

porate perspectives – you might find a director with a legal or accounting background but what if you were looking for someone with experience in IT? In a globalised world, we need to have a deep talent pool of directors to draw on.

At IOD's Fresh Thinking for Your Business project last year, Minister Gerry Brownlee reeled off alarming statistics on how a handful of firms account for most of our export dollars.

New Zealand.

Brian Gaynor, in the *New Zealand Herald*, said that New Zealand's overseas directors seem to have been appointed because of shareholder considerations rather than their ability to contribute to overseas expansion. He quotes from a *Financial Times* piece by Jonathan Day, of Heidrick & Struggles, who says: "The trend to more international boards is being driven by globalisation, particularly companies seeking

builders, lawyers or cleaners. But openly advertised vacancies coupled with a rigorous selection process can result in the net being cast wider. Smart firms assemble boards and change directors synchronously with other resource allocations in order to attain their strategic objectives.

Rod Drury, CEO of online accounting company Xero, gives a succinct summation on the IODNZ YouTube channel of how the Xero board

expanding international businesses must overcome obstacles and learn skills as they rarely have all the competencies. So, having skilled directors who can give guidance is very valuable.

The skillset required, which includes understanding international trade, rapid expansion, funding requirements and market entry, creates challenges not present for stable domestic industries.

Rick Boven, of the New

Zealand Institute of Directors.

An improved awareness of director duties and fiduciary responsibility should encourage all directors to improve their skills without prompting.

Legislation or practice that enables emerging directors to acquire more board smarts through observation and apprenticeship, without incurring liability, would help.

**William Whittaker is the acting CEO of the Institute of Directors.**

## Restoration needs a plan

- Stop smoking
- Increase exercise
- Improve diet
- Smooth wrinkles

and a little medical help can turn back the clock. Masters, we can combine surgery and non-surgical



PLASTIC SURGICAL MASTERS

Specialist Plastic Surgeon  
surgery.co.nz

# Public needs assurance progress being made on quake rebuild plans, says project manager

Hamish Rutherford

THE MAN leading the project management of the new Christchurch master plan says there is increasing urgency to show that progress is being made.

Nick Regos, a director of Impact Project Management, said residents understood that the rebuild needed to be properly planned, but wanted momentum for fear that businesses could leave.

"There's a frustration that you could have capital flight if you don't start doing things and give people a vision," Mr. Regos said.

"That's probably an answer: you give people an understanding of where things are going, that something will be happening in these sort of time frames, which will enable people to say, 'This makes sense to me, therefore I know things are going to move forward.'"

Impact is overseeing the creation of the Christchurch City Council's design and implementation plan for the rebuild of the city centre, working with local government and private sector teams, and engaging with businesses, property owners and the public.

Consultation on the first city plan closes today and a first plan is due to be submitted to the council by late July. A second round of consultation begins in



**Sense of urgency:** Nick Regos, director of Impact Project Management, is confident of using lessons learnt from other natural disasters to deliver a world class boutique 21st-century city for Christchurch.

August, with a final plan due in December.

Mr. Regos has extensive experience working on planned cities in the Middle East, including Qatar, Abu Dhabi and Egypt. He came to New Zealand to work on the Christchurch rebuild following the September earthquake, and faces a project of unprecedented complexity in the southern hemisphere.

While working within a city centre which had some existing infrastructure

to be incorporated added a layer of complexity over a complete new build. Mr. Regos said the earthquake allowed Christchurch to address the issues facing a commercial hub which had been facing problems.

"Whilst there's absolute tragedy associated with the earthquake, it has presented the opportunity for people to look back at this now and say, 'We know we were in trouble, we've got the opportunity to do something great,' he said.

Mr. Regos said some Australian towns devastated by bushfires had never recovered, because of a lack of planning in the rebuild, while a strong plan for the reconstruction of Kobe after the 1995 earthquake in Japan saw commercial activity return to 90 per cent of pre-disaster levels within four years.

"Through adopting these lessons learnt, and transforming them into a New Zealand-focused model, we can deliver a world class example of a boutique 21st-century city."

Impact has taken on several new staff to cope with the Christchurch project. It was also the project manager for the new Wellington international airport terminal, the Rock, as well as the redevelopment of the National Library and the rollout of PSIS.

NEW:  
0800  
0800

Willis S  
Victoria

Winter R