

## CURRICULUM VITAE



**Helen Smale**  
Coach & Consultant

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EMPOWERING BUSINESS PERFORMANCE

### Personal Statement

*"I consider my greatest strength is to be able to assemble around me teams of excellent people, to establish and communicate clear goals to them, to gain and retain their buy-in and then work with them to achieve outstanding results for our stakeholders even under challenging circumstances."*

### Career Profile

Helen is a multi-skilled and highly adaptable general manager, director and board member/chairman. From September 2013 she has been a full time coach, trainer and consultant with *Forté Management – Business Consulting, Coaching, Training* that she co-owns with her husband Tony.

Her diverse career pathway is testimony to her adaptability and the manner in which she has continuously accumulated a broad and high level set of competencies and achievements. She began work gaining medical laboratory qualifications and working in two hospital laboratories. Then, after working part time for the Cawthron Institute, she managed a dairy company quality assurance programme, qualified as a Life Insurance Officer, then rejoined the health service, training and qualifying as an audiometrist and quickly rose to Head of Department at Wairau Hospital. From there Helen joined the seafood industry in 1996, serving first as assistant Executive Officer of the NZ Marine Farming Association, NZ Mussel Industry Council and NZ Aquaculture Council. She was subsequently promoted to the position of CEO Marlborough Shellfish Quality Programme, a role in which she served in a variety of national and international capacities and forged an outstanding international reputation for quality management and new to the world innovation.

After joining the *Forté Management* team full time, she studied and qualified as a professional executive coach. Subsequently, through University of California Berkeley she studied *The Science of Happiness*. In 2018 she was invited to join the Cawthron Institute Board of Trustees.

Helen's work involves all aspects of general and operations management in both commercial and community organisation roles. She excels at consultation and her work routinely involves confronting challenging issues with the likes of local and central government, farmers, landowners, and environmental interest groups.

### Skill Sets

#### General Management

Helen is a highly competent general manager with experience in all aspects of management – planning, operations, staff, budgeting and reporting, service development and delivery, stakeholder relations, and all aspects of servicing the Board of Directors.

#### Business focus

In her various roles, Helen has made a practice of rigorously adopting all the disciplines of business and her experience through *Forté Management* and the exposure to literally hundreds of businesses has ensured the strongest possible commercial perspective.

#### Leadership

Helen has a proven track record in organisation and staff leadership and development across both governance and management positions, nationally and internationally.

## **Negotiation**

Helen has forged an outstanding reputation as a strong but fair negotiator always striving to achieve win-win outcomes and balancing short term gains with long term benefits.

## **Performance management**

Helen is a skilled and professional operational and people performance manager, seeking to attract and develop quality talent while not hesitating to address poor or unacceptable performance without adverse consequences for her organisations.

## **Stakeholder relationships**

Helen's work includes development and maintenance of stakeholder relationships including the often conflicting demands of members and regulators and managing the tensions between those two groups. She is widely regarded internationally as a role model in this difficult "space" and has presented papers internationally on the subject. Helen established an outstanding track record representing the New Zealand aquaculture industry interests at national and international level.

## **Regulatory authorities**

Helen forged the highest level of respect amongst regulatory authorities in New Zealand and in the EU and USFDA, recognised for her tact, integrity, innovativeness and ability to tackle difficult and often politically charged issues while successfully balancing the tension between the regulators zero risk model and industry's risk management model.

## **Communication**

Helen is a capable communicator whether one to one with a supplier, regulator, contractor or to a mass audience. She has spoken at numerous international forums and workshops. She is an engaging and empowering workshop presenter

## **Quality assurance**

Helen managed one of New Zealand's largest quality assurance programmes and the world's largest and most highly regarded aquaculture industry water quality programme.

## **Key achievements by role**

Dairy – transformed approach to quality assurance achieving buy in by factory staff that they were responsible for the organisation's quality outcomes.

Audiology – eliminated the four year waiting list through superior scheduling management and focusing on achieving optimised staff (including medical specialists) productivity.

NZ Marine Farming Association – led the establishment of the NZQA unit standard based farming and harvesting training programmes and the establishment of the Queen Charlotte College Aquaculture Academy, on whose board she served.

### **Marlborough Shellfish Quality Programme**

- Led in partnership with the Cawthron Institute, the development and implementation of the "game changing" LCMS based biotoxin management programmes, now adopted globally.
- Chaired the International Advisory Committee of the ICMSS.
- Represented the NZ industry at numerous national and international forums.
- Collingwood Project - dairy effluent seriously impacted marine farming harvest criteria threatening the viability of the industry. Led a collaborative project to eliminate effluent discharge to waterways leading to restoration of harvest criteria.

## **Professional Experience (Current or previous roles):**

- Coach, consultant, trainer, *Forté Management*.
- Executive Officer, Marlborough Shellfish Quality Programme.
- Industry representative Marlborough District Council Marlborough Sounds Advisory Committee.
- Member Cawthron Institute Seafood Safety Industry Advisory Group.
- Member and Chair of International Advisory Committee of the ICMSS.

- Member NZ Seafood Standards Council & NZSSC Technical Working Group.
- Industry project leader for the development of new to the world LCMS based marine biotoxin testing regime.
- Assistant Executive Officer NZ Marine Farming Association, NZ Mussel Industry Council, NZ Aquaculture Council.
- Member SITO Aquaculture Advisory Committee. Co-developed the Unit Standards for the Certificate in Aquaculture – Mussels farming and harvesting. For two years fulfilled the role of facilitator and National Training Co-ordinator (mussels) with a hands on role in the implementation of the training and assessment.
- Project manager for the development of and Board Member for the Queen Charlotte College Aquaculture Academy.
- Head of Department, Audiology at Wairau Hospital, Nelson Marlborough District Health Board.
- Quality Assurance Manager, Marlborough Milk Company.

### Qualifications:

- University of California Berkeley *The Science of Happiness*
- Diploma in Professional Coaching.
- NZ Diploma in Training & Development.
- MAF Certificate of Achievement for Auditing of Laboratory Quality Systems.
- MAF Accredited Organoleptic (sensory) Tester.
- Qualified Unit Standards Assessor.
- Qualified Medical Laboratory Technician.
- International Training in Communications Accreditation.

### Professional Development:

Prior to joining the seafood industry Helen participated in a broad range of professional development programmes including business planning, performance and financial management. In Helen's highly specialised MSQP role, professional development was largely achieved through attendance and participation at international molluscan shellfish safety/harmful algal bloom conferences. Helen has attended and participated in:

- International Conference for Molluscan Shellfish Safety, Sydney, Australia (Speaker).
- International Conference for Molluscan Shellfish Safety, Prince Edward Island, Canada (Speaker).
- International Conference for Molluscan Shellfish Safety (Blenheim) – Conference Chair.
- HAB Conference and Interstate Shellfish Safety Sanitation Committee - USFDA, Point Clear, USA (Speaker and NZ Representative).
- HAB Conference, Copenhagen (Speaker).
- International Conference for Molluscan Shellfish Safety, Galway (Speaker).
- HAB Conference, Capetown, South Africa.
- Study visit Irish aquaculture industry.
- Shellfish Association of Great Britain Centenary Conference, (Keynote speaker).
- HAB Conference, Tampa, Florida, USA (2002).
- International Conference for Molluscan Shellfish Safety, Santiago de Compostella, Spain.
- Habtech New Zealand.
- World Aquaculture Organisation Conference, Sydney.

### Governance Experience (Current or Previous):

- Trustee, Cawthron Institute Trust Board.
- Founding Chairman Marlborough Decorative and Fine Arts Society .
- Director Forte Business Group Ltd.
- Chairman Marlborough Festival and Events Trust.
- Chairman Hunters Garden Marlborough.
- Founder & Chairman Ruru Housing Trust.
- Director Marlborough Portfolio Company Ltd.
- Chairman International Conference of Molluscan Shellfish Safety.

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