

Lee Smart

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■ **Did you get into trouble at school?** A little - mainly because I thought I knew best!

■ **What was your first part-time job?** Washing up in local restaurant.

■ **What did you spend your first pay cheque on?** A pair of Adidas football boots - a month's worth of money.

■ **What was your first full-time job?** An apprentice chef in the restaurant I had spent years washing up in. I had nailed a burnt Yorkshire pud to the wall years earlier so they wanted to see if I could do better..!

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

Always have clean shoes, it's the first thing people notice, and first impressions count.

■ **What was your worst business mistake?** Not giving a friend £5K to help start a business, KPMG last year offered £5m for it

■ **What was your greatest business achievement?** A few great moments including being asked to go on board at Westco, but the greatest is hopefully to come in my new role.

■ **What car do you drive today and what does it say about you?** Audi A6 Le Mans 3.0: practical, safe, getting old.....!



Lee Smart, right, with Matt Appleby, director of Golley Slater's PR division, who may like to know if the pink bow tie was worn for a bet!

■ **How many times a year do you take a holiday and what is your favourite destination?**

I rarely have a main holiday, I prefer long weekends but I guess visiting family in Mexico would always be top of the list.

■ **What is your idea of heaven?** A weekend without the children arguing.

■ **What is your idea of hell?** A weekend with the children arguing.

■ **Which one record and book would you take to a desert island?** Il Divo to help me chill out and the Encyclopaedia Britannica to hopefully give me ideas of what to eat and how to get off the island!

■ **Who would you like to be stuck in a lift with?** A mute!

■ **If you could be anyone (living or dead, fictional or real) who would it be?**

My dad - a great bloke who achieved so much from nothing.

■ **Choose five words that describe yourself.** Practical, reliable, humorous, loyal, adaptable.

■ **Any regrets?** Not really but if I had to choose, refer to the answer to my worst business mistake (above).

■ **What was your most embarrassing moment?** Telling a waitress how glowing she looked and when was baby due - she was just a big girl!

■ **Do you have any unfulfilled ambitions?** Retire and find out how to relax.

■ **If you had to choose another career what would it be?** Paramedic - a diverse job and so rewarding. **CFJ**

■ **If you could have invented any product what would it have been?** Penicillin. Such a small thing that can achieve so much.

■ **What do you most like about the flooring industry?** The friends I have made and the characters in it.

■ **What do you least like about the industry?** Unnecessary gossip.

■ **Name one change you would make to the industry.** Stop de-valuing products with unrealistic discounting.

■ **Which company in the flooring industry, other than your own, do you admire?** Solent Wholesale Carpet Co, a well-managed, efficient, family run company not dissimilar to our own.

■ **Where should we have a flooring show?** Birmingham for its accessibility, plentiful accommodation and lots of choice for places to eat out.

■ **Which single possession would you rescue if your house caught fire?** My children - that's two things but would never chose between them!

■ **How do you relax?** Relax.....I wish.

■ **Do you have any hobbies?** Still trying to play football on a Saturday afternoon, the mind still thinks it's a great idea but the legs don't always agree.....!

■ **What is your favourite tippie?** Gin and tonic.

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