

Brief Profile – Richard Westlake, MA (Oxon), AFIInstD, FNZIM



Richard is Director of New Zealand-based, globally-focused **Westlake Consulting Limited** (see www.westlakenz.com), a leading adviser in organisational governance, strategy, organisational structures, and board-management relationships. **Westlake** works with boards and CEOs in the private and public sectors, in New Zealand and overseas. (See Richard's blog on organisational governance at www.boardsr.us).

Westlake is the developer and owner of the 'FICKS'[™] Governance Model (for a fuller description, see www.westlakenz.com/Resources.html). The key proposition is that the role of a Board is to add value to the organisation, and that it does this through effective board dynamics and behaviours and the right relationship between Board and Chief Executive.

Besides advising on governance, Richard has more than 15 years' practical experience as a Director and Board Chairman. He is currently Chairman of the Standards Council of New Zealand (New Zealand's member of ISO), an Independent Director of successful New Zealand-owned Kiwibank Ltd since its establishment in 2001 and has held a wide range of other chairman and board positions in various sectors.

In earlier roles as Board Chairman he has led the transformation of government organisations into successful high growth companies, most notably State-Owned Enterprise MetService, which became the world's first fully commercial national weather service, and which now provides all the television weather graphics used by BBC World. Other Chairman roles have included a similar transformation for Quotable Value Ltd, which is now one of Australia and New Zealand's leading property information companies, and internationally-recognised structural and civil engineering firm Holmes Consulting Group Ltd.

Richard is a highly-regarded trainer and facilitator for boards in the commercial and non-profit sectors, and is the keynote presenter on corporate governance for courses run by the Institute of Directors. Outside New Zealand, he has provided consulting services and director training for clients in North America, Europe, South Asia, the Caribbean and the Pacific, and has worked in programmes funded by the Commonwealth Association for Corporate Governance and the Asian Development Bank.

Richard is an Accredited Fellow of the Institute of Directors in New Zealand ('AFInstD') and a Fellow of the New Zealand Institute of Management ('FNZIM').

Richard's senior executive roles have included five years as Chief Executive of a regional retail bank, several Interim/Acting Chief Executive appointments, one of which was as Acting CEO of the Horizons Regional Council for seven months after the 2004 floods, and a range of merchant banking positions between 1976 and 1992.

Before moving to New Zealand in late 1976, Richard gained his MA degree at Oxford University, where he won a Rowing Blue in the 1973 Oxford & Cambridge Boat Race.

After graduating, he trained as a fighter pilot in the Royal Air Force. His first leadership appointment came in 1975, at age 22, running a 4,500 person refugee camp in Cyprus.

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