



**finding leaders who inspire teams  
and drive growth**



**Candidate Brief  
Lands and Survey – General Manager**

**3 November 2020**

## About the company

Lands and Survey is a dynamic provider of services and solutions in all matters relating to land and has been doing so for more than 40 years. With offices in Auckland and Whangarei, Lands and Survey provides comprehensive surveying, resource management planning and civil engineering solutions to New Zealand. With a focus on productivity and maximising stakeholder relationships, Lands and Survey are looking for a talented General Manager to take over the running of this well-established business, based in Takapuna. Interested?

## About the opportunity

Reporting to the Chair and leading a team of passionate and dedicated people, the General Manager takes overall responsibility for the strategic and operational leadership of the Lands and Survey Auckland Office. In doing this, the General Manager will:

- Provide strategic and operational leadership to the Lands and Survey Auckland team; ensuring the strategy and expectations are clear, business performance is measured, and success is celebrated
- Work closely with the Advisory Board on the development and execution of, and the reporting on achievement of operational and strategic objectives
- Identify, develop and negotiate business opportunities by identifying strategic relationships to cultivate
- Optimise operational efficiencies by ensuring processes and systems are effective and contribute to the objectives of the business
- Ensure that regular Advisory Board reporting processes are in place and adhered to – including weekly and monthly productivity, financial, business development and project management reports

This role needs an innovative leader who enjoys combining strategic business planning, developing relationships, and understands the complexity of an operational environment. Is this you?

## About you

To be successful in this role, you will be a commercially savvy, strategic thinker who has proven senior leadership experience. Your ability to develop new business opportunities and effectively manage sustainable client relationships will be key skills in your “tool kit” as will your talent in making effective decisions based on strategic and operational business requirements. With strong commercial and operational capability, you will understand the importance of robust and relevant business processes when delivering on strategic objectives. As the General Manager, your ability to motivate your team and influence outcomes will be critical to your success and your natural adaptability will be vital to you thriving in this dynamic and growing environment. Sound like you?

The information contained in the Candidate Brief is to assist candidates in their evaluation of the suitability of the advertised role. Decipher Group Limited accepts no liability for information provided, on behalf of the client, in good faith.

## How to apply

To discover more about Lands and Survey visit <https://www.landsandsurvey.co.nz/>

For a confidential discussion about the role; contact Pia Warren on 027 2535 203 or by email to [pia@deciphergroup.co.nz](mailto:pia@deciphergroup.co.nz)

Applications close: Wednesday, 18th November 2020



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## Position Description

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**Position Title:** General Manager (GM)

**Reports to:** Richie Smith (Chair)

**Direct Reports:** Office & Systems Co-ordinator  
Technical Director – Planning  
Technical Director – Land Development

**Approved by:** Richie Smith (Chair)

**Location:** Lands and Survey Auckland Ltd (LASA)

### PURPOSE

Reporting to the Advisory Board, this newly created role will be primarily responsible for supporting the AB in leading, developing and managing the LASA business. The GM will lead the growth of LASA through tactical, operational and business development plans that facilitate achievement of LASA objectives and sustainable, profitable growth.

In undertaking these accountabilities; the General Manager will, amongst other things:

- Provide effective leadership to direct reports and the LASA staff as a whole.
- Work closely with the AB on the development and execution of, and the reporting on, achievement of operational and strategic objectives.
- Identify, develop and convert, either directly or through leadership (where endorsed by the AB) new business opportunities that align with the growth objectives of LASA.
- Identify, develop and implement, either directly or through leadership (where endorsed by the AB) innovative services and solutions which enhance the LASA offering to its customers; facilitating the achievement of growth objectives.
- Lead continuous and consistent operational process improvement to ensure business costs are actively managed while maintaining appropriate resources to achieve objectives.
- Ensure that regular AB reporting processes are in place and adhered to – including weekly and monthly productivity, financial, business development and project management reports.

As a direct report to the AB and a leader of the business, it is expected that the General Manager will operate at all times with professionalism and integrity, modelling behaviours to the LASA team that endorse the culture and values of the company.

It is expected that the General Manager will be collaborative, enquiring and curious as a leader with a proactive approach and will always represent LASA and the AB professionally and appropriately.

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### KEY RELATIONSHIPS

The General Manager will actively manage the following internal and external relationships:

- Advisory Board
- Direct reports and all LASA staff
- Key and prospective customers
- Key suppliers and prospective suppliers
- Regulatory bodies
- Professional advisors and suppliers
- Industry groups
- Relevant government bodies and officials
- Other key stakeholders

### KEY ACCOUNTABILITIES, RESPONSIBILITIES AND PERFORMANCE MEASURES

#### Leadership

- Ensure there's a lift in employee engagement and live the moto of "celebrating success"
- Ensure productive employment relations climate
- Key employees identified and developed
- Attraction and retention of key technical skills
- Ensure an effective flow of information occurs both vertically and horizontally within the company
- Actively model behaviours as a leader that support the culture and strategic objectives of LASA leading by example and setting clear expectations

#### Strategy Leadership

- Together with the AB, develop strategic direction, objectives and plans for LASA
- Create tactical and operational plans to implement profitable growth objectives; defining success measures and other reporting to ensure plans are understood and measurable

#### Business Development

- Review and develop a strategic business development plan which considers the opportunities within the market for new business and further development of existing client relationships
- Execute the strategic business development plan, ensuring objectives are met and strategies are successful
- Report regularly to the AB on progress against performance expectations, strategic objectives and other agreed metrics

#### Relationship and Contract Management

- In support of the AB, proactively develops and nurtures relationships with key and/or strategically important customers to ensure achievement of business objectives
- Maintain strategic relationships with governing bodies and professional associations, championing the LASA business

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<b>Operational Leadership</b>	<ul style="list-style-type: none"> <li>• Negotiate the appropriate contracts or agreements to optimize the opportunities for LASA</li> <li>• Report monthly to the AB on matters of operational importance</li> <li>• Provide oversight and leadership to the operations function ensuring all processes, systems and procedures support objectives across LASA</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Ensure the achievement of the LASA financial goals in accordance with budgetary parameters</li> <li>• Forward planning, budgeting and forecasting – allowing for credible and reliable long-term planning</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Actively review and monitor business risk across LASA</li> <li>• Resolve or mitigate business risks as necessary</li> <li>• Ensure the organisation has an effective disaster recovery and business continuity programme within the operations function</li> <li>• Keep the AB abreast of all relevant business risks</li> </ul>
<b>Governance Reporting</b>	<ul style="list-style-type: none"> <li>• Reports to the AB formally on a monthly basis and informally as required</li> <li>• Seek guidance from the AB as necessary to ensure achievement of objectives</li> </ul>
<b>Health &amp; Safety Leadership and Compliance</b>	<ul style="list-style-type: none"> <li>• Health &amp; Safety Strategy implemented</li> <li>• Through behaviours, lead a culture where the health, safety and wellbeing of all staff members and other associated parties is held as a priority</li> </ul>

## COMPETENCIES – SKILLS AND EXPERIENCE

### Behaviours required:

In order to perform the responsibilities listed and achieve success in the role, the General Manager will demonstrate the following behaviours:

- Actively demonstrates professionalism throughout the business and the industry and is a credible and trustworthy person who holds the respect and loyalty of all stakeholders.
- Is forward thinking, dynamic and business minded.
- Strongly leads by example, provides clear expectations and direction, causes people to believe what they do makes a difference and uses different leadership styles to achieve objectives.
- Is proactive, energetic and positive in all dealings with colleagues and customers.
- Demonstrates a strong understanding and commitment to the goals and objectives of the organisation, regularly contributing to formulating goals.
- Champions the 'quality cause', sets directions, defines standards and values and embeds continuous improvement inside and outside areas of responsibility.
- Displays strong commercial acumen. Analyses key drivers, opportunities and competitive advantages of the business.

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- Strives to keep a constant “eye” on the market through building rapport with key contacts, networking and keeping up to date with market information through research in various media.
- Is “thirsty for knowledge” and regularly updates knowledge and skill through effective training and education.

### **Skills and experience required:**

In order to perform the responsibilities listed and achieve success in the role, the General Manager will demonstrate the following skills and experience:

- Strong capability in executing strategies through strong operational leadership.
- Strong operational or business development experience – primarily in a professional services environment, where the focus has been on correct project pricing; tight project management; and managing individual productivity.
- Strong commercial and financial understanding, with P&L and budget management experience.
- Sound experience with systems and technology that enable a business to function optimally.
- Excellent communication and interpersonal skills and an ability to relate at all levels including listening, negotiating and conflict resolution.
- High level of initiative and motivation.
- Innovative and able to act as a change agent.
- Honest, reliable and able to maintain confidentiality.



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