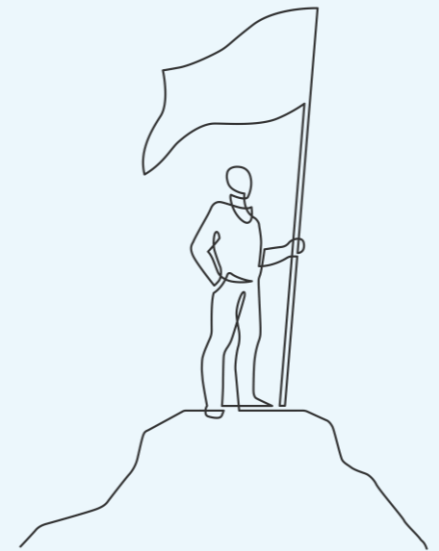
The key is:
**effective leadership
and culture**



Effective leaders...

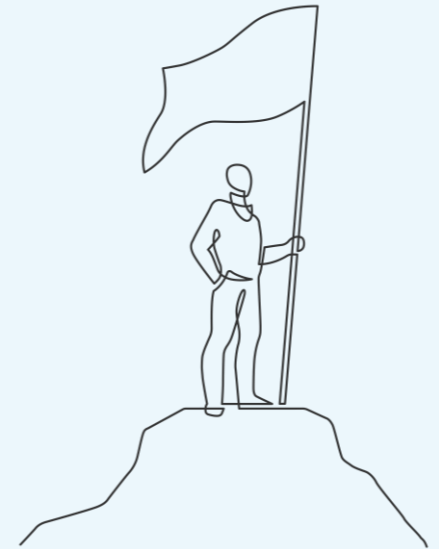
- 1 Constantly **upgrade** their team, evaluate, coach and build self confidence
- 2 Ensure the **vision, mission & values** are seen, lived and breathed
- 3 Have positive **energy** and **optimism**
- 4 Establish **trust** with transparency and credit

“I start with the premise that the function of leadership is to produce more leaders, not more followers.” Ralph Nader

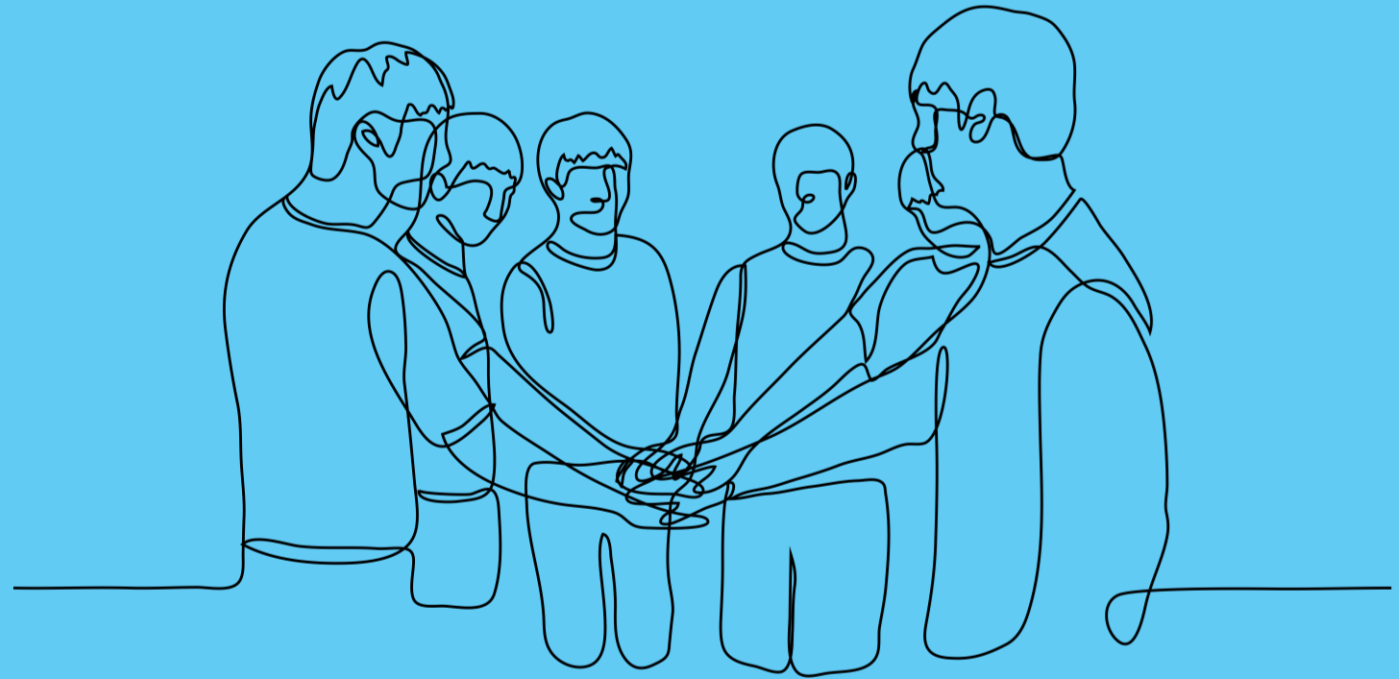


Effective leaders...

- 5 Probe and push with **curiosity**, making sure questions are answered with action
- 6 Display **courage** to make unpopular but necessary decisions
- 7 **Inspire** learning by setting the example
- 8 **Celebrate** success with their team
- 9 **Communicate**



Effective leadership is about **creating the right culture**



Ask yourself...
What is culture?



Culture is NOT...

> The climate or the the mood of the people

Climate is short term and can change quickly

Culture is...

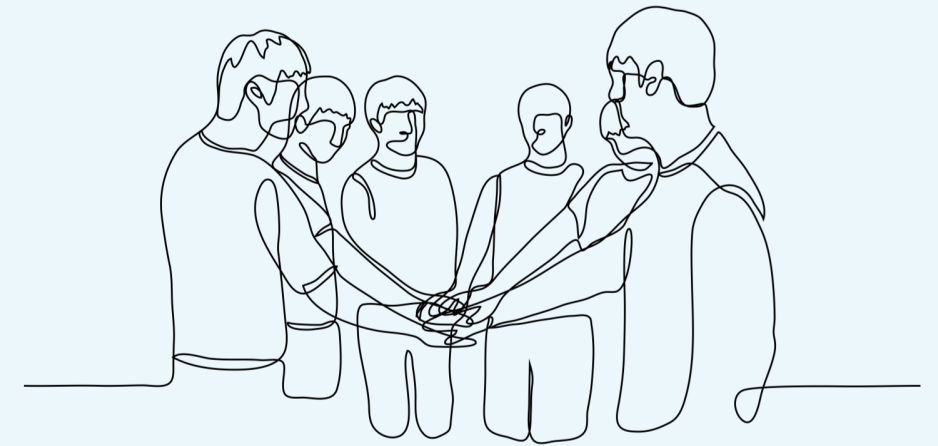
> The internal reality of the organisation

> Helps drive the business

> Long term

> Difficult to change

***Culture
influences
climate***



TOYOTA

What's their
secret to
success?



At Toyota, they...

- > Act for others
- > **Work with integrity**
- > Drive curiosity
- > **Observe thoroughly**
- > Get better and better
- > **Continue the quest for improvement**
- > Create room to grow
- > **Welcome competition**
- > Show respect to people
- > **Thank people**



The primary principles of the 'Toyota Way' are continuous **improvement** and **respect for people**.

SPOTLIGHT TOYOTA

*“Team members
are the only
appreciating asset
we have.*

*Our success is not
built on individual
excellence, but on
**teamwork and
collaboration”.***



Southwest

What's their
secret to
success?



“I will demonstrate my Warrior Spirit by striving to be my best and never giving up.”



We are the airline with Heart, which represents the utmost love and care we have for our Customers and Employees.



The Top 100 of the Fortune 500 companies were surveyed...

The Color of Success:

The Logos of the Top 100 Fortune 500 Companies Sorted by Color



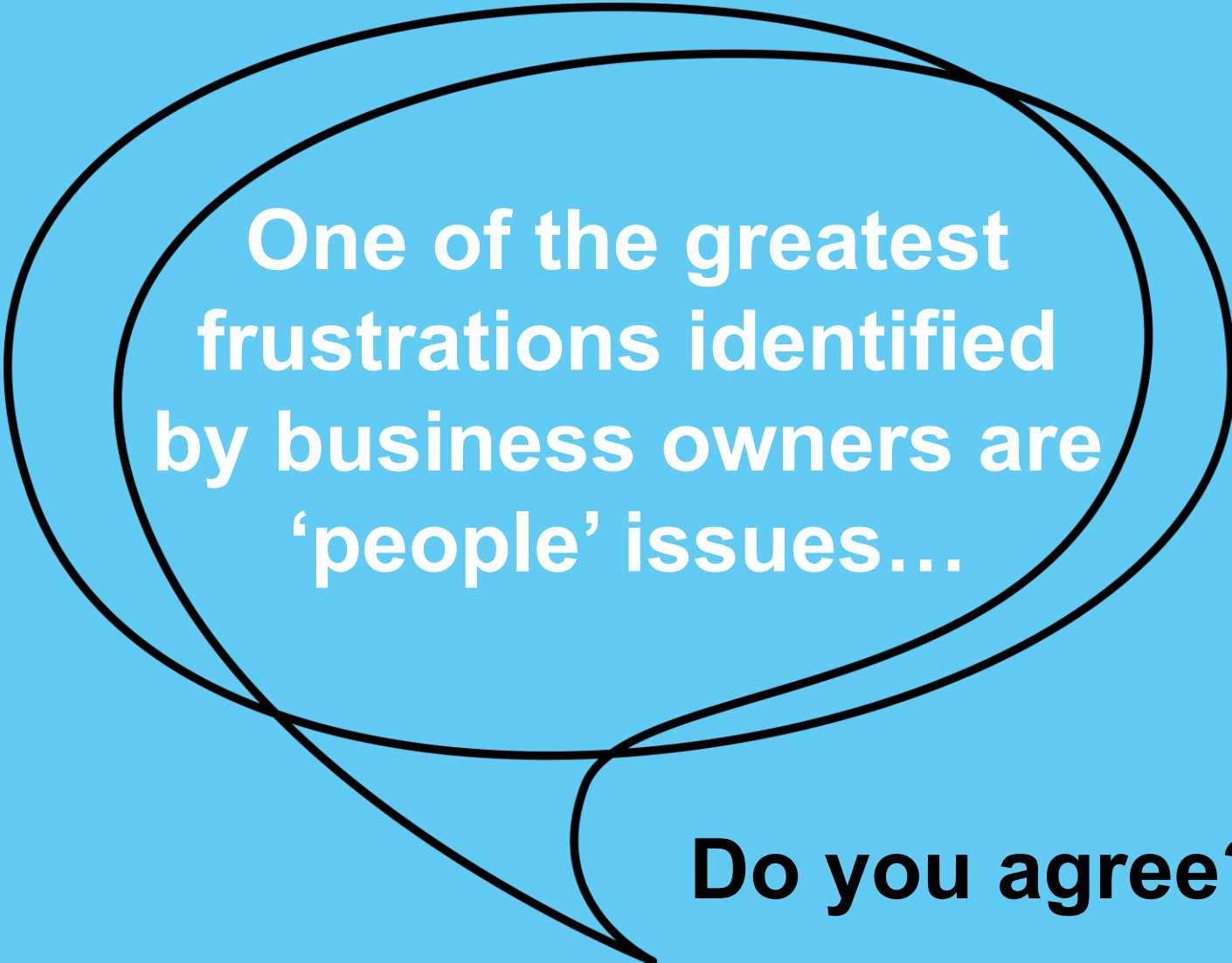


and they found that...

Corporate culture was a key factor differentiating top companies from average companies.

The single best predictor of overall excellence was a company's ability to **attract, motivate and retain** talented staff.

CEO's said that **corporate culture** was their most important lever in enhancing this key capability.



**One of the greatest
frustrations identified
by business owners are
'people' issues...**

Do you agree?

Hiring good people is hard

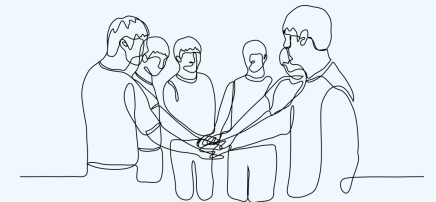
> Jack Welch, ex-CEO at GE looked at:
The 4-E (And 1-P) Framework

1. **Positive energy**

2. Ability to **energise** others

3. **Edge, courage** to make the tough (yes or no) decisions

4. **Execute** – the ability to get the job done

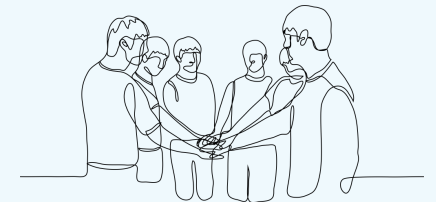


Building a team

Hiring good people is hard

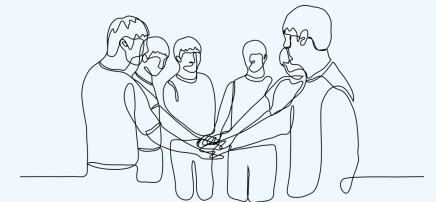
- > If a candidate has the 4E's...
then you look for the final **P** – **PASSION**

What do we mean by passion?



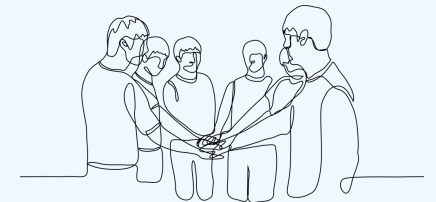
Hiring good people is hard

- > Surround yourself with good people who **believe in the vision** and **communicate**, communicate, communicate
- > It must be a **good team**, not simply good individuals
- > **Delegate more** to team members
 - making them **feel valued**, and
 - giving you more free time to **work ON** your business



Hiring good people is hard

- > Getting the **wrong people off** the bus is just as important
- > Prior to implementing FIFO ensure that you investigate and find the **underlying issues**
- > Long standing employee **may not be the right fit**
- > Once all avenues are exhausted **move them on quickly** for everyone's benefit



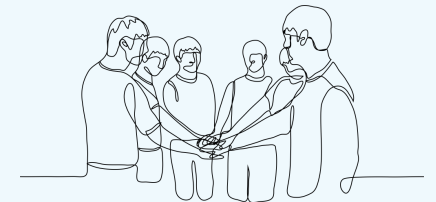


Quite simply...

Do **NOT** hire people with negative attitudes

Are you paying for **Time** or **Performance**?

- > Do not pay simply for people **putting in time**
- > Measure and reward **performance**
- > Devise performance indicators that:
 - Relate directly to **productivity**
 - Are **clear, objective** and **measurable**
 - Have **regular feedback** sessions



Key Performance Indicators

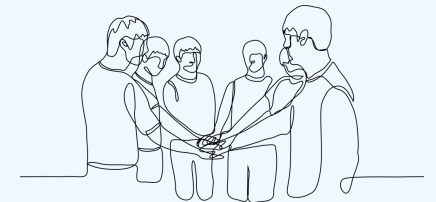




You can design and create and build the most wonderful place in the world. But it takes people to make the dream a reality. WALT DISNEY

Teamwork is the ultimate advantage... **Why?**

- > It can be **powerful**
- > Successful teamwork can also be **rare**
- > Leaders help **everyone** function as a team to **achieve positive results** for the business
- > There are **5 reasons** why teams are dysfunctional...



Lack of leadership

Role of the leader

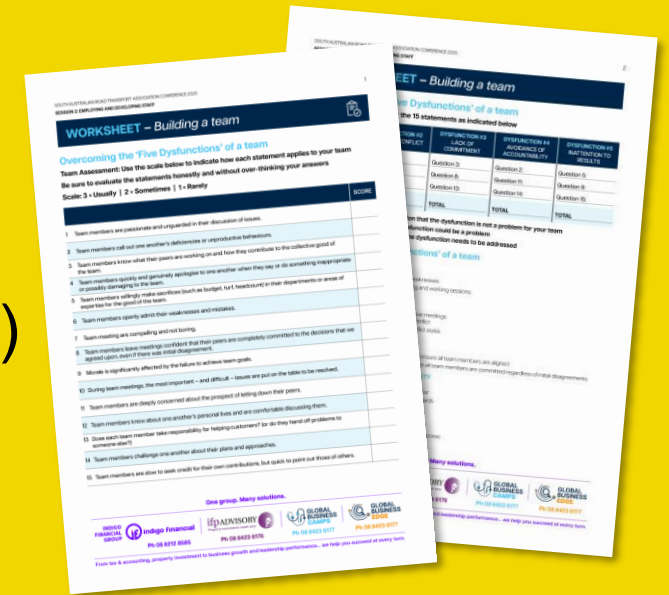


**“INDIVIDUAL COMMITMENT TO A GROUP
EFFORT – THAT IS WHAT MAKES A TEAM
WORK, A COMPANY WORK, A SOCIETY
WORK, A CIVILIZATION WORK.”**

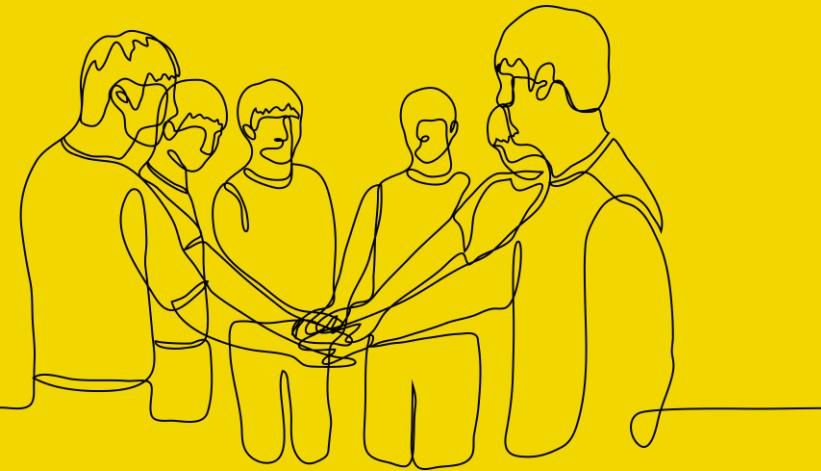
VINCE LOMBARDI

Building a team

- 1 Individual exercise: **Worksheet** (In your conference pack)
- 2 Work through the questions and rank where you believe your business is currently at

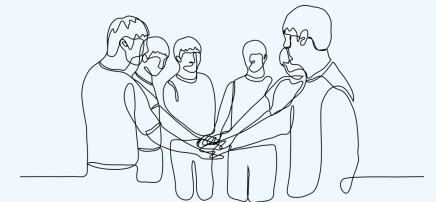


WORKSHEET – *Building a team*



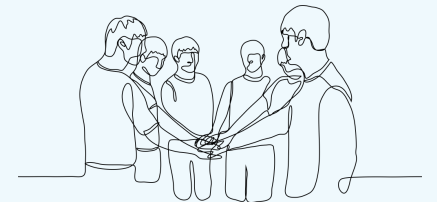
Feedback – the top 9 things employees want...

1. Work/Life balance
2. Reward and recognition
3. Systems and processes
4. Communication
5. Career progression
6. Training and development
7. Culture
8. Leadership and senior management performance
9. The employer/boss/direct report



How are YOU different?

1. **Targeted recruitment** – industry schools, veterans' programs and women's networks, linkedin, past drivers as trainers
2. **Employer branding** – what does your brand say?
3. **Training** – safety, technology and customer service skills
4. **Offer career pathways** – drivers to trainers, safety officers, fleet managers
5. **Culture** – recognition, peer support and communication
6. **How are YOU different** – Why your business?



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What is **your** hiring mindset?

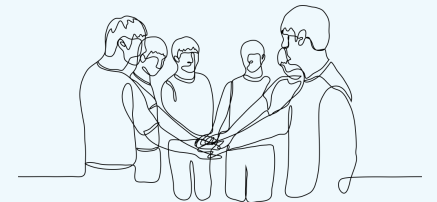
“**Hire character.** Train skill.” – Peter Shutz (former Porsche CEO)

“If you don’t have a good **attitude**, we don’t want you, no matter how skilled you are.” – Herb Kelleher (Southwest Airlines)

“People are not your most important asset. The **right people** are.”

– Jim Collins, *Good to Great*)

“You can’t teach employees to **smile**. They have to smile **before** you hire them.” – Arte Nathan



We've got a couple of cartons to give away...

Drop by our **Indigo Financial Group** stand, just outside the door and put yourself into the draw for a carton of Great Northern Super Crisp.

Just leave your details with one of our team and you could enjoy a carton of FREE beers.

First 2 names drawn will win!
Winners announced before we finish today.

