



## Profile – Richard Westlake, MA (Oxon), AFINST D, FNZIM

### Introduction

Richard Westlake is Director of Westlake Consulting Limited ([www.westlakenz.com](http://www.westlakenz.com)), a New Zealand-based globally focused firm advising on organizational governance and board-management relations.

Unlike most management consultancy firms, Westlake Consulting Limited specialises exclusively at the governance level, working directly with boards, board chairmen and chief executive officers. It becomes involved in management issues only to the extent that they are of interest to or impact on the effectiveness of the board or other governors.

One of the firm's key differentiators is that its Principal, Richard Westlake, combines nearly 20 years' practical experience as a board chairman and director, leading a wide variety of successful organizations, together with a specialised interest in consulting to boards and teaching currently-accepted best practice governance.

Westlake Consulting Limited is the developer and owner of the 'FICKS'<sup>™</sup> governance model (see [www.westlakenz.com/resources.html](http://www.westlakenz.com/resources.html)), whose key proposition is that the role of a board is to add value to an organization by ensuring accountability, addressing the correct issues, and through effective board behaviours and developing the right relationships among the board members and with the chief executive.

Over the last few years, the firm has expanded into the Middle East, a region in which Richard has taken a keen interest since first visiting Kuwait, Dubai and Sharjah in the 1970s.

The permanent representative for Westlake Consulting Limited in the UAE is Rebecca McIlwraith, who has some 13 years' experience in the Region, firstly as a representative of the New Zealand government's trade development agency, and more recently running her own consultancy based in Dubai.

### Corporate Governance Consulting

Westlake Consulting Limited has become a leading adviser to organizations of all types and structures, whether fully commercial, government owned, or non-governmental institutions.

The firm operates as a 'virtual consultancy', contracting leading specialists for each major assignment. In this way, it ensures that each assignment has the best people engaged, usually independent consultants who are nationally or globally-acknowledged experts in their field. Some of these specialists have worked with Westlake Consulting Limited for nearly ten years.

- The firm has become a recognised international authority on Internet Governance, having completed significant assignments for both national and global Internet bodies, including two major reviews for ICANN, the Internet Corporation for Assigned Names and Numbers, which oversees and develops policy for the global system of Internet and email addresses.



- Recently, Westlake Consulting Limited has been engaged by the New Zealand government's Ministry of Civil Defence & Emergency Management to review the official response to the major earthquake that struck Christchurch in southern New Zealand in September 2010 (force 7.1, stronger than the Haiti earthquake of January 2010), which – in spite of no loss of life – has become the most expensive natural disaster in the nation's history.

#### Corporate Governance Training

The firm's Principal, Richard Westlake, is a highly regarded trainer and facilitator for boards, directors and board chairs, and is a keynote presenter on training courses run by several national and international bodies, including:

- The Institute of Directors in New Zealand, which is New Zealand's national organization of company directors. Richard is a lead presenter on the IoD's flagship programmes, including its residential Company Director's Course, the two-day Chairing the Board Programme and Directing in Non-Profits one day programme;
- The Global Corporate Governance Forum, a Division of the International Finance Corporation, the World Bank's private sector arm. The GCGF has engaged Richard as a 'Master Trainer' and subject-matter specialist, training and supporting directors and corporate governance trainers in East Asia, to deliver best practice corporate governance programmes, especially in the banking sector.
- In other economies, he has led corporate governance programmes for the London-based Commonwealth Association for Corporate Governance, in South Asia, Pacific Island states and in the Caribbean.

#### Board Leadership

Richard has nearly 20 years' experience as a Director and Board Chairman and currently chairs

- The New Zealand Telecommunications Carriers' Forum Inc ([www.tcf.org.nz](http://www.tcf.org.nz)),
- Careerforce, the Community Support Services Industry Training Organization Ltd ([www.careerforce.org.nz](http://www.careerforce.org.nz)), and
- Intergen Limited ([www.intergen.co.nz](http://www.intergen.co.nz)), an Australasian software solutions company.

Among his other current roles, Richard is

- An Independent Director of government-owned Kiwibank Ltd, since its establishment in 2001 (also chairing the board's Audit & Risk Committee). In that time Kiwibank has grown to be arguably New Zealand's most successful start-up business of the last decade, and
- The first Independent Director of the Dairy Goat Co-operative (NZ) Ltd, the world's only exporter of goat's milk infant formula, which now has a growing business in the UAE since first exporting to the region just over a year ago.
- He has recently finished a seven-year term as Chair of the Standards Council of New Zealand ([www.standards.co.nz](http://www.standards.co.nz)), New Zealand's national standards body and representative member of ISO, the Geneva-based International Organization for Standardization. In 2008, he headed the New Zealand delegation to the ISO General Assembly in Dubai, the first time the General Assembly has been held in the Gulf Region.

Richard's previous Board leadership roles have included

- Establishment chairman for two successful State-Owned Enterprises, MetService (the world's first fully-commercialised national weather service) and



- Government-owned property information consultancy, Quotable Value Limited.
- He has also chaired a privately-owned Australasian structural engineering company, which acquired a successful California-based subsidiary, and
- He spent six years as deputy chairman of New Zealand's Institute of Geological and Nuclear Research.

#### Earlier Career and Education

Richard's senior executive roles have included being Chief Executive of a regional bank in New Zealand, and subsequently leading the successful integration through New Zealand's South Island of Australian-based Westpac Banking Corporation and four regional banks. Much of Richard's earlier career experience came through fifteen years' merchant banking in New Zealand and Australia.

Before moving to New Zealand in the late 1970s, Richard gained his MA (Hons) degree at Oxford University, England, where he won a Rowing Blue in the Oxford & Cambridge Boat Race.

After graduating, he trained as a fighter pilot in the Royal Air Force, winning the Sword of Honour and Queen's Medal, and his first leadership appointment came at age 22, running a 4,500-person refugee camp at a British base in Cyprus.

#### Relevant Memberships

Richard is

- An Accredited Fellow of the Institute of Directors in New Zealand ('AFInstD'),
- An International Fellow of Mudara – Institute of Directors, Dubai, and
- A Fellow of the New Zealand Institute of Management ('FNZIM').

