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Introduction

The inaugural **RENTONJAMES** Business Leaders' Dinner programme was held with the aim of presenting and promoting interest and debate on Corporate Social Opportunity amongst leaders of major private and public sector enterprises.

The guest speaker was David Grayson, former Managing Director of Business in the Community (United Kingdom) and Chairman of the UK Small Business Consortium.

David is one of the world's leading exponents in the area of Corporate Social Responsibility (CSR). CSR has shifted from the margins to the mainstream and is now firmly on the business agenda for a significant number of firms. David speaks, writes and advises regularly on business, society and entrepreneurialism for businesses, media and business schools around the world. He is co-author of a new book ***Corporate Social Opportunity! 7 Steps to Make Corporate Social Responsibility Work for Your Business.***

The text of David Grayson's address, ***The Value of Values*** is reproduced in this document. The address is also available for downloading in the ***Responsible Business*** section of the **RENTONJAMES** website: www.rentonjames.com.

Value-based leaders are starting to use their values and commitment to being a responsible business as a source of creativity and innovation; to help find new products and services; to access new or underserved markets; or to develop new business models for – what we call “Corporate Social Opportunities”. Instead of Corporate Social Responsibility being a “bolt-on” to business operations, it has to be “built-in” to business purpose and strategy.





DAVID GRAYSON, CBE

David Grayson is a Director of Business in the Community (BITC) in the UK, which is an alliance of over 700 national and international companies committed to improving their positive impact on society. He is the founder Principal of the BLU – the world's first, virtual "corporate university" for small business development professionals. David sits on the board of the Strategic Rail Authority, is a Patron of the disability charity Scope, an ambassador for the National Aids Trust and also a trustee of the Responsibility in Gambling Trust.

David has Masters Degrees from Cambridge and Brussels University and holds an MBA from Newcastle University. He is a regular key-note speaker for business conferences internationally. His latest book: ***Corporate Social Opportunity: 7 Steps to Make Corporate Social Responsibility Work for Your Business*** (with Adrian Hodges) is published by Greenleaf. He began his business life in marketing management with Procter and Gamble in 1978.

David Grayson was awarded an OBE in 1994 for his services to industry; and the CBE in June 1999 for services to disability. Articles and speeches are regularly posted at **www.davidgrayson.net**

The Value of Values

by David Grayson CBE

TONIGHT, I WANT TO TALK ABOUT YOU; THE PEOPLE WHO WORK AROUND YOU IN YOUR BUSINESS; AND THE WORLD IN WHICH WE WORK AND LIVE.

What gets you out of bed in the morning?

I doubt whether it is just money! You are all successful people – **RENTONJAMES** would not have invited you here if you weren't! And there are not many successful people I know who are truly motivated by money. Money may be a means of keeping score. Most of us enjoy the things that money can buy. But it is not what drives us.

All of us need three things in life: something to do; someone to love; and something to look forward to.

Too many of our fellow human beings do not have something to do; someone to love; and something to look forward to – which is where wonderful organisations like the First Foundation and the Robin Hood Foundation come in. I am delighted that **RENTONJAMES** is sponsoring and mentoring a talented young new New Zealander through the First Foundation. They are helping people to become all that they can become.

The best not-for-profits have the capacity to inspire people so that they don't just have a job or even a career – but a mission in their work – and thus become all they can become. Sustainably successful businesses aim to do the same.

What is the deepest purpose that drives your life?

One business leader told me the other day: "I want to live my life, so that in my last minute on earth, I can look back and feel it was worthwhile." Running a business responsibly, one which is committed to environmental and social as well as commercial sustainability – that is something that can be incredibly worthwhile.

Do you know deep in your heart what your purpose is and then do it?

In seeking to understand and fulfil whatever we believe our purpose to be, consciously or unconsciously, we live by certain values.

Running a business responsibly, one which is committed to environmental and social as well as commercial sustainability – that is something that can be incredibly worthwhile.

PERSONAL VALUES

Our values: who I really am; my bedrock; my soul; my heart; the real me; the foundations of my being. They may include:

- **RESPECT FOR OTHERS:** the Golden Rule of all the world's great religions – "do unto others as you would have them do unto you"
- **EQUITY:** fairness and honesty in all one's dealings
- **PASSION WITH PURPOSE:** "if a thing's worth doing it is worth doing properly" – giving of one's best in everything one does
- **INTEGRITY:** keeping one's promises; respecting confidences – on her card for my 21st birthday my Mum wrote Polonius's exhortation to his son in Shakespeare's Hamlet: "To thine own self be true and it follows – as night follows day – that you will not be false to anyone"
- **CARPE DIEM:** or here in New Zealand where the Lord of the Rings was filmed, you may prefer Gandalf's message to Frodo Baggins at the end of the first movie in the trilogy: "all we have to decide is what to do with the time that is given us"
- **A HUMBLE SELF-CONFIDENCE**
- **A YOUTHFUL, PLAYFUL, JOYFUL, PERPETUAL CURIOSITY**

For some, their values will have a strong spiritual dimension – perhaps associated with their religious faith.

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BUSINESS VALUES

Business has values too. As with an individual's values, these may be explicit or implicit – but they are there.

Crucial to sustained business success in the twenty-first century is a close alignment of individual and organisational values. Perhaps this is why there are so many books nowadays devoted to "spirit in business" or to "the soul of business".

I was in Wellington yesterday and the CEO of Todd Energy was telling me how a 27 year old recruit to the business asked to interview the Chairman to check personally that the values of the business matched his own before he finally joined. And to Todd Energy's credit, he met the Chairman. Talent today is increasingly asking: will I be proud to be working for this organisation? Do our values fit? It's no longer just the mating call of the Porsche!

Here in New Zealand, research published in April 2004 for the Growth and Innovation Board about what kind of growth New Zealanders want to see emphasises this point about the importance of environmental and social sustainability. New Zealanders want to see growth which is achieved with quality of life and quality of the environment. The Board speaks of "value with values".

Of course, it is much easier in small businesses where the founding partners can express their values in their business – and why any small business adviser will tell you that generally, a small business is an extension of the personality of the owner-manager.

This is especially true if the founders have worked through their values, and what those values mean for the way that they are going to run their business, as part of the preparations for starting the business in the first place.

But even a well-established, large business can renew itself – perhaps through a series of mergers and acquisitions that stimulate such a review of business purpose and values.

This may involve consulting internally and externally:

- What are the existing implicit values around here?
- Which of those do you want to keep?
- Which do you dislike and want to drop?
- What other positive values would you like to introduce?

Once these values are explicit and agreed, they have to be widely communicated and everyone in the business needs to have the opportunity to explore what the values mean to them and to their part of the business and for how they do their job. My first boss – Crispin Davis – who now runs the international publishing company Reed Elsevier has just done that at Reed Elsevier.

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COMBINING PERSONAL AND BUSINESS VALUES

Often it is hard for us to talk about what are intensely private and personal things like values. In interviewing business leaders last year for our latest book, I was very struck by how many of the business leaders – unprompted – immediately turned our conversations to values – their own personal values and to the values of the business. It is an important aspect of leadership to give your people the permission and the signal that it is OK to talk about values. More businesses around the world are aligning their values with the ideals of being a responsible business – corporate responsibility: seeking to minimise the negative environmental and social impacts which they have, and maximising their positive impacts.

The European Union has recently funded a major three year research programme on Responsible Business, to be directed by the leading European Business School – INSEAD. A key part of this INSEAD-led programme will be surveys of more than 10,000 managers internationally and action-learning with more than 1,000 managers in participating countries to understand this relationship between individual and corporate values – and how this shapes the commitment to responsible business.

Of course, sometimes, a statement of values can be just a jumble of platitudinous phrases, more honoured in the breach than the observance. For example:

OUR VALUES

■ COMMUNICATION

We have an obligation to communicate. Here, we take the time to talk with one another and to listen. We believe that information is meant to move and that information moves people.

■ RESPECT

We treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment.

■ INTEGRITY

We work with customers and prospects openly, honestly and sincerely. When we say we will do something, we will do it; when we say we cannot or will not do something, then we won't do it.

■ EXCELLENCE

We are satisfied with nothing less than the very best in everything we do. We will continue to raise the bar for everyone. The great fun here will be for all of us to discover just how good we can really be.

Sounds good doesn't it? That's a direct quote from Enron's Annual Report 2000!

VALUES-BASED LEADERSHIP

Values on their own are pretty meaningless, they need values-based leaders to give them life. They have to walk the talk: Values talk. Behaviours walk.

The 2003 Fast Forward Research from Business in the Community in the UK found that there is a significant gap between employees' expectations of a responsible organisation and their own employer experience:

"A key barrier is leadership. Less than 40% regularly hear senior management speak on this issue. Even fewer (16%) hear senior managers speak externally."

The then CEO of Johnson and Johnson, Ralph Larsen says: "The only way to keep values alive is to continue to talk about them; to study them; to live them."

Sustainable businesses need men and women who aspire:

- To lead and to serve – in Ghandi's beautiful phrase: "to be the change that we want to see in the world" – creating a vision to inspire the souls of others
- To sensitivity and empathy – patience / serenity / humility – an ability to learn and a willingness to learn – to be "truth-seeking missiles!"
- To inspire, engage, facilitate – to be walking / talking / breathing symbols of Corporate Responsibility with strong ethical values
- To being tuned in to dialogue and listening rather than just communicating – an influencer – who builds/adds to ideas
- To trust and to be trustworthy
- To be reflective and accessible
- To be your employees' most valuable asset! (cf. the usual annual report guff that "our people are our greatest asset") – to coach and mentor – allowing employees to be themselves and to fulfil their ambitions – confronting others with their own freedoms
- To be multi-disciplinary – team-workers – comfortable in different worlds and good networkers
- To be entrepreneurial – calculated risk takers.

This is only my fourth visit to New Zealand – and only my third visit on business. Including today, I have only spent 9 days on business in this beautiful country, so it would be invidious of me to try and talk about your New Zealand examples of values-based leadership. One person I have had the pleasure of meeting several times is Peri Drysdale – the founder of Snowy Peak in Christchurch. Peri's "Untouched World" fashion brand is gaining international recognition for its design and for the values behind the brand.

When I landed at Auckland Airport at the weekend, the Customs Officer asked me what I was doing here. I said I was here to talk about Corporate Social Responsibility. Quick as a flash, the Customs Officer shot back, "Then you will be wanting to speak to our new mayor, Mr Hubbard!" Dick Hubbard and his business's commitment to corporate responsibility is that well known!

WHAT DO VALUES-BASED LEADERS IN RESPONSIBLE BUSINESSES DO?

They:

- **COMMUNICATE** for example, in companies like Anglo-American, they talk about their commitment to sustainability as an integral part of their investor and analysts' briefings
- **RECRUIT** against the corporate values – as they do in the credit card company MBNA
- **INDUCT** and **TRAIN** about the values of the business
- **REWARD** and **PROMOTE** for performance promoting the values
- Regularly **SCOPE** what a commitment to sustainability and Responsible Business means practically for their business - if you are a CEO or Chairman here tonight and you read just one page of our new book - please read p.159: the checklist for CEOs.
- Put all their business decisions and strategies through the **VALUES-SIEVE**: "is this in accordance with our Values?"

But values-based leaders do something more – and it is very, very exciting.

Rejecting business opportunities because of expressed Corporate Social Responsibility commitments is a good test of whether a company is living up to its rhetoric.

Sometimes, as individuals, we have to make sacrifices because of our deeply-held values and principles. The same goes for businesses. RWE Thames Water has publicly espoused a commitment to promoting sustainable water supplies, so when invited to tender for a potentially commercially attractive contract in the Middle East and they determined the water source in question was not sustainable, Thames decided not to bid. Rejecting business opportunities because of expressed Corporate Social Responsibility commitments is a good test of whether a company is living up to its rhetoric.

The Co-operative Bank's 2003 annual "partnership report" reveals that it turned away more than £4m worth of business the previous year from companies which failed to meet its ethical standards.

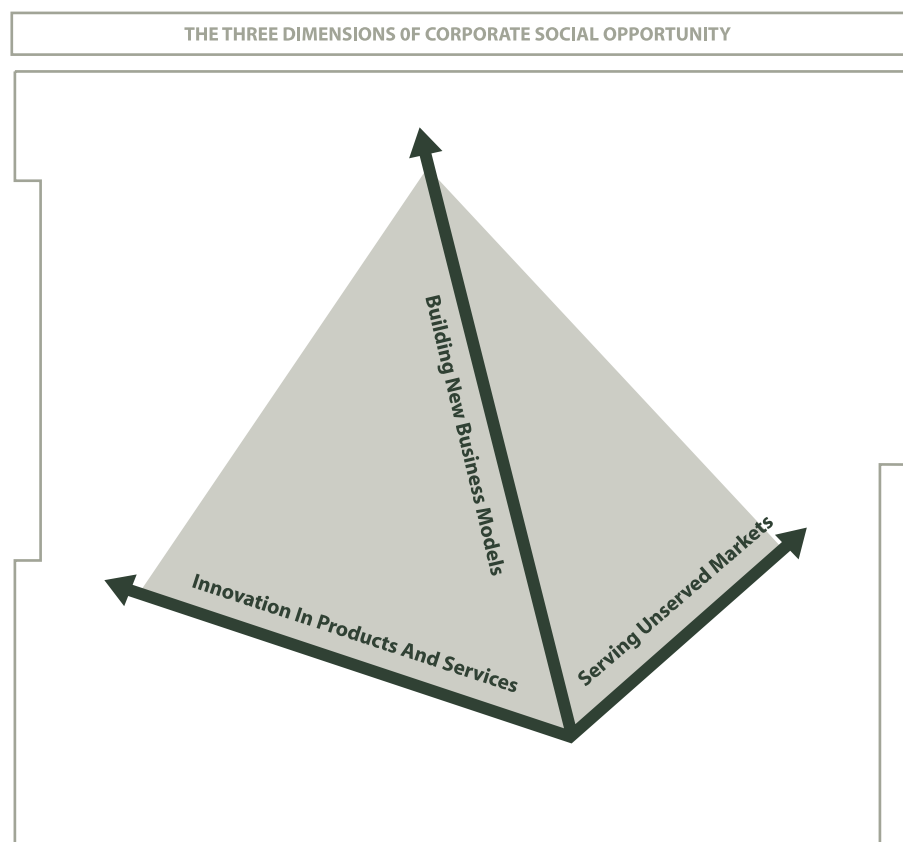
CORPORATE SOCIAL OPPORTUNITY

But values-based leaders do something more – and it is very, very exciting.

They are starting to use their values and commitment to being a responsible business as a source of creativity and innovation; to help find new products and services; to access new or underserved markets; or to develop new business models for how to create / finance / market / distribute / staff – which are also advancing environmental and social sustainability – what we call "Corporate Social Opportunities".

As we have started to talk about "Corporate Social Opportunities", we are encouraged to find more and more examples. Cemex is the third largest cement company in the world, based in Mexico. Creative thinking has led Cemex to invent a concrete mix with an added anti-bacterial agent which means that when used for flooring in low cost housing projects for poorer communities, dwellings have built-in health protection; when used in hospitals and clinics, the treated concrete not only helps kill germs but also means less expensive (and potentially polluting) cleaning agents can be used.

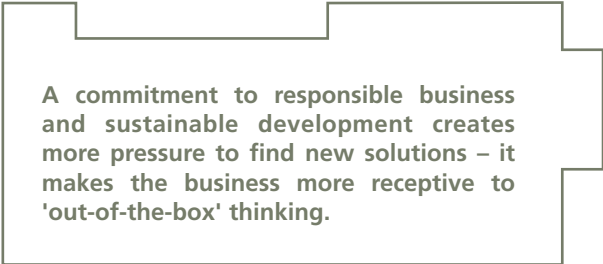
Vodafone has just established a whole new product and marketing department to explore products which have both commercial and social benefit. Vodafone says a commitment to responsible business has helped it to develop new products. These include, for example, the innovation of a new speaking phone for the visually impaired and another that offers better technology for monitoring diabetic conditions. Vodafone also believes it has helped brand development.



Procter & Gamble has a new brand called PuR. It purifies contaminated water. The contents of a single sachet of PuR will purify up to ten litres of dirty water in just 20 minutes. A time-saver, even a life-saver for the 1.2 billion people on this planet who do not have access to regular supplies of clean, safe water. For P&G, used to selling most of its products through global supermarket chains, it represents new marketing challenges: to sell individual sachets – typically for less than the price of an egg in markets where PuR is sold – and to distribute through street-hawkers and small corner-stores.

A company may strike it lucky and hit upon a specific Corporate Social Opportunity by accident. But if it is going to make a regular habit of finding profitable business activities which also advance environmental and social sustainability, then instead of Corporate Social Responsibility being a “bolt-on” to business operations, it has to be “built-in” to business purpose and strategy. It requires open stakeholder dialogue and engagement that recognises the unique skills, capacities and capabilities of non-traditional corporate partners, invites their active collaboration and respects and rewards their contribution. IBM, for example, turned a traditional community partnership with an American Non-Governmental-Organisation called SeniorNet into a source of new commercial insights when they linked SeniorNet to IBM's R&D team to help the latter design new products and services for older American customers using SeniorNet's Intellectual Property.

To be absolutely clear, the commitment to responsible business has to be authentic – you can't fake it!



A commitment to responsible business and sustainable development creates more pressure to find new solutions – it makes the business more receptive to 'out-of-the-box' thinking.

THE VALUE OF RESPONSIBLE BUSINESS: A NEW SOURCE OF CREATIVITY AND INNOVATION

Why should businesses which are authentic and have genuinely integrated Corporate Social Responsibility into their core and embedded it through the organisation be better at finding and systemically exploiting Corporate Social Opportunities?

- **IDENTIFICATION:** A business with a strong commitment to environmental and social responsibility is more likely to be one where employees feel more affinity / commitment to the business because of shared values. They are, therefore, more willing to "go the extra mile" which creates the breakthrough thinking. In the old paradigm: "reward fuels performance"; in the new paradigm: "purpose fuels performance".
- **DIVERSITY:** A more diverse organisation is likely to enjoy more varied insights which are more easily brought together. Similarly, research in the US has shown that the most internationally competitive and economically successful cities are those which have the most culturally diverse populations.
- **COMMITMENT:** Commitment to higher standards of performance leads to the stimulus to find new and better ways of doing things. BP's CEO, John Browne, has exerted pressure to reduce CO₂ emissions, requiring every new investment decision to factor in a notional cost of CO₂ emissions. This has speeded up development of a range of new technologies and processes at BP to the point where by 2005, 40% of all the products they sell will be cleaner fuels. Incidentally, BP's unilateral emissions reductions target was achieved at no net economic cost - indeed it created over half a billion dollars US in fuel saved over a four year period.
- **ENGAGEMENT:** Engagement with different stakeholders can produce new insights from fresh minds. For example, disabled rail passengers who use a wheelchair have helped rail companies and rolling stock manufacturers in the UK to re-design their rail carriages.
- **FRESH PERSPECTIVES:** Community engagement – being in different worlds can produce new markets and new solutions. For example, energy company BG solved the problem of a shortage of fork-lift truck drivers in their warehouses by recruiting ex-offenders from Young Offenders' hostels. BG also solved staff shortages in their customer call-centres by recruiting and training disabled people. The scheme has been so successful they have provided good practice guidance and training to other companies.
- **BUSINESS TRANSFORMATION:** Responsible business practice can help at critical parts of an organisational change programme so that Responsible Business can help a business to achieve much greater breakthroughs / clarity about the strategic intent and direction of the business. Do-it-yourself home-ware retail chain B&Q found ways to improve services to disabled customers and those who shop with them, through a network of some 300 partnerships between staff and local disability groups across the UK. Staff competencies for this market group have improved as a result, attracting disabled customers, as well as increasing employee satisfaction, retention and productivity.

A commitment to responsible business and sustainable development creates more pressure to find new solutions – it makes the business more receptive to 'out-of-the-box' thinking. It makes the company more receptive to approaches from NGOs, governments and academia with ideas for collaboration.

A company genuinely practising Corporate Social Responsibility and aspiring to Corporate Social Opportunity is more likely to have eclectic and effective stakeholder engagement processes in place – so stakeholders will have a better understanding of the company's interests and areas of expertise and where it might be particularly open to new ideas. Outsiders will be more likely to have the company on their radar screen as a potential collaborator and consider it more open to what at first might seem 'zany, crazy ideas'.

A business with a strong commitment to environmental and social responsibility is more likely to be one where employees feel more affinity or commitment to the business because of shared values.

A company committed to stakeholder engagement will be more likely to have highly accessible and visible contact points that external stakeholders can approach and who in turn can link the external approaches to the most appropriate people inside the business. The company is less likely to have a 'not invented here' mentality – rather, it will engage in what Tom Peters called 'creative swiping', being open to ideas not just from other businesses but also from other sectors.

There will be a corporate culture that is not only willing to work with others but also widely known and respected so that outsiders want to work with it. It is more likely to have the right mind-sets for fair and equitable collaboration with other sectors and partners. By understanding sustainability, it will be more alert to opportunities as an integral part of keeping costs down and value up.

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TOWARDS THE TIPPING POINT

This means making sure that your employees, business advisers (like your bank manager, accountant and lawyer), customers and any business partners understand and buy-in to your commitment to environmental and social responsibility. It means being open to approaches from NGOs and other groups – and that you actively seek them out as sources of new ideas and business insights.

There is an excellent little book called ***The Tipping Point*** about how ideas and fashions take off, by Malcolm Gladwell. He draws analogies with how viruses and diseases spread. A key conclusion from ***The Tipping Point*** is that ideas and fashions spread thanks to the existence of people whom Gladwell calls "connectors", "mavens" and "salespeople". "Connectors" just naturally put people together all the time; it is second nature to them. "Maven" is Yiddish for collectors and assemblers of information – people able to make sense of it. Essentially, you have to be "connectors", "mavens" and "salespeople", and to see links to Civil Society as a key part of your market research.

We have to find ways to give people meaning at work – not just money.

SUSTAINABLE ADDED-VALUE

Management gurus talk of the Service-Profit Chain: committed, motivated employees mean satisfied, loyal customers – all the more important when most of us are becoming ever more promiscuous consumers – less and less automatically loyal to brands and companies. And enthusiastic customers lead to sustained profits. And the heart of that is leadership who can align personal and corporate values for employees.

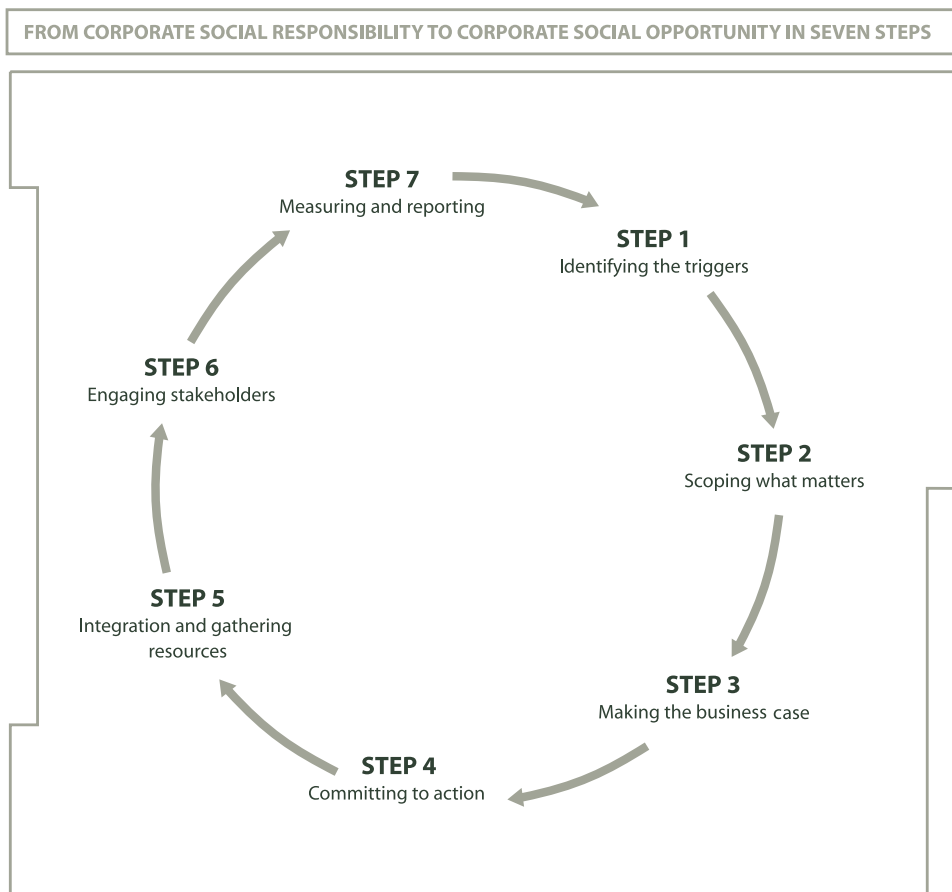
Shareholder added-value (SAV) is a meaningless concept to most employees. SAV does not create passion! There has to be more to life than making your numbers. We have to find ways to give people meaning at work – not just money.

Does your business really make the world a better place? How? How important is your business to the future of your society / nation / community? Can your fellow workers explain "why" with passion? Are your family and your staff's families really proud to be associated with the company you work for?

RENTONJAMES DINNER

I am delighted to be able to speak at this **RENTONJAMES** dinner. I wish Simon, Gary, Carrie, Stephen, Peter and their colleagues and associates every success as they build up their new venture – and, I hope, help many more clients to start finding corporate social opportunities for themselves! On your behalf, let me thank **RENTONJAMES** for their hospitality this evening. Happily, their generosity does not end here – as they are providing you with copies of our new book – **Corporate Social Opportunity**; and they are helping me to promote this message about the value of values.

In **Corporate Social Opportunity**, my co-author Adrian Hodges and I provide a Seven Step Model based on examples of successful companies around the world and how they build Corporate Social Responsibility into the purpose and strategy of business; and how to find specific opportunities .



I believe this is crucial not just for sustained business success and for popular belief in and support for the moral worth and legitimacy of enterprise.

It is also vitally important because harnessing more of the creativity and innovation and entrepreneurial flair and can-do spirit of business at its best is crucial for helping to tackle the huge environmental and social challenges that our world now faces.

- 1.2 billion without access to clean drinking water. Two-thirds of mankind living in water-stressed conditions according to the Stockholm Institute by 2025 – and the CIA are predicting water wars.
- 1.2 billion people – living on less than one dollar a day.
- 2.9 billion – almost half of everyone on the planet living on less than \$2 US per day.
- 1.6 billion without electrification.

CONCLUSION

I have shown you tonight some of the corporate social opportunities already out there like PuR.

My challenge to you tonight is to reflect on how you too can build enduring businesses that people value: employees value them as a great place to work; customers and suppliers value them as great businesses to do business with; the community values them as great neighbours (and like good neighbours anywhere, they look out for you as you look out for them); and as a result, investors and financiers value them as businesses which are worth putting their money into.

And which make a positive difference too!

Take a few moments to:

- 1) reflect on what your personal values are and how these align with the positive values of your business as a responsible business
- 2) reflect on and then use your personal power (as a CEO, head of department function, etc.) positively to influence your own relationships with employees, suppliers, customers / clients in ways which are consistent with both your personal and corporate values
- 3) most importantly, take steps to encourage the other connectors, mavens and salespeople at all levels of your organisation to do the same – i.e. how are you going to help your people to recognise (and use) their own personal power collectively to create the positive "tipping point" which moves the organisation toward living its values.

We cannot influence the length of our lives – but we can influence the depth and breadth.

I have tried to encourage you to think of what might be possible for you personally and for your business:

"If I were to wish for anything, I should not wish for wealth and power, but for the passionate sense of what can be, for the eye which, ever young and ardent, sees the possible. Pleasure disappoints, possibility never. And what wine is so sparkling, what so fragrant, what so intoxicating as – possibility."

Soren Kierkegaard, Either/Or – quoted in Ben Zander's *The Art of Possibility*

My challenge to you tonight is to reflect on how you too can build enduring businesses that people value

ATTENDEES LIST 2004

RENTONJAMES BUSINESS LEADERS' FUNCTIONS

The Business Leaders' Dinner was held at the Sky City Convention Centre in Auckland. In addition, two lunches and a further dinner were held in Auckland and a luncheon was held in Wellington. Attendees at these functions included:

Brian Armstrong	Chairman	Forest Research
Treacy Bell	HR Director	NZ Dairy Foods
Jill Birch	GM Marketing NZ	Sky City Entertainment Group
Alan Brookbanks	General Manager – People & Performance	Restaurant Brands NZ
Jo Brosnahan	Chief Executive	Auckland Regional Council
Alister Brown	Managing Director	Merck Sharp & Dohme (NZ)
Peter Brown	General Manager – Corporate	Vector
Rod Brown	General Manager	Sims Pacific Metals
Chas Cable	Partner	Deloitte
Richard Carver	Chief Executive	Construction Marketing Services
Paul Chrystall	Head of Private Equity	Goldman Sachs JBWere
Rick Christie	Chairman	AgResearch
Alan Clarke	Managing Director	Abano Healthcare
Brian Corban	Chairman	Corban Consultants
Philip Cory-Wright	Director	Macquarie New Zealand
Paul Costello	Chief Executive	NZ Superannuation Fund
Glenys Coughlan-Dunlop	Chief Executive	NBPR
Dr Nicki Crauford	Chief Executive	Institute of Directors
Andrew David	Chief Operations Officer	Virgin Blue (Australia)
Andrew Davidson	Director	Lighthouse Ventures
Jan Dawson	Managing Partner	KPMG
Terrence Delaney	Group Manager	NZ Post
Val Dorling	Director	Badminton NZ
Michael Dunlop	Chief Executive	Acumen Group
Graeme Edmond	Group Managing Director	Optical Holdings
Hugh Fletcher	Director	Reserve Bank of New Zealand
Gregory Fortuin	Director	New Zealand Post
Mark Franklin	Chief Executive	Vector
Rick Friesen	Managing Director	TV3
Donna Fyfe	Group Manager Service Lines	Gen-I
Sally Garrett	General Manager – Business Services	Watercare
Theresa Gattung	Chief Executive	Telecom
Gillian Gibson	GM HR NZ	Sky City Entertainment Group
Nevil Gibson	Editor	National Business Review
Annette Gittos	Acting Chief Executive	Positively Wellington Business
Mary Gordon	General Manager	Hay Group
Anthony Grayson	General Manager	BNZ
Bryan Gundersen	Partner	Kensington Swan
Robin Hapi	Chief Executive	Aotearoa Fisheries
Vincent Heeringa	Contributing Editor	Unlimited Magazine
Rob Hennin	Vice President & Country Manager	American Express
David Henry	Director	Henry & Associates
Lex Henry	Special Counsel	Minter Ellison Rudd Watts
Sharon Hunter	Board Member	Robin Hood Foundation
Bill Jacob	Chief Executive	Blue Scope Steel
Colin James	Managing Director	Hugo Group
Greg Kay	Director	Pacific Road Corporate Finance
Roger Kerr	Director	Asia Pacific Risk Management
Lynley Kirk-Smith	Head of Sponsorship	Vodafone New Zealand
Liz Koh	Senior Financial Advisor	Cameron Chote Financial Services
Gary Langford	Chief Executive	Eagle Technology Group
Geoff Lawrie	Chief Executive	GDC Communications
Geoff Lawson	Managing Director	Broadcast Communications
David Lilly	GM Group Finance	Sky City Entertainment Group

Duncan Loney	Managing Director	NZ Bakels
Geoff Mabbett	Chief Executive	Metrowater
Jude Mannion	Chief Executive	Robin Hood Foundation
Allan McChesney	Director	NZ Assets Management
Peter McClure	Chief Executive	New Zealand Dairy Foods
Nicki McDonald	General Manager	First Foundation
Ross McEwan	Head of Retail Banking & Marketing	ASB Bank
Roseanne Meo	Director	AMP Financial Services
Peter Merry	Executive General Manager	Fletcher Building
Greg Muir	Executive Chairman	Pumpkin Patch
Phillipa Muir	Partner	Simpson Grierson
Felicity Nelson	General Manager People & Performance	AMP Financial Services
Gary Newman	Managing Director	Citigroup International
Tony Nicklin	Chief Executive	Carson Group
Bridget O'Shannessey	GM People & Culture	BNZ
Christine Parker	HR Director	Carter Holt Harvey
Susan Paterson	Director	Ports of Auckland
Alison Pedersen	Managing Director – Baking NZ	Goodman Fielder (NZ)
Dennis Pickup	Managing Director	Tourism Holdings
David Pilkington	Director	Restaurant Brands NZ
Hilary Poole	Director	Poole & Associates
Tenby Powell	Managing Director	Hirepool
David Rankin	Chief Executive	Auckland City
Peter Reidy	Chief Executive	Todd Energy
Neil Richardson	Chairman	Optical Holdings
David Ritchie	Chief Executive	Provenco
Graham Roberts	Business Adviser	
Richard Rowley	Executive Director	Phillips Fox
Mark Russell	Chief Executive	Baxter Pharmaceuticals
Tim Saunders	Director	Contact Energy
Denham Shale	Director	Owens Group
Ashley Smout	Chief Executive	Airways Corporation of NZ
Bill Speedy	Managing Director	Oceanbridge Shipping
Frances Stead	Managing Director	L'Oreal NZ
Craig Stobo	Chair	Stobo Report on Investment Income
Jane Sweeney	Chief Executive	Porter Novelli NZ
Bruce Taylor	Partner	Deloitte
Susan Thomas	Partner	Minter Ellison Rudd Watts
Simon Tompkins	Director	NZ Assets Management
Chris Twiss	Executive Director	NZ Venture Capital Association
Brent Waldron	Chief Executive	Works Infrastructure
Paul Walsh	GM Group HR	Sky City Entertainment Group
Chris Weaver	Chief Executive	Auckland Racing Club
Malcolm Webb	Principal	MGF Webb
Grant Webster	GM Attractions & Support Services	Sky City Entertainment Group
Nick Wevers	Business Advisor	
Bryce Whitcher	Managing Director – Industrial	Beca
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