

RUSSELLSTONE TIMES



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A man must be big enough to admit his mistakes, smart enough to profit from them, and strong enough to correct them. John C. Maxwell

The Third Principle – A wise man make mistakes, a fool repeats it.

- Russell

We must have a culture where it is okay to make mistakes but unacceptable if we do not learn from it or repeat it. In addition, it's a huge problem if people hide mistakes. You can do something to correct a mistake if it happens and perhaps ask for help. But as time goes by, the mistake usually just gets bigger if you try to hide it... If you share your mistake, you have a team to help solve it - if you hide it, it's only yours. I have seen so many trades that you *know* it are a mistake but you hope it will turn okay. Take the pain and the pain goes away. Pain is weakness leaving the body. We hear so many times that we learn for our mistakes, **but do we really?** This is where our second principle can be applied - be honest enough with yourself to admit your mistakes and then you will be able learn from them. This is also very important for our first principle of self-improvement because you cannot self-improve if you are not honest with yourself (even about your mistakes).

Here are some more insights on mistakes. We really would like you to live this in the companies and at home. But how *do* we create a culture in which it is OK to make mistakes but unacceptable not to identify, analyse, and learn from them? (Borrowed from 'Principles' by Ray Dalio).

- ◆ **Recognize that effective, innovative thinkers are going to make mistakes and learn from them because it is a natural part of the innovation process.** For every mistake that you learn from, you will save thousands of similar mistakes in the future, so if you treat mistakes as **learning opportunities** that yield rapid improvements they should excite you. However, if you treat them as bad things, you will make yourself and others miserable, and you won't grow. Your work environment will be marked by petty backbiting and malevolent barbs rather than by a healthy, honest search for truth that leads to evolution and improvement. Because of this, the more mistakes you make and the more quality, **honest** diagnoses you have, the more rapid your progress will be. That's not B.S. or just talk. That's the reality of learning.

Do not feel bad about your mistakes or those of others. Love them! Remember that 1) they are to be expected, 2) they're the first and most essential part of the learning process, and 3) feeling bad about them will prevent you from getting better. People typically feel bad about mistakes because they think in a short-sighted way that mistakes reflect their badness or because they're worried about being

punished (or not being rewarded). People also tend to get angry at those who make mistakes because in a short-sighted way they focus on the bad outcome rather than the educational, evolutionary process they're a part of. That is a real tragedy.

Remember that intelligent people who are open to recognizing and learning from their weaknesses substantially outperform people with the same abilities who aren't similarly open.

- ◆ **Observe the patterns of mistakes to see if they are a product of weaknesses.** Connect the dots without ego barriers. If there is a pattern of mistakes, it probably signifies a weakness. Everyone has weaknesses. The fastest path to success is to know what they are and how to deal with them so that they don't stand in your way. Weaknesses are due to deficiencies in learning or deficiencies in abilities. Deficiencies in learning can be rectified over time, though usually not quickly, while deficiencies in abilities are virtually impossible to change. Neither is a meaningful impediment to getting what you want if you accept it as a problem that can be designed around.

Do not feel bad about your weaknesses or those of others. They are opportunities to improve. If you can solve the puzzle of what is causing them, you will get a gem - i.e., the ability to stop making them in the future. Everyone has weaknesses and can benefit from knowing about them. Don't view explorations of weaknesses as attacks. A person who receives criticism - particularly if he tries to objectively consider if it's true - is someone to be admired.

- ◆ **Don't worry about looking good - worry about achieving your goals.** Put your insecurities away and get on with achieving your goals. To test if you are worrying **too much about** looking good, observe how you feel when you find out you've made a mistake or don't know something. **If you find yourself feeling bad, reflect - remind yourself that the most valuable comments are accurate criticisms.** If a criticism is accurate, it is a good thing. You should appreciate it and try to learn from it.

Get over "blame" and "credit" and get on with "accurate" and "inaccurate."

When people hear, "You did XYZ wrong," they have an instinctual reaction to figure out possible consequences or punishments rather than to try to understand how to improve. Remember that what has happened lies in the past and no longer matters, except as a method for

Continued on p4.

STONE HOUSE

Update



Yes, expectations... the 'death and taxes' of business if you will. You can be certain that people will always be expecting things – expecting a company to make money or lose it, expecting an employee to perform or to disappoint – expecting a great deal of things.

I wasn't expecting RussellStone to be as successful as we were during the past 10 years. I expected us to invoice and pay clients on time, because we made a commitment. I expected our traders to go the extra mile for their clients, because we pledged to keep our heads when all around us were losing theirs. I expected passion, service and above all integrity from our people that would give us dominance. I didn't expect other things, but rather prepared for them.

This year it is great to look back on 10 years. It could mean something totally different next time around – that's the nature of the beast.

There really isn't any other way to go about it in business or for that matter in life, mainly because there are too many things that cannot be known. Don't expect to be successful, prepare to be. If you insist on expecting something, expect your integrity to show. If you do it right, you should be successful more often than not.

Expectance can so easily turn into hoping, and hoping is something that I'm not particularly fond of. When we start hoping we get desperate and most likely start lying to ourselves and do not see or even admit our mistakes.

If you have to start hoping for things then you know you're busy with the uncontrollable – fine for Christmas season, not business / life.

So let's focus on the controllable, expect to do the "right" things and then we can prepare for the 'good stuff'.

By Deon but all the credit to Dewald Potgieter for the great insight

Great Expectation



“ Don't lower your expectations to meet your performance. **Raise your level of performance to meet your expectations.** Expect the best of yourself, and then do what is necessary to make it a reality.

Ralph Marston

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Rentia het by haar dogter in Amerika gaan kuier en toe hierdie peuselhappie raakgeloop en gelukkig besluit om dit met Potch ook te deel, synde dat mielies hul ding is! Dit word van blou mielies gemaak en is wonder bo wonder 'n organiese produk. Hulle almal het dit geproe maar Div was 'n bietjie skepties. Toe hy uitvind dit is tog lekker, het hy toe maar die res opgeëet. Dalk 'n idee om die tjippies aan Blou Bul ondersteuners bekend te stel...

Blue corn (also known as Hopi maize) is a variety of Flint maize grown in northern Mexico and the Southwestern United States, particularly in the states of Arizona and New Mexico.

It was originally developed by the Hopi, and remains an essential part of Hopi dishes like piki bread. Blue corn meal is a corn meal that is ground from whole blue corn and has a sweet flavor. It is also a staple of New Mexican cuisine.

In addition to its sharply different color, blue corn has several nutritional advantages over standard yellow or white corn varieties. It contains 20% more protein and has a lower glycemic index than white corn. When used to make tortillas, blue corn produces a sweeter, nuttier taste than yellow or white corn, and is a more complete protein source. A certain technique is used to grind the blue maize and make it release niacin.

In2Fresh is die nuwe varsprodukte maatskappy wat op 1 April aangesluit het by die Russellstone Groep. Die maatskappy fokus op die koop en verkoop van varsprodukte aan lokale sowel as uitvoer kliënte in Afrika.

Die idee om 'n maatskappy op die been te bring wat fokus op die verspreiding van varsprodukte na 'n verskeidenheid kliënte, was nog altyd 'n droom van die RussellStone Groep. Aartappels en uie is geproduseer op die plase en die nut vir 'n bemarkingskomponent het al hoe groter geword.

In die begin van 2013 is die behoeftes aangespreek met die toevoeging van 'n markagentskap op Johannesburg Mark, die varsproduktewinkel naby Hammanskraal, die direkte bemarkingsmaatskappy en die groothandelaar in Beira.

Jaco Maree, Frank Branco en Jaqueline Boshoff is aan die stuur by die markagentskap op Johannesburg Mark. Hulle fokus hoofsaaklik op die verkoop van aartappels en uie.

Nico van Wyk is baas van die plaas by 4 Tomorrow, die vars produkte winkel net buite Hammanskraal. Nico fokus op die verskaf-verskaffing van vars produkte en vleis aan die informele mark.

Robert en Charmaine Hackland is in beheer van die Depot in Beira Mozambiek. Die pioniers is besig om hulself te vestig in Beira as 'n verskaffer van vars produkte en groot verskeidenheid ander produkte wat hulle in groot formaat sal versprei.

Gustav Claassen, Riaan Groenewald en Vincent Landman vorm deel van die direkte bemarking maatskappy. Die bekende gesigte is verantwoordelik vir die verskaffing van appels en pere, sitrus en ander vrugte soorte aan lokale so wel as uitvoer kliënte.

Ons sien uit om in die komende maande julle op hoogte te hou van die verwickelinge in die maatskappy. Vir enige navrae skakel gerus vir Gustav by 084 33 33 454.



ELANGENI OIL

Langs RussellStone Protein se 'crushing plant' in Bronkhorstspuit, is Elangeni Oil (nog 'n nuwe aanwinst tot RussellStone Group) besig om 'n olie raffinadery en - botteleringsaanleg op te rig. Plantaardige, eetbare olies, onder andere die soja-olie van RussellStone Protein, gaan by die nuwe aanleg verwerk word.

'n Tweede-hanse raffinadery is gekoop en reeds afgebreek by die vorige terrein in Isithebe by Durban, met ongeveer 90% van parte alreeds in Bronkhorstspuit op terrein.

Een van die trokke vanaf Isithebe is net voor Bronkhorstspuit gekaap so einde April. Op die trok was onder andere 'n Winterization

Afbreek by Isithebe



Aankoms by Bronkhorstspuit



Voorbeeld van nuwe masjinerie



tenk, 'n Searle Bush verkoelings toring en pype, alles spesialis items wat seker nou, ironies genoeg, as skrootmetaal verkoop is.

Die grondwerke van die raffinadery sowel as die 'tank farm' is reeds voltooi en die fondasies behoort oor 2 weke voltooi te wees. Die botteleringsaanleg se grondwerke is reeds klaar, met fondasies wat sal volg, die masjinerie is reeds bestel en sal einde Julie in Suid-Afrika wees.

Beide die raffinadery en botteleringsaanleg behoort teen Augustus operasioneel te wees wat ons baie opgewonde maak oor hierdie toevoeging. Daar is natuurlik ook die vooruitsig dat Elangeni Oil se olie in elke Rustonian se huis gebruik sal word!

Experience is simply the name we give our mistakes.

from p 1

learning how to be better in the future. Create an environment in which people understand that remarks such as “You handled that badly” are meant to be helpful (for the future) rather than punitive (for the past). While people typically feel unhappy about blame and good about credit, that attitude gets everything backwards and can cause major problems. Worrying about “blame” and “credit” or “positive” and “negative” feedback impedes the iterative process essential to learning.

◆ **Don't depersonalize mistakes.** Identifying who made mistakes is essential to learning. It is also a test of whether a person will put improvement ahead of ego and whether he will fit into the culture. A common error is to say, “We didn't handle this well” rather than “Harry didn't handle this well.” This occurs when people are uncomfortable connecting specific mistakes to specific people because of ego sensitivities. This creates dysfunctional and dishonest organizations. Since individuals are the most important building blocks of any organization and since individuals are responsible for the ways things are done, the diagnosis must connect the mistake to the specific individual by name. Someone created the procedure that went wrong, or decided we should act according to that procedure, and ignoring that fact will slow our progress toward successfully dealing with the problem.

Write down your weaknesses and the weaknesses of others to help remember and acknowledge them. It's unhealthy to hide them because if you hide them, it will slow your progress towards successfully dealing with them. Conversely, if you don't want them and you stare at them, you will inevitably evolve past them.

◆ **When you experience pain, remember to reflect.** You can convert the “pain” of seeing your mistakes and weaknesses into pleasure. Calm yourself down and think about what is causing your psychological pain. Ask other objective, believable parties for their help to figure it out. Find out what is true. Don't let ego barriers stand in

your way. Remember that pains that come from seeing mistakes and weaknesses are “growing pains” that you learn from. Don't rush through them. Stay in them and explore them because that will help build the foundation for improvement. It is widely recognized that 1) changing your deep-seated, harmful behaviour is very difficult yet necessary for improvement and 2) doing this generally requires a deeply felt recognition of the connection between your harmful behaviour and the pain it causes. Psychologists call this “hitting bottom.” Embracing your failures is the first step toward genuine improvement; it is also why “confession” precedes forgiveness in many societies. If you keep doing this you will learn to improve and feel the pleasures of it.

Be self-reflective and make sure your people are self-reflective. This quality differentiates those who evolve fast from those who don't. When there is pain, the animal instinct is ‘fight or flight’ (i.e., to either strike back or run away) - reflect instead. When you can calm yourself down, thinking about the dilemma that is causing you pain will bring you to a higher level and enlighten you, leading to progress. That is because the pain you are feeling is due to something being at odds - maybe it's you encountering reality, such as the death of a friend, and not being able to accept it. If when you are calm, you can think clearly about what things are at odds, you will learn more about what reality is like and how to better deal with it. It really will produce progress. If, on the other hand, the pain causes you to tense-up, not think, feel sorry for yourself, and blame others, it will be a very bad experience. So, when you are in pain, try to remember: Pain + Reflection = Progress. It's pretty easy to determine whether a person is reflective or deflective: self-reflective people openly and objectively look at themselves while deflective people don't.

◆ **Teach and reinforce the merits of mistake-based learning.** We must bring mistakes into the open and analyse them objectively, so managers need to foster a culture that makes this normal and penalizes suppressing or covering up mistakes. Probably the worst mistake anyone can make is not facing up to mistakes - i.e., hiding rather than highlighting them. Highlighting them, diagnosing them, thinking about what should be done differently in the future.

Thomas Edison said about failure: “I have not failed. I've just found 10,000 ways that don't work.” “I am not discouraged, because every wrong attempt discarded is another step forward.”

“Results! Why, man, I have gotten a lot of results. I know several thousand things that won't work.” “When I have fully decided that a result is worth getting, I go ahead of it and make trial after trial until it comes.”

“Many of life's failures are men who did not realize how close they were to success when they gave up.”