



one happy over achiever

- B**achelor of Commerce — majoring in Finance/Accounting and Marketing from the University of Auckland and Business Research Methodology
- Quantitative Analysis and Qualitative Analysis, ADP1: Accelerated Development Programme for General Managers from the London Business School
 - Certificate in Company Direction and Chairing the Board from the Institute of Directors • Chair of McLaren's Young New Zealand
 - Director of the Warehouse Group
 - Director of the Kordia Group
 - Director of The Boardroom Practice
 - Member of the University of Auckland Graduate Business School Short Courses Advisory Board
 - Massey University College of Business and the University of Auckland New Zealand Governance Centre Advisory Board
 - Judge and convenor of the New Zealand and Australasian Marketing and Advertising awards
 - Alumnus of the London Business School and the University of Auckland
 - Member of the Institute of Directors...

You may be fooled in thinking the list above represents the efforts of a small army, but actually all and more titles belong to one very happy overachiever.

Janine
answers our questions

Janine Smith is a specialist in boardroom practice, strategic planning, organisational development and organisational change issues for boards and management. Her wide-ranging knowledge and expertise is a result of her experience as a CEO, Executive Director and Independent Director with companies in the commercial, arts and education sectors, both in New Zealand and overseas.

Janine's success has not been a task achieved overnight, and her CV boasts an impressive resume of previous roles including Director of Bank of New Zealand, Chair of Custom Fleet New Zealand Ltd, Deputy Chair of Airways Corporation of New Zealand Ltd, Director of the Auckland Philharmonia Orchestra, and GM/CEO of Arnott's New Zealand (to name a few).

So how does this dynamo feel about her achievements so far? "Very happy," she quips. "I have been lucky to be involved in some great organisations and work with and learn from some very experienced people.

"I am often asked if being a woman at the top is lonely and my answer is [that] being at the top is all relative – but, within that, being at the top does mean that the responsibility and the accountability for the final decisions are yours. However, recognising that you do not know everything and having great people around you plus a good team spirit can help to ensure that you have a greater chance of being right more often than being wrong.

"I have always viewed myself as a person, so I have never particularly felt in the minority or lonely."

Janine says this attitude has come about for a number of reasons. "I was an only child so I was never given the traditional 'female jobs' in the household." In her teenage years Janine attended boarding school whilst her parents were posted overseas. Here she learned independence and resilience.

"Both my parents had worked and my father had tertiary education so this seemed to be an obvious extension for me. I also did not have children so I have not had the traditional 'mum's' role. I have always

been the first or only female in many parts of my roles through my business life, so once again I did not see this as particularly unusual. I also had my husband and a wide range of friends who gave me great strength and belief in myself.

"I also grew up in a family where business was very much a part of daily life, so business to me was not daunting. Plus I chose at an early stage to focus on my career. Consequently, much of my life revolves around work or work-related areas. To me, it is not work but something I really enjoy and find very rewarding."

Janine believes business transcends genders and the predominance of men on boards is a reflection of the fact that women are still developing skills and gaining the knowledge and wisdom that is required for board appointments.

"Compared to 10 years ago there are many more women participating at a senior level in business," she says. "However, I also believe that it should be the best person for the job, so irrespective of gender every board member must add value. Boards have an important function representing the shareholders and giving the company a competitive advantage. Diversity is important around the board table and women do offer that diversity – particularly diversity of thought."

Janine believes people are a key feature of any business and life and says it is important to treat them fairly, with respect, honesty, consistency and with open communication. "Confidence is also important," she notes. "Confidence to be yourself and to back yourself and make a timely decision, accept if you are wrong and then change it. Nothing stands still. I also believe in continuous learning in developing oneself."

Janine is taking her own advice by completing a Masters/PhD on Governance. The working title is 'Effective boards, essential but not understood – Director and management insights'. After this, who knows what this happy overachiever will do.



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WHAT drives you?

Intellectual stimulation, continuous learning and adding depth to my knowledge. I really enjoy what I do. The variety of industries I am involved in through my board appointments also keeps me intellectually stimulated.

Imparting knowledge. I am always happy to be involved in speaking engagements or guest lecturing and help turn theory into practice and offer context to learning. Imparting knowledge gives me a great deal of satisfaction.

Watching people grow. I have enjoyed my time in senior positions with a number of staff reporting to me, and working with people – recognising their potential and helping them to develop in their roles. It is also always rewarding to see the development sometimes years later.

THE STRENGTH OF A WOMAN lies in her ability to...

Empathise at all levels and with both genders and to regard herself as a person – neither competing with women nor emulating men.

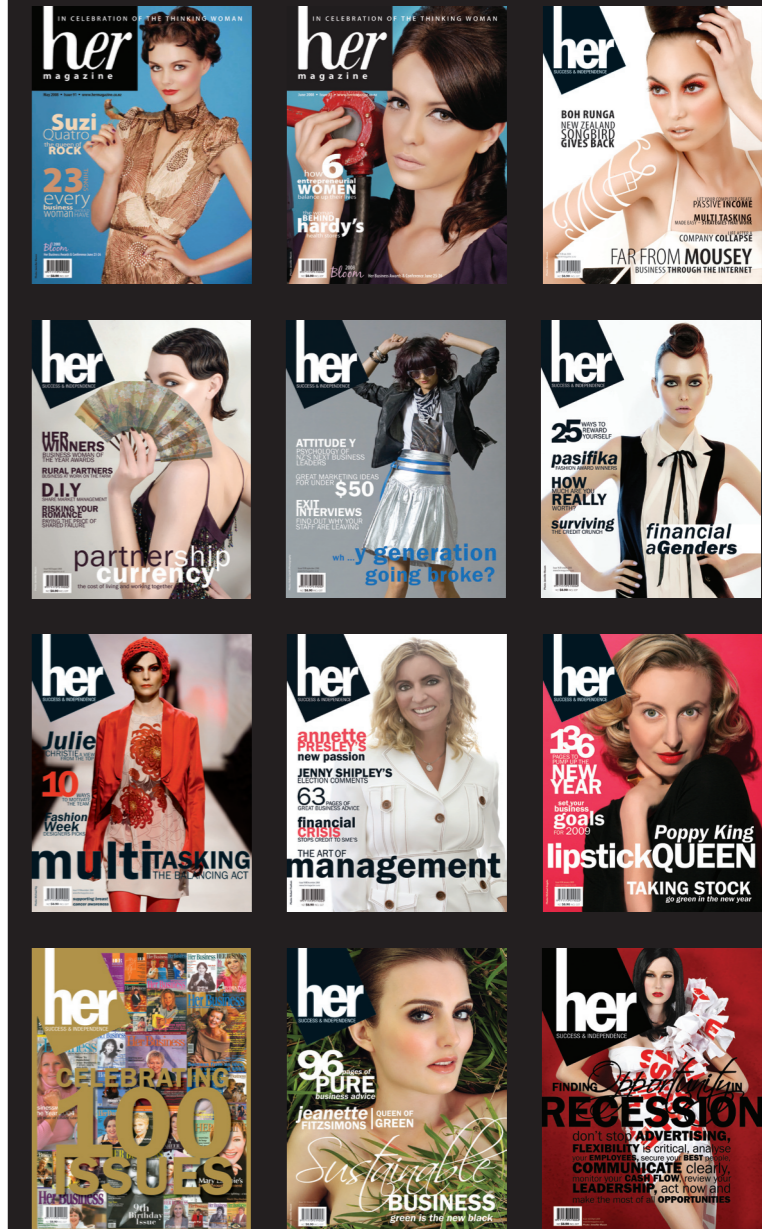
BEST JOB? worst job?

I haven't had a best and worst job. However, I have had some work that was more rewarding and some that was more challenging. I regard my work as being all about understanding, learning to know or recognise what situation you are in and responding accordingly. So all have been a great learning for me, for different reasons and at different stages.

STRATEGIC TIPS FOR women in business:

- Be aware of yourself and recognise what works and doesn't work for you relative to people's styles and then endeavour to incorporate that into your style.
- Never believe in the saying 'Do as I say, not as I do'. As a leader, people take direction from your integrity and how you behave.
- Be prepared to step out of your comfort zone to grow, and recognise that by making mistakes you gain a greater learning.
- Rise above any office politics. Dress appropriately for the occasion and to demonstrate your competence.
- If you need to, find a role model and/or a mentor so that you can build your confidence to achieve.

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