

Brief résumé of

David Gray



For the past 20 years, I have been a consultant in private practice, working mainly in the field of Māori development, with a particular focus on governance. Most of my work is in the areas of—

- governance training and development, ranging from introductory courses on the fundamentals of governance through to advanced courses on specific aspects of the theory and practice of governance
- governance reviews and audits, including organisation-wide effectiveness reviews as well as reviews of boards, chairpersons and CEOs
- governance coaching and mentoring, especially of chairpersons and new board members
- organisation development in the broadest sense, including setting up new organisations from scratch and evaluating the structure and performance of existing organisations
- strategy formation, strategic planning and the strategic architecture of organisations

I have consulted to about 100 Māori entities, ranging from the largest rūnanga and iwi governance entities through a wide range of other entities, both for-purpose and for-profit, to the smallest hapū- and mare-based entities.

I am currently a trustee of Ngāti Paoa Iwi Trust, the post-settlement governance entity for Ngāti Paoa, and have advised a number of other post-settlement entities.

I recently published *'Te Kete Kāwanatanga: a resource for governing high-performing Māori organisations.'* More information about the book, as well as the workshops and consulting services I deliver in association with it, and a more detailed CV, can be found at www.tekete.co.nz.

Although I have an open mind to different approaches, my governance consulting practice tends to be guided by two touchstones: the *Code of practice for delivering effective governance of organisations*, published by the British Standards Institution (otherwise known as BS 13500:2013), and John Carver's Policy Governance® model. In my view, these two sources generally reflect the best available thinking about the practice of governance across most settings.

My earlier background was in business, including banking and finance and human resource management. Previous positions included head of corporate banking for ASB Bank Ltd, director of KPMG Consulting and CEO of YMCA New Zealand. I have tertiary qualifications in Māori development and human resource management.

I am a director of Govern for Impact, a New York-registered not-for-profit which promotes effective, owner-accountable governance, as exemplified by Carver's Policy Governance system. I am also an associate of The Governance Coach, an Alberta, Canada-based team of consultants who have collectively worked with more than 500 organisations to implement good governance practices.

In a voluntary capacity, I have chaired the boards of a high school, a social services provider and a local economic development agency. I recently stepped down as a director of Human Resources New Zealand.