





**Transforming the**

**Leadership  
Landscape**

# Welcome to the 2015/16



## Kerridge & Partners Integrated Report

New Zealand's leading corporates are making the conscious decision to publish integrated reports. Beyond the bottom line, these detail annual progress in aspects as broad as human capital, the environment and company purpose.

Inspired by their efforts and encouraged by many to tell our own story, this report has been crafted as a collation of activity over the past year and an introduction to the very fibre of the firm - what makes us Kerridge & Partners. We trust it will be of value to readers.



# Hear from our Chair, Grant Ford

It is a great pleasure to have the opportunity to write a few thoughts as preface to our inaugural independent report. As we plan for the next 10 years, it is good to reflect on the past 11 years and nearly a decade in the role of Chair, to focus once again on why we started this journey, what we have learned along the way and what we need to disrupt now to reach the next horizon.

I would like to pay tribute to those who believed in Peter Kerridge and the team in the beginning. These are the critical first organisations that entrusted their futures to a new company; born out of the interpersonal traditions of the search industry, but travelling to the beat of a different drum. The music was that of people and process, transparency and measurement and business excellence practices to keep our own house in order before presuming to assist others with theirs. It was to be a place where understanding the client's need was our first duty but where a candidate was also a client; with needs to be met and value to derive.

This business would not be where it is today without the support of our "early adopter" clients. Many of you remain loyal clients and champions of the work we do, and importantly the way in which we work. You are our community and we are humbled and privileged indeed to be introduced by you as part of yours.

In the very early days Peter, Vikki and the team developed a vision of what a world better led could be like and dedicated themselves to the evolution of that vision, as we better understand what it needs to be and what it will take to get us there.

It is said that a business can often over estimate what it can achieve in one year and yet vastly underestimate what it can achieve in three. This has certainly characterised the growth of the Kerridge & Partners' business. The journey of the business has been punctuated by some very significant milestones. Deloitte Fast 50 award, National Business Excellence Awards and new offerings, team members, scale and reach. However, for me as Chair, it is the personal stories of the care and attention given to each single project that weave together to create the tapestry of achievement that we can now look back on.

The statistics are pleasing and impressive. Well over 500 searches completed in our history, Board appointments increasing and set to double this year from last year, record numbers of senior executives being coached, involvement in a wide variety of top end facilitation and strategic alignment sessions across private sector and government and the launch of our first leadership conference, sold out in a matter of days.

The numbers reflect a story of Kerridge & Partners as a business that knows its purpose and constantly strives to be better. It is the people in the business and the trusted associates who animate our purpose and bring our vision of a world better led to reality. All of this achieved through the leaders we find, serve or support in your organisations and communities and for that we are truly grateful.

I have often challenged the Board with the notion that if our goals do not frighten us, they are simply not big enough. So in that spirit, I urge everyone to once more embrace our fear of what must come next and set about achieving it, towards a future better led.





# Q&A with Managing Partner, Peter Kerridge

## How do you feel about the last year?

I look at each year as creating a new foundation from which we will build the future. In the last year we significantly broadened and deepened our wider leadership consulting offerings and consolidated our executive search capabilities, notably adding to the reach of our global research.

Many years ago we set out to develop true succession planning for the partners in the firm, with a future goal of being possibly the first in the leadership consulting arena in New Zealand to truly successfully pass the leadership of the firm to a new generation. We take some comfort from the fact that we have the talent in the business and this aspect of our long-term strategy is advancing well.

## You take great pride in the quality of people in the team. What is it that makes someone a Kerridge & Partners person?

I always hesitate when considering this question because I am very fearful of the notion of cloning. In fact, I often say to people that I would like them to become more like themselves, not more like anyone else in the business! That having been said, I definitely do think that certain people are attracted to the kind of work we do. We have an unashamedly altruistic bent and that willingness to “give more” to serve the full range of our clients from large listed businesses to not-for-profits is certainly something that binds us together.

I think the other thing that we have in common is a desire for variety and challenge, all of which come in spades in the work that we do.

## How does that reflect on the client base?

Over the last 11 years, unsurprisingly, our clients have begun to reflect something of who we are as a team. We are very proud of the community of clients that we connect with, a group of organisations that are genuinely “pushing the nation forward”.

We talk about taking our work seriously but not taking ourselves too seriously. Our clients rely on us to do mission critical work on their behalf, whilst valuing the professional informality with which we work.

## What is your relationship with the public sector?

We might be better known for some of our work with major listed businesses, yet our public sector work is a very significant part of our overall portfolio. We are very pleased to have appointed and then supported the transition of a number of senior leaders into government agencies, the Auckland Council group, the District Health Board and beyond. These roles will indeed have a significant impact on the country. It is hard to have a vision to transform the leadership landscape of New Zealand and not seek to make a difference to both central and local Government.

## What are your reflections on the role of business in society?

I have always fundamentally believed that a core part of being in business is to make a contribution. I think this starts with treating the people in the business with dignity and respect and extends to the kind of footprint we have in the world. Business has a duty, in my mind, to make a positive contribution towards the world. We can make this difference by partnering with the right clients, aligning ourselves with the right not-for-profit organisations and encouraging (and making it possible for) our team to participate vigorously in the community.

## How do you think things have changed amongst New Zealand leaders in the last decade?

We are very privileged in the work that we do to connect daily with leaders across all sectors of the economy in New Zealand and indeed overseas. I think increasingly there is a recognition in New Zealand that many of us have it very good compared to many other countries in the world. I also believe that there has been a shift in consciousness around the role of business in the wider society and many, many more

conversations which seek to grapple with how we can make New Zealand a fairer society and address issues such as systemic child poverty with many leaders wishing to apply themselves to some of these challenges.

## Where does diversity fit into all of this?

The case for diversity has been well made and there are very few who would publicly argue against the merits of driving for diversity at board and senior management level. Unfortunately, there remain many systemic barriers to diversification although this is not to malign the efforts that are underway up and down the country. We have a long way to go as a society, certainly when compared to some of the Scandinavian countries, for example.

We have long measured the gender diversity of our executive search performance (see later in this report). Gender diversity is of course just the start and there are a number of other important dimensions that ensure that Boards and Leadership Teams especially have the necessary breadth of input into decision-making. Once you have experienced the joys of working in a diverse team, it is impossible to consider anything otherwise. Our team at Kerridge & Partners has a collection of leaders from New Zealand, UK, Ireland, China, Singapore and Brazil and is all the better for it!

## You have recently released research on the leadership of the human resources function in New Zealand. Why this focus?

All of our leadership offerings centre on people, whether we are appointing people to senior executive roles or board positions, coaching, facilitating or evaluating boards of directors. All of these commonly come under the natural remit of the human resources function. We are certainly all too aware of the difference that human resources can make to the organisation and also commonly see that it lacks the voice it deserves at the top table.

We are very committed to exploring why this is commonly the case and how organisations can raise their performance through raising the leadership capability of human resources leaders. Some of the insights have been well-received in the market. Hopefully it will serve to ‘move the needle’!

## Why the focus with the Graeme Dingle Foundation?

We have long supported a number of very worthy not-for-profit organisations and will continue to do so. The work of the Graeme Dingle Foundation ‘clicks’ with us on many levels. Yes, we provide a significant level of financial support, however equally importantly a large number of our team are actively engaged in supporting the career decisions of a group of young New Zealanders through its Career Navigator programme. As this develops I expect many more of us will be involved in mentoring and supporting other aspects of the work that they do.

There is a particular resonance with us in the independent review they commissioned, which demonstrated that for every one dollar invested in the foundation, New Zealand benefits to the tune of over seven dollars. Their transparency and willingness to be held to account is something that we also live by.

## What are some of your plans for the future?

We have always had big dreams and that ambition must continue! There are so many areas where we would like to make a greater difference and a bigger contribution. We have a huge respect for and fascination of the Māori culture and indeed the very significant and growing Māori economy. We have dipped our toes in the water here and would love to do more.

We would like to deepen the contribution we make to our community of clients and are constantly looking for ways to enable our community to connect and work with each other whether face-to-face through events that we convene or in an online vehicle. New Zealand is a long way from the rest of the world and we would like to play our part in bringing the best of the world’s thinking to New Zealand. Our partnership with leading business school IESE in Spain is just part of the strategy.

## What gets you ‘out of bed’ in the morning?

In a client facing sense, ‘good’ is not about volume. It is about quality. It is about the chance to do truly excellent work that makes the biggest possible difference, and be known as a trusted partner on the journey.

Internally, I often talk about creating a utopian environment for our team. Of course, this might be an impossible dream to fulfil, but I certainly don’t want us to be constrained by our aspirations!

# Year in Review

1 July 2015 – 30 June 2016

2015/16 has been a memorable year for the firm. The business turned 10, raised the bar on purposeful giving, continued to deliver benchmark levels of performance in executive and board search and markedly increased our cadence of board and leadership consulting work. In recognition of where we have been and with an eye to the future, we present an overview of the 12 months at Kerridge & Partners to June 2016.



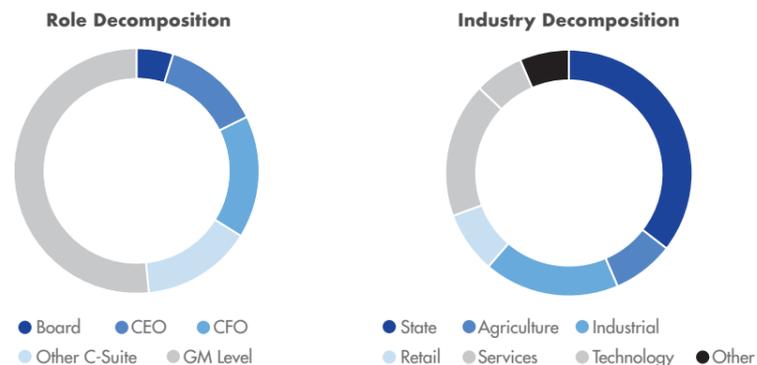
## The Work, The Work, The Work

The context of our work in finding senior leaders and board members is that the standards go up each year. In other words, 'good' 10 years ago is no longer 'good' today. Furthermore, whilst 'good' might have been the goal 10 years ago, the new standard is 'excellent'.

The quest for top talent for executive roles and indeed many board positions is increasingly global. Our clients demand us to be connected globally in our search practice, especially to ex-pat New Zealanders and have on the ground research capability who understand their markets and depend on our New Zealand based consulting team to understand what kind of 'leadership DNA' is going to work in a local context.

In the leadership consulting practice, we established a more agile and customer-centric model for coaching and doubled the size of our team. In addition, we have continued to champion an approach to board evaluation which draws upon our ability to lead quality conversations with individual board members and whole boards in their quest to improve.

## Breakdown of appointments in the year 2015/16



## The Work, The Work, The Work – For Free!

We are a business whose fortunes are inextricably linked to that of our communities within which we serve. It is difficult to envisage how we can operate without engaging in this community. Since inception the firm has always offered either pro bono or heavily discounted work to organisations that could not otherwise afford our services.

The work of many not-for-profit organisations underpins our society and provides a vital role in nation building. We are thrilled to have worked recently with Medicine Mondiale, the Graeme Dingle Foundation and ChildFund in appointments critical to their mission in pushing New Zealand and the world forward. While the tangible value of doing pro bono work cannot be underestimated, the real value manifests very directly in the team. Collectively we feel an enormous sense of reward and satisfaction from knowing that in a small way, our efforts are incremental to the development of a world better led.

## 10 Year Milestone

To celebrate 10 years in business we were thrilled to host a group of clients for mid-winter functions in both Auckland and Wellington. As important as it was to recognise a decade of achievement, the team also spent time reflecting on the 10 years ahead and how the business might be shaped going forward. Our mission and values are evolving products of this introspection and are articulated separately in this report.



## More Events

In August one team of five competed in the Sky Tower Stair Climb for the Leukemia and Blood Cancer Foundation. Together they raised \$1,500 and climbed the 1103 steps in an aggregate time of 1:03:25.

Later in November, Vikki ran the New York marathon to raise funds for the CatWalk Trust. Having run once in 2009, the imperative this round was for more money and a faster time. In typical form, Vikki delivered in spades and was grateful to raise \$13,450 for the Trust.

In addition, Vikki participated in the Big Sleep Out 2016. She raised \$3,490 by sleeping rough to end homelessness in support of housing first.

## Connecting Leaders and Global Thinking

Our commitment to bringing interesting thinking to New Zealand saw us host Professor Paddy Miller from IESE in November. IESE offers the highest ranked executive education syllabus in the world (Financial Times). As the calendar year wound up we returned to Mantells for our annual Christmas function, before parting until the new year. The first half of 2016 saw the continuation of our speaker series and breakfast events with Albert Brantley, CEO of Ōtākaro, setting the standard for future events.

*"Kerridge & Partners have assisted us in selecting the best of the best people to develop disruptive, affordable, healthcare technologies and get them into the hands of those in need at a global scale. From the selection of our diverse and dynamic Board to the appointment of our operational team, Kerridge & Partners have helped to assemble our winning team. They know our core values and aspirations and work with us on an on-going basis, continuously improving the dynamic of our Board and operational team. They take time to understand their client's culture and ambitions and help them to select a range of dynamic people who can work synergistically together to achieve their corporate goals. Their on-going and diverse interest and support of our business sets them apart from their contemporaries and we are very thankful to have Kerridge & Partners as part of our International team."*

**Sir Ray Avery**  
Medicine Mondiale

# Our Values

Our exercise to consolidate our values brought the team together to co-create a 'view of ourselves'. We aimed to design a set of values and words to reference in our conversations, to define behaviours we aspire to, and to get close to the essence of what we stand for.

As is the experience with many organisations, the journey through our conversations brought us together as a team as we grappled with defining what we stand for. The process of iterating towards four values that had real resonance was instructive. Some of our team brought to the table the values of some of our most admired organisations (Z Energy, KiwiRail and many more). This was interesting, but ultimately what worked best was starting with a blank sheet of paper.

Each of the resulting four values needed a 'one sentence' explanation to truly capture their full meaning. Together they form a set of guiding principles to govern our behaviour. Best of all, we are well into the process of deploying these values in the team. No, they are not 'on the wall' or even on our screensavers; but they are alive in our conversations, where they evolved from.



*"Working with the team to identify Kerridge & Partners' values was a great process. Whilst we were starting with a blank page to ensure we came up with a set of values that were true to the business, what everyone brought to the table was over 10 years of heart-warming stories that represent all that's special about the Kerridge approach. These values truly are the way they live."*

**Nathalie Gray**

Director, Authent  
Associate, Kerridge & Partners

*"Kerridge & Partners were appointed by KiwiRail three years ago to assist in the recruitment of a CEO. Given the issues facing the company at the time, this was a most difficult task which required an Australasian focus. The resulting appointment has been an outstanding success and led to the firm assisting in the appointment of a number of Senior Executives and, more recently, a new Chairman. Where Kerridge & Partners have excelled is their ability to listen and clearly understand the company's needs and culture and then line up appropriate candidates from a thorough search rather than from a pre-ordained list. Their contribution to the recruitment process has been invaluable and of the highest professional standards."*

**John Spencer**

Professional Director and immediate past-Chairman, KiwiRail

# Our Mission

Kerridge & Partners exists to transform the leadership landscape. Fundamentally, this means that we stand for something bigger than ourselves.

It is our mission to catalyse better leadership in New Zealand's organisations, to strengthen their governance, to enrich and nurture the careers of senior leaders and in doing these, to tell a better story for our industry.

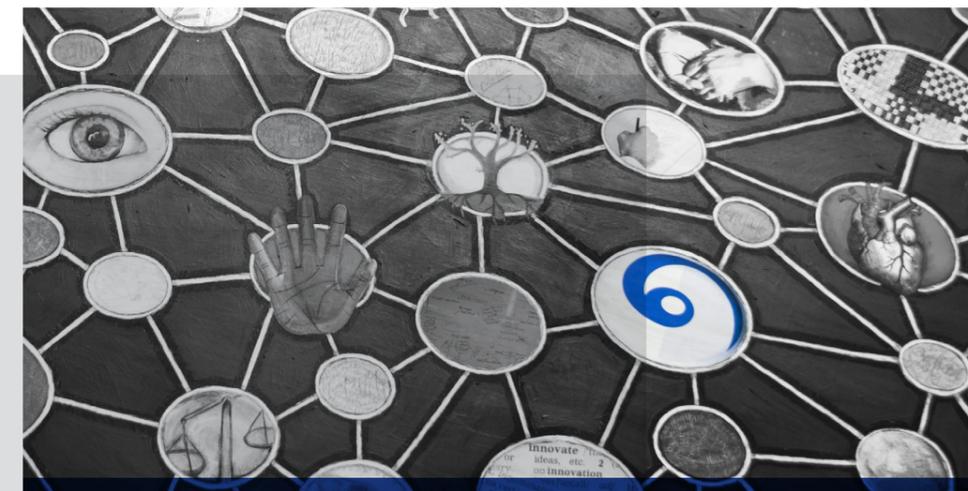
This journey has seen us take risks, try things and fail. We learn and continue to learn each day, in pursuit of consulting work that breaks away from established norms. Put simply, "a ship is safe in the harbour, but that isn't what a ship is for".

# & Legacy

There will be a day in the future when none of our current team remain in the business. In fact, we believe that as individuals and collectively, in order to create a real and authentic legacy, we need to be mindful of just how fleeting our existence is and the value of every little thing we do in the complex and interconnected world. As custodians of the legacy it is our duty to lay the foundations for the future and to consider carefully the kind of future we are looking to create.

As Peter wrote in his Q&A there is a growing consciousness amongst our community of organisational leaders of their role in an interdependent nation and world, where what we do is important and not trivial. What we do is shaped by the quality of our thinking and the quality of our thinking comes from our state of mind, individually and collectively.

Legacy is a word that conveys a great deal of significance. Our understanding of what legacy means for us is evolving as we continue to grapple with the questions around how we can improve and innovate to make progress towards our vision.



# Holding Ourselves to Account

## Deloitte and the performance of our executive search practice

Kerridge & Partners stands for leadership done differently. Over 11 years our work has set the benchmark for executive search and for the past eight of those, we have sought to prove it through an independent review by Deloitte. We are the only executive search practice globally to do this. Our results are our reputation and we believe that an independent review provides total transparency through which we can be judged.

Each year, the Deloitte team compile data on the most critical metrics applicable to our business. These are presented here.

The decision to engage Deloitte each year speaks more broadly to a separation from the rules of the road in the industry. From the outset, Kerridge & Partners has dreamed that there are ways of doing consulting work that break away from established norms. We are proud of our business model, its independence and local ownership. We have the capability to search for top talent globally through on-the-ground research in all major markets and our wide network of associates.

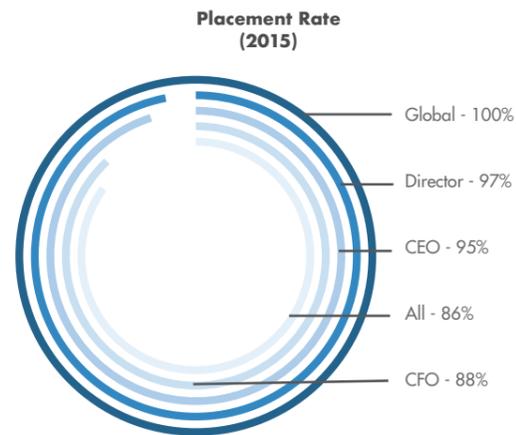
## Searching for benchmarks

Our discerning clients can trust our data, yet remain rightly curious about how good our search practice is compared to others. Our quest for benchmark data in an industry that is far from transparent is a challenge!

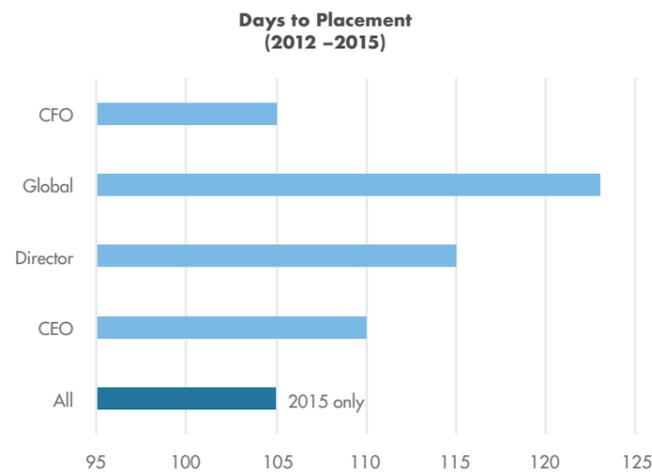
In our early years of asking Deloitte to independently review our statistics, we benchmarked our stick rate with the best 18 month stick rate we could find in the world. Our performance always exceeded the best figures we could find which were around 93%.

Given we commonly compete with large global consultancies, one data point that is relevant, albeit a few years out of date, is that of Heidrick & Struggles. Reported in both the Financial Times and The Economist, they surveyed 20,000 searches they had conducted and found that 40% of those appointed had failed, been fired or quit within 18 months. This represents a 60% stick rate at 18 months.

We decided to test our performance at the far more onerous 24 month period, and have reported accordingly. We hope this becomes a new benchmark for the industry globally.



Placement rate is the ratio of search processes completed to those commenced



Days to placement is the number of days from start to finish of a search

*"Kerridge & Partners always provide a first class service assisting us in securing the right people for senior executive and Board level appointments. As a business that has effective strategic partnerships as one of its key deliverables, it is both pleasing and comforting to be able to rely on such capability in this increasingly important sphere."*

**Sam Shosanya**  
CEO, PaperPlus

# Our Role in the Community

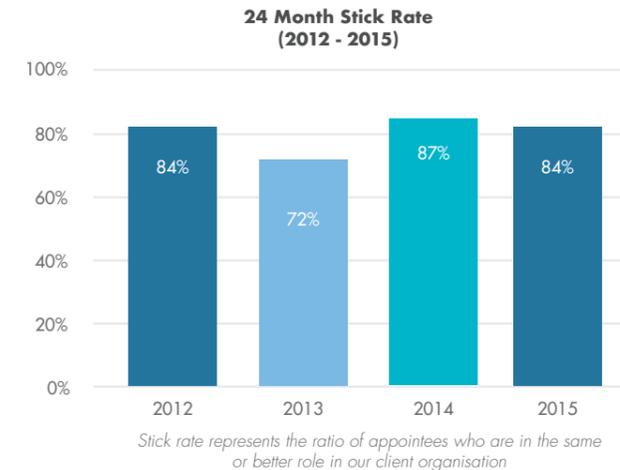
## Contributing to Society

Kerridge & Partners contributes on a regular basis to pro-bono activities. We are privileged to have worked closely with a number of fantastic organisations, some on an ongoing basis. Our staff have come on board with these organisations in circumstances where there is a particular need or where our services are most effective if implanted internally. This moves beyond the idea of "discounted consulting" into a more influential space where the scope of change is greatest.

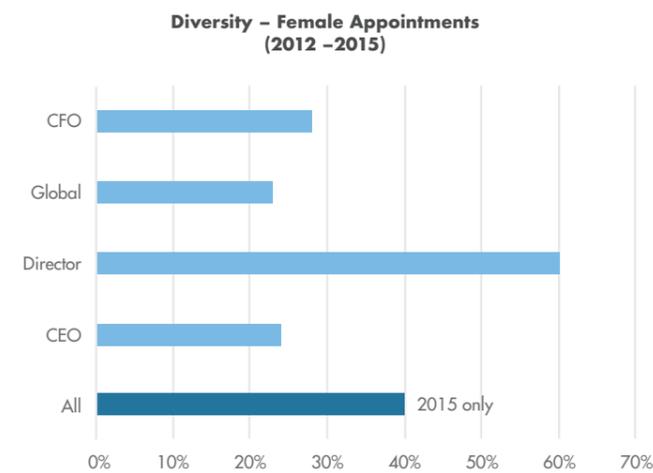
The Graeme Dingle Foundation and the CatWalk Trust are two examples of organisations with whom Kerridge & Partners has worked at a deeper level. Peter was recently appointed as one of the Trustees of the Graeme Dingle Foundation, and Vikki currently sits on the Board of CatWalk Trust. There is a pursuit of social justice that goes beyond being simply philanthropic, and we are thrilled to be able to leverage the expertise of our firm for a purpose greater than our own.

For more information on The Graeme Dingle Foundation, please see Pages 14-15 of this report and visit [www.dinglefoundation.org.nz](http://www.dinglefoundation.org.nz)

For more information on CatWalk Trust, please visit: [www.catwalk.org.nz](http://www.catwalk.org.nz)



Stick rate represents the ratio of appointees who are in the same or better role in our client organisation



*"ChildFund New Zealand has been working closely with the team at Kerridge & Partners on various executive and governance assignments during the past three years. We have enjoyed this strong relationship, and Kerridge & Partners have invested time to fully understand the complexities of our changing industry. Their professional and frank approach has brought great outcomes for ChildFund, and for the candidates we have attracted."*

**Paul Brown**  
CEO, ChildFund New Zealand



# Graeme Dingle Foundation

"We aim to inspire all school age New Zealand children to reach their full potential through programmes that help build self-esteem, promote good values and which teach valuable life, education and health skills. Current programmes include Kiwi Can, Stars, Career Navigator and Project K.

We have worked with Kerridge & Partners over a number of years, the business being a key supporter of our efforts. We see ourselves as kindred spirits both looking to make a difference to New Zealand and exploring and innovating as we find different ways to work with each other.

Kerridge & Partners advised us on the composition of our Board at the end of 2015, helping add real diversity and new energy to the Board, and in October 2016 Peter Kerridge joined as a Trustee.

The Kerridge & Partners team have worked vigorously with Career Navigator and created an innovative approach to supporting a group of students at Auckland Girls Grammar School, an initiative that truly demonstrates the value of partnering.

The Graeme Dingle Foundation certainly appreciates the financial support it receives from Kerridge & Partners. However, the contribution goes way beyond that. We see the business as a team of friends and ambassadors for our cause as we work together to transform young lives forever."

Graeme Dingle

**21**  
years



With almost **200,000**  
kids in programmes since 1995<sup>1</sup>

Every **\$1.00** = **\$7.15**  
Invested in The Graeme Dingle Foundation programmes      Return to New Zealand<sup>2</sup>

**80%**

of the Graeme Dingle Foundation's national expenditure directly supports kids in programmes<sup>3</sup>

The Graeme Dingle Foundation research findings provide strong evidence that our programmes transform young lives forever.

The Graeme Dingle Foundation conducts in-house research and evaluation as well as inviting independent assessment in collaboration with New Zealand tertiary institutions, in particular the University of Auckland and Massey University.

<sup>1</sup> Based on the total number of annual programme participants since inception.

<sup>2</sup> Infometrics Report – Growing Great Futures – Whakatipu Tamariki Ora found that every dollar invested in FYD programmes results in an average long term benefit to New Zealand of an estimated \$7.15.

<sup>3</sup> Estimated national average – Actual programme expenses have been used for the National Support Office and for many of our Community Partner trusts, representing the largest combined costs in terms of total expenses. For the balance, typically being the smaller Community Partner trusts, a conservative estimate has been made based on our knowledge of the programme costs and their operating models. Programme expenses include direct programme costs and costs associated with supporting programmes, such as: training; programme manuals; uniforms; quality assurance; and research and evaluation. Other costs, such as: marketing; fundraising; IT; accounting; and other administration, are considered 'Admin expenses' and are therefore not included in programme expenses.

# Offerings

Kerridge & Partners offers a comprehensive leadership consultancy service, encompassing executive search, board appointment, board evaluation, coaching and customised solutions in leadership team development and strategic alignment.

*"Leaders are in a position to influence lives; they have the ability to make a difference. We have seen how great leaders have transformed teams, and conversely, we have seen teams disintegrate because of poor leadership. As a leader, you can leverage the combined strengths of individual members to create an aligned and cohesive executive team."*

**Chewei Kwan**  
Partner, Kerridge & Partners

*"Knowing not only what the role entails but also challenging the client on what type of person is going to drive the greatest value is what sets Peter and his team apart. In leading the search for three Directors for the Board of Kivibank, Peter, Claire and Stella led the development of a skills matrix for the Board, understood the needs of the business going forward and then targeted the search to address the identified skill shortages. The search required finding candidates with diverse skills and backgrounds and the team approach at Kerridge & Partners ensured a wide search delivered the right candidates. Making three Board appointments at once is by no means an easy task and the professional approach undertaken by Peter and the team ensured a smooth process that delivered a high quality Board."*

**Will Goodwin**  
Head of NZ Direct Investments, NZ Superannuation Fund

## Executive Search

Appointments at C-suite and senior management level are best made using executive search: an extensive, bespoke research methodology geared to uncover the best candidates for an organisation.

Kerridge & Partners has a market-leading track record of connecting our clients with outstanding professionals. We are internationally benchmarked and have deep networks in New Zealand and abroad. Our bespoke search process is both rigorous and flexible, tailored to suit the specific needs of any organisation. We are the only leadership consultancy in New Zealand to provide a genuinely integrated service that encompasses all aspects involved in executive level appointments, including search, coaching and leadership assessment.

To ensure that Kerridge & Partners delivers the best search service possible, we undertake to:

- Thoroughly understand the organisation – we invest heavily at the outset in getting to know our client's business so that we can represent it authentically to the market;
- Search extensively – we build a tailored research strategy and leave no stone unturned so that we can front the best candidates possible; and
- Keep clients updated – we value multiple touchpoints and invite our clients' feedback along the search journey.

Our competence has been tested at CEO, CFO, COO and CIO levels across a wide range of sectors and our work is delivered by a team with broad local and international expertise.



## Board Solutions

Kerridge & Partners supports boards of directors with their appointment and review processes and has built a reputation for delivering a high quality, high touch methodology. We work to stimulate board thinking with powerful observations and questioning, enabling new insights to emerge and inviting a different kind of boardroom conversation.

### Our Approach to Board Appointments

The implications of appointing a new director are far reaching. Long gone are the days when it was simply a call to "a friend who might be interested". From not-for-profit to publicly listed boards, Kerridge & Partners has been privileged to assist many outstanding clients and enhance their governance bodies by not only successfully introducing new blood to the boardroom, but by challenging their thinking with the sole intention of identifying the most suitable director to enhance their board.

We also provide a condensed service to clients that have people in mind for an appointment but require an objective review of the candidates' suitability. Where appropriate, we then manage the subsequent validation and appointment.

### Our Approach to Board Reviews

Our approach centres on quality conversations with directors and stakeholders, grounded in the strategic context of the organisation and is typically structured in five main phases of work. These span initial engagement and confirmation of the brief through to an approach tailored to specific needs.

Our method is both strategic and deeply practical. It is strategic in the sense that everything we do is informed by the overall future direction of your organisation. It is practical in the sense that our aim is to arrive at a small number of achievable programmes of work that a board can digest. We fully recognise that a board of directors has very limited time to indulge in its own improvement and that our focus needs to be very firmly targeted on the two to three major items that can make the most difference.

## Leadership and Talent Solutions

Kerridge & Partners offers internationally recognised psychometric testing methods by the best providers globally to inform decisions on organisational fit – possibly the most important decision in the appointment process.

Because we recognise that getting cultural alignment between an organisation and the candidate is crucial for long term success, we have expanded our assessment offering to go above and beyond the usual industry standard. We offer individual assessments to identify a candidate's potential derailing risks and gain insight into their 'match-fitness' for the job, well in advance of placement. This can be extended to an assessment of the wider leadership team as an in-depth talent evaluation and benchmarking exercise. We also work with the organisation to map out a succession plan for the senior executive team, including both internal and external candidates.

Increasingly, we have been called upon to work with the Chair/CEO and members of the board/leadership teams to create greater alignment and synergy, including working with executive teams to lead change management initiatives and design organisation structures to support the delivery of strategic objectives.

We also offer Executive Coaching through our qualified internal and external coaches to assist local and international executives in reaching their professional goals. We recently added Executive Transition Coaching into our coaching remit, which is a service that can be customised to assist executives in making successful career transitions.

*"Z has been working with Kerridge & Partners since we were formed in 2010. Over that time they have gone out of their way to understand what really matters to Z's recruitment and the culture of the people we want to work for us. What impresses me most is their commitment to doing more than just recruiting people – their demonstration of quality, transparently reporting their performance, and their contribution to the broader discussion around leadership in NZ means they are our partner of choice."*

**Mike Bennetts**  
CEO, Z Energy

# Process

Kerridge & Partners runs a rigorous process across executive search, board appointments and board evaluation.

Our objective is not to disclose its specificities here. In many respects, what is more valuable is the attitude that underpins our approach to leadership advisory. Represented across the firm and across its history, it is a mindset fully aligned with our mission to transform the leadership landscape of our nation.

Our process has been refined over **11 years** of operations through layer upon layer of continuous improvement. We take a sports-minded approach, working toward excellence through focussed repetition and maintaining an outlook of constructive dissatisfaction.

Central to the development of our process is the collection and use of **feedback**. We source feedback at every **touchpoint** during and after an engagement. Criticism enables our team to learn, highlighting any weakness in the way we do things and scope for improvement. In this respect, every project makes the next one better because the suite of expertise involved is further enhanced.

Exceptional results start with an **investment** of time in the briefing process. A coherent understanding of our

client's business and the intricacies of their human capital needs are pivotal to our ability to deliver to expectations. We aim to become **fluent**, first on a relational level as partners and subsequently on a transactional level as advisors.

All executive search and board appointment engagements are tracked using a proprietary checklist system and no role is closed until all items are complete. When the firm was first established, this sheet was one page long. We now have a far greater understanding of all the things that matter in our process after 11 years of learning – the list has also grown to five pages as a result.

Ultimately, our approach reflects focus on pride in our work, world leading performance and absolute respect for the gravity of our task and trust of our clients.

*"Our belief is that we can never stop innovating our search process. In order to exceed expectations and deliver the service we desire, we just can't afford to stand still within what is a fluid marketplace. It is our job to lead our clients on a journey that reflects where they wish the business or organisation to travel in the future, it is this future facing process that is the key to unlocking the potential for our clients."*

**Oliver Hawkey**  
Partner, Kerridge & Partners

# Our People

Kerridge & Partners is in the business of people. We treat our clients with genuine interest and respect, and we are always seeking out new ways to improve how we deliver our services.

Similarly, we honour our team and we are always exploring new ways to bring out the best in each and every one of our team members. We recognise that it is only with hard work, dedication and the expertise of our people that Kerridge & Partners has grown and prospered over the last decade. We take this opportunity to share with you our unique culture and exceptional team:

## A Unique Culture

Kerridge & Partners has been built on the foundations of integrity and trust. We live and breathe our company values every day, and we make a concerted firm-wide effort to identify and celebrate outstanding exceptional acts of team spirit and customer service. We insist on knowledge sharing because we recognise that each of our team members, whether they are a Partner or a member of the administration team, brings something unique to the organisation.

## Investment in People

We see board members and executives in our client organisations commonly challenged with developing themselves at the rate that our changing world demands. As an advisory firm, it is imperative that we authentically ensure our team is continuously developing in order to stay relevant to our client community. In the last year, we have rolled out team development on subjects as wide ranging as Māori language to nutrition and health. Individuals have completed courses offshore through IESE (rated by FT as the world's leading business school for executive education) and locally through a myriad of conferences.

*"As an employee who has taken two maternity leave absences, and now works part-time, I can attest to the company's commitment to the flexible working ethic. Kerridge & Partners has been fully supportive, giving me the opportunity to advise how I could best balance work with family, the technology to enable working from home and the assistance and willingness of a team ready to help out when things crop up at the last minute, be it a change in deadline or a sick child. I couldn't ask for a more accommodating employer."*

**Claire Denison**  
Director Board Practice, Kerridge & Partners

## Flexible Work

In our history, we have enjoyed the commitment of a number of talented staff who have embarked on sabbaticals, maternity leave and a range of professional development courses. We believe strongly in the benefits of having a flexible work schedule, so that our team can spend quality time with their loved ones and pursue personal interests.

*"My experience of working with Kerridge Partners is from both sides of the equation, firstly as a candidate for my current role as Chief Executive of the Tamaki Regeneration Company, then with their support, I recruited four of my senior leadership team over a relatively short period of time. Continuing to work with Vikki, Ollie and the rest of the team is of course testament to the way I was treated through my own appointment. Executive recruitment is not always quick and easy, so feeling informed and respected during the process is important, something that Kerridge do well."*

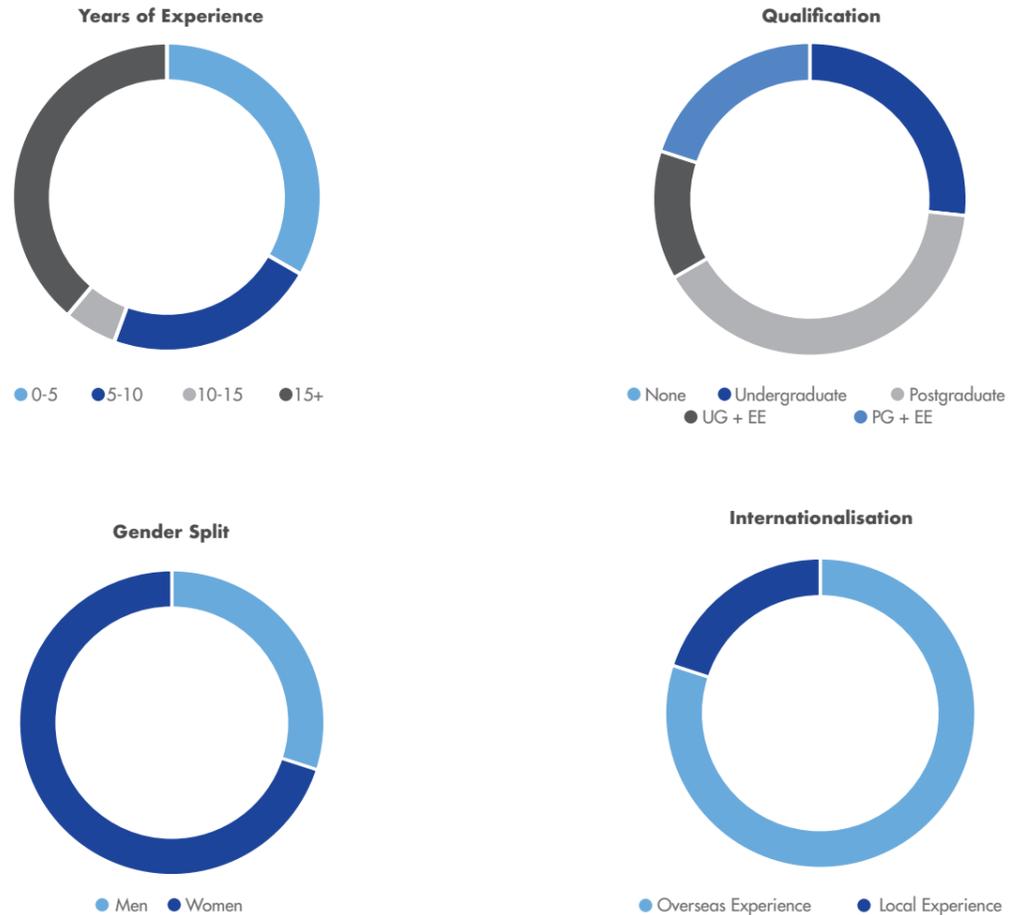
*One of the things that I really appreciate about the Kerridge team is the time they spent with me to really understand our business and the way we work. Taking that understanding and using it to search for people that had the right capability and were the right fit has contributed to our early successes in Tamaki."*

**John Holyoake**  
CEO, Tamaki Regeneration Company

## The Team

By any metric, our team are incredibly diverse in their background. Much more than a nice-to-have, our functional ownership and broad perspective are assets in the consulting process that gives us insight into the global nature of our clients' operations and the breadth of their requirements. Collectively the team has worked on six continents, speaks ten languages and brings expertise across sectors from energy to government, pharmaceuticals to tourism.

### Breakdown of the various sources of diversity within the team



Highly educated and continuously learning, our team are alumni of many of the world's top institutions at undergraduate, postgraduate and executive education levels.



"I have worked with the team at Kerridge & Partners for many years, having engaged them on a number of senior executive appointments. I have always been impressed with their professionalism and industry knowledge. The team at Kerridge & Partners has always worked closely with us on scope, attributes and cultural fit resulting in a well-qualified list of potential candidates. This consistent outcome has led to them becoming a valuable partner to our business."

**Neil Cowie**  
CEO, Mitre 10

## NATIONALITIES



## INDUSTRY BACKGROUNDS



## LANGUAGES

Hello ———— Hola ————  
 ———— こんにちは ———— Olá  
 Hallo ———— Kia ora ————  
 ———— 你好 ————  
 Helló ———— नमस्ते ————

We would like to first and foremost celebrate our support team who represent the core engine of the business, without whom there would be no business.

#### Administration Team

We are lucky to have an exceptionally skilled administration team and business support function here at Kerridge & Partners. Many clients have attested to the professionalism, efficiency and warmth of Amanda, Amelia, Gemma, Jasmine, Lola, Manisha, Michelle, Nikki, Paul, Sasha, Stefanie, and Vanessa. Collectively they are the glue, the cogs, the engine and more often than not the very machine that the firm is. It is imperative for us to recognise both how critical their work is and how capably it is managed.

#### Our research activity is led by our associate consultant team

##### Associate Consultants

Christine, Ivana, Penny, Renisa, and Seb make up our Associate Consultants team, overseen by our Head of Research, Stella. Stella is a senior executive search specialist dedicated to the continuous improvement of our unique search process and its effective execution. Our Associate Consultants are often found conversing with clients and candidates in person or over the phone, producing detailed market research and working closely with their consultant colleagues to deliver exceptional results.

*"I have worked with Kerridge & Partners for seven years and they have supported me in working a part-time arrangement. With three children under seven, work-life balance is essential. I have been able to shift my hours and days, which allowed me to be there for my family whilst furthering my career. Kerridge & Partners have supported me through the ICF Transformative Coaching Course this year, which has expanded my role and deeply enriched my experience in the firm."*

##### **Penny Mark**

Consultant, Kerridge & Partners

##### Principal Consultant & Director

Nick, the Principal Consultant of our Executive Search practice and Claire, Director of our Board practice are highly qualified professionals with experience from New Zealand and internationally. Nick is a lawyer by training with a grounding in civil litigation and employment law before diversifying his career, and Claire has a strategy consulting background across multinationals, mature businesses and high growth start-ups. Nick and Claire are often found liaising with our key clients and guiding our Associate Consultants in local and international research.

##### External Associates

The Associate programme is structured to provide executive and team coaching services for our clients. Our extended team have been hand-picked to advise clients throughout the country. Through our highly talented and geographically widespread External Associates, we are able to provide broad leadership advice as part of an integrated offering, advising organisations on talent acquisition and succession, while helping develop individual leaders through tailored development programmes.

*"I've been part of the Kerridge & Partners team for nine years. During that time the Partners have been very accommodating in creating a flexible working environment. I've had the opportunity to take time away from work to travel overseas, study part time at University, taken maternity leave and worked part time, full time and had flexible working arrangements such as working from home in hours that suit me due to having a young family. They have also encouraged and supported me through the University study, inspired me to travel and have given me opportunities within the organisation to work on projects and be involved in areas of the business that are of interest to me and the subjects I've studied."*

*"I'm forever grateful for these opportunities and the flexibility Kerridge & Partners has given me."*

##### **Amelia Long**

EA, Kerridge & Partners

# And finally, our Partners



**Peter Kerridge**

Peter Kerridge founded the business in 2005 and leads senior executive search and board advisory assignments for clients from around the world. With experience on four continents and an eclectic background across listed, privately owned, multinational and not-for-profit organisations, Peter also serves as a Trustee of the Graeme Dingle Foundation and an advisory Trustee for Leadership New Zealand and a Fab50 member of the Be. Institute.



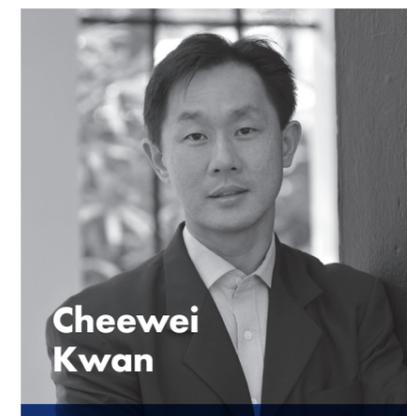
**Vikki Maclean**

A native of Scotland, Vikki Maclean joined Kerridge & Partners in 2006 and has earned a reputation for successful CEO, C-suite and GM appointments. A prolific networker during her 30 years in executive search, Vikki uses her connections throughout Europe and Australasia to ensure broad reach into top market talent.

*"Genuinely unbiased and diverse leadership is rare. When combined with an unblinkered commitment to excellence, it produces phenomenal results for our people and New Zealand's economy. We owe it to ourselves in business, both public and private plus the voluntary sector, to develop these unique leaders and create a lasting legacy that goes beyond New Zealand's shores to wherever we can make a positive impact."*

##### **Vikki Maclean**

Partner, Kerridge & Partners



**Cheewei Kwan**

Cheewei Kwan was the founding CEO of the Singapore Human Capital Leadership Institute (HCLI), a leading institution that raises strategic human capital capabilities and develops thought leadership for Asia, from Asia. Cheewei has had a career spanning senior corporate HR roles, leadership consulting and organisational development initiatives in the government. He works with the Kerridge & Partners team to drive new insight into our human capital and organisational capability offerings.



**Oliver Hawkley**

Oliver Hawkley joined Kerridge & Partners in 2014 and became Partner in 2016. An experienced executive search consultant, Oliver is a leader within this practice. He has over 12 years' experience in the industry throughout New Zealand and the UK, specialising in appointments across the technology, high-tech manufacturing, digital and financial services, property and digital sectors.

# Kerridge & Partners celebrating 10 years



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