

# David Holder

Sales director,  
CMS Acoustics

■ **Did you get into trouble at school?** I had my moments, but on the whole managed to stay on the right side of the headmaster's cane, i.e. not under it.

■ **What was your first part-time job?** Working in a pub, that's where I started the 'Save David's liver fund'.

■ **What did you spend your first pay cheque on?** I'd like to say I blew it all on something wild and crazy, but I think it went straight in the bank!

■ **What was your first full-time job?** Working for British Gypsum in their very busy Sales Office in Bolton.

■ **What was the best piece of advice you have been given?**

It's better to regret something you have done rather than something you haven't.

■ **What was your worst business mistake?** Taking people at face value. You always imagine that people look at things the same as you do.

■ **What was your greatest business achievement?** Successfully dealing with all the internal issues that came up on The Royal Armouries project Leeds. One problem that comes to mind is 'How can we support a 30 tonnes siege gun' on what was plasterboard and metal.

■ **What car do you drive today and what does it say about you?** This is a sore point. I'm waiting for my new Mercedes C Class to be delivered, and when it arrives, it will



David Holder on a night out with a lady we believe to be his wife. (If it's not his wife, we apologise in advance for having published the wrong photograph)

say that I am finally driving the car I should be!

■ **If you could have invented any product what would it have been?** The corkscrew.

■ **What do you most like about the flooring industry?** It's full of some great people and you get to work across such a diverse range of projects – you can't have a building without a floor!

■ **What do you least like about the industry?** The fact that it is so cost-driven, perhaps more so than any other area in construction. This often comes at the expense of quality, which is a real shame.

■ **Name one change you would make to the industry.** I'd like to see more mandatory and formal training introduced. This would help maintain standards, particularly in the more niche areas like acoustic flooring, and give these installers a recognised trade.

■ **Which company in the flooring industry, other than your own, do you admire?** Armstrong. They are as committed as us in terms of maintaining quality standards, and are very switched on when it comes to driving forward product innovation.

■ **Where should we have a flooring show?** If I was a dreamer, I'd say Thailand, as it's somewhere different. But putting my practical head on, it would be Birmingham because it's pretty central and has some well equipped conference centres.

■ **Do you have any pets?** Two cats, one Labrador and 'The fish'.

■ **Do you have any hobbies?** Playing table tennis for the Cheshire League.

■ **Which single possession would you rescue if your house caught fire?** Family photos.

■ **How do you relax?**

Spending time at home with my wife and son.

■ **What is your favourite tipple?** Peroni.

■ **How many times a year do you take a holiday and what is your favourite destination?** As many times as I can.

■ **What is your idea of heaven?** Peace and quiet, with no phones ringing!

■ **What is your idea of hell?** No sleep.

■ **Which one record and book would you take to a desert island?** Any Will Downing/Bobby Womack record. Any well-written novel. I do like Wilbur Smith.

■ **Who would you like to be stuck in a lift with?** Richard Branson.

■ **If you could be anyone (living or dead, fictional or real) who would it be?** Charles Lindbergh (What an adventure).

■ **Choose five words that describe yourself.** Loyal, committed, caring, driven, sometimes a bit barmy!

■ **Do you have any regrets?** None. Life's too short.

■ **Do you have any unfulfilled ambitions?** Still plenty of goals to achieve here. Also want to ride in a hot air balloon, see the Grand Canyon, etc.

■ **What was your most embarrassing moment?** I keep this to myself. It still makes me squirm even now.

■ **If you had to choose another career what would it be?** Astronaut. Virgin's prices for space travel are a bit steep, so I'd be an astronaut, see the sights and then get back to the day job. **CFJ**

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