



The Engine Business News

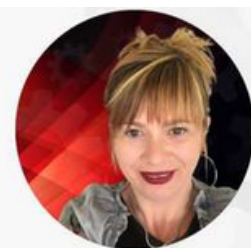
Leading Holistic Business Advisors & Specialists
Business Insights Quarter 2 - 06/25



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What's my endgame?

The one question business owners often forget to ask when starting out

When you start a business, it's usually about the idea, the opportunity, or simply the urgency of needing to make a living. You jump in, energised by possibility, fuelled by vision and more often blinded to the long game. What's rarely considered at the start is where this is all meant to lead. Not just in terms of profit, but in terms of the life you're building, the values you're embedding, and the people you're inviting along for the ride.

We often meet business owners who've spent years sprinting, only to look up and wonder what all the running was for and more importantly how do I get out.

What kind of life are they actually living? What kind of mark are they leaving behind? And who's still with them, growing alongside them? When we ask them what they want their days to look like, what time they'd like to finish work, how they'd like to spend their weekends, who they want to empower and what impact they want to have, it's as if no one's ever given them permission to think that far ahead. **But that's where the magic happens.**

Your business is not just a vehicle for income. It's the framework for your freedom, your contribution, and your influence. It's not just about getting out of bed and ticking off tasks; it's about designing a future that includes rest, purpose, and people. It's about creating the systems that support you, rather than systems you become trapped in. Some businesses are built to exit, others to hand over, and some to carry the heartbeat of a founder's mission for generations. The difference lies in knowing—early on—what kind of life you want to lead, what difference you want to make, and who you're bringing along with you.

As holistic business coaches at The Engine Limited, we spend time helping owners step back from the urgent to focus on the important. ***We help map a journey that aligns with a lifestyle that feels right and a footprint that feels worth leaving.*** The reality is this: a clear destination doesn't just help you get there faster—it helps you avoid places you never meant to end up.

Without clarity, you can find yourself with investors who don't align with your values, staff you never intended to manage, or worse—waking up at 60, burnt out and wondering how to exit a business that has become your entire identity. One thing we know for certain in the work we do is that with a roadmap, a destination, and a commitment to building with intention, you're far more likely to enjoy the journey and be proud of where you land.

If you haven't yet asked yourself, where is this all really going? - then you need to talk with us. And if you are starting out in business, knowing the finish line and what that looks like is essential to achieving your success.

Did you know you could be eligible as a business owner for funding up to \$5000 for our business coaching services? Email:- businessadvice@theengine.biz to find out more.

RPC LIMITED

FOCUSED ON DELIVERING SUCCESSFUL SOLUTIONS FOR YOU
AUCKLAND | WAIKATO | BAY OF PLENTY

SURVEYING | PLANNING | ENGINEERING



The Engine Limited Customer Success Story Unlocking Potential: How RPC Limited is building on 50 Years of legacy and looking ahead to a brighter, smarter future

For more than 50 years, RPC Limited has quietly but powerfully shaped communities across New Zealand. With a reputation for excellence in surveying, planning, and engineering, they've become a trusted partner to developers, homeowners, and councils alike. Their work underpins roads, homes, neighbourhoods, and cities—and their strength has always been their ability to offer seamless, end-to-end service with a community-focused mindset.

But legacy alone doesn't guarantee the future.

Over the past 8 months, RPC's five directors have taken deliberate action to build on the strong foundation laid before them. They've been focused on positioning RPC for the next 10 years, investing time into strategic planning, business alignment, and enhancing the customer journey from start to finish with The Engine Limited. With clarity of vision and a shared purpose, they've begun embedding frameworks that will carry RPC and its clients into a future defined by smarter growth and long-term value.

One of those directors is Hilton Watson—also the Auckland Branch Manager—who has been instrumental in this transformation. He's passionate about how far RPC has come, and even more so about where it's going.

"You only know what you know," says Hilton, quoting one of The Engine's favourite sayings. *"That's why we've spent the past several months learning, refining, and challenging ourselves to lift our game—not just for our clients, but for our people."*

Evolving to serve better.

The directors' work has focused on review and foundational reset and framework on delivery, communication, and innovation. From how they approach project scoping to how they engage with clients and stakeholders, every touchpoint has been reviewed with the goal of providing a smoother, more informed, and future-ready experience. *It's not just business strategy—it's a cultural evolution.*



RPC Limited Customer Success Story

RPC has always valued the importance of work/life balance, and that hasn't changed. What's evolved is the understanding that personal accountability, coupled with strategic delivery, is what drives sustainable growth—for both the business and its people.

"We've seen firsthand how structure and strategy empower our team to think ahead, problem-solve early, and innovate more boldly," Hilton explains. ***"When everyone is aligned, our clients see the benefits tenfold."***

This internal transformation is already showing results. RPC teams are now more proactive in identifying planning opportunities for clients early in the consultation process. They're also leveraging technology and data to better inform design decisions—translating to smarter land use, faster timeframes, and fewer surprises along the way. These improvements don't just streamline the process—they give clients more confidence in the outcomes being delivered.

RPC's renewed focus on the client experience is also bringing greater transparency. Clients now benefit from clearer communication, better project mapping, and a more consultative approach. Whether it's a first-time developer or an experienced investor, the aim is the same: to ensure every client feels supported, informed, and empowered from the first conversation to project completion.

Your land could be holding untapped wealth. This mindset shift also echoes RPC's work with landowners—particularly in Auckland, where urban intensification is presenting once-in-a-generation opportunities.

"Helping a client unlock their property's full potential is a bit like what we've done inside RPC," Hilton adds. ***"You know what you want—but it takes experts to help you strategically plan and deliver the best possible outcome."***

With the Auckland Unitary Plan (AUP) encouraging higher-density housing, and the demand for dwellings continuing to rise, subdividing your property might just feel like winning the lottery in 2025.

Whether you're looking to build, sell, or create a long-term rental stream, your land could be worth far more than you think.

The Time is Now

There's no better time than now to speak with someone who understands how to balance regulation, opportunity, and innovation—someone like Hilton Watson or one of the team at RPC Limited [here](#).

If you're sitting on land in Auckland's suburbs, don't wait to find out what it could really be worth. Reach out to Hilton today for a clear, strategic view of how to unlock your property's potential and set your own legacy in motion. Or contact RPC Limited's other branches – Bay of Plenty or Nicklin CE - Waikato (Cambridge) [here](#).

The Engine welcome feedback - hear what RPC Limited had to say about us on google



Client Testimonial



RPC Land Surveyors

As a team of five directors stepping into a new chapter for our business, we knew we didn't just need advice—we needed alignment, structure, and a clear path forward. Working with Catherine and The Engine over the past eight months has given us exactly that. Catherine quickly grasped both the complexity of our industry and the character of our business. Her guidance has helped us move from good intentions to decisive action. With her support, we've revisited our foundations and built frameworks for delivery, communication, and innovation that are already showing results—internally and for our clients.

What's impressed us most is that the work hasn't been limited to strategy sessions and planning documents. It's been practical, grounded, and always forward-looking. We're now more aligned as a leadership team, clearer in our direction, and more deliberate in how we engage our people and clients. That clarity is flowing through to every part of the business. Catherine brings a rare balance of commercial sharpness and genuine care. She challenges when needed, listens deeply, and never loses sight of what sustainable success looks like for the people behind the business.

The Engine hasn't just helped us shape strategy—it's supported a cultural shift. We're better for it, and so are the clients we serve.

Hilton Watson
Director & Branch Manager - Auckland



Reach out to The Engine Limited if this Customer Success Story resonated with you for your business. Click [here](#).

Case Study: Why a plan and participation beats a hotline: building a culture that is sustainable and works.



3 JUNE 2025

WorkSafe makes significant shift to rebalance its activities, launches road cone hotline



HON BROOKE VAN VELDEN

Workplace Relations and Safety

As part of a broader suite of health and safety reforms, the Government has agreed to a range of changes that will significantly refocus WorkSafe from an enforcement agency to one that engages early to support businesses and individuals to manage their critical risks, Workplace Relations and Safety Minister Brooke van Velden says.

"During my public consultation, I heard many concerns from a wide range of Kiwi businesses and workers about WorkSafe's inconsistency, culture and lack of guidance. It was a constant theme on the roadshow from all parts of the country.

Beehive Update above - 03 June 2025
[Full article here.](#)

We often say: having a health and safety folder collecting dust is not a plan. Having a real, living document that reflects your people, your risks, and your operations is. The same applies to all areas of business performance.

While WorkSafe's new direction may mean less emphasis on box-ticking and more on practical outcomes, it doesn't reduce the obligation for businesses to take ownership of their environments. If anything, it highlights the need for business owners and leaders to step forward and lead the conversation, not wait for a regulator to knock on the door.

At The Engine, we help businesses build practical, participative plans—not just for compliance, but for culture, performance, and future-proofing. We work shoulder to shoulder with leadership teams to ensure that safety, systems, and business strategy are fully aligned. Because when everyone's engaged and pulling in the same direction, you don't just respond to change—you shape your future with confidence.

We also love implementing Health and Safety automation that builds solid participation by making it easier for everyone to engage, report, and act—removing barriers and embedding safety into everyday behaviour.

Need support in building a plan that actually works? Contact us [here](#) at The Engine Limited - where strategy meets implementation, and participation drives performance.

Extras:

- 1. Cabinet Paper - Worksafe - download [here](#)**
- 2. Worksafe Letter of Expectations - download [here](#)**



Good business is about connection

Connecting with your team
Connecting with your customers
Connecting with your hapori
Connecting with yourself

Mapping growth through the Eyes of the Customer

When we were first engaged by a well-established engineering business, we could sense two things straight away: they were proud of their technical delivery, and they were tired. They had tried improvement programmes before—surveys, strategy sessions, tech rollouts—but nothing really stuck.

"We've been here before," one senior team member told us. *"Things go quiet, we get busy, and it all falls over."*

That honesty gave us our real starting point.



The Value of an External Perspective

We began with a 360 Review—a full scan of how the business operated, from leadership through to the shop floor, and from the first client email right through to post-project care. We interviewed internal teams and external clients. **The truth?** Everyone cared, but they weren't on the same page. Clients felt they were being treated like a job number, unclear about progress, confused by communication, and unsure what to expect next. Staff thought they were doing a great job, but were frustrated by constant follow-ups, repetitive admin, and client miscommunication.

We were facing two real challenges:

1. **Change fatigue** – "Why bother?"
2. **Engagement** – Getting everyone involved in a process that felt abstract to their day-to-day work.

So we shifted the conversation.

Instead of talking about systems and processes, we facilitated a workshop using our Customer Experience Deck asking everyone to operate with questions that **induced emotion**.

"If you were the client—what would you want to experience?"

WHY EMOTIONS MATTER IN THE WORKPLACE



That flipped the switch.

Engineers started to identify delays and gaps they had normalised. Admin staff pointed out repetitive pain points. Project managers came forward with ideas. It was no longer about change, it was about owning the customer experience.

From there, we co-designed a Customer Journey Map with the entire team:

- We brought in a simple, integrated customer portal for progress tracking and document sharing.
- We automated key touchpoints like quote follow-ups, onboarding, and post-project feedback.
- We personalised communication based on project type and client history—so long-term relationships weren't treated the same as first-time jobs.

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The outcomes?

✓ A 30% increase in repeat business within six months. ✓ A 23% improvement in client satisfaction scores. ✓ And perhaps most importantly—genuine buy-in from the team, because they helped build the solution.

This wasn't about fancy tools. It was about taking ownership of the experience and seeing the business through the eyes of the people they serve, including a workshop about each other.



Case Study: When leadership fails to lead – calling out bullying in the Boardroom

Not that long ago we were facilitating a strategy planning workshop for a medium sized business tasked with shaping the roadmap for their business for the next 10 years.

These sessions are always a mix of structure and engagement—the goal is to land on alignment through conversation, not lecture. As part of the format, we were working through ten key points, each designed to prompt feedback, challenge thinking, and draw collective insights.

About 25 minutes in, one of the directors cut across the room. Not with a question. Not with a concern. But with a sharp directive:

“You’ve got 30 minutes and six points—hurry up.”

Now, we are not new to difficult personalities. We’ve worked with businesses where leadership is under pressure, where tension is high, and where not everyone in the room wants to be there. But this wasn’t a matter of time running over. This was an intentional attempt to dominate the space and shut down a process that relied on engagement—their engagement.

What struck us more than the outburst was the silence that followed. Not one other board member/director stepped in to challenge the behaviour. And when no one speaks, the message is loud: we’re okay with this.

Bullying of any kind is unacceptable

After the meeting, conversations ensued with other board members/directors and us—one was apologetic, another admitted they were shocked, another said they’d seen it before and didn’t know what to do.

“That was out of line,” one said.

“I’m sorry that happened,” said another.

And the one that stuck with us: ***“Yeah, we see it always but what do we do?”***

Here’s the truth: **bullying doesn’t need a room full of bullies to survive—it just needs a room full of bystanders prepared to make a stand.**

And leadership isn’t just what you say when the agenda’s running—it’s what you do when it’s not.

I left that session not disheartened, but deeply reflective. As a facilitator, I can steer a room. As a coach, I can challenge poor behaviour. But I can’t make others step up to the responsibility of leadership—that choice is always personal.

That moment reminded me **why culture eats strategy for breakfast**. I’ve been discussing this since with teams and businesses since 2006! You can spend hours crafting the perfect plan, but if the environment allows dominance, silence, or fear to win, you’ll never execute on it. Culture starts at the top, and if accountability doesn’t exist around the board table, it sure won’t be modelled through the rest of the business.

Leadership isn’t about being the loudest in the room. It’s about standing for what’s right—even when it’s uncomfortable. Especially when it’s uncomfortable. And as for us? We’ll always call it when I see it. Because the cost of saying nothing is far greater than the discomfort of speaking up.

Contact us here at The Engine Limited - to mitigate your Health & Safety risk of Workplace Bullying.

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Workplace Bullying is a breach of Health & Safety

Think You Need a Restructure? Why That Could Be a \$20,000 Mistake



Why restructure isn't a shortcut for performance or management issues. It still surprises me how often the conversation starts like this:

"I need your help with a restructure—David has to go. He's just not performing."

My immediate response?

"So we'll be restructuring David... and the 10 others with the same role and title?"

That's when the penny starts to drop.

The reality is, restructuring is a formal process based on genuine business needs—not a tool to remove someone who isn't performing. If your reason for change is rooted in dissatisfaction with one person's output, you're not looking at a restructure. You're looking at a performance management process.

And yet, business owners continue to confuse the two. Let me be clear: a restructure must be driven by things like financial necessity, operational realignment, changes in business direction, or technological shifts. It cannot be a cloak for letting go of one person you're frustrated with. That's not only morally wrong—it's legally indefensible.

What would've been a manageable performance issue now becomes a personal grievance, and you've just opened yourself up to:

- Tens of thousands in potential financial penalties
- Damage to your reputation as an employer
- Lost time and internal tension
- And in some cases, a complete loss of trust across the wider team

Luckily, these business owners call us at The Engine Limited before reacting. That pause—that instinct to check before leaping—saves them enormous heartache. It becomes an opportunity to ask:

What's really going on here? Is it the role that no longer fits... or the person in it? Or you the manager/owner?

Investing in your people

Sometimes, what looks like a performance problem is actually a clarity problem—a lack of direction, feedback, or support. If you've never sat down with your employee and clearly outlined expectations, offered coaching, or explored their roadblocks, then the issue may not be them—it might be the gap in leadership. Performance challenges are often a call to invest in your people, not remove them. Training, mentoring, and structured development plans have turned around many "problem" employees into your most loyal, high-performing assets. And even if the outcome is eventually a parting of ways, doing it right protects both your people and your business.

Final Thought:

Before you restructure, ask yourself this—am I fixing a business problem, or am I reacting to a people problem?

The law, your people, and your future business health all depend on you knowing the difference.

The Engine Limited has navigated many HR issues and we ensure we mitigate the risk of the business, with a focus on avoiding conflict, and ideally an outcome that allows parties to move on with their lives. **Reach out to The Engine Limited for a confidential chat.**

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