



Leaders Retreat 2025

**Stockdale
& Leggo**

DULLENS
— CONSULTING GROUP —

Topics for discussion today

- Strategy & Leadership.
- Financial health for your business with a Profit mindset.
- Interaction welcome!

**Why is strategy
important?**

My view:

- Well established, well executed strategy is the difference between an average business and an amazing business.
- A Sustainable Strategic Position requires Trade-offs (Michael Porter).
- A strategy not communicated is the same as having no strategy.
- Without strategy, we are relying on luck and hope.
- Nothing good in business happens without leadership.

SMART Goals (and other tools)



Specific

The goal is concrete and tangible - everyone knows what it looks like.



Measurable

The goal has an objective measure of success that everyone can understand.



Attainable

The goal is challenging, but should be achievable with the resources available.



Relevant

The goal meaningfully contributes to larger objectives like the overall mission.



Timely

This goal has a deadline or, better yet, a timeline of progress milestones.

Strategy starts with ambition

- What are your ambitions for FY26? What do you WANT.

I want to increase my revenue (or volume of property sold) by x%?

I want to have the best marketing of any agency in my core market.

I'm going to employ a BDM and grow my rent roll by net 100 managements.

I'm going to have the lowest days on market of anyone in my core market.

I'm going to recruit x number of new sales agents into my business.

I am going to become a better leader and provide a better environment for my team.

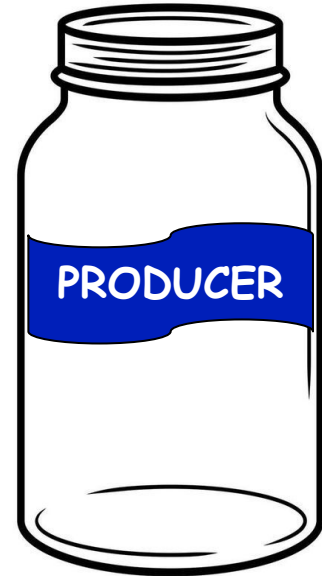
Have you determined what your ambitions are for this coming financial year?

Have you communicated this with your team?

**Why is leadership
important?**

Which skills are the same? Which skills are different?

Can you play all three roles?



What makes a good Leader?

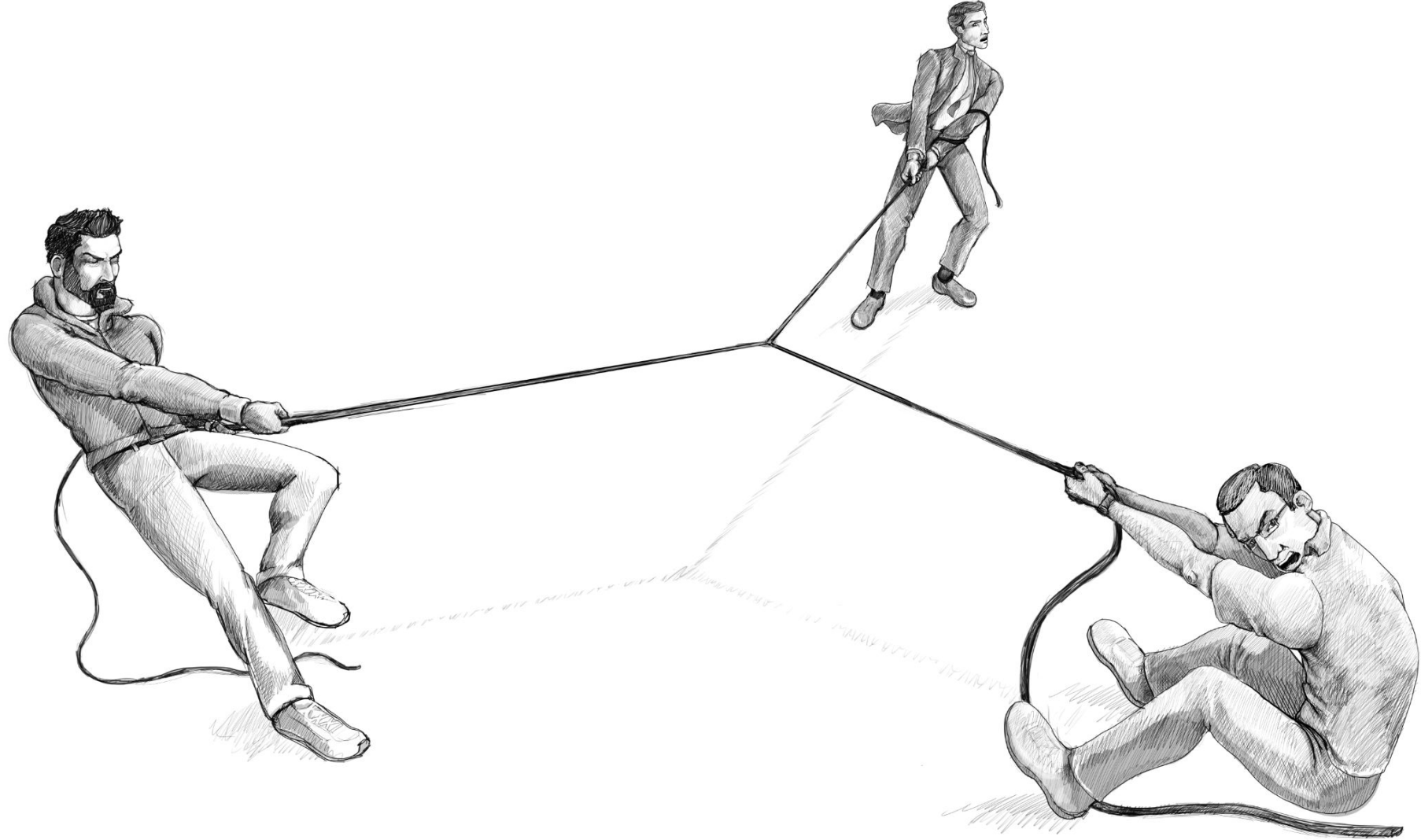
- Integrity
- Communication
- Self-awareness
- Humble
- Courageous
- Positive Attitude
- Growth mindset
- Change agent
- Long term vision
- Gratitude
- Takes responsibility
- Strong relationships
- Ability to lead from the front
- Ability to delegate
- Empathetic
- Not egotistical
- Ability to inspire

What makes a good Manager?

- Direct teams to execute on set plans
- Ensure systems and structures are being followed
- Measure output
- Focus on short term goals
- Management of expectations
- Provide resources
- Minimise risk
- Dot the i's and cross the t's
- Empathetic
- Provide honest feedback
- Be humble

What makes a good Producer? (Sales Agent)

- Confidence and self-belief
- Discipline
- Product knowledge
- Motivated
- Passion
- Communication
- Persistence
- Competition?
- Selfishness?
- Lots of long hours?
- Striving to be better than everyone else?



Case Study: Reporting



[Companies](#) [Transport](#) [Aviation](#)

Inside Qantas' nerve centre, where flight cancellations are decided

There are 160 employees in the airline's operations hub, making thousands of decisions as they try to navigate more than 100,000 passengers a day.



Qantas' integrated operations centre in Mascot tracks more than 5000 flights a week. **Dominic Lorrimer**



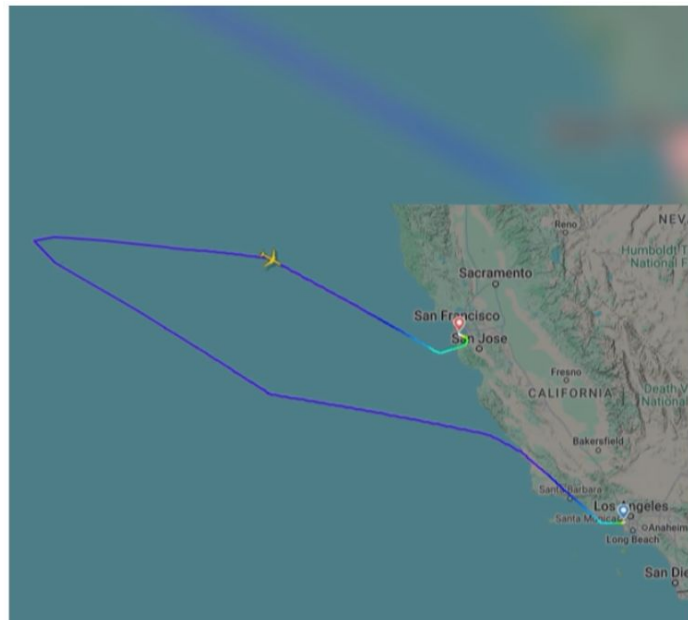
Plane turns around after pilot forgets passport

Aaron Cooper, CNN

Tue, March 25, 2025 at 12:25 PM GMT+11 · 1 min read



12





Travel Information



Friday, 21 March 2025

Do not travel to Heathrow Airport

Heathrow Airport is fully closed due to a power failure and it is expected to remain closed all day.

at your airline or visit
information.



The Qantas operations centre in Mascot tracks thousands of flights per day. **Dominic Lorrimer**

Qantas Nerve Centre - what I learned:

- 100,000 passengers a day.
- 370 planes, 142 destinations, 100k delayed or cancelled flights per year.
- 160 employees in the “nerve centre”, including team of meteorologists.
- Change in temperature dictates the weight / number of passengers per flight.
- “90 percent of flights on time, 96 percent full”. 72 hours later, 157k passengers across the domestic network from 1,650 flights, 84.7 percent on time.
- Decisions include: Change routes, change crew, change gates, load faster, reroute because of sickness, weather, cancel flights, delay flights. Use data from airports, crew, tablets, expert knowledge.

Measure What Matters

How Google, Bono, and the Gates
Foundation Rock the World with OKRs

John Doerr

WITH A FOREWORD BY LARRY PAGE

My Reports:

Daily Reports:

- Number of sales.
- Number of New listings:
 - Signed.
 - Launched.
- Number of groups at open for inspections.
- Number of appraisals.
- Benchmark.

Weekly Reports:

- All “Daily” report for the week vs prior year.
- Total listings on market.
- Days on market (auction vs private sale).
- Auction clearance rate and metrics.
- Market clearance rate (REIV / REA).
- Internal auction share.
- Growth pipeline.
- Office visits.
- OKR performance.
- Benchmark.

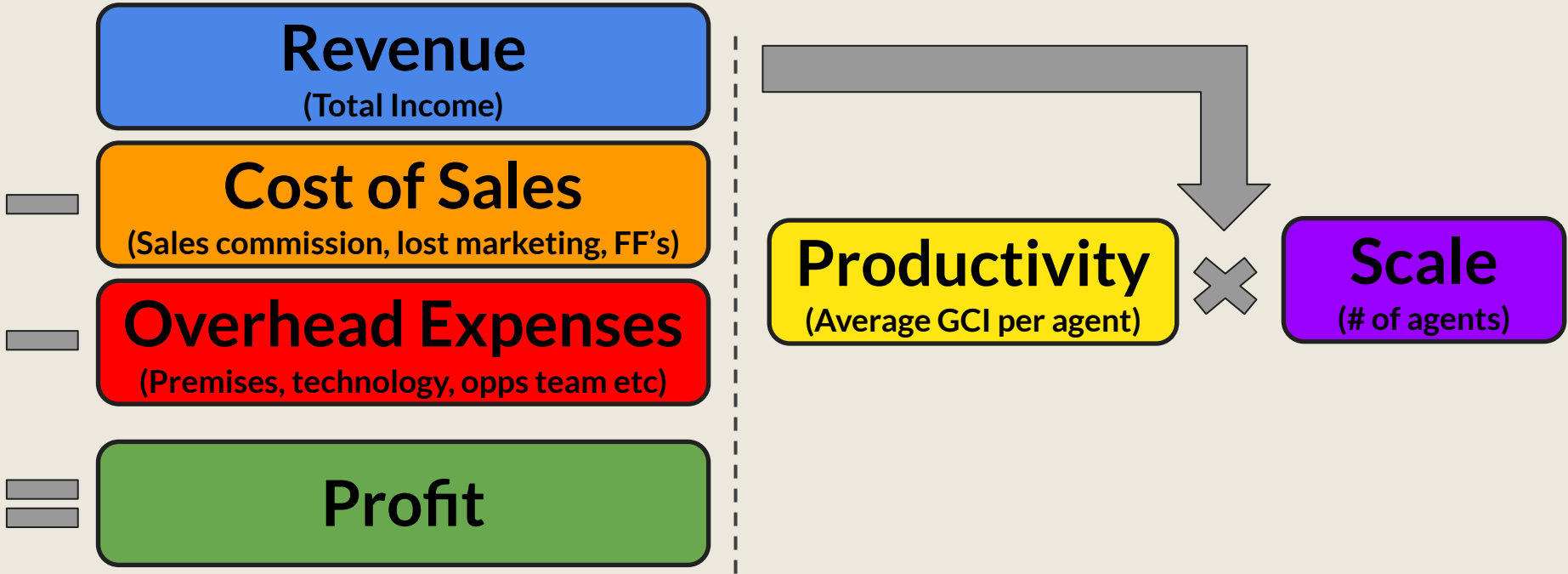
Monthly Reports:

- Profit & Loss.
- Detailed market share.
- Aging stock analysis.
- Withdrawn listings.
- Total number of rentals.
- Rentals growth.
- Departure pipeline / report.
- Benchmark.

Question: As a Manager and Leader of your business, what do you measure?

**Strategy and
Leadership, mixed
with Profitability.**

Business Profitability Theory



Business Profitability Theory

Revenue

\$2,000,000
(\$250k x 8)

Cost of Sales

60% payouts
\$1,200,000

Overhead Expenses

20% Costs
\$400,000

Profit

20% Margin
\$400,000

Business Profitability Theory - Drive Scale

| | | | | |
|---|-------------------|-----------------------------|------------------------------|------------------------------|
| | Revenue | \$2,000,000 (\$250k x 8) | \$2,500,000 (\$250k x 10) | \$3,000,000 (\$250k x 12) |
| - | Cost of Sales | 60% payouts \$1,200,000 | 60% payouts \$1,500,000 | 60% payouts \$1,800,000 |
| - | Overhead Expenses | 20% Costs \$400,000 | 16% Costs \$400,000 | 13% Costs \$400,000 |
| = | Profit | 20% Margin \$400,000 | 24% Margin \$600,000 | 27% Margin \$800,000 |
| | | | Rev: + 25% Profit: + 50% | Rev: + 50% Profit: + 100% |

Business Profitability Theory - Drive Productivity

| | | | | |
|---|-------------------|-----------------------------|-----------------------------|------------------------------|
| | Revenue | \$2,000,000 (\$250k x 8) | \$2,600,000 (\$325k x 8) | \$3,200,000 (\$400k x 8) |
| - | Cost of Sales | 60% payouts \$1,200,000 | 60% payouts \$1,560,000 | 60% payouts \$1,920,000 |
| - | Overhead Expenses | 20% Costs \$400,000 | 15% Costs \$400,000 | 12.5% Costs \$400,000 |
| = | Profit | 20% Margin \$400,000 | 25% Margin \$640,000 | 27.5% Margin \$880,000 |
| | | | Rev: + 30% Profit: + 60% | Rev: + 60% Profit: + 120% |

Business Profitability Theory - Cost of Sales

| | | | | |
|---|-------------------|-----------------------------|-----------------------------|------------------------------|
| | Revenue | \$2,000,000 (\$250k x 8) | \$2,000,000 (\$200k x 8) | \$0 (\$200k x 0) |
| — | Cost of Sales | 60% payouts \$1,200,000 | 30% payouts \$600,000 | 0% payouts \$0 |
| — | Overhead Expenses | 20% Costs \$400,000 | 20% Costs \$400,000 | 100% Costs \$400,000 |
| = | Profit | 20% Margin \$400,000 | 50% Margin \$1,000,000 | (100%) Margin (\$400,000) |
| | | | Theory | Actual (Bankrupt) |

Business Profitability Theory - Overhead Expenses

| | | | | |
|---|--|-----------------------------|-----------------------------|---------------------------|
| | Revenue | \$2,000,000 (\$250k x 8) | \$2,000,000 (\$250k x 8) | \$400,000 (\$100k x 4) |
| — | Cost of Sales | 60% payouts \$1,200,000 | 60% payouts \$1,200,000 | 60% payouts \$240,000 |
| — | Overhead Expenses | 20% Costs \$400,000 | 5% Costs \$100,000 | 25% Costs \$100,000 |
| = | Profit | 20% Margin \$400,000 | 35% Margin \$700,000 | 15% Margin \$60,000 |
| | Remember: Margins are important, but not at the expense of everything else. | | Theory | Actual (Waste of time) |

Business Profitability Theory - Productivity & Scale

| | | | | |
|---|-------------------|-----------------------------|--------------------------------|-------------------------------|
| | Revenue | \$2,000,000 (\$250k x 8) | \$3,250,000 (\$325k x 10) | \$4,800,000 (\$400k x 12) |
| - | Cost of Sales | 60% payouts \$1,200,000 | 60% payouts \$1,950,000 | 60% payouts \$2,880,000 |
| - | Overhead Expenses | 20% Costs \$400,000 | 15% Costs \$475,000 | 11% Costs \$550,000 |
| = | Profit | 20% Margin \$400,000 | 25% Margin \$825,000 | 29% Margin \$1,370,000 |
| | | | Rev: + 62.5% Profit: + 106% | Rev: + 140% Profit: + 243% |

Business Profitability Theory Lessons

- Revenue (and productivity) are key - are you driving productivity, scale or both?
- Ensuring your Cost of Sales margin is at market rates is critical. But not below.
- Cost control is always important...but remember, you can't cut your way to prosperity.
- Try not to go bankrupt.
- Do you know your numbers?
- How does this link back into your strategy?

Closing Thoughts...

Final Thoughts:

Cash is King!

The last dollar of revenue you earn is your most profitable.

You can't cut your way to prosperity.

As much as what you do, the essence of strategy is choosing what not to do.

- Michael Porter*