



## Testimonials



115 Carlyle Street  
PO Box 849 Napier  
New Zealand  
Telephone (06) 835 2388  
Facsimile (06) 835 0509  
Email [bayswater@bayswatervehicles.co.nz](mailto:bayswater@bayswatervehicles.co.nz)

**Beyond Limits**

June 10 2008

### **To whom it may concern**

We have been using the OPD system of strategic human resource management (SHRM) for fifteen months. The OPD-SHRM system improves the alignment of staff activity with strategy and goals so that achievement of goals improves and staffs enjoy greater success. The key business offer of OPD-SHRM is to improve overall human efficiency, people working a lot smarter they become much more effective and more satisfied with the result that business performance improves.

In the relatively short time we have applied OPD staff performance has improved which has translated into improved business results. Our sales volume, margins, operations and administration have all benefited from the tighter focus enabled by OPD. We estimate that sales of Hyundai are at least three to five vehicles per months higher than otherwise, due to the focus and attention on the key ideals to get results enabled by OPD.

We have no hesitation in recommending OPD-SHRM system to anyone seeking to raise staff performance and satisfaction with a resulting improvement in business performance.

Signed

Alan Warner

General Manager  
Bayswater Vehicles



*“The Directors certainly regarded Jerry Clayton BMW well run, the leadership sound and the company performed well. We accepted there is always room for improvement but we did all the standard HR things so I was quietly reserved when we started with OPD. But I have to say OPD has made a real difference to our levels of human performance, and it has done this while building more focused and more positive teams. It is definitely showing up in our financial returns and the extent results have improved has been surprising.”*

**John MacKinlay, MD, Jerry Clayton BMW**

July 12, 2006



## ***Testimonial from Paul Richards, CEO and owner of Club Physical***

Club Physical is a business in the health and fitness industry with some three hundred staff spread across ten clubs in the greater Auckland area and Wellington.

For some time the business seemed to be falling short of its potential, the Directors believed the issue to be mainly related to the staff performance. We examined a number of alternatives and eventually selected the OPD system.

OPD has been operational now for some six months, and while we understand that developing and consolidating the required behavior in a business typically takes time (measured in years not weeks), we have noticed differences since implementing OPD.

1. Involvement with OPD pressed home to senior managers the need to be clearer and more fluent on deceptively simple issues like 'why should customers use Club Physical?'
2. We developed and implemented a clear plan based on OPD, to strengthen the effectiveness of sales behavior and the actual amount of time our client representatives were in fact selling. This plan necessarily also involved Club Managers focusing more on supporting and coaching their sales teams, and the plan has definitely made a difference.
3. We are just completing our second OPD teams audit. These have definitely highlighted issues that team leaders and management can and will resolve that will strengthen the business platform enabling our staff to perform better.
4. We have most recently begun an OPD plan focused on improving customer service and utilization of our Clubs; better results for our members, more enjoyment, more often. We expect this to significantly increase client retention.
5. The deceptively simple focus of point 2 and point 4, that is more leads and sales in the top and greater satisfaction resulting in fewer resignations has the potential to have great impact on the financial results. And while it is early, the results are beginning to show in our financials.

If the focus, accuracy and effectiveness of your people influences results, then I encourage you to consider OPD.

And best yet, amid the tighter focus, increased effectiveness and improved financials – the whole team are celebrating more and enjoying it more.

**Paul Richards**  
CEO Club Physical



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## Club Physical success

October 05

The OPD strategic human resource system for improving human performance works, and is an unqualified success through our clubs (all company owned, all in Auckland). We have been implementing and applying the OPD systems and strategic HR principles for about fourteen months with the following results.

- The stated measure of OPD is at comparable revenue levels to increase the profit to sales ratio. In Club Physical OPD has injected at least 5% of revenues into our profits.
- After just six months with OPD, we were sufficiently confident OPD would achieve as projected, and with the improved performance even at that stage we were able to substantially increase salaries of key staff, and of our sales team.
- Staff retention is substantially improved due to the overall much greater satisfaction staff they now derive from their success (staff satisfaction is monitored every six months under OPD) and from the fact we are able to reward people much better.
- Our crucial branch manager line have all developed quite impressively under OPD, we now really have the sort of leadership bench the envy of other firms in our own and other industries. We are also confident of the way forward, and that this development is a long term, highly progressive and beneficial result for the business stakeholders, staff, and our club members (team leadership is monitored every six months under OPD).
- Making things happen throughout our clubs is just not the hassle it used to be, and far more certain.
- Turnover is down substantially, but when we do have to recruit staff, the increased salaries and rewards and the greater positive feeling means we are able to consistently attract some of the best candidates we have ever been able to attract.
- Customer satisfaction (monitored every six months under OPD) is greatly increased, and we expect that trend to continue.
- Against national trends (where gym membership is declining) our membership is increasing, and our members are staying longer, using the gym more, and expressing greater satisfaction with the results being achieved in relation to improved mental and physical health.
- We have more sales people making more sales and making much bigger commissions as a result.

The philosophy of OPD supported by the systems has been the key change and driver of all these improvements, once you begin to get the leadership right, everything seems to fall into place. If you are intent on improving your profit to sales ratio and see substantial improvements in all leadership and human performance aspects of your business, I can strongly recommend the team from OPD.

Derek Van Beyen, General Manager Club Physical



## **POWER AND MARINE**

### *Testimonial from Bruce Stevenson, CEO Power & Marine*

As a small to medium business spread over several locations, we were seeking a simple but effective system to provide the focus for our human resource management, and in particular to provide strong strategic human resource management enabling stronger links between the people and the firm such that the people enjoyed greater success and the firm consolidated and secured strong ongoing profits.

The system selected was also intended to provide one crucial item in our ongoing balanced scorecard, which involved financials as first priority, with effectiveness of our staff and our reputation in the market as second equal. The striving in our senior team was to ensure that all three were maximised in the short term, and our long-term strategy being that if we effectively balanced these three in the short term, our long-term profits would be well secured.

We have found the Ongoing Professional Development (OPD) system to provide exactly the type of support and guidance we were seeking. In fact, it is the OPD system that helped crystallize our balanced score card approach making it as effective as it is.

We are still learning how to get the most from the OPD system, but already can see how it sharpens and guides leadership behavior in the management team, tightens goal focus, and tightens understanding in people of how to get the best possible result.

I have no hesitation in recommending the OPD system, it is excellent value for money, and those implementing the system provide excellent prompt service and support. Adopting this system and applying the advice provided can do nothing but improve your business.

*Bruce Stevenson*  
CEO Power and Marine



### Case study: Paykels improving the link between people and profits

Paykels is a national engineering distribution firm. The program was stopped when Paykels became subject to purchase and sale.

The Auckland Region was not performing, as it should in relation to the population and potential.

**A leadership development program was initiated in the region, focused on the region manager and the branch managers. While not fully utilising what is now the structured OPD system it used all same principles and models and was applied in the same manner. The most recent developments in OPD have refined the processes of leadership development to make them a notable advance on the processes used here.**

The change in profit profile was as follows.

	Before	Percentage	After	Percentage
Revenues	\$9 415 000	100	\$11 370 000	120.7
Expenses	\$2 184 280	23.2	\$2 023 900	17.8
Branch controllable gross profit	\$3 016 000	32.0	\$3 720 000	32.7

The program resulted in an increase in branch controllable gross profit of some \$700 000 per year.

Workshops were conducted each two weeks. The initial focus was on the skills and the applying of existing skills on the issues and concerns of the leadership team of the region. The program ran for some seven months.

As the workshops progressed, there was increasing focus on the need to perform and on those things able to be controlled by the team yet were not being as vigorously acted upon as they could or should be.

The steady focus culminated in a confrontation by team members with the top management and the OPD facilitator. This quite intense discussion marked a significant shift in attitudes and overall ownership of the project.

There were also supporting regional conference of all staff supporting the overall thrust of the program.

Issues and concerns with performance in the region resulted in the Regional Manager and a two Branch Managers resigning.

From the outset, the program pressed the need to review the concept underlying the operation of the branches, focusing upon the key role of the branch managers who identified the role of sales manager as crucial as opposed to operations type managers. This shift contributed significantly in focus to the overall success of the program, being eventually vigorously embraced by the team and carried into the definition of roles of sales people and branch counter staff.

The workshops focused on the issues facing the managers, seeking resolution and improved performance, while simultaneously encouraging and building the skills and confidence of the team to press forward in the way they thought necessary for success, and building upon the key behaviours that were identified as the core actions needed for success (behaviours of success).

(Case study information provided by Ken Burden, then Operations Director for Paykels.)



**Waitakere Estate**

I have been a client of OPD since its inception over two years ago. Since then it has grown to what it is today, a fully developed system for enhancing human performance in the firm by developing leadership. Being a small firm we today use only part of the full OPD system but find the focus on goal integrity, and the behaviours of success in every role a crucial and most helpful adjunct to ensuring each of my small team stay focused on the essentials that drive performance and profits. We have most recently begun double checking our assumed quality by completing the OPD customer audits, which are further helping us stay focused on the crucial things that drive secure long term profits.

*Reg Neville-Jackson Managing Director Waitakere Estate*



**CHAPMANS**  
CHARTERED ACCOUNTANTS  
LIMITED

Level 1  
Market Precinct  
Westgate Centre  
Auckland  
Po Box 84 148  
Westgate

Ph 09 831 0205  
Fax 09 831 0206

[team@chapmans.co.nz](mailto:team@chapmans.co.nz)  
[www.chapmans.co.nz](http://www.chapmans.co.nz)

***Testimonial from Graham Chapman, Managing Director Chapmans Chartered Accountants***

Chapmans Chartered Accountants has 3 partners in a team of 14. The firm has been experiencing strong growth patterns consistently over the past 4 years.

We decided to implement the OPD system early this year to ensure we were getting the best out of our team following a period of unusually high personnel changes including a partner change, and that the sustainable growth of the firm continued.

OPD soon highlighted the need for more focus on individual performances rather than relying on company results as a whole. We have since concentrated on breaking down our overall company targets into smaller individual goals using the performance management system in OPD. These get measured and monitored monthly, and has helped our team become more accountable for their performance.

The implementation of OPD has prompted the creation of meaningful KPI's, improved our efficiency by identifying non-performers and has given our managers a successful leadership framework to operate. We are now seeking to professionally and personally develop our team using the OPD guides.

A separate consultancy division of Chapmans has been established to distribute and implement OPD into our client base. This has given us the opportunity to get even closer to our clients, offer extra services to support them, and provide additional revenues.

I strongly recommend OPD and am delighted with the positive impact it has had on our team and business results over the short period we have been using OPD.

***Graham Chapman***  
***Managing Director, Chapmans Chartered Accountants***



## References

### **Dr Graham Little PhD AFNZIM**

Experience does not ensure wisdom; only experience reflected upon offers the opening to wisdom. And more than anything this comment typifies Dr Graham Little. Graham has a long career in working with leaders and in writing about leadership, he has many books and articles and a depth of experience seldom matched. He built a large training business in the mid eighties, which was hit hard in the lengthy recession of the mid nineties, and from 1993-96 Graham has been bankrupt. But he has fought back and re-established himself as one of the leading commentators on management and leadership. He has extensive consulting experience and skills, and has over written nine books and over twenty coaching workbooks at [www.selfhelpguides.com](http://www.selfhelpguides.com). Most recently he has devoted his efforts to strategic human resource management, and his paper *People and Profits* (at [www.grlphilosophy.co.nz](http://www.grlphilosophy.co.nz)) is leading the way in better understanding of how to forge the best possible link between the firm and its population. He has turned the mix of practice and serious reflection into the strategic leadership system (the OPD system) that transforms human performance in the firm and increases profit.

Dr Little is the designer of the OPD strategic system for enhancing human performance leading to increased profits.

### **Testimonials: Relevant comment from senior executives who have supported and used OPD and/or the core services of Dr little, from which the modern OPD system has been developed.**

Several years ago Graham pressed on us the need to tighten the link between how people act and the goals they have. This deceptively simple insight has proved useful time and time again. Over the years since then, we have had Graham back many times, always with excellent results.

*Bob Scott Asian Sales Director IMI Norgren*

Graham has worked with me in GCL for over four years, and he is currently acting sales director for the group. He has excellent insight into the realities of small to medium businesses, and we have made good use of his understanding of strategic human resource management.

*Vern Whitehead Managing Director Auto.co.nz.*

I have been a client of OPD since its inception over two years ago. Since then it has grown to what it is today, a fully developed system for enhancing human performance in the firm by developing leadership. Being a small firm we today use only part of the full OPD system but find the focus on goal integrity, and the behaviours of success in every role a crucial and most helpful adjunct to ensuring each of my small team stay focused on the essentials that drive performance and profits. We have most recently begun double checking our assumed quality by completing the OPD customer audits, which are further helping us stay focused on the crucial things that drive secure long term profits.

*Reg Neville-Jackson Managing Director Waitakere Park Lodge*

Club Physical is a world-class gym heading to be a lot better. The key to great service for our members is our staff providing outstanding service: And the key to that is excellent leadership by our key people. That's why we have adopted the OPD International strategic human resource system; it ties every important element of HR and customer satisfaction into one tight system, all related fully to our business results. OPD is easily understood by our Club leaders, and guides their leadership behaviour to enable levels of performance from people so that people even surprise themselves at how good they are.

*Paul Richards Managing Director Club Physical*



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*Graham Chapman Managing Director Chapmans Chartered Accountants Ltd*

Prior to the sale of Paykels to Blackwoods we made extensive use of Graham in developing sales in our Auckland Division. In a fifteen months period we enjoyed an increase in gross profit of \$750000 per year directly arising from the Graham's input and expertise in shaping and achieving better results with our branch teams.

*Mark von Batenburg, Then CEO of Paykels*

As a small to medium business spread over several locations, we were seeking a simple but effective system to provide the focus for our human resource management, and in particular to provide strong strategic human resource management enabling stronger links between the people and the firm such that the people enjoyed greater success and the firm consolidated and secured strong ongoing profits. We have found the Ongoing Professional Development (OPD) system to provide exactly the type of support and guidance we were seeking. I have no hesitation in recommending the OPD system, it is excellent value for money, and those implementing the system provide excellent prompt service and support. Adopting this system and applying the advice providing can do nothing but improve your business.

*Bruce Stevenson CEO Power and Marine*

Graham has worked with me in Escort Data Loggers since early 2001, and in early 2002 adopted a role of acting director. He has focused on team performance, sales and marketing and has been a major contributor to the steady progress of the firm in penetrating difficult international markets and in the development of the solid team that now drives and underpins the success of EDLS.

*Andrew Maskill Managing Director Escort Data Loggers Limited.*