



TALENTNZ

Creating a place
where talent
wants to live

Issue 1
2013/14

30 Kiwis

7 Questions

210 Ideas

Conversations with kiwis about talent

Sir Paul Callaghan envisioned New Zealand as 'a place where talent wants to live'. Here 30 Kiwis answer seven questions on how to create a talent-based economy.

\$15 inc. GST



**SO MY TAKE
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PUSH ON,
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**SURROUNDED
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– Sir Paul Callaghan

EDITORIAL

WENDY MCGUINNESS

TalentNZ showcases a project inspired by the late Sir Paul Callaghan, a passionate New Zealander who cared deeply about the future of this country and its young people.

Sir Paul approached New Zealand's future as a physicist – he looked into the particular in order to make sense of the general; the world we live in. His book *Wool to Weta* in many ways reflected his personal journey from physicist to philosopher. There were many characteristics to admire about Sir Paul, but the one that resonates most with this project is his dream; he dared us to dream about our country, and in doing so he invited us to join him in a journey to make New Zealand a *place where talent wants to live*.

This project could not have come about without a great deal of support. Sir Paul was a great storyteller, so it is appropriate to start at the beginning, to tell why I was looking for someone like Sir Paul, someone who not only understood the challenges for small countries in the 21st century, but was prepared to work and think hard about our country's future. As he so often said, 'Why not New Zealand?'

The Institute began in 2004 as my response to a lack of discussion about New Zealand's long-term future. At that stage I did not know how to run a think tank; all I knew was that there were challenges ahead and that we needed to be both smart and lucky to weather the storms of the 21st century.



I spent a lot of those early years looking overseas, seeking methods and models for analysing the future of countries. This took me to think tanks in Australia, the United States and England. I also attended conferences and joined international organisations with a view to learn how to develop national scenarios; what methods worked and what did not.

While I was looking outward, Sir Paul was looking inward. He went hunting in New Zealand, looking at the specific to understand the general. He looked at New Zealand as a living organism, identifying microcosms of activity, seeking out the weird stuff, playing with data, looking for causes, testing assumptions and busting myths, looking to answer the question 'What is New Zealand really good at?' To hear him talk was like having someone in front of you hold New Zealand in their hands; this big green mass was then turned over, stretched, scrutinised and generally put

under his scientific microscope. Just as suddenly, he would roll New Zealand into a ball, like plasticine, and throw it at you – well, what do you think? This is what made him unique; the ability to go from the specific to the general and back again, all in a matter of minutes.

The 'Aha' moment

There is always an 'Aha' moment, a moment in time when a big idea catapults into your consciousness, bringing about a change in both direction and momentum. Sir Paul said his was when he realised science

was not enough; science is great at solving problems but it cannot tell us how to live.

My 'Aha' moment came at 36,000 feet, as I was flying back from Washington DC in 2008 after attending my first World Futures conference. The night before I had had dinner with about 15 conference attendees from around the world; I was new, so I simply sat quietly listening to this new language. The conversation evolved throughout the evening, moving from a discussion about emerging problems and forward engagement to what countries might be game-changers in the 21st century. The discussion went along the following lines:

- America is too much like an elephant (either a slow sway or a stampede).
- England, and in reality the whole of Europe, will take years creating an effective EU, so their energy will be diverted to creating effective ways

to work together, influential but not necessarily creating a new paradigm.

- Australia can live off its resources, so no impetus for change there (although recent events, such as a decrease in China's demand for resources, may change this).
- China will be struggling with its transformation and trying to establish its place in the world, reducing its ability to think and act differently.

When the plates were cleared and the coffee arrived, five countries came to the top of the list: two were Nordic, two were from South America, and the fifth was New Zealand. The reasoning was that these countries shared common traits: the citizens were nimble, creative, inquiring, well-educated, well-travelled, and embraced cultural diversity. Their governance structures were transparent, democratic and stable. Their economies were developed (and thus could invest in change), they had diverse energy options (optionality) and they had good supplies of natural resources. Lastly, these countries could be trusted not only to deliver on what they promised, but were also able to work collaboratively with other nations to resolve complex issues without having their values and beliefs compromised – in other words they were not afraid to speak up. As a result, they generally punched well above their weight in global affairs.

My 'Aha' moment came 24 hours later, somewhere over the Pacific. I found myself mulling over the conversation from the night before, possibly feeling a tad smug. But then, I was hit with an epiphany: the realisation that, if the world's future depended on New Zealand, we had a lot of work to do. We could not just rest on our laurels; the world needed us to be the best we could be. By the time my feet touched the tarmac in Auckland, the idea of a national workshop mapping New Zealand's long-term future had been conceived.

To set the context for the workshop, I needed a very special keynote speaker. Not just a speaker with gravitas, vision and charm but, most importantly, someone who understood what it meant to be a New Zealander – someone at home in their own skin. I literally went hunting, shadowing prospective speakers throughout New Zealand. But it was not long before

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I found my target – Sir Paul Callaghan. He was perfect; not only did he understand the problem, but he was working on the solution.

In late 2010 Sir Paul was very unwell, and he told me he simply was not up to it. But, not one to give up, I kept in email contact. There was considerable pressure to find someone else to fill the keynote-speaker slot but, as I had hoped, Sir Paul came through. Three weeks before the *StrategyNZ* workshop,

in March 2011, he told me, 'Wendy, I am up for it.' Unbeknown to me, he had been quietly working away on his narrative. After his keynote address (which can be seen on YouTube) he received a standing ovation. He launched the workshop like a rocketship – we were off.

Sir Paul's proposition was about focus; what we as a country did not focus on was just as important as what we did focus on. He dug deep into what New Zealanders were good at, and in doing so shattered a number of myths. New Zealand's economy has traditionally been agriculture-based. Sir Paul's thesis was that we should become a talent-based economy (hence his book *Wool to Weta*). His solution was a vision statement that has now been embraced by many New Zealanders – *a place where talent wants to live*. These seven words had been carefully crafted by Sir Paul over many years: he had had conversations in school halls and lecture theatres around the world; he had played with data late into the night; he had explored our shared history and developed a deep respect for Māori worldviews, but most importantly, he had spent many hours reflecting and observing us all, putting New Zealand under the microscope.

This journal explores ways to turn Sir Paul's vision into reality by putting 'creating' in the forefront, in effect inviting all Kiwis, including those non-New Zealanders who are simply Kiwis at heart, to join in the journey toward making New Zealand a talent-based economy.

The aim of *TalentNZ* is to test whether Sir Paul's vision can be put into practice, and if so, how. His vision has a number of characteristics that previous approaches have lacked: it proposes a shared journey (everyone can be involved – we can work either individually or together toward a shared goal); it provides an opportunity to 'pause' (to realign with our values,

have a clean slate, and regenerate at a range of levels – individually, locally or nationally); it aligns with our ‘can do’ attitude, our desire to work hard and play harder (the process is fun and positive, it invites us to be both radical and creative); it brings our young people into sharp focus (they are integral to the vision), and we know that if we go on this journey we will create a cool country at the bottom of the planet – *a place where talent wants to live*.

Put bluntly, the opposite of Sir Paul’s vision – New Zealand without talent – would deliver a very different future. Countries that understand the new currency and act on it will get first-mover advantage. We need to be quick and nimble – and this journal aims to put some additional fuel in the tank, helping to propel us into a future that we want.

The big idea

We asked 30 kiwis 7 questions and in return we received 210 ideas. These 30 interviews, undertaken by the two winners of the *Sir Paul Callaghan Science Meets Humanities Scholarships* Charlotte Greenfield and Darren Zhang, focus on talent and make up the first and major narrative of this journal. The photos of the interviewees are designed to expose more of their characters – not *what*, but *who* they are. Their interviews can be found on the following pages, or searched by individual, question, talent or location on the website talentnz.org.

Defining a talent-based economy

As you will read, the interviewees put forward a very clear view of what a talent-based economy might look like: crucially wealth is derived from talented people, doing what they do well – working hard, being creative and delivering value. In contrast to a knowledge-based economy, resource-based economy or an agricultural-based economy, the focus is on people rather than information, mineral deposits or agriculture. We can all be part of a talent-based

economy, we can teach our youth to be curious, confident and effective communicators and we can provide a hand-up, supporting youth as they make their way in the world. The solution is as much about culture and a way of life, as trying to predict which products and services will be in demand in ten years’ time.

From a government perspective, a talent-based economy is one where public policy is both durable and evidence-based, ensuring we are not simply relying on silver bullets or propaganda to drive reactive change. Both local and central government are key to creating *a place where talent wants to live*. The second section of the journal takes a closer look at cities, in particular how Mayors are working hard to create talent-hubs. Throughout the interview process it became increasingly clear that cities played a central role in creating a talent-based economy. The third and final section centres on the economy, and includes contributions from Sir Paul and other thinkers. It finishes with a chart on public expenditure that highlights central government’s role in creating a talent-based economy (see page 110).

Most importantly we feel that a talent based economy has at its heart, its people; as this well-known proverb states:

He aha te mea nui o te ao?

He tangata! He tangata! He tangata!

What is the most important thing in the world?

It is people! It is people! It is people!

Acknowledgements

As to the idea, it evolved, but there were some ‘Aha’ moments; insights from Sir Paul’s wife Miang; conversations with Peter Allport and Andrew Coy from Magritek (the company Sir Paul had founded) and talking practicalities with John Trail, also from Magritek. John later offered to help, an offer I leapt at.

He tested our thinking, assessed the scholarship winners (page 74), tweaked the seven questions (page 5), pursued several of the 30 Kiwis (page 49), and unwaveringly supported this project.

Our special thanks go to Sam Morgan for providing both the introduction and the funds from Jasmine Social Investments, for Charlotte and Darren for taking up the challenge, to Shaun Hendy and Hayden Glass for their contributions and to our 30 Kiwis for taking the time to become involved.

While we were undertaking the interview process, a number of people told us what a great idea it was and that it would be excellent to publish the results in journal format. We also thought it was a great idea, but in order to make it happen the Institute needed additional support. Thank you to Willis Bond & Co. who underwrote the publication. Thanks to Sue and Pip Elliott for their valuable advice and input. Further, the team at the Institute, and in particular Hannah Steiner, have my complete loyalty and respect; if you want to move a mountain, they are the team to do it – thank you.

This initiative could not have happened without the involvement of many people, but at its centre sits Sir Paul. To know Paul was to know his deep love and respect for his wife Miang, his unwavering sense of purpose, and his love and admiration for his children and grandchildren. These factors, combined with his amazing analytical skills and his love of this country’s fresh air, clean running water and great walking tracks, delivered New Zealand an extraordinary leader, one who left an exceptional gift – a vision for this country. We thank Sir Paul for his hard work, his curiosity, and his love of this country. He not only marked a track forward during difficult times, he invited us all to join him on a journey toward a better country and a better life for our children.

CONTRIBUTORS



1. Sam Morgan

Sam is best known as the founder of Trade Me but now spends his time as an investor in businesses and, through his foundation Jasmine Social Investments, social ventures serving the poor. He is also a director of Xero and Fairfax Media. Sam has lived in Nelson for over three years, but still thinks of himself as a Wellingtonian. See page 3.

2. Sir Paul Callaghan

The late Sir Paul Callaghan (GNZM, FRS, FRSNZ) received Kiwibank's 2011 New Zealander of the year award, for his service to science in the fields of nanotechnology and magnetic resonance. He held a Doctor of Philosophy from the University of Oxford, was made a Professor of Physics at Massey University in 1984 and was appointed Alan MacDiarmid Professor of Physical Sciences in 2001. Sir Paul was the founding director of both Magritek and the multi-university MacDiarmid Institute for Advanced Materials and Nanotechnology. Sir Paul was also the president of the Academy Council of the Royal Society of New Zealand and the president of the International Society of Magnetic Resonance. See page 99.

3. Charlotte Greenfield

Charlotte was a participant at the *EmpowerNZ* workshop held in August 2012. She holds a LLB (Hons) and a BA majoring in English, and currently living in New York studying investigative journalism at Columbia University. See interviews and page 74.

4. Darren Zhang

Darren was a participant in the Institutes *LongTermNZ* workshop held in December 2012. Darren is currently studying a BA in politics and philosophy at Auckland University. He is also a Youth Advisor at the Ministry of Youth Development and has been involved in the NZ Red Cross Refugee Services and UNICEF New Zealand. See interviews and page 74.

5. Shaun Hendy

Shaun is a Professor of Physics at the University of Auckland and Professor of Computational Physics at Victoria University of Wellington. He has won the Callaghan Medal and the Prime Minister's Science Media Communication Prize. See page 101.

6. Hayden Glass

Hayden is an economist with the Sapere Research Group, a consultancy. He is particularly interested in the commercial and economic consequences of the internet, and whether greater global connectivity can transform New Zealand's economic prospects. If you find yourself also interested in this, check out www.themoxiesessions.co.nz, an Auckland tech-economy discussion group focused on this question. Session eight was all about the New Zealand diaspora. See page 103.

7. John Trail

John is Head of Sales and Marketing for Magritek. Following a B.Sc. (Hons) in Physics at Massey University he obtained his Ph.D. in Applied Physics from Stanford University. He worked in R&D at Coherent Laser for several years, developing the first commercial solid-state blue laser, and then went on to Director of Product Management roles at Harmonic Lightwaves and the start-up Big Bear Networks. John was a founder and co-president of the first KEA chapter in Silicon Valley. In 2006 he returned to New Zealand and joined Magritek full time in 2008. See page 108.

8. Grace White

Grace has been working at the McGuinness Institute since 2011 and has a Bachelor of Arts majoring in Linguistics and English Literature from Victoria University. She has a special interest in demography and understanding the broader implications of social change. See page 93, 107 and 109.

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tal•ent | 'talənt|

noun

1. natural aptitude or skill: *he possesses more talent than any other player* | *she displayed **a talent for** garden design.*
 - people possessing natural aptitude or skill: *I signed all the talent in Rome* | *Simon is a talent to watch.*
 - *British informal* people regarded as sexually attractive or as prospective sexual partners: *most Saturday nights I have this urge to go on the hunt for new talent.*
2. a former weight and unit of currency, used esp. by the ancient Romans and Greeks: *a mighty steed bought from a Thessalian merchant for thirteen talents*

DERIVATIVES

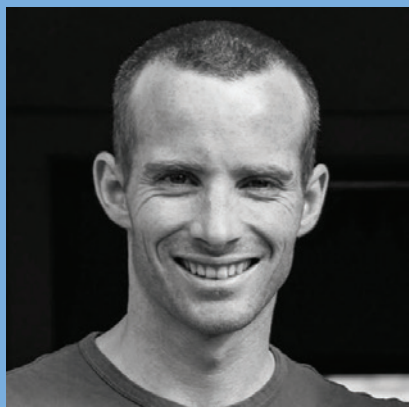
tal•ent•less adjective

ORIGIN

Old English *talente*, **talentan** (as a unit of weight), from Latin **talenta**, plural of **talentum** ‘**weight, sum of money,**’ from Greek *talanton*. Sense 1 is a figurative use with biblical allusion to the parable of the talents (Matt. 25:14–30).

THE TALENT THING

SAM MORGAN



I first met Sir Paul Callaghan at the *StrategyNZ* workshop organised by the McGuinness Institute in March 2011; I was one of the speakers who followed Sir Paul's keynote address. He was a hard act to follow.

I loved the simplicity of Sir Paul's ideas, and the way he talked of a 'New Zealand where talent wants to live'. Finally, something clicked and made sense among the collective angsting about New Zealand's future that I had seen drifting into my inbox over the years. Before Paul talked about 'talent' the thinking all seemed so top-down and

abstract, so esoteric and disconnected from what I was personally seeing and doing. He just cut through all the fluff. Of course it is about the talent, I thought, because those are the people who get shit done or, as Paul put it, do the 'weird stuff' that creates value. A prerequisite for changing things is an understanding of how things actually are in the first place. While Paul was best known as a scientist, he also understood something of economics and the rough and tumble of business – about risk, opportunity and the necessity of earning your keep in the world outside the laboratory.

Paul chose to talk in a way that allowed for a degree of personal interpretation. *A place where talent wants to live* can be interpreted as anything from the environmental (clean rivers for 'talent' to swim in) through to ensuring we have world-class food, entertainment and cultural attractions to entertain the 'talent' or enough bandwidth to connect them to the wider world.

My own interpretation of the world as it is, vis-a-vis 'talent', is as follows:

Talent is in demand. Talent can leave New Zealand whenever they want (but they quite like it here). Capital, goods and services can enter or leave New Zealand quickly and easily. Billion-dollar companies can be built in a few years with technology that didn't even exist a couple of years ago. Niches are being redefined and companies built in a way that previously wasn't even possible. Standards are being defined and fought over in everything. Platforms are being built. The friction of doing stuff anywhere in the world is going away. Information asymmetries are dropping away. Everything is much, much faster. Everyone is specialising, but the generalists are the ones capturing the value. We're all connected now, and the world is just a plane ride away. If you want to compete you had better be good at what you do.

While this brain-dump may be a bit 'Silicon Valley', industries everywhere are being turned on their heads by the mega-trends of the globalisation of markets, finance, technology, communications and talent. Ten years ago there was no Facebook or iPhone. Today, the fastest-selling luxury car in California is battery powered and has a 17-inch touch-screen and 3G mobile network built in. Lost your car? There's an app for that. And no carbon emissions. Wow.

mid-sized city. We're actually pretty easy to get to for most of Australia, Asia and California. And it's easy for us to go do business overseas and then come back and do real work.

The 'brain drain' is the wrong way to think. It suggests we are victims of fate. Brains are actually draining from everywhere to everywhere else. If just 1% of the smartest people in the world decided to live here and another 1% decided to come here regularly,

The capital markets here can only do so much – we need to back ourselves to go and raise smart money elsewhere to help grow our ideas – wherever in the world the smart money happens to be. (Tip: talent knows where this money is hiding and how to get it.)

We need to build on our natural competitive advantages – our environment, our lack of corruption, our smart and honest approach to business, our transparent and conventional approach to governance, our lifestyle, our general compatibility with the wealthier parts of the world. Most of the world's talent hotspots are in bleak winter when we are enjoying our summer – that must be used to our advantage too. New Zealanders are great generalists. We are widely liked. We can make things happen and are natural networkers.

We can all do our bit. We need to get out there in the world and learn and come back with a talented friend in a suitcase. We can do this.

Sir Paul Callaghan knew that building value based on 'weird stuff' is a bit messy and that success favours the brave. He knew about the importance of connectivity, and of creating some momentum by getting us thinking about talent rather than 'brain drains' or GDP per capita. He knew that it is only by being valuable to others that we increase our own prospects.

By nurturing the talent we have and by ensuring we are *a place where talent wants to live* we can realise Sir Paul's vision and make sure New Zealand has the prosperity we know is ours for the taking.

So what are you waiting for?

I THINK THE PRIZE IS TO HAVE NEW ZEALAND AS A MEANINGFUL NODE IN THE GLOBAL NETWORK OF PLACES WHERE TALENT GOES TO GET STUFF DONE

So what does this all mean for New Zealand? How do we get more and more relevant rather than less and less so?

I think the prize is to have New Zealand as a meaningful node in the global network of places where talent goes to get stuff done. This varies by industry and opportunity. Alongside New York, San Francisco, London, Sydney, Austin, Singapore, Shanghai, Hong Kong and many others should sit New Zealand. We're obviously not just one city, but our population is similar to that of a

we would be pretty sorted – and that sounds quite achievable. But to achieve that, a lot more than 1% of our most talented need to get on a plane and go and make some noise. We all need to do more of this.

We need to get a big conveyor going where talent leaves and then comes back, where we pull great management in from abroad to help us grow our companies and develop our greatest opportunities. We need to partner with our complements.


1. In the context of your professional background, what does 'talent' mean to you?
2. Are you aware of any talent gaps that exist or might arise within the next ten years?
3. How do successful organisations attract, keep and grow talent?
4. Think about talent hubs around the world, what is cool and why?
5. Can you assess New Zealand's performance in attracting talent on a global scale?
6. What does New Zealand need to do in order to attract, keep and grow talent?
7. Any final thoughts for young people?

7 Questions

The seven questions are designed around three key purposes. The aim of question 1 is to see if there is a general consensus around what talent means, and if there is, whether a measurable definition can be developed so that progress toward achieving a talent-based economy can be assessed. This question is particularly pertinent to New Zealanders looking at ways to progress the idea of a talent-based economy – if it cannot be defined, it cannot be measured, and if it cannot be measured, it is hard to know what gears to shift in order to bring about change.

Questions 2 to 6 are about collecting ideas on how to make progress toward a talent-based economy. Our aim was to create a narrative that enabled the interviewees to move from the general to the specific, covering a range of contexts from the global to the local. Their responses provide insights for central and local government, and companies interested in retaining talent.

Question 7 was designed specifically for young Kiwis and anyone who is interested in giving them a hand up. The answers to this question should be of interest to people in the education sector, particularly career advisors, and anyone concerned about youth unemployment.

A full-page photograph of Damien van Brandenburg, a man with short brown hair and a light beard, wearing a black long-sleeved shirt. He is standing in his office, with his hands in his pockets. In the foreground, there is a white architectural model of a building. The background is a blurred view of a city street with buildings and trees.

Damien van Brandenburg in his office, Architecture Van Brandenburg, in Dunedin. See Damien's interview on page 63.

Photo by Isabella Harrex



RIK ATHORNE

Rik is the design studio manager at Weta Workshop in Wellington, a company best known for its design and effects work on award-winning film projects, including Lord of the Rings Trilogy, King Kong, Avatar, The Hobbit and Elysium. Having moved from the UK in 2006, Rik runs a team of conceptual thinkers and artists. He provides us with view inside one of New Zealand's talent hubs.

1. In the context of your professional background, what does 'talent' mean to you?

Talent is something that can be learned and taught. But gifted, you are born with. It doesn't mean that the talented individual can't achieve anything that the gifted individual can, just that someone who is a gifted individual may be able to do it easier.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Over the last few years the landscape for how audiences want to be entertained has been shifting. Content is everywhere – in the theatres, film, tv, online, print, video games, events etc etc. We are very much in the transmedia world and it doesn't appear to be getting any smaller.

To keep up with the ever changing landscape we'll of course have to continue growing our knowledge base so that we continue to stay relevant. I don't see us as having talent gaps right now in the design studio but looking forward I'm

sure there are job descriptions in the future that don't exist today that will need to be filled.

3. How do successful organisations attract, keep and grow talent?

I can only comment for the organisation I work for. We've got an industry here in Wellington that has grown over the last 25 years and from that point of view,

then want to stay because it's a great place to work and live.

Like any other service provider in New Zealand, we (Weta Workshop) ride the peaks and troughs of the creative industry. Over the years Richard [Taylor] and the company have had to innovate to stay relevant because of the changing environments we live and work in. Budgets get tighter, deadlines get shorter which means we have to constantly grow and adapt to ensure that we can continue to deliver, which is one of Weta Workshop's strengths. We have to remain flexible and creative to ensure we are able to ride the wave of change. So when finding new talent to join the team it's important to ensure we remain flexible.

We have to remain flexible and creative to ensure we are able to ride the wave of change.

that itself acts as a beacon to attract talent at a global scale and a domestic scale. The Wellington film industry is a creative mecca that attracts talent that

4. Think about talent hubs around the world, what is cool and why?

Lots of cities and communities around the world have their own talent hubs or fashion hubs/art quarters or whatever.

What's my definition of a hub. A definition of a hub is a group of people all enjoying a similar thing. That's a hub. A hub is the beginning of something special and then it grows and becomes its own thing that attracts like-minded people.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think we're pretty successful. From my perspective New Zealand has definitely attracted a lot of talent from around the world and is keeping it. I can't speak on behalf of other industries, but in our industry, if you go to the coffee shop up the road you'll hear New Zealander's, Americans, South Africans, Chinese, Europeans, the list goes on. They're all here on the Miramar peninsula. One's an actor, one's an artist, one's a costume designer, one's a VFX expert, one's the cinematographer and on and on, it's a talent hub. All these different skill sets from around the world are in the same queue getting a coffee – and (hopefully) they like being here, because it's unique, because of the opportunities and the lifestyle's good.

6. What does New Zealand need to do in order to attract, keep and grow talent?

We've just got to keep doing new stuff that excites and attracts new people to come and join and be part of growing our collective creative industry. What I'm really excited about is how we start to navigate our way on to the

new platforms from New Zealand, I'm very excited by that. So much has been achieved already through what Peter [Jackson], Richard and all of the other creative leaders that we've had on the peninsula and throughout New Zealand. I'm looking forward to what the next generation is going to be doing.

One place I'm particularly interested in is what does success look like at an interactive/online level for New Zealand. The new platforms where content can be consumed on mass global level direct to the audience through the

I believe we have a window of five years maybe whilst New Zealand has this opportunity to ride the crest of the wave of staying relevant in this digital age.

internet. We must continue to think in new and different ways for how we change and be flexible and adapt to creating new forms of content. We're definitely talking and working in those areas right now with our overseas colleagues and I'm really excited about what's going to come from all of that.

I feel that New Zealand has the ability and opportunity to once again make change in this world and influence others. In my opinion New Zealand has great influence at an aspirational level, plus it's a great place for opportunity, where things are possible. I genuinely

think that if we continue to push that message out there then others will only be inspired and good can only come from that.

If the vision is New Zealand is *a place where talent wants to live*, how do we get to that next step and how do we start getting people to believe in that vision. No doubt that is the challenge.

I believe we have a window of five years maybe whilst New Zealand has this opportunity to ride the crest of the wave of staying relevant in this digital age. We have the ability to be a driving wedge in the world of influence right now and we need to continue to grow, foster and adopt that entrepreneurial spirit in to the younger generation.

7. Any final thoughts for young people?

The advice I can give to a young person wanting to get into an industry is learn as much as you can and work really hard. Nothing's easy, you have to work for it and understand how to work within a team or with other people. Make sure you choose the right role models to be influenced by and understand what it means to become an enabler. It's good to have vision but it's the enablers that make it happen. One feeds the other.

Interviewed by Charlotte Greenfield at Weta Workshop in Wellington, on 2 June 2013.
Photograph provided by Rik Athorne.



DAVID BAND

David Band is an experienced international businessman who has spent the past twenty years in management consulting and in directing and investing in technology-based companies. He has held senior positions in three global consulting firms and has founded two start-up businesses. He is a professional director and serves on Boards in New Zealand, Australia and the US.

1. In the context of your professional background, what does 'talent' mean to you?

Capability. Capability covers knowledge, skills, behaviours, aptitudes and orientations. If I am looking at one of my companies, I use the terms talent and capability interchangeably and I say, 'Right, where are we heading as a business? What do we set ourselves as objectives over the next couple of years? Therefore, what capabilities do we need in this organisation to give ourselves the best shot at delivering on those objectives?'

Now, that's sometimes technical knowledge. It's sometimes other skills. It's always about culture. It's always about which behavioural aptitudes or orientations will fit in this organisation and which won't. I think in general there's been a move away from narrow, technical expertise or knowledge to a broader set of behavioural capabilities.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

If I just think about my two major New Zealand businesses, both of them are life-science based businesses. For the agricultural genetics business, it's very hard to find enough Kiwis with the right level of scientific expertise. We are looking for folks who either are first-rate quantitative agricultural geneticists or first-rate computational modellers or, even better, both.

I suspect it's because of what's not happening in schools in New Zealand. I mean, STEM education in New Zealand is pretty horrible. It's pretty low grade, and it's getting worse and worse. It's very hard to find really high quality graduates from New Zealand universities in anything like the numbers we might want to choose.

The other company is in human genetics, it's a cancer diagnostics business. It's easier to find the scientific talent, but we've now moved beyond that. We've moved into commercial application and it's quite hard to find folks who can straddle that divide.

It's much easier to find people overseas. That last business I talked about, we've now set up an operation in the US. We have the opposite problem. There's such an array of high-quality people who can do exactly what I've just talked about.

3. How do successful organisations attract, keep and grow talent?

Number one, it's got to be a place where somebody wants to work. I think – and we don't do this very well in this country at all – you've got to really reward performance and you've really got to sanction underperformance. You've really got to differentiate between the two. People have to understand that there are standards that have to be met and if you meet them, fantastic, we'll reward you. If they're not, we'll put some development into you and give you every chance to meet the required performance levels, but in the end if that doesn't work, there'll be consequences.

People are Pavlovian. You get what you incentivise. If you incentivise a narrow focus on monthly earnings – and there's nothing wrong with that,

that's what pays the bills – but if you reward people for how much they contribute to monthly earnings and that's it, you ain't going to get innovative, entrepreneurial behaviour.

4. Think about talent hubs around the world, what is cool and why?

The Research Triangle Park (RTP) in North Carolina is fantastic. It's the oldest talent hub. RTP's been going since the late fifties and it's fundamentally three universities and a deliberate policy of bringing in corporations from all over the world to take advantage of the work going on in those universities. A deliberate policy to actively, aggressively commercialise what's going on in those universities and to sell that stuff to the world.

I'll give you an example – Duke University. It is a tiny university. It's got an incredible amount of commercialisation of its research. It punches way above its weight. It's got an IP policy of open slather. You're on our staff or you're a student and you come up with an idea? Go for it. There's a no-tax regime on IP coming out of Duke and they are creating a huge IP generation. It's just like in economics – the lower the tax, the greater the growth. IP follows the same supply-side rules. Now you compare that to Australian or New Zealand universities who regard this as like giving away the crown jewels, well no wonder we commercialise a fraction of the science that we should be deploying for public good.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Rubbish. I see no evidence in countries like ours of wanting to move towards a high-performance culture. I don't see

any real evidence of that, except in sport. I think it's part of the tall poppy thing. I think Kiwis struggle with excellence and rewarding excellence and differentiating between excellent and ordinary. I think young people, especially in New Zealand, have a fear of standing out from the crowd. We're very

I think – and we don't do this very well in this country at all – you've got to really reward performance and you've really got to sanction under-performance.

focused on helping the under-achievers, we're not focused on rewarding the over-achievers. In fact, over-achievement is a horrible expression.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Letting people be rich; it's a great place to live, so we don't need to make the place a better place to live. People need to make money. Or make more money. Sorry to be crude, but we've got to let people get rich. Or have the chance to get rich.

What does that mean? Well, it means a different tax structure. What's the implication of that? If you're going to reduce tax rates to get people richer, there's a whole bunch of things that wouldn't get funded that currently do get funded. I don't think any party's going to bite that bullet, I really don't.

Never ever underestimate the power of inertia. The attraction of not changing is so much greater than the power of changing for so many more people. Inertia is such a powerful force, inside organisations and inside societies.

There are lots and lots of successful examples overseas of enterprises or arrangements for stimulating and encouraging and supporting innovation. Now, I'm not talking about using taxpayers' money to do this but private money. If you look at the US, some of the incubators that have hung off some of the universities are just fantastic. They've generated so much wealth and added so much value to the economy and I do think there are things that could be done there.

Now I do think there are some random things being done in New Zealand. And there's nothing wrong with that. But anything that could be done in a slightly more structured way would be good. What do I mean by that? Fundamentally it means getting the money organised right, and by money I mean private capital.

7. Any final thoughts for young people?

I usually advise people not to think about having a career. I just don't think there are careers anymore. Interesting, professional lifetimes exist but I don't think you have a career in insurance any more or a career in manufacturing or a career in technology. I normally say don't choose careers, probably don't even choose companies, choose people. Ask around: What's this guy like to work for? What are these people like to work with?

Interviewed by Charlotte Greenfield at the Novotel Hotel in Wellington, on 8 June 2013. Photograph provided by David Band.



JAMIE BAND

Jamie is a 19-year-old, currently studying at Duke University in the United States. He has founded three business ventures while a freshman, is the CEO of the Duke student incubator, and has been short-listed as one of the Top 20 Under 20 Entrepreneurs. He still calls New Zealand home, and would like to find a professional reason to live here once he graduates.

1. In the context of your professional background, what does 'talent' mean to you?

Talent's always been a buzzword, especially throughout my education. People, particularly parents, love to label people, saying, 'Oh, they're talented.' I've always found it kind of infuriating when people use the word for me. It just feels like it's an excuse, as if there's something about me, physically or whatever, that separates me. But really, what I think it is, is hard work.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

I think it's a misconception that New Zealand has talent gaps. For sure, I grew up listening to stories about the brain drain and all these skills going to Australia, but in terms of skills that we as Kiwis have, I think we can fight on a par with anyone like the US on so many levels.

We need more visionaries, though a much better word is 'problem-solver'. Before going to the US, I worked in a

number of science start-ups in Dunedin and what I found was that we had so many scientists who were just so brainy. They had everything that any

... you've got these things called entrepreneurs, people in these big organisations who get to work on projects within the safety of a big organisation.

scientist I'd met in the US had. There was no educational difference or academic ability. What the problem was is, say you have a scientist in New Zealand, they very much focus on their

little niche. Whereas a scientist somewhere like the US, they think, 'What are the commercial implications for this? What's the bigger picture here?' We need more problem-solvers because it's a matter of using those skills in a real-life context.

3. How do successful organisations attract, keep and grow talent?

Google has a thing called Google Twenty Percent, and that means 20 per cent of an employee's time is for them to do whatever they want – work on personal projects, work on ideas, work on anything and get paid for it. It's giving them an opportunity to say we as a company are not only wanting you to help improve the company as a whole, but we want you to grow as an individual.

So a lot of companies in the US are now adopting this idea of 'entrepreneurs'. So you have entrepreneurs who go out and they're risk takers and they find an idea and they try and build a company around it. And you've also now got this growing shift where you've got these things called entrepreneurs, people in

these big organisations who get to work on projects within the safety of a big organisation. There's very little risk, but they get to follow their passion.

4. Think about talent hubs around the world, what is cool and why?

There's a couple of places I just love. There's New York. It's just got this feel – you get on the street, you pick up this energy, everyone's got a purpose. I also like San Francisco. I really like Singapore. I think it's got the best mix, to be honest, in terms of the resources that it had available to it when it first started and what it's become. If you had to have a model, Singapore would be one of the best, especially for somewhere like New Zealand.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

A lot of people just don't know New Zealand over here in the US. If you talk about New Zealand, it's like, 'Oh, Lord of the Rings?' That annoys me every time I hear it because we should be so much more than that, and I don't know what that is. It's just difficult when we've got this massive dependence on tourism as an industry.

I think part of the problem with New Zealand is that it has this identity crisis. Part of us wants to be touristy. Part of us wants to be an agricultural economy. Part of us wants to become a financial centre, and then there's some people saying we should go into oil. It's kind of a mix-match of everything, and I don't think we're doing badly – I think we're doing ok – but we've sort of become a jack of all trades and a master of none.

That doesn't necessarily mean that everywhere in New Zealand has to become a financial district; it just needs

I think part of the problem with New Zealand is that it has this identity crisis.

to be more defined. That's the reason New Zealanders go to Australia; say with Sydney or Melbourne, in Melbourne it's an arts city, if you want to have anything to do with the arts, you go to Melbourne. If you want to go to Australia and have anything financial, it's Sydney. I think we need to get more definition around exactly what places in New Zealand want to do.

6. What does New Zealand need to do in order to attract, keep and grow talent?

I think we need to hold up and almost idolise those people who have said, 'Hey, you know what, I could have started a business in Silicon Valley or something, but I think New Zealand's a pretty great place to start up somewhere too.'

I think New Zealand has this disadvantage of being small, but part of being small is that you can still stay personal. And so, for instance, I'm not going to be able to talk to a CEO who's one of the richest men in the US, but in New Zealand I can approach someone who's worth a couple of hundred million dollars. New Zealand shouldn't try to be anything bigger than it is; it can grow at a natural rate, but the advantage we have is that we're small, we're

nimble, and that we can stay personal. Build on those personal relationships.

7. Any final thoughts for young people?

I'd say, one, talk to everyone you can. Honestly, I learn more outside of the classroom than I do in it and whether that's taking someone out to lunch to hear about their experiences or just sitting in a lecture hall and talking to the person next to you – network is worth so much more than so many things people consider right now. I would say travel, especially independent travel, because you learn so much more about yourself, you learn so much more about how other places are functioning.

This is something that I noticed growing up through high school, and it's one of those things that you don't notice until you leave it or until it changes, but New Zealand kids in high school, there's this perception that work isn't cool. It's cool to be that kid who just is insanely talented naturally at hockey, whereas it's not cool to be the kid who started off fairly average at hockey and just trained and trained and became so good. New Zealanders are fairly impatient people at that sort of thing. With some things, they're fairly relaxed and chilled, but with hard work and personal progression I think there needs to be this shift. And sure there is a balance, you can easily forget things like friends and family, but one of the things I always like to stress whenever I speak to a school in New Zealand is that it should be cool to work hard, it should be good to try your best at something, and I think if more people did that, then we'd be solving a lot of the problems we're talking about.

Interviewed by Charlotte Greenfield via Skype, on 23 June 2013. Photograph provided by Jamie Band.



ANNE BARNETT

Anne is the Senior Commercialisation Manager at Viclink, a company focused on commercialising research and technology generated at Victoria University of Wellington. Trained as a physical scientist, she has transitioned to marketing and business development roles and to offer consultancy to the high-tech sector. She has a passion for bringing science, society and technology together.

1. In the context of your professional background, what does 'talent' mean to you?

Talent is about way more than just IQ. Talent comes from the experience of knowing when to act and being able to see opportunities. It is also quite inclusive. A talented person is someone who has a very strong awareness of what they are good and not good at, somebody who might have strengths but can acknowledge where their weaknesses are. That's where people who are truly talented lie because they build teams around themselves of people who can fill the gaps, or they become a part of the team recognising where those strengths and weaknesses are and look to do something bigger than themselves.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

One gap I see in New Zealand, is a scarcity of strong, positive leadership and good people management. There are very few people out there trying to build something big or who are really

prepared to take things on and build opportunities. You actually have to generate opportunities for people to come into them.

We don't have enough people who have the skills or confidence to step up and lead, have a go and generate those opportunities. Those people who do, they tend to get cut down, or not publicly acknowledged. It's not really a skills shortage exactly: I think there's a maturity around an attitude to success that we don't have well developed in New Zealand yet. There are a lot of very talented people around in New Zealand but what Paul [Callaghan] was saying about 'creating a place where talent wants to live', it's actually about being able to generate opportunities for yourself and others. I've seen a lot of really talented people with a lot of experience come back to New Zealand and struggle because people aren't prepared to allow them to have a go.

If there's a lack in New Zealand it's a lack of leadership and it's an absence of a culture to support people who really want to get stuck in and have a go. You can't grow a talent-based economy if you're not going to stand up and celebrate it in the mainstream.

3. How do successful organisations attract, keep and grow talent?

People's motivation and what drives them to succeed has been well studied, and it's known that money only drives people up to a certain point. Beyond that, people want to be stimulated, rewarded and know they are making a difference. Provide that environment – and it's pretty simple to attract and retain talented people.

To attract and retain talent, New Zealand should look to build good brands, have bigger-picture, internationally focused goals and have good leaders who are passionate about going after them. Then you'll get people flocking to work for you, because that's what most Kiwis who go offshore want. They are going for something that is big, has an international connection and flavour so people can feel like they are relevant. And we should be public about it, get out there and make a bit of a fuss. A classic example in Wellington is Xero. There's a buzz about town and everyone wants to work for them. Trade Me's got that, and the likes of Magritek in the science community too. Instead of being green-eyed let's take inspiration from them.

4. Think about talent hubs around the world, what is cool and why?

When I was doing sales and business development for Izon, an early-stage nanotechnology company based in Christchurch, I spent time at ETH Zürich, a major technology university there. Within ten years, they have gone from being an ordinary university town to having the most unbelievable entrepreneurship culture. All the people I met there who were my age were all recent graduates and many were CEOs of their own companies. It was almost an unstated thing amongst them that if you haven't tried to commercialise your research, then you haven't really succeeded with your PhD. A lot of that was achieved by putting in place mechanisms that encouraged people to think about it as an option.

So the coolest things about those entrepreneurship hubs is that there's a massive culture of 'do' and there are mechanisms in place to support and encourage you. People see others doing it, so it becomes vogue and cool to try, and that's what New Zealand needs.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

The vast majority of people I know who have come back to New Zealand, have done so for the lifestyle, they have family here or because it's home. Ultimately, it is our home and they want to live here and contribute; they want to have meaningful employment. But they aren't driven here because of the professional standpoint, it's all driven by the personal reasons in my experience. I don't think we do very well at attracting and retaining our talent on a professional basis. A lot of it is about our culture; a lot of it is about organisations needing to provide opportunities

and having those big visions. If people don't feel like they are doing something meaningful and that they are contributing then they are always going to be here for secondary purposes. After a while, that job in Hong Kong might look quite attractive.

... the coolest things about those entrepreneurship hubs is that there's a massive culture of 'do' and there are mechanisms in place to support and encourage you.

6. What does New Zealand need to do in order to attract, keep and grow talent?

The thing to note here is that it is not just about permanent retention. It's about looking at the diaspora as an extension of New Zealand; those people are what gives us connections into globally relevant markets. You want people to come back, but actually you want them to go, come back, go and come back. It's about connections and bringing things back here again. It's not just about going overseas in your twenties on your OE then coming back and never leaving. Kiwis are always going to want to travel, it's just how we are, it's in our history and in our DNA.

7. Any final thoughts for young people?

The biggest piece of advice I could give (and this is coming from a person who has spent half of their 14 years after leaving high school studying) – is take every opportunity you can get your hands on, because so much of how you get ahead is through what you've done. Your experience and your networks count for ten times more than your academics ultimately. It's about who you know and then them trusting you to do a good job, which is especially true in the New Zealand 'hidden job market'. Only one out of the four jobs I have had came through the traditional recruitment. Every other job, including all the ones I really wanted, have come purely from networks. In fact, what at the time was my dream job, working at Izon, I got because I cold-called Paul Callaghan.

People who do the best are the ones who are creative, adaptable, can come up with their own solutions and take on opportunities, even though they might seem completely random at the time. So be adaptable, take every opportunity you can – any experience is good experience, it doesn't matter if you think it's relevant to your career or not at the time. Also network like crazy, and then you will get ahead fine. Otherwise if you sit back and wait for the world to hand you something, nothing will happen, not in New Zealand anyway. You've just got to get out there and grab it with both hands.

Interviewed by Darren Zhang via Skype, on 26 August 2013. Photograph provided by Viclink.



TIM BENNETT

Tim is the chief executive of the securities market company NZX. He has extensive experience in capital- and commodity-market development in Asia, the Middle East and North America. He has advised a broad range of financial institutions on topics such as strategy and organisational transformation.

1. In the context of your professional background, what does 'talent' mean to you?

There're lots of different threads here. I suppose in the New Zealand context what we should create is exceptional specialists because we're a relatively small country and we need, if anything – if we are going to compete globally – we need to have people who are exceptional in a relatively narrow field.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

A good example, but it's not the only one, is IT development – there's just none anymore. The type of development expertise that we need, that Xero needs, that Trade Me needs. People talk about the IT economy in Wellington but it's absolutely constrained by the fact that there isn't the talent pool. There's not the talent required, and that's not going to change in ten years, so inevitably we're going to need migration.

We just don't have the depth of people here. We don't have those specialists.

What we're not good at is attracting people into the right professions. No one really wants to be a programmer. You don't really get up in the morning and one day go, 'This is a great thing to do.' Despite the cachet of it's cool to work at Xero or Trade Me', the vast majority of the jobs there are not seen to be the types of professions that New Zealanders aspire to do, whereas in other countries, it's what people do.

3. How do successful organisations attract, keep and grow talent?

There are some textbook answers – you need good leadership, a good organisational culture, et cetera. You need to compensate people well, you need a good work-life balance, all that kind of stuff. I'm not really sure that's sufficient anymore. I think the generation in their 20s and 30s, all those things are kind of by-the-by. I think that you need to provide people with a sense of purpose in what they're doing. Particularly in a country where we are perceived not to compensate well. So, part of it is the work-life balance or the operating environment and part of it is sense of purpose, and I think we as a country like

that, and by and large most business here are like that as well.

4. Think about talent hubs around the world, what is cool and why?

I suppose you need to differentiate between what are just historically interesting places to be, for various reasons, from what I call new talent hubs. So, Kiwi expats go to London because you used to get work visas easily, the pound was three-to-one and you didn't worry if you were working behind a bar or doing some boring back-office job in the middle of Canary Wharf. It was an interesting place right next to Europe, and I think if New Zealanders got visas for the US they'd end up in Wall Street or New York, in Manhattan, just because that's an interesting place. So I think there's something about the cultural environment, the history, the compensation et cetera.

But the new talent hubs are all about the network. It's about connectivity with like-minded individuals, the opportunities that might create. If you think about Silicon Valley, although it's relatively old, or Silicon Alley in

New York or private wealth in Singapore – there's enough critical mass of people who are in the same network as you, think the same way about their careers, have the same aspirations in terms of lifestyle. That's what I think connects talent.

For its size, Singapore doesn't have a lot of tech start-ups; there's something about that city that doesn't work for that. Similarly, despite the best efforts, investment banking has never taken off in Silicon Valley. So, it's something about getting critical mass in a certain sector quickly, and governments can help I think – there are good examples from Singapore on this.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think in terms of for domestic businesses, probably pretty good, above average. However for growing regional and global businesses we're extremely poor. Our immigration policy doesn't support it. We're not good at attracting New Zealanders back. I think we're relatively weak at leveraging the global network of New Zealanders. They're all out there but they're not leveraged well.

People forget that we had the Colombo plan, and a lot of people from South East Asia who are now running businesses were educated in New Zealand. 15% of Aucklanders are Chinese nationals, the majority of whom are presumably students. How are we going to lever that into Asia and manage that talent pool? We don't really think about them as New Zealanders, but we should do, how are we going to harness that?

6. What does New Zealand need to do in order to attract, keep and grow talent?

I don't think we're confident enough in ourselves and in our country. For some reason New Zealanders need to build some self-confidence, because there is no reason why we couldn't be successful.

For example, if you walk around Jakarta, there are Australians everywhere. Of course there's a larger population effect in that, but in comparison we're just nervous, we're not self-confident enough, we're scared of engaging

I think we're relatively weak at leveraging the global network of New Zealanders. They're all out there but they're not leveraged well.

with Asia, and I think that's the first thing we need to do. Not just outwardly, but also inwardly. We somehow need to be more confident in ourselves in Asia, but also take the opportunity of Asian immigration for education and other reasons and leverage it much better.

It's also important so we can grow our economy faster. It's not that we don't have the capital, it's not that we don't have the good business ideas. Why aren't the owners of those young businesses willing to take a risk on a New Zealander from offshore to run the business better? We're just not good at getting the right talent at each stage of

the process; it's not because it doesn't exist, it's because people don't want to give up control or change the risk profile of their business or take a chance with certain individuals. It's definitely a self-confidence thing; I've met so many people who've run their own businesses and they don't want to give up because they don't trust anyone else to run their business.

7. Any final thoughts for young people?

It's funny, I spoke at Dilworth School last year, it's a cool school actually, and someone asked me what do you need to do to do my job? I thought about that a bit, and I think you need to take risks. I don't really think that I've taken risks, but if you think about what I have done, it's all about doing stuff that people would think would be pretty mad. Rod Drury would be a better example, or all these quite successful start-ups, but even in a corporate career you need to take a few risks. The other thing is why on earth do people do their OE in London – why don't you go to Shanghai? Or Jakarta?

Interviewed by Charlotte Greenfield at the NZX in Wellington, on 5 July 2013. Photograph provided by the NZX.



VICKI BUCK

Vicki is someone that likes getting out into the community and making things happen. From 1989 to 1998 Vicki was mayor of Christchurch and in 2008 she was voted by The Guardian as one of the '50 people who could save the planet'. Today Vicki is co-founder of the Ministry of Awesome, an independent director of NZ Windfarms Ltd, and most recently, a newly elected member of Christchurch City Council.

1. In the context of your professional background, what does 'talent' mean to you?

Talent means to me, mostly curiosity – and the ability to move on it. It's not something that you necessarily need to know, it's kind of just wanting to find out. The nurturing of talent is to me a process of not killing people's natural curiosity, and leaving the love of learning, which most kids actually come born with, intact. And then making sure people feel strong enough to take it somewhere.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

I know when we look at the OECD figures they love us to study STEM subjects, so I don't understand why we make them all so boring – the sciences, learning the periodic table, blah! I don't know if I actually see the difference between philosophy and science or languages and some sort of coding. I'm not really sure that the divisions are so real.

I suspect that we don't know anything about what the world is going to be like in 15 years. My answer to it would be that I honestly don't know, because I don't know what's going to be in demand. I know that the new rock stars are those who can code and animate and do cool web stuff but we live in such

The nurturing of talent is to me a process of not killing people's natural curiosity ...

wonderfully fast changing times that I can honestly not know what 15 years' time will bring. The world will be short of water, and food and extreme weather events will be much more severe and more frequent – so maybe resilience may be one of the great assets.

3. How do successful organisations attract, keep and grow talent?

They have people engaged with them who are having fun being there and pushing the boundaries of what is possible and what they can do. They never operate in a climate of fear or command and control. Fear and creativity are seldom mates and a centralised control structure means that we use the brains only of those at the top and that's almost a criminal waste. There's a sense of the ability to completely explore what's in your head so you're not confined to 10% of your brain. There is the ability, and the safety to take sensible risks.

4. Think about talent hubs around the world, what is cool and why?

I think San Francisco is fine but it's really expensive. You need a lot of money to live there. I think China at the moment is exhilarating. The name means the centre of the world and it feels that way. But I actually think talent hubs can be anywhere as long as you have freedom and some fire and fun and some finance.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think as people we do it individually extremely well. So many people have brought partners or others back to the country, but as a country I'm not so sure. I think 100% Pure is great branding but has been so badly eroded by the environmental reality that we have made it very weak. We can't even believe it ourselves.

No, I don't think we have been very serious about creative environment add-ons, even though we start with so many natural advantages. If you are in Beijing for a week you come back here and just stare at the blue sky and celebrate the fact that you can breathe easily. We have so much. But one thing that is lacking is a fair and reasonable capital market for start-ups to medium businesses.

We haven't even dealt with ensuring sites like PledgeMe, or any other crowd sourcing mechanisms can actually crowd-fund for a business, because all of the rules around your prospectus and investment memorandum have been applied to crowd-sourcing. Yet that's an amazing way for people just to get initial funding, and the fact that we haven't done it is appalling.

The way in which they cut the research and development tax credit was just daft. There seriously has to be research and development – if we want to find out new things, research and development is absolutely key.

6. What does New Zealand need to do in order to attract, keep and grow talent?

The rules around capital are so tricky ... and I understand the rationale for that ... but we have to allow something

like Kickstarter for businesses in here and fast. I don't know why anybody would be a director of a company at the moment because it's just so tough. Some easier pool of capital is needed and I would allow for crowd-funding of start-ups.

There are a lot of people, especially here in Christchurch at the moment because there's been a lot of insurance pay-outs, who've got some money and want to do something, you know, share in development. There's no real structure or a history of owning 1% share in this business and if it goes under, it goes under, who cares, and you've only put

There seriously has to be research and development – if we want to find out new things, research and development is absolutely key.

in a thousand bucks or something. But now, if you're going public, you have to have a prospectus and an investment memorandum at least, which you would have gone through every line of with your lawyer, and if you haven't outlined a risk, you're at risk as a director.

I don't necessarily think talent should be confined to the private, for-profit sector; I think the not-for-profit sector is also an area where, in New Zealand, we've failed. Youth suicide, suicide generally, family violence – our statistics are absolutely awful, and to me that's actually far more important than people making money. I suspect if

you come from a background of family violence or any of those things, your chances are severely limited. The community needs to gather around that to make sure that the village does raise the child, so that that child has exactly the same opportunities so that talent isn't just confined to those who can afford it or who won the lottery in terms of parents, because that's just a completely unfair system. These are kids who need help in order to realise the talent they have, and so as a community we have to do that otherwise it's like not letting women have education. You just waste a huge resource of amazing brain power.

7. Any final thoughts for young people?

We are leaving them with so many challenges in terms of the destruction we have wrought on the planet that I think they need and deserve all the help they can get. So if you can see that you can help with something, offer that help. It does take a village and we are all part of that village.

Interviewed by Charlotte Greenfield at the Tradestaff offices in Christchurch, on 3 July 2013. Photograph provided by Vicki Buck.



ANNA CAMPBELL

Anna is a Director and Partner of AbacusBio Ltd, an agri-consulting company based in Dunedin. An innovative and strategic thinker, with a PhD in biotechnology, she endorses commercially focused science. Here Anna discusses how to promote the synergies between science and industry as a driver of New Zealand's future.

1. In the context of your professional background, what does 'talent' mean to you?

Number one would be the right attitude. The attitude has to be a person that is willing to really just come, bust a gut to learn and have that positive attitude around learning. For our company, we're particularly interested in the commercial angle as well as technical. You've got to have that grit and drive around entrepreneurship and the willingness to be in that commercial space because we're essentially a business. We have to make money because that's how we pay staff to keep going.

Everyone's going to be slightly different in the way they get business and deliver. People think that people have to be the extroverts to gain business. What we're seeing is that often introverts are getting the good relationships with clients and are very good at their work. They do the same thing but in a different way.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

This has probably been our biggest hold-back in terms of growth. We're growing about 20–30% a year and we could grow faster if we could get the right people. There are enormous talent gaps in agricultural science. We've got a really strong core base in what we call quantitative genetics, which is quite a specialised area. We have to look worldwide because we're not training enough of those people here. We couldn't attract people out of Europe to AbacusBio five or six years ago and now we can because of the global recession, and because we're now getting recognised as international experts in that quantitative genetics space for livestock.

3. How do successful organisations attract, keep and grow talent?

Thinking back to how we've evolved as a company, we've had to invest quite a lot ourselves to get those right people with the right skills through, currently we have PhD students who are embedded within our business. Part

of our philosophy has been to grow from within, and we've also used the intern programme reasonably well. It's a really good way for a small company to have a good look at young people and see where they fit. If they fit we just snap them up.

As we grow, and gain bigger contracts our challenge is to keep an innovative, energetic culture. For me personally, I've always had my three words: 'Make it happen' which drives me to not accept excuses from myself, or someone else if I really want something to happen.

4. Think about talent hubs around the world, what is cool and why?

In terms of talent hubs, we are evaluating this currently as we are concerned that agrifood business in the south doesn't have a strong voice to promote what we do and attract both people and investors. We have been looking at a German hub showcasing their business via the web and determining how we do that and other activities. In New Zealand one of our strengths is our humility, but it is also one of our weaknesses: to build global business we need to be

shouting from the rooftops about what we do. We're not so good at that and I think that's a real problem, and the further south you go, the worse it gets.

Food security is the global issue of our time, and for a business like ours the opportunities are incredible because we have the know-how from on the farm right through into the markets. What I'm worried about is that investors will come as far as say Waikato, and not come further south. Our hub will profile some of the innovative companies that are in the agrifood space that'll attract talent and young people into it. There's a lot of little companies around with the know-how that can be lifted into other countries and support this whole food security drive.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Other nationalities and talent do want to come to New Zealand and stay once they're here because the lifestyle is so incredible. But there are a lot of Kiwi expats out there who don't want to come back because they don't see the big companies so they don't see that there is opportunity. Perhaps if they saw some of what the innovative small companies were doing, they would see that there is life outside those big companies. So maybe it's showcasing some of that fun and challenging stuff that people would come back for.

There's been a lot of rhetoric from the government that we need to put more people into science and fewer people into law and accounting. A lot of rhetoric and not much more: ever since I

was a PhD student, I have been hearing statements about science being important for the economy, yet I don't see the pathway for young scientists getting any better. A lot of our highly talented kids drive into law and medicine, because that's what's seen as a very structured career, but also where the elite go. I think the government needs to put more money in at schools to be able to say:

... we need to be shouting from the rooftops about what we do.

still underpins our country's economy, has an unexciting image in schools. The reality is, we are producing some of the best food for some incredibly new and dynamic markets – what could be more exciting than that?

6. What does New Zealand need to do in order to attract, keep and grow talent?

On a global scale, I think showcasing more of those companies doing fun and exciting things and getting in touch with expat-type networks and let them in on what's happening. I know NZTE [New Zealand Trade and Enterprise] is doing the NZ Inc branding. We were discussing this in our business and asking, what are we as New Zealanders? What makes us special? Is it just the clean and green? What we came up with was actually, where we stand out is that slight quirkiness. For me, quirky means innovative as well, and willing to think outside the box. As a small country, we've got a reputation of not just following the pack. I think it's fundamentally in our makeup that we won't always look at something and do what everyone else is doing. It's the fun factor with that whole

'Well, there are actually career opportunities outside of those core law and accounting degrees,' and do more to support their careers post-graduation. I also believe agriculture and agribusiness, which are what

everything we do in our lifestyle – the way we do our business, we also like to have fun. So we need to showcase ourselves as thinking outside the box and being an exciting place to grow new business. With global connectivity the way it is there are some great opportunities that we didn't previously have because of our isolation.

To grow our own talent, we have to get them right at that undergraduate level. We'd like to see universities do more to link with business, and maybe the universities could make contact with industry more accessible, because it is quite hard for a 20-year-old to rock up to someone at a lab and say, 'Can I have fifteen minutes of your time?' I'd like to see more in schools to encourage pupils to think beyond medicine, law and accounting, and a much wider recognition by the country that agribusiness has to attract innovative, talented people.

7. Any final thoughts for young people?

Lots, but it doesn't mean you get listened to when I talk to my own kids. If I were talking to someone around that age of 14–15 that was interested in my sort of space, I would really, really strongly suggest that they learn Mandarin, or another Asian language. Other advice would be not to get strung up on having to have a job at the end of your degree. Really try and do things that interest you that are also quite applied. Most of our young people, the jobs they'll be doing, we don't even know about right now. So really having the belief in yourself, that willingness to learn is important. Once you've done that degree, the learning doesn't stop there. You'll be learning the rest of your life to keep up with things.

Interviewed by Darren Zhang at AbacusBio in Dunedin, on 4 June 2013. Photograph provided by Anna Campbell.



RACHEL CARRELL

Rachel is the chief executive at DrThom, the world's largest online doctor service, located in the United Kingdom. Originally from Invercargill, she completed a doctorate at Oxford then worked in various sectors across the world before taking up her role at DrThom. Rachel offers the perspective of someone who chooses to take opportunities as they arise.

1. In the context of your professional background, what does 'talent' mean to you?

To me, talent is about aptitude rather than skills. But in the context of this conversation I think we probably mean the actual ability to do stuff, not just the potential ability to do stuff.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

In my organisation there are tons of them. I run a really fast-growing organisation, and we have lots of vacancies. The biggest talent gap I would say across the board is analytical ability. By that I mean everything from facility with numbers – a raw quantitative orientation and aptitude – to a curiosity about analysis.

It's about making your business continuously improve. We employ a lot of customer service people who talk to customers all day, so they've got to be nice people to talk to and all that. But when something's gone wrong I want someone who can also say, 'Why did

that go wrong?' and, 'I won't just fix it this time, I'll fix it for all time. I'll have a think about how widespread the problem is and attack it in a really analytical way.' I would say we need that talent at every level of the company.

The biggest talent gap I would say across the board is analytical ability.

What else? It's hard to find e-commerce people. It's hard to find IT people. It's an international shortage in both cases. I spend a lot of my time on hiring and recruiting and it's really difficult, and I pay head-hunters an awful lot to do it for me.

3. How do successful organisations attract, keep and grow talent?

The most important thing –and it's much easier said than done—is a really clear vision, and clear roles. Making sure everyone knows what they contribute to that wider project and that every single role is valued.

You've got to make sure the package is right, in terms of competitive salary and all that, but far more important than that for me is selling the purpose of the organisation and really selling a vision. To give you an example, I never talk about sales. We say, 'Last week we helped 6000 patients.' We don't say, 'We sold 6000 products.' We're always trying to connect back to something that is very human, which is that everyone likes helping someone else. If you know that, whatever your job, at the end of the day you're part of this team that helped 6000 patients last week that's super-tangible. I think it's really easy to do that in healthcare but I think you can do it in any business.

4. Think about talent hubs around the world, what is cool and why?

In London, there's a roundabout called the Old Street Roundabout. It's in this horribly ugly and industrial area that has been turned into the heart of urban cool. So a couple of years ago, David Cameron the prime minister stood up somewhere and said, 'We're going to make this Silicon Roundabout'. At the time people were saying, 'Whatever, that sounds a bit stupid.' But it is incredible how it has actually happened.

Google have a big building there. There's a lot of really exciting entrepreneurial stuff around there. Globally important software start-ups already have come from there in a really short amount of time. There's all the kind of cool community stuff that you would expect to see in San Francisco and Silicon Valley. So I think you shouldn't underestimate the power of government to stick a flag in the sand, to recognise that something is already happening – there were a few companies already there, but not many – and really push it to the next level. That's all David Cameron did. They didn't compel anyone to move there, he just said 'This is going to happen' and it happened.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I would say in terms of nurturing talent, amazing. There's nothing wrong with the education system, for example. I mean I'm sure there's little things wrong with it, but I think we absolutely have an education system that can compete on the world scale.

In the UK the difference between good schools and bad schools is enormous, you cannot overstate it. So there's this

fight to the death among parents to get their kids into good schools and it's vicious. And while I'm sure we have good and bad schools in New Zealand, the distance between good and bad is not nearly so big. So you can go to your local school like I did, to a local state school, and you will generally probably be fine in New Zealand, so that's a huge advantage.

The other advantage is our culture of travel. The OE is just a phenomenal thing. It's such a Kiwi and Aussie source of strength. You get that kind of exposure to best practices and experience and bring it back to New Zealand.

I've personally thought about going home at times over the past ten years and it is extremely difficult ...

Attracting and retaining talent is a much more difficult challenge for New Zealand. I've personally thought about going home at times over the past ten years and it is extremely difficult. I consider I've got quite a big job and I would want to do a big job in New Zealand and I don't know where the big jobs are, I don't know how to find them.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Here are three really concrete ideas that would help me come back. One is tell me what the big jobs are, which means make it really obvious which

head-hunters I should call. The network KEA, that's really great. You could absolutely build on that. Maybe they have a jobs board, but make it a better one if they have one.

Number two is: tell me who else has come back and tell me good people who have come back. Because I don't want to be the only person coming back. Obviously lots of people come back, but I don't want to be the only person running an e-commerce business of this size trying to export. This comes back to the idea of a hub. There's a reason why people like to be in a hub – it's because they like to know they're not the only person trying to do the type of thing that they're doing.

Number three is the thing that frustrates me when I come home, and makes me think 'Oh my god could I actually ever work here?' It's the quality of internet provision in New Zealand. It's like a decade or something behind the UK, it's extraordinary. So when I think of running an e-commerce company, I think, is it even worth it? My husband went to the Democratic Republic of Congo about a week after we got back from New Zealand and he said the internet was better there than it was in New Zealand.

7. Any final thoughts for young people?

Work really hard. Take every opportunity. See everything as an opportunity. They're there and it's amazing that sometimes people don't jump at them. Every time someone asks you a hard question, every time you get given a hard project, all of it's an opportunity to either show what you can do or to learn. Either way it's an opportunity.

Interviewed by Charlotte Greenfield via Skype, on 19 June 2013. Photograph provided by Rachel Carrell.



KAILA COLBIN

Kaila is the founder and chief executive of a number of initiatives, including Missing Link and Ministry of Awesome in Christchurch. A native New Yorker, she has been an entrepreneur since she was 22 and is fluent in four languages. Kaila loves to see ideas turned into action.

1. In the context of your professional background, what does 'talent' mean to you?

Talent is the expression of our individual gifts. Everyone has gifts, but some people are not in a position to pursue theirs. When we look at somebody talented, we see someone who is expressing themselves at the highest level of what is possible, whether in business, art, sports, innovation. The further we are developed in understanding what our gifts are and in cultivating them, the more talented we will appear to the outside world.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

When I think about the rebuild in Christchurch, there are two dominant conversations happening right now: one is at government level, that is \$40 billion, confidence for investors, certainty for developers, large-scale infrastructure, etc. Then the second is the kind of bottom-up conversation that Gap Filler, Greening the Rubble, Life in Vacant Spaces and others are having:

vibrant city, citizen engagement, social innovation. The one conversation that we're all having is 'successful city', but we're coming at that from two completely different angles.

Innovation happens when ideas have sex, and that only happens if you put a whole bunch of different disciplines in the same place and let them bump into each other.

The need to bridge those conversations is the most essential talent gap that we have right now. We need all those large-scale investments and infrastructure, but without the vibrancy animating

them, they are only two legs and a torso and a head bolted together. We need those people who can sit in both camps translating the value of social innovation and grassroots creativity into language that the government can understand so we can take an approach that is integrative rather than linear and siloed.

3. How do successful organisations attract, keep and grow talent?

Talented people need a certain amount of autonomy as they are self-actualised. They want to be in a place that will support, recognise, and allow them to express that. If people are amazing coders, they want to go to places like Google that's going to make them feel like gurus and rock stars of what they do. Because we have all the tools we need to do anything we want from anywhere, talented people have absolutely no reason to go where they aren't given the meaning that we all need to thrive on.

What can organisations do? Definitely recognising this. Interviews are much more of a two-way conversation now where it's more like, 'I'm interviewing

you but you're interviewing me to see if this opportunity is right for you.' It requires almost a humility on the part of the organisations to say, 'You know what, we need to make this opportunity so compelling for people that they feel like they can offer something here that they could not offer anywhere else.'

4. Think about talent hubs around the world, what is cool and why?

When I think about talent hubs, two main things have come up over again, and that's density and diversity. Innovation happens when ideas have sex, and that only happens if you put a whole bunch of different disciplines in the same place and let them bump into each other.

An area that does talent hubs successfully is San Francisco. When you go to San Francisco and you walk around, it is funky. There are a million things happening – cafes, clothing stores, night-clubs, restaurants, arts, people naked in the streets. People will look at a talent hub and say it's a real mecca for X, like San Francisco is a mecca for tech start-ups. But then you dig in and there's all this other stuff going on. You can't take X in isolation and only feed that – that's my big concern about what is happening here. We don't have density because we've all been scattered, and if we come back together in siloed chunks, we lose the diversity essential to cultivating talent.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

We have a lot of insanely talented people in New Zealand, but I think we struggle to understand the factors that keep them here and help them thrive. And a big part of that is a linear

approach to the kind of talent we want. We go, 'We're going to be a mecca for IT talent, we're going to bring all the IT talent here.' IT people go do their IT but then they're DJs or quilters or marathoners or whatever. When you go to a place that is uni-functional, it becomes soulless, like Canberra. So this idea that it's got to be agribusiness or whatever is, I think, a broken, outdated idea. We need to acknowledge that people have multifaceted lives, and certainly talented people are less tolerant of restrictions on their ability to explore and be inspired in all facets of their lives. We need to create the conditions for a million flowers to bloom, then we see which ones become the next Tait or Weta by bringing people together, allowing them to bump into

There are a million ways to get from birth to death, and every one works.

each other, crossing silos and breaking them down, highlighting things, giving people more opportunities to connect, celebrating successes and more attempts at success.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Christchurch definitely has a tonne of talented, creative people trying to do amazing things but have a number of barriers in their way. One of the key roles of government is to reduce barriers to super-motivated people contributing to the life of the city. Subsidies are a bad word in government, but we have to recognise that our free market

has been skewed by the earthquakes. Normally, cities have older buildings that require a lower economic return for their owners. Now we don't have that inventory available at the lower end of the market and so you lose all of your start-ups, SMEs, creatives, your lower end amenity that is essential for a vibrant central city. We still do want that vibrancy, and that is by creating space at the lower end of the market, and subsidies are one way to achieve that.

7. Any final thoughts for young people?

When I was younger, I put people who were significantly older than me on a pedestal and thought, 'Oh these people, they really know the answers.' What I have realised is that nobody knows. Everyone is making it up all the time. The people you think are the smartest people in the room just have more experience making it up and more tolerance for making decisions with imperfect and uncertain information. That is something that you only get by practice. The sooner you recognise that, the more powerful you can be. There are a million ways to get from birth to death, and every one works. So whatever idea you have about life, it's all just made up. You can choose to accept that or not accept it.

Interviewed by Charlotte Greenfield at the Tradestaff offices in Christchurch, on 3 July 2013. Photograph provided by Kaila Colbin.



ANDREW COY

Andrew is one of the founders and the chief executive of Wellington-based Magitek, an advanced technology company specialising in nuclear magnetic resonance systems. With a PhD in physics, Andrew brings together science and business, guiding one of New Zealand's leading high-tech companies to success on the international market.

1. In the context of your professional background, what does 'talent' mean to you?

Talent in my background means people who can make hard things appear easy to do. To make things look easy generally requires a huge amount of time invested in one's life practising, experiencing and doing the thing that you become really good at. That in turn means people who really enjoy what they do. Talent is not just about science or maths or technology; it is in the arts, humanities and all areas of life. Sometimes, talent is people with PhDs; sometimes it is people who seem to be able to mind-read and know exactly what people want, or people who do other amazing things. That is the key thing for me – talented people who just do the most impossible things and make it look as though it was the easiest thing in the world.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

The biggest business talent gap I see in New Zealand is people who understand

organisations that operate on the global stage and are able to successfully be part of it. Unfortunately, most organisations in New Zealand don't have a huge amount of experience doing that.

The biggest business talent gap I see in New Zealand is people who understand organisations that operate on the global stage ...

Our heritage is very much around primary industry and agriculture. If we are going to have world-class companies that manufacture and export, we need people who have that particular talent and experience. The really crazy thing is that many of those talented people overseas are Kiwis who are part of our one-million-strong diaspora who have

ended up as talent working in organisations in other countries. We desperately want to attract those people back to work in our exciting high-tech businesses. We have an incredible world-class education system, but the experience of being in a globally successful company is something that you only become very good at by being there. It is a catch 22, but I think we can untie the knot because we can attract those talented people back to New Zealand and they will make a difference.

3. How do successful organisations attract, keep and grow talent?

The thing about talent is, it is not that they are just after jobs that are high paying; it is that they want to be challenged in a really special way. They want to be part of something that has an impact on the world. For me, talented people want to do things that everybody else thinks is impossible. If you're trying to run a business that is trying to export to the world, create products that have never been created before, go up and compete with companies that no one ever thought you could compete with and change the market and change

the world, then the single most important thing for your success is having talented people in your business. That is the number one success factor. A talented team of people will always find a way to succeed because succeeding is just built into their DNA, it's in their nature, and it's what they have to do. They have to make hard things easy.

4. Think about talent hubs around the world, what is cool and why?

Talent hubs are not a consequence of having a whole lot of businesses with talented people there. Talent does attract talent, and talent wants to live in places where it is exciting, where they are challenged and stimulated in many different ways. It can be about being in a stunning environment, talent hubs are places where the arts and music are sensational, and the food and entertainment are world class. In talent hubs there are museums, theatres, sports, recreation, diversity and culture, vibrancy – all of that attracts talent. And then those talented people working in organisations in that hub make those organisations successful, and that success attracts other talent and those successful organisations further fuel the arts, theatre, sports and all the stuff that goes on in the hub, which in turn makes it an attractive place to live and bring up kids. And then they stay there.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

The fact that we have a million of us who live overseas isn't a particularly good scorecard. A lot of those million New Zealanders who live overseas are a disproportionate higher percentage of our talent, which is not good in the long term. We have this one big natural

advantage, this absolutely fantastic natural environment in New Zealand, but that seems to be the main thing that we hang on to. We under-invest in arts, diversity and culture; and even in the environment and all the other things that will attract people back. New Zealand is still a fantastic place to live. But when you sit down and think how good it could be, all the different things we could do to actually attract our talented people to come live here or attract other countries' talented people, that is when you start to think we could just do so much more.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Everything about the lifestyle impacts on people's choice about where they want to live. We need more successful, exciting, challenging companies that people want to come and work for because they will not get the opportunity to work for a company like that anywhere else in the world. We need to make our environment better and more attractive so people see living here as more of a privilege, not just a lucky accident.

We need to invest more in the arts, music, theatre, drama and films. We have amazing arts, music and film here. We have this 'tall poppy syndrome' where it is not good to brag about how good we are at things. But forget that. Let's get up on the world stage and let people know just how incredibly good we are.

First of all, we actually have to invest, make it happen and genuinely support all of those things that make living here attractive. But then, let's get up and tell the world about it and make people desperate to come and live here, queuing up and lining up to work here. And then you'll start to get more successful and exciting companies and you'll start to

get the once-in-a-lifetime opportunities that talented people just have to be a part of.

7. Any final thoughts for young people?

It's great being young – you can take risks, try everything. The most important thing is to find out who you are and what you really love and where your passion is. It does not matter what it is – just pursue it relentlessly, practise it, experience it and become the best in the world at those things that you love doing. Ignore everyone who says that you can't do it – feel completely scared and freaked out about it and do it anyway. For me, young people live in an incredible age where, if you grow up in New Zealand, you can pretty well, do, be, learn, know or experience anything you want to. All you have to do is find the thing that you really love and go do it. Make an impact on the world. Make an impact on the thing that you love doing. Change it, set your sights on something that is so high it seems impossible, then go and do it anyway. The one lesson I've learnt is the day you decide to do it and start ignoring all those people who say you can't, ironically, is the first day you start achieving it. So get on with it, find out what it is that you love and go do it.

Interviewed by Darren Zhang via Skype, on 5 September 2013. Photograph provided by Magritek.

Creative skills

Deliver experiences. Examples include media/film, design, and architecture. Interviewees in this group included Rik Athorne, Roger Dennis, Tim Nixon, Frances Valintine and Damien van Brandenburg.

Governance skills

Deliver trust. Examples include management, quality control, assurance, and strategy. Interviewees in this group included David Band, Vicki Buck, Rod Drury, Andrew Hamilton and Bill Moran.

Human skills

Deliver a deep understanding of human behaviour. Examples include marketing, psychology, human resources, and the management of highly creative, organic teams. Interviewees in this group included Rachel Carrell, Jim Flynn, Mike O'Donnell (MOD) and Catherine Walker.

Information skills

Deliver knowledge needed for making decisions. Examples include data management, inquiry, and an understanding of statistics. Interviewees in this group included Janice Feutz, Paul Hansen, Tahu Kukutai and Liz MacPherson.

Invention skills

Deliver new ways of doing old things. Examples include scientists and policy analysts. Interviewees in this group included Jamie Band, Kaila Colbin, Andrew Coy and Ocean Mercier.

Investment skills

Deliver financial security. Examples include banking, investment, economics and a deep understanding of regulatory processes. Interviewees in this group included Tim Bennett, Raf Manji, Patrick Nolan and Graeme Wong.

Technology skills

Deliver efficiency. Examples include a deep understanding of information technology and how to use resources to deliver outputs. Interviewees in this group included Anne Barnett, Anna Campbell, Dave Darling and Malcolm Webb.

7 Talents

We thought it might be useful to classify the 30 kiwis by their initial skills: what was the main skill that they had learnt – on the job, at home, from their peer group, or from attending an educational institution – rather than what skills they use today. We were able to identify seven talents (see the list on the left); the colour of this is repeated in each interview. For example, Kaila Colbin pictured here has been an entrepreneur since she was 22. Kaila's initial skill was as an inventor, so her interview is coloured red to denote her invention skills (see page 23).



Kaila Colbin from the Ministry of Awesome, Christchurch. See Kaila's interview on page 23.



DAVE DARLING

Dave is the Chief Executive of Pacific Edge Ltd, a Dunedin-based biomedical company specialising in the discovery and commercialisation of technologies and products that assist in the detection and management of cancers. Dave combines being a scientist and science manager with experience of building and growing entrepreneurial companies to commercialise technology.

1. In the context of your professional background, what does 'talent' mean to you?

Talent is an aggregation of personal skills and capabilities that an individual has and has enhanced and developed during their professional or commercial career. So when someone has talent, they have both the interpersonal skills and the commercial, technical or specific skills that give them the all round capability. In some ways the definition is synonymous with capability. It's one thing to have talent but the overarching requirement is the cultural fit in your team or organisation.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

There are always talent gaps, especially in organisations that are starting up or growing. Recruiting talent in the US for our new enterprise is a lot more straightforward than recruiting talent in a small country like New Zealand. We certainly have talent here but often you have to grow your own capability base – so you do have to look ahead and

we plan ahead to grow our people into a specific space.

At the same time, you have to bring in other people from other experiential backgrounds to broaden your talent or capability pool. We have roles that we fill progressively when we find people, or they appear, with the right set of talent and skills. You may not be quite ready for them but you recognise that these people aren't available all the time, so you've got to grab them while they're there.

3. How do successful organisations attract, keep and grow talent?

You've got to involve people broadly across your business and building the right sort of culture is critically important. There have to be growth opportunities for these talented people. Talented people often move on in order to grow, so you've got to ensure you're offering them something that fits their needs as they grow and develop. Understanding what their needs are is very important to keeping that talent and getting it developed and nurtured in your own organisation. Your company

can get over-exposed when you have a capability nested in a few people and they want to move-on.

4. Think about talent hubs around the world, what is cool and why?

I'm not sure that there is such a thing as talent hubs, but there are geographical areas of specialisation that are in-effect hubs. A good example would be the Research Triangle Park (RTP) in North Carolina. The RTP is a biotechnology hub that employs in excess of 100,000 people. So I guess you could say talent congregates there? You attract a critical mass of people with capability, and in that critical mass of capability there will be a mass of talent. That's a great opportunity to recruit if you're in those epicentres because the co-location there means your recruitment is a little more straightforward. The United States does this well and New Zealand could take a leaf from their book.

We are strategically located in Hershey, Pennsylvania. Part of that decision was to do with its proximity to the key customers. Our concern was, whilst it was strategically optimal for access to our

customers logistics, we thought that maybe we might have trouble recruiting talent to a more 'rural' area than say downtown San Francisco, New York, Boston or some of the other major metro centres. But it hasn't turned out to be the case. There is a significant pool of talent, and because we're right alongside the Penn State Medical Research Hospital it provides an actual catalyst for attracting them. We're only an hour away from several major hubs, so people can commute quite easily and that's exactly what happens in our recruitment process in the United States.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think New Zealand is the recipient of capability and talent that has been honed by experience overseas, simply because people come home for the lifestyle and family. They have children and they want to come to a great environment to educate their children. They've been away growing their capability, making some good money and they want to come back to New Zealand to contribute and raise their family. We have recruited people out of the United Kingdom who are looking for an opportunity to grow and they see an opportunity to build their experience in New Zealand. New Zealand's clean, green, outdoors doesn't necessarily appeal to everyone, however for some it is a major part of their life and we are the recipients.

6. What does New Zealand need to do in order to attract, keep and grow talent?

I believe that we need to continue to grow-out a greater number of companies that New Zealand can leverage into an export base. If you want

enough biotech companies, you've got to have enough attractive business incentives to drive these companies to scale. So that means New Zealand should build the ecosystem that would warrant those companies to be/grow and stay in New Zealand. It's a little bit of a catch-22: you can't get the talent unless you've got the businesses; you can't get the businesses unless you've got the talented people and the right business environment.

Firstly, it's probably about growing businesses. How do you do that? You've got to make the operating environment exciting to be in. Sometimes

I believe that we need to continue to grow-out a greater number of companies that New Zealand can leverage into an export base.

that's through a fiscal need, taxation and R&D grants. Look at how small states in the United States attract business to grow and build those epicentres of talent, then look to New Zealand and say, 'How do we build a similar ecosystem?' I'm sure that we all recognise that to grow our economy we need to develop smart manufacturing businesses.

One of the big attracting elements that we found when we went to Hershey, Pennsylvania is that the state provided an incentive package that contributed to the build-out and a fit-out of our

customised laboratory and an incentive on the number of people that we employ. There are lots of these successful models internationally that New Zealand can emulate.

7. Any final thoughts for young people?

It really comes down to the individual, however an individual needs to build their CV and to build a bunch of cross-functional skill sets. Being employed by a big corporate can provide many of these opportunities. For some the best route may be to go offshore and learn how other businesses operate, particularly in areas where there is already a pool of expertise, so that you can grow your own capability and then take that to wherever you want to live. Some of the internships that the government sponsors and funds are great tools for individuals to get started and I would recommend them to all.

It's harder for young people today to get the requisite experience. A tertiary qualification just gets you in the door. When recruiting, I go straight to the back of their CV and look at what the individual has done when they're 16 or 17 in their holidays. How driven were they to gain skills, experience and money? If they've shown a personal proclivity to getting out there and doing it, I'll hire that person over everybody else.

Interviewed by Darren Zhang via Skype, on 18 June 2013. Photograph provided by Pacific Edge Ltd.



ROGER DENNIS

Roger is a consultant in foresight, innovation and large-scale change, supporting government bodies and companies across Asia, Europe and Australasia. He is currently leading the Christchurch initiative called Sensing Cities, which involves the conjunction of commercial sensor technology and real-time data to create a faster-responding city.

1. In the context of your professional background, what does 'talent' mean to you?

Smart people who can live anywhere in the world and know the conditions by which they want to be employed.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

I'll give you some context. I don't know how much you know about Sensing City. I look at where trends are going around the world and what's happening in the technology space right now. I think the opportunity for New Zealand is to turn Christchurch into the only place where you understand how cities work in real time by putting sensors into the rebuild infrastructure. They would measure everything from traffic, to CO₂, to water flow or anything else. Now it turns out that is a world first, no one internationally can do that. Already, even though we're not fully funded, people ring up asking for jobs.

So when you ask what is missing from the talent that I would need to make

this work, it's a whole emerging breed of expertise around understanding big data, big cities, and the intersection of those two and how to get real-time information back out to people who need it. You go to London or New York or Tokyo or anywhere in the world, that expertise is so thin on the ground that it's a talent war.

3. How do successful organisations attract, keep and grow talent?

By doing things that nobody else in the world is doing. By not pushing the 'We're New Zealand, aren't we great?' argument.

4. Think about talent hubs around the world, what is cool and why?

London is just an extraordinary place. It's important to remember that from my point of view there are only a few places in the world like it – London is not the UK, New York is not America, San Francisco's not America, Tokyo's not really Japan, so I don't think it's countries as hubs – unless it's Singapore

– it's cities. So I now try and get in at least one trip a year where I will go to San Francisco, New York, London and Singapore. I know that I can fill every hour of every day meeting interesting people overseas simply because they're magnets for talent.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think your best indicator of this is to go to Miramar Peninsula. What's interesting about that is that most of what Peter and Richard do is project-based and those projects attract hugely talented gypsies who just work on the project and then go. What you need to do is figure out what it is that converts some of those gypsies and why it is they might want to stay. I'm guessing that in Miramar it's that combination of extraordinary lifestyle plus extraordinary opportunity.

You can try and look for that across the rest of the country and it doesn't add up – it's just lifestyle. So if you're a smart talented person the lifestyle is much better in San Francisco and New

York. So it needs a combination of the lifestyle plus the serious magnet – like Miramar – to make it work. There's only one of those in New Zealand right now and that's what they've built up from scratch. There's nothing else really.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Political willpower. We have a three-year cycle, which means politicians are risk-averse. So, long-term thinking and not being so averse to risks.

At the moment the things New Zealand does that are non-replicable on a global scale are tourism, which is low-margin and can't scale, and dairy, which is a price-taker not a price-maker, so if we build the whole country's backbone on those two industries, we're pretty screwed.

What you normally find in the New Zealand tech industry is that people talk about it being the weightless economy – the stuff we can develop is highly exportable intellectual property, which is high margin. The difficulty is that the really good ones get bought, get taken offshore, or everything gets vacuumed out. The big thing with Sensing City is how do you reverse that? I think if you embed in the technology in the fabric of the city, what it means is corporates come here and smart talent comes here rather than the reverse.

We need to leverage our attributes very carefully – look at Project Loon. This is a case study in itself. Google X is the hardware division of Google. Their first project was the driverless car, their next project was Google Glass. Those are the only two projects that they've ever publicly talked about. Their third project, which is called Loon, was released in Christchurch about four weeks ago. Loon is a project to release

custom-made balloons into the stratosphere to act basically as internet service providers. It can relay internet from a certain point through it to a certain point to give you cheap internet access in a way that satellites can't do. It's for Africa and places in the world where you can't get internet access so you can do it very, very cheaply.

Now the reason Google X launched in New Zealand was a combination of things. What's interesting is that if Google X went to Sydney, London, San Francisco, New York, Singapore

I think if you embed in the technology in the fabric of the city, what it means is corporates come here and smart talent comes here rather than the reverse.

and said, 'We want to launch our next Google X project somewhere in the world, we want you to pay for it,' cities would start a bidding war, such is the kudos of getting Google X involved.

They came to New Zealand for three reasons. First, when you go through Customs here, Customs start off with the belief that what you write on your manifest is what's in the crate, so it's friendly. Secondly, when you launch a balloon from the New Zealand stratosphere, the weather pattern is such that it floats through to two other countries before it comes back, so it's goes

New Zealand, Chile, Australia. If you launched from Singapore, London, or San Francisco, you go through about ten different jurisdictions and it will be a complete nightmare to get air traffic control clearance. And thirdly, they like kiwis. Our isolation in this example actually leads to something, which is a benefit.

They must have dropped over \$10 million into the economy. They flew at least twenty engineers out here, they had helicopter crews, supply chains, they've got a warehouse, just unbelievable resources are thrown at them and they chose Christchurch to launch. That's an interesting example because if potentially they set up base here, we're a magnet for talent because Google X is here and they have literally some of the smartest people in the world working for them. So you have the Mensa Club descending on Christchurch, and if you can persuade them to stay, that gets really interesting for New Zealand's economy. A lot of us are trying, because to have their base here would be fabulous.

7. Any final thoughts for young people?

Travel, but then come back to New Zealand and because it's really easy to make things happen here. We are a small country and small countries have advantages around agility and the ability to make things happen, but until you travel you really don't appreciate how good New Zealand is in certain respects and what you can make happen.

Interviewed by Charlotte Greenfield at the Epic Building in Christchurch, on 3 July 2013. Photograph provided by the McGuinness Institute.



ROD DRURY

Rod is a founder and CEO of online accounting software company Xero. He has extensive experience in software development, and since founding Glazier Systems in 1995 he has developed a reputation for technology entrepreneurship. Working from home in the Hawke's Bay allows him to pursue his love for adventure sports whilst demonstrating the ability to work in the technology sector from any location.

1. In the context of your professional background, what does 'talent' mean to you?

For me, talent are people who can get things done. Talent is great people you can share an idea with – often they'll improve the idea, and certainly improve the execution of it. They can go out and make things happen.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Xero's interesting because we are a new type of company that hasn't existed in New Zealand before. Software engineering skills exist in Wellington. Now that we're selling products globally, it's other skills like global marketing we lack. With fast changing technology and markets, there are a lot of companies that haven't done this stuff before, connecting how you sell with the social media world.

3. How do successful organisations attract, keep and grow talent?

Find people who have the raw talent and understand frameworks and give them time to work things out and experiment.

A big part of our acquisition is not just of customers, but of talent.

Part of telling our story is not just for our customers and investors, it's for future staff. A big part of our acquisition is not just of customers, but of talent. When we're creating PR opportunities overseas, it is equally about attracting good talent.

4. Think about talent hubs around the world, what is cool and why?

For software, it's San Francisco and Silicon Valley – in our world that's the centre of it all. It's where all the funding is and the big companies all have a presence there. What's cool though is that with the rise of the internet, location matters less now. So you can tap

in and be part of a conversation, and track events that happen in an industry. So when I go up to Silicon Valley now and people are talking about an event, we've heard of it, seen it in our RSS feeds, and been following it. Even though people may live in San Francisco and are 30 miles from the Valley, compared to the 6000 or 8000 miles that we are from it, they weren't right there. So they weren't in the restaurant where that happened, or they weren't at that meeting, and they see it the same as we do even though we're a lot further away. But you do miss the serendipitous 'bump-intos' that so often drive opportunity.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I find it hard to answer that because I think we certainly have some talent and when that talent succeeds we feel very proud about it, but my suspicion is that we're such a tiny percentage of what's going on in the world, we're not that relevant. It's a small population, we're not in the conversation.

6. What does New Zealand need to do in order to attract, keep and grow talent?

The problem with New Zealand is that we're domestically focused. We have a fantasy that we're like a chic European country, when we're much more like Fiji. That's how the world sees us.

We don't use our advantages. We don't seem to have a real strategy to exploit the massive change that's going on at the moment. If New Zealand was run like a company – and it's one of the few countries that's small enough to do it – we'd have a multifaceted strategy that leveraged our competitive advantage, and dealt with some of the disadvantages, then we could really move the deal.

Maybe even being off the grid or off the radar of some of the really big companies, for Xero, has actually been to our advantage. We arrived in the US fully dressed and these people are like: 'Wow, where did these guys come from? They've done so much. I didn't see them down in Mountain View.' So the trade-offs are different.

I think it's obvious that what we need is a foundation strategy to step-change our connectivity with the rest of the world. A new fibre cable and a market initiative where, say, for \$5 a month every New Zealander has virtual all you can eat international broadband so we can have personal multi-party video. That benefits everybody – education, health, business – because you're just there.

There are big opportunities open right now. After the Boston marathon bombings, it came into the limelight that everything is surveilled – all your emails, all your phone calls. Americans are saying, this violates what we hold as important. It's at one end of the spectrum – everything gets recorded, which is a very uncomfortable thing. At

the other end of the spectrum, you've got Kim Dotcom creating quite a bit of New Zealand profile for data privacy. I think there's a middle ground where New Zealand could position itself as a digitally moderate state where there's a rule of law. In that spectrum, we're a place that I think would resonate with a lot of people. You could say, let's create

If New Zealand was run like a company – and it's one of the few countries that's small enough to do it – we'd have a multifaceted strategy that leveraged our competitive advantage ...

2000 new internet visas for enraged Americans who want to make a bit of a protest – come down here. They can do their work from here, they'd pay tax here, and we'd get all the benefits of their networks and experience, so we could definitely exploit this global issue of privacy and the rule of law. We could take a real leadership position globally.

Regarding building businesses, often New Zealand business owners grow to a successful level with almost no capital, all funded off their mortgage. It's a really hard run, and when somebody comes up and waves a cheque book and you get \$5 to 20 million, you can go and relax. And then Sam Morgan sold Trade Me for \$750 million, and because

we're all competitive now selling your tech business for \$100 million isn't enough anymore. We want to go bigger. So in the beginning it wasn't just Xero trying to become the biggest company in the world, it was about beating Sam. It's a sport.

7. Any final thoughts for young people?

One thing is fish where the fish are. Think about what are the big trends, and the big trends may not be what you first think they are. You hear that 70% of the jobs that will exist in the next ten years don't even exist yet. So where are the big growth trends?

If I was trying to maximise what I was doing with hindsight, I'd be thinking about where to put my energy, and there's no real hurry – the journey is the reward. I think that your twenties are about building the base level of skills and your platform, learning how to be professional, learning how to work. Your thirties are where you really start to make some money and use those networks and all of that sort of stuff, and then your forties are when you can really have a lot of fun, because you've got some resources – you can make some bets, so then your fifties you can be cruising around doing interesting things. When people get to 22, 23 and think 'Right, I'm going to start my own business,' I think, 'You think you've got skills, but you've got almost no experience' I'm still learning and having fun at 47, so don't be in too much of a hurry. Build that solid base and then when you go for it, it'll be much bigger.

Interviewed by Charlotte Greenfield at Nikau Cafe in Wellington, on 10 July 2013. Photograph provided by the Xero.



JANICE FEUTZ

Janice Feutz is corporate manager for CORE Technology, a Wellington company that is revolutionising the software industry. She began her career as a teacher, and went on to establish an education business in Xiamen, China. Janice provides the perspective of a New Zealander whose career is always evolving.

1. In the context of your professional background, what does 'talent' mean to you?

In terms of what talent means in the IT industry, it's about skills, it's about attitude and a willingness to learn, and it's certainly about an ability to think wider than the square.

When looking for potential employees, as well as looking for the degree in software design or IT infrastructure, we ask to hear what they've done in their spare time. We're looking for enthusiastic developers and that often carries over into their time outside of work.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

We'd like more women. In the US and Philippines there are more women in IT, but for some reason here and in some other countries there could be more.

3. How do successful organisations attract, keep and grow talent?

Businesses need to differentiate. Our company promotes the fact that we're by the water's edge, that there's real coffee, that we have health insurance, and that we have an environment where you can excel. Your pay package is commensurate with your abilities to improve and go forward and create but more importantly, if you want to help re-invent the way software works that's us. If you want to build a great accounting package, that's Xero.

The big thing for talent we attract is the experience of a new environment where excitement has been generated for where we're at and what we're doing.

At our company, fun is important, and also the fact that everyone's ideas are valued. Let us know what your dream place of work looks like. We're putting together a vision board which allows everyone in the company to add to it. We were all invited to put any pictures up on this wall or write anything that we thought was appropriate for our business going forward. We wanted people to be comfortable.

What came out of that was people putting up pictures of the things that they were really interested in. We had one person who was really interested in robots so he saw that that was going to be part of our future. We're trying to create an environment where employees work but they also enjoy the results and know they're a part of those results.

4. Think about talent hubs around the world, what is cool and why?

I haven't really done the research on overseas, but what I can tell you is that this area here [Cable Street, near the Wellington waterfront] is considered to be a little innovation technology hub. That's because we've got Xero, Trade Me and NZX who are making themselves known internationally and doing the same to the whole area here. We're all growing. We're all doing great things. We're all becoming known and this has allowed other New Zealand companies to associate themselves with its success.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Thinking of an example like the vision board, which enables employees to take part in where we are at and where we are planning to go, I suspect that teams of people at IBM and Google and Amazon are doing just that.

We're doing it on a much smaller scale, definitely. We can't help but do it on a smaller scale, but we've had people move to us from some large companies because they felt that their contribution wasn't easily recognised. So the advantage of a smaller IT company is that employees actually see the results of the project they're working on and that they can take pride in being a part of the achievement.

6. What does New Zealand need to do in order to attract, keep and grow talent?

I'm sure we don't do enough to promote what we have here and the advantages of being in New Zealand. We exhibited at a Wellington City Council-run function called BIG – Business Innovation and Growth. It resulted in a booklet showcasing business and innovation so that politicians who were travelling overseas would take this booklet with them. I thought this was great, but I haven't heard about the results. I think we have done some really good things like this, but we could do a lot more promoting of New Zealand and the industry hubs we have here.

I would suggest we start picking up on those things that are really important to people. Sustainability is a big topic and it's internationally of interest. Now, if our companies can work on projects that have international appeal, then we get recognition. People will ask, 'Where did this come from?' and

realise, 'Oh, from New Zealand.' We could have several companies doing things for a project that has long-term benefits to civilisation and that will get us international attention.

In the web sector we don't need big ships to transport our products. This is a huge opportunity. Unfortunately, we haven't got a mindset like Australia where they buy Australia made. Don't get your IT done by an American company or an outside company. The skills are here, so have it done here. Then, when there's any delegation going over-

Our biggest problem is capital to accelerate growth. We're a small company in a city that is tiny by global standards and access to capital is a big issue.

seas from New Zealand they should be promoting the fact that the system they're using were built in New Zealand by a New Zealand company. It's not asking too much especially when we know we can build exactly what you want, on time and on budget.

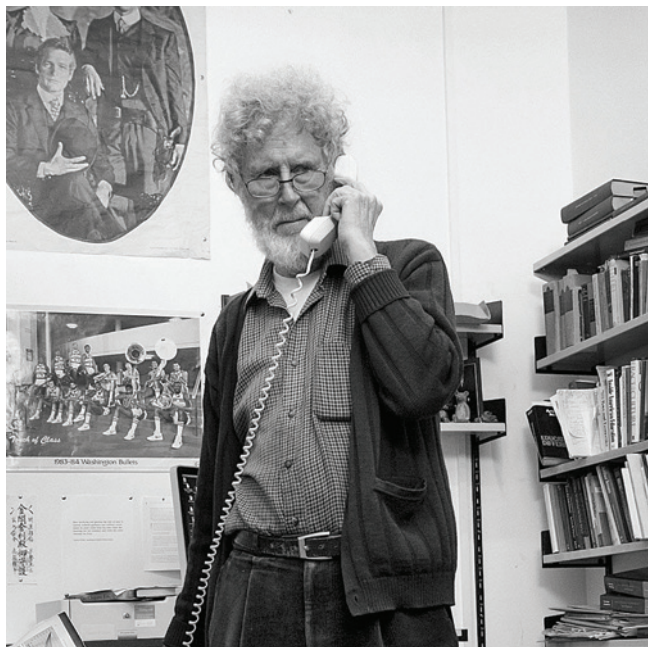
Could businesses use some outside help? Yes, we could. We're truly not meaning to sound ungrateful because we've had some government funding, but to really make an impact quickly, capital and marketing are the two things companies need.

Our biggest problem is capital to accelerate growth. We're a small company in a city that is tiny by global standards and access to capital is a big issue. So yes, capital and building a brand for a world leading product are two major concerns for a company like us.

7. Any final thoughts for young people?

Try to answer these questions first without thinking about the work you might be doing: do you want inside work or outside work or a combination of both? Do you prefer to work with a team of people or on your own? Do you want to work in a big organisation or a small one? Is city life preferable or small-town life? Do you prefer computer work or manual work? Once these answers are in your mind, look for trends for the future and your natural skills. The future is about being adaptable and willing to learn.

Interviewed by Charlotte Greenfield at the McGuinness Institute in Wellington, on 24 April 2013. Photograph provided by Janice Feutz.



JIM FLYNN

Jim is Emeritus Professor of Political Studies at the University of Otago. He is famous for his work on intelligence and in particular the identification of a trend toward increasing IQ scores, known as the Flynn Effect. In 2013 he was invited to give a TED talk in Long Island, California. With his expertise in social science, Jim provides a unique perspective on talent.

1. In the context of your professional background, what does 'talent' mean to you?

I'm someone who works in philosophy and psychology. When I think of producing more talented students, I think in terms of students that read widely, students who have learnt to do critical thinking. And students that have at their fingertips the sort of cognitive skills to make use of the information from the modern world. These people should be better performers on almost anything except where you require highly specialised skills.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Well, I think the main problem with the secondary schools is that we have an ageing and increasingly demoralised workforce. Half the people leave teaching within seven years to go into the workforce. But there is nothing worse than a teacher who is 20 years from retirement, who has lost interest, and is hanging on for the pension.

There are a lot of idealistic young people who would really like to give teaching a go, but are not really sure if they're willing to sign up. Many of them would sign back on if they knew that at the end of seven years, they would have an escape hatch or at least some relief from teaching. That is, every full-time

you would get a more willing workforce that is better trained and don't feel trapped.

3. How do successful organisations attract, keep and grow talent?

I think the organisations that do the best try to emphasise the person and their liveliness of mind. I am told by the philosophers that businessmen often prefer graduates because they find they are interviewing lively people with critical minds. Many people over-specialise at university. The best thing universities could do would be to have all students to take courses in which they would learn how to read widely, that is learn to read the literature of the world, to learn how nations work in the present situation.

... businessmen often prefer graduates because they find they are interviewing lively people with critical minds.

teacher would be given a full year sabbatical and be paid their salary so they could take advantage of a number of options. They might choose to retrain during that year off to get a head start in another profession, take courses to upgrade their credentials, or relax and broaden their minds. In the long term,

I published a book recently. It says that you're bombarded with an enormous amount of information from the external world and the way to keep on top of that is to develop certain skills: elementary market analysis, what a good social science survey looks like so you won't be fooled by the data, how to detect flaws in logical or moral argument. It

even has a section on how to look at international politics. I have strong feelings about universities broadening their base in terms of turning out critical and well-informed minds. Employers, even with present university structures, can go for that.

4. Think about talent hubs around the world, what is cool and why?

Well the only experience I have of that, I was invited to give a talk at TED this year. A lot of the talks were just getting the people to see that young people had made innovations in using the internet for dozens of different purposes and I thought it was impressive. That's the only experience I have in that sort of environment. They also try to match these people who have made seminal departures for the internet with philanthropists. There were lots of newspaper writers to publish what was going on and, in a way, it's a very elite group. But that does attract a very monied group who can afford to back these things.

I'm not too sure whether we have an analogy to Silicon Valley. That is, if there is any area in the country that can create that type of atmosphere, where you're in an area where everyone's working in some innovative area of technology. Maybe a nascent group exists in Wellington. At present, about the only place I see this going on is at universities.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

With keeping people, obviously salaries help. It's crazy that some people go overseas to earn the money to pay off their student loan because they can get better salaries there. I don't mind that they're getting experience over

there, but I don't like it to be financially driven. Of course some of them may be tempted to stay.

But giving people more satisfaction in their work is more important than money. When I talk to people in the hospitals, they are less obsessed that they make lower salaries than in Australia. It is that they can't do the work they want to do in hospitals that are cutting corners. They feel they are inadequately financed and there are shortages in crucial areas. You're not going to get highly paid professionals working in a certain area when they are not getting a certain sense of satisfaction.

It's crazy that some people go overseas to earn the money to pay off their student loan because they can get better salaries there.

6. What does New Zealand need to do in order to attract, keep and grow talent?

The main difference between the general atmosphere here from when I arrived has been the erosion of the welfare state, and the sense that you're dependent on your own income for your security. I came here as a highly trained professional for about three-eighths of my US salary and the reason was, I was coming to a country where I had a sense of security and bonding with my fellow citizens. We had a social contract, and that was you never had to worry about yourself or your children getting ill, having a bad education or

facing poverty in retirement. And that meant that really the money you were paid was really mortgage money and disposable income.

The quicker that sense of security goes down, the more the fabric unravels. That is, the more you feel dependent on your own private savings for these necessities, the more loath you are to pay taxes. Eventually you have people who have no sense that they can depend on their fellow citizens for these necessities. And I think that also leads to a sense of division and lack of harmony, where there is no collective feeling that everyone in society deserves a decent life without bad luck. You're more focused on yourself as a money spender, rather than a person who lives in a congenial society with mutual respect.

7. Any final thoughts for young people?

I would ask all of them to broaden their education, to read widely, to get the basic tools to analyse the world's data rather than be at the mercy of it. I certainly wouldn't become obsessed with getting the narrow technical specialisation without this wider training. Expertise can be a tyranny.

Imagine you're 30 years old. Looking back on 10 years, what would give you the greatest satisfaction? If you think at the end of that time, what would make you the most fulfilled person is to teach at a low-decile school – go for it. Look into your soul and see what, 20 years from now, will make you feel that you spent your life meaningfully.

Interviewed by Darren Zhang at the University of Otago in Dunedin, on 4 June 2013. Photograph provided by *The New Zealand Herald*.



ANDREW HAMILTON

Andrew is the founding CEO of The ICEHOUSE, a business growth centre based in Auckland that works with entrepreneurs and business owners to enable their growth. In 2010, The ICEHOUSE was recognised as one of the top 10 technology incubators in the world by Forbes.com, the only such group outside of the USA.

1. In the context of your professional background, what does 'talent' mean to you?

Obviously it's about people. I don't look at it as anything that is uniform, other than in areas like attitude, and then you start to get into areas of competence. So talent for me means first and foremost attitude, and second it will be talent for the purpose or the task that's at hand.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Business is not static at any one point in time. We are always on this precipice of 'Do we have the right talent for what we're trying to do now?' and 'What do we know is coming up in the future?' Sometimes you need really good people to go and create a market and then you need some people to put systems in place. For us, we absolutely have some shortages at the moment, probably around more systems, processes, discipline. All that is important when you're growing a business.

It's a bit like entering these tornado loops, where you grow and you hit a wall because either there are too many customers or not enough customers. You just keep spinning. When you get it right, you move to the next level.

3. How do successful organisations attract, keep and grow talent?

Attracting talent is more about the why of the business than the what. What you stand for and what you do is an easy way to attract talent. But it's a lot more difficult to keep that talent with you over time. Also allowing some people who are really good at starting up to move on, while the next group of people come in who are really good at scaling the business. It's very interesting – if you get a great environment with a good organisation and a great team, people will come there because they like the environment, as opposed to just what they get paid.

It's about how you can develop people, get them mentors, help them go on courses and get offshore. A lot of what we do is to try and get some of our younger people offshore, get them to

spend three or four weeks up there to find an internship or secondment and experience what that different culture is like. You've got to give them different opportunities to learn, and also you've got to allow them to make mistakes, because you learn more from when you screw up than when you're a hero.

4. Think about talent hubs around the world, what is cool and why?

I think there's talent everywhere, to be honest. When you really think about it, wherever you go, talent's there. Does it all coalesce into one place? In some places like Silicon Valley it feels very concentrated. But in others, talent's just there, you just need to go look and find it.

Where you see these vibrant talent communities repeated is often around accelerators, incubators, universities and co-working spaces. These days, there is a lot of co-working around the world – often a university, venture capital, angel investment and maybe some large corporate. A lot of technology web businesses are housed together and it is a really nice community buzz. In

New Zealand, we have BizDojo, which is a co-working space in Auckland and Wellington as well as our house in Auckland. The hubs around those are really vibrant. People are there, they like working together, so that creates a lot of energy.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

A lot of people around the world like the idea of living and working in New Zealand. What has changed is, ten years ago, they liked living here but they never thought there would be much work. Now in the innovation space, you can do that. There are starting to be bigger companies like Orion Health, Xero, that have good jobs so people who really like coming to New Zealand now see business opportunities here.

Part of our challenge as a country is how you harness that talent to succeed offshore, to create more valuable companies. How can we get offshore talent to join our teams or our companies as we grow those companies offshore? Because culturally, you don't win in America by being a Kiwi; you win in America by being an American company. It might be made up of Kiwis, but it would be by their rules. You don't go into China and say I'm a Kiwi, I'm here to take over your country. You've got to play by the rules and then you've got a chance, so that's one of our big challenges.

6. What does New Zealand need to do in order to attract, keep and grow talent?

We need to build bigger companies. At the bottom end, the smaller companies, I think things are pretty good in terms of starting a business. What we've got to see is some of those businesses

getting really big on a global scale. I would like to see more foreign direct investment out from New Zealand companies offshore, meaning more of our brand in offshore markets. We need to see ten or twenty Xero's. The more that happens, the more we'll get a vibrant share market, we'll get more people wanting to work with our companies. We need to find ways so we don't just develop the intellectual property and let other people take it to the market; we just don't extract enough value by doing that.

I would like to see more foreign direct investment out from New Zealand companies offshore, meaning more of our brand in offshore markets. We need to see ten or twenty Xero's.

For those of us in our 40s, 50s or 60s, our job is just to help young people find a path here in New Zealand and offshore, build that expertise up, build that knowledge around how to succeed. We need more of those stories of people going and creating ventures too, because that's how you create wealth.

7. Any final thoughts for young people?

You've got to find your path. Everyone's different. Your life is ultimately a number of pieces of the puzzle. And once you work out whether you want to be scientist, a businessperson or an entrepreneur, whatever, you then need to think about what bits do you need to put on the board. For me, it's when you sit back in 20 years and say I didn't do one thing, I did a number of things that prepared me for this day.

I think that's a really important thing for young people – to get a range of experiences culturally, geographically and functionally to enable you to have the choices. A good example is the only reason why you work at a corporate is to learn discipline, and how the big guys do it. Have some fun, get out there – I would love a lot more Kiwis to go to Asia, because Asia has massive opportunities and potential for us – but only once we really embrace those countries and cultures, how they're different, and how we respect that to enable us to sell more products and grow more business.

Interviewed by Darren Zhang at The ICEHOUSE in Auckland, on 28 June 2013. Photograph provided by The ICEHOUSE.



PAUL HANSEN

Paul is an associate professor in economics at the University of Otago. He is also a co-inventor of 1000Minds decision-making software, which is used by businesses, government agencies and researchers internationally. He is also involved with www.goskills.com, an online education platform. Paul shares his views on talent from the perspective of an academic and successful entrepreneur.

1. In the context of your professional background, what does 'talent' mean to you?

Well, I think 'talent' in this context represents someone who I'd want to work with or someone who I'd go to for advice or help. Talent is someone who contributes, whose contribution I value in whatever form it takes.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Within the university sector you hear talk of it being increasingly difficult to recruit academics from overseas to New Zealand. They all want to come here because it's a beautiful environment, and it's a nice place to raise kids with good schools and so on. But for a lot of people to whom we offer jobs the salaries are a lot lower than what they're expecting or are used to from the US, for example. Plus it's often hard for their partners to find decent jobs here too.

It does matter to people, especially when they're starting off in their career, the salary that they are offered.

Relatively low salaries are a function of the fact that New Zealand's economic performance isn't as great as those countries that we might like to attract internationally mobile people from; that's an issue for New Zealand, I reckon. And it won't just be in my own area; it's bound to be across a bunch of disciplines, not just economics.

3. How do successful organisations attract, keep and grow talent?

It's a matter of rewarding those individuals or making them feel valued, that they are contributing and making a difference. It's not just salary, but the social or cultural environment people work in. If I step back from the university sector and think about 1000Minds, everyone we work with is in it because they enjoy it and find it worthwhile; otherwise they wouldn't work with us.

4. Think about talent hubs around the world, what is cool and why?

Maybe a talent hub's the way to do it if that's a physical location, but maybe

finding people through the internet or some other means of connecting is also possible.

Economists used to call this sort of interaction a 'market', where buyers and sellers – in this case of ideas and talent – can find each other. This doesn't have to be a physical place; a market can be a virtual thing.

I think universities do fulfil such a role. All our big cities have them and they are a focal point for talent to come together as both staff and students, and other talented people as well.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think we do well in all the lifestyle aspects but that's making us complacent. We have a romanticised view of New Zealand, and sometimes we use that as an excuse for neglecting our overall economic performance.

It's not because I'm a materialist, but if we want world-class health and education systems, and if we want to look

after the environment, and if we want to reduce poverty – obviously a serious problem in New Zealand – then we need people in well-paying jobs where they're really contributing and making the most of themselves.

I don't think we're doing that. So I think it's a real challenge to think about how we might change that. It worries me that if we don't, there are plenty of places in the world that have wonderful natural environments and rich cultural histories, and also great public transport systems and magnificent cities. I've been to a few of them. I think New Zealand really needs to lift its game in terms of its economic performance, not for rampant materialism's sake but for all the important things that a first-world country has to offer its citizens.

If we don't have those things, we're going to find it harder to attract people to New Zealand and also harder to hold on to our own people. Before this interview I was thinking of all the guys I went to high school with 30 years ago, and I can only think of one other person in my close circle of friends who is still living in New Zealand. Why have they all left? And what would it take to get them back? Thank goodness for immigration – otherwise the country would be even more deserted!

6. What does New Zealand need to do in order to attract, keep and grow talent?

As you can probably guess from my earlier comments, I think most of it comes down to our economic performance and standard of living. As perhaps unfashionable as it is to say these things, it's all about good jobs for people.

New Zealand's notorious for having low productivity growth. We need to increase the value people create when they work, which translates to higher

wages and overall prosperity. You need good education for that, you need technology, you need new and better ways of doing things, you need people getting on with it instead of stuffing around. How do we do these things? It's a little bit embarrassing because I'm an economist, but I don't have the answers.

I think that there are certain sectors in New Zealand that think business is kind of sleazy. But look around us, everything that we enjoy has been

New Zealand's notorious for having low productivity growth. We need to increase the value people create when they work, which translates to higher wages and overall prosperity.

created by someone and produced by someone who had an idea and produced it in a way that most of us could afford. There's nothing dirty about that. Instead, that's a beautiful thing! I don't think New Zealand does itself many favours with, in many sectors of our society, this anti-business philosophy.

What are we going to do to encourage people not to move permanently to Australia? How do we get people to

come back? There have to be rewarding jobs for them in New Zealand, where talent is celebrated, both in terms of feeling that they're making a positive contribution, and that they're earning pretty good wages and are able to support their family and plan for the future. So, again, we need good jobs.

But where do good jobs come from? We need start-up businesses, we need entrepreneurs. We need new ideas and small companies to become larger. So I guess that's the question: Is New Zealand capable of some of these big companies we think of as being truly global companies coming out of New Zealand? There is some evidence that we are, but we need more of them.

7. Any final thoughts for young people?

I think whatever young people do, they should do what they love. It needn't be studying at university, but find the thing that makes you excited about getting up in the morning and getting out there. If you're good at something, a good job will come from it, and also great self-esteem and feelings of achievement.

It's very hard to predict the best areas to get into. The world's changing very fast; in 10 or 12 years, there are going to be dramatic changes. Take advice from people, and find something that ticks two boxes: one, that you love it; two, that there's likely to be a future in it (as hard as that is to predict!).

Interviewed by Darren Zhang at the University of Otago in Dunedin, on 5 June 2013. Photograph provided by the McGuinness Institute.



TAHU KUKUTAI

Tahu is one of New Zealand's leading demographers. She is currently working at the University of Waikato on Ethnicity Counts? (eCounts?), a project that tracks how governments across the world count and classify their populations by ethnicity. Tahu provides an international perspective on skills and the future of talent.

1. In the context of your professional background, what does 'talent' mean to you?

See that's a hard one because being a demographer, we don't think about talent, we think about skills. Talented people are skilled, but they can elevate skills in ways that can make things happen and in ways that reverberate beyond themselves.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

I think there's a bunch of people who have this kind of talent but it's never really realised in a way that allows that quality of talent to reach its full potential.

3. How do successful organisations attract, keep and grow talent?

The way universities are structured is that we have these scholarships and we want to attract the best students, either back to New Zealand or to

New Zealand from an Ivy League type school. It's a hard sell. At the University of Waikato, we don't have Nobel Prize winners, whereas at Stanford, you had around fifteen floating around the

Talented people are skilled, but they can elevate skills in ways that can make things happen and in ways that reverberate beyond themselves.

campus. You can't compete with that, but we've got these really great universities just across the gap. You've got ANU [Australian National University], which is one of the best universities in the world. We can enable students to

come and have a more fluid arrangement between say Waikato and ANU, and that's what I'm trying to do in my indigenous demography space – to get students to come over and basically be co-supervised and co-funded between ANU and Waikato.

We've got some great opportunities for doing academic work, but we don't have the status and we don't have the money and we don't have the big names. If you can leverage relationships with those who do and who are nearby, it's actually easier. If you can travel between them reasonably well, then it makes sense to do that. We tend to see Australia as competition, but actually that makes no sense in a global system.

4. Think about talent hubs around the world, what is cool and why?

In somewhere like the Bay Area you feel like you kind of are the world. Once a place starts developing depth in a niche, then it will become recognised, but probably only in that niche market, not generally. There are exceptions like Finland. Finland didn't use to be the hot place but now people associate it

with Nokia. I think one of the advantages there is that they are part of the Scandinavian bloc, so they can leverage off all of that and all the benefits that you have across that region. I'm trying to think more extensively in terms of New Zealand's alliance with Australia because it doesn't make sense to operate in an isolated way.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think people have quite a positive perception of New Zealand in terms of it being a democratic country, a clean country, and a safe country, but they just don't know much about it. Maybe we haven't done a good job of promoting Brand New Zealand in ways that don't fit that traditional model of being green and having sheep.

New Zealanders more than others connect up with the world. In the OECD, after Ireland, we've got the largest proportion of our population that's living outside our national boundaries. Are we connecting them well? I think KEA is doing a pretty good job. I actually think there's a lot of goodwill from New Zealanders overseas. There is a love for New Zealand, an emotional connection that maybe hasn't been fully tapped. You need to track the clear pathway that enables people to translate that into something tangible and make people feel that they're being valued.

6. What does New Zealand need to do in order to attract, keep and grow talent?

I think it's the realisation that you've got this particular model of talent in mind and the great stuff that they do influences in direct and indirect ways the economy or productivity or

attracting investment, all of that kind of stuff. But at the other end there's this talent that hasn't been realised. We don't look for talent in places we don't expect. I think we need a dual strategy – you've got to have different models of talent at different stages and they need to be nurtured and attracted at different levels. So in terms of a national good, I don't think you can focus purely on one end of the talent spectrum without providing something that's going to come up through that.

I think we need a dual strategy – you've got to have different models of talent at different stages and they need to be nurtured and attracted at different levels.

We talk about this at a national level, but actually one of the big issues facing New Zealand is our regional diversification. So if you're thinking about New Zealand's future as a whole, I think we need to grow regional leaders who have a vision for what that region could look like and how that's going to contribute to New Zealand. The other one is population ageing and the context of populations ageing where your proportion of those in the young ages starts shrinking and a lot of them are leaving and going other places. Then you've got a disproportionate number of Māori and Pacific Island kids in those young ages whose potential is not anywhere close to being realised.

I suppose you have to ask why do we care about talent? There's this underlying assumption that if we keep the talent or grow the talent or attract the talent, that's going to be a key mechanism for realising a greater good and economic value and that's going to have some sort of trickle-down effect to the masses. There's an implicit assumption that only a certain number of exceptional people can be talented. To me, that is a top-down model and I'm not entirely persuaded that it works. Attracting talent might be a way to realise a narrow strategic goal but if it's a broader, greater vision of where we want New Zealand to be – then I think a focus on talent, whatever that means, is only part of what's needed. It is a necessary but not sufficient condition.

7. Any final thoughts for young people?

Surround yourself with people who believe in themselves and who believe in you. Seize all opportunities – even if it truly scares you. Work hard, block out any negative korero, and trust that you'll figure it out.

Interviewed by Charlotte Greenfield at the Guinness Institute in Wellington, on 2 May 2013. Photograph provided by the Guinness Institute.



LIZ MACPHERSON

At the time of this interview Liz was deputy CEO for strategy and governance at the Ministry of Business, Innovation and Employment, working to advance government business growth policies. She is also a former acting chief executive of the Ministry for Economic Development. Liz took up the position of New Zealand's Government Statistician in August 2013.

1. In the context of your professional background, what does 'talent' mean to you?

It means the skills and knowledge that somebody brings to the role but, more importantly, it's the whole person, so it's about their attitude, their character, their commitment; these are the special qualities that they bring to the role. Basically you can have any number of different people in the same role, and depending on what is intrinsic to them they will bring something different. It's that complete package.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

In my line of work there is always a shortage of people with good-quality policy skills, and that's the ability to think broadly and deeply, think about problems and innovative solutions that really work. Here at MBIE we have very diverse needs. We hire petroleum engineers and people with backgrounds in engineering. We hire people with good-quality economics degrees, IT transformation skills, people with

commercial procurement skills. We are also looking for people who can make policy ideas work in practice.

So it does tend to be technical skills, but having said that, in today's world technical skills aren't sufficient. When we are looking for talented people, we are looking for people who can connect with others, who are agile and flexible and are able to see the possibilities, work with others to create new opportunities.

3. How do successful organisations attract, keep and grow talent?

It's about creating a work environment where people feel that their skills and expertise can truly make a difference, where they have the opportunity to grow and develop. At MBIE, we've got a really diverse range of very exciting things that people can get involved in. Fundamentally, talent attracts talent. So you have to think very carefully about the quality of your leaders, you have to think very carefully in the way that you create an environment where people are empowered to be able to come up with new ideas, work

with others and be recognised for their achievements. A work environment which acknowledges that you are not

Fundamentally, talent attracts talent. So you have to think very carefully about the quality of your leaders ...

at work 24/7, that you have a life outside of work, is flexible, and allows you to manage your non-work life.

4. Think about talent hubs around the world, what is cool and why?

My first thought is right here in Wellington, the film and video games industry. The talented people we have here are actually attracting others. We've got the people with the right skill sets working together, creating

new ideas and actually setting up communities of interest where they get together and exchange what they are doing, building off each other's ideas, and that's seen as being okay. They're really fast-paced innovating businesses and individuals who actually enjoy that interaction. Wellington is also *a place where talent wants to live*. The thing you hear about Wellington is that people enjoy the lifestyle, the culture. So the environment, what people can do outside of work and enjoy is also conducive to having that talent hub.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

It depends which industry you are talking about.

We could do better, and the ideas that have been generated at the moment around developing more innovation hubs throughout New Zealand mean we will more likely both retain our own very talented, up and coming innovators entrepreneurs and scientists, but also attract in global talent.

6. What does New Zealand need to do in order to attract, keep and grow talent?

For us, we've got to be in certain niche areas. We can't be average – we've got to be up there with the best. Where are the areas where we innovate well and how can we do better in those areas? For a country that is far away from other places, our connectivity is critically important. The fact you can live in New Zealand and be connected globally via the internet, will make a real difference to people wanting to be in New Zealand for lifestyle reasons. We need to make more of the fact that we do offer the opportunity for a great work/life balance.

Our speed in terms of our innovation, the way we innovate quickly and flexibly is something we can offer as well. New Zealand still has a reputation as an innovative public sector for example. That in itself tends to attract people here. It is quite frequently the attraction of being able to work on large-nation problems, in a smaller setting. These issues are just as complex, interesting and challenging, but you get to do that in New Zealand with work/life advantages you can achieve in this part of the world. The public service is also seen as a flexible place to work, that it is possible to move around relatively easily between different parts so you can get a whole range of different experiences.

One of the most critical things for young people is giving them a sense of what the possibilities are and not closing things down and not getting them to make choices too early.

One thing that can make a big difference for entrepreneurs in New Zealand and those thinking of coming here is for us to remove more of the barriers and constraints to people innovating. There are things like access to venture capital. Have we got an environment where it's not only easy to start a business, but where there is supportive infrastructure?

7. Any final thoughts for young people?

One of the most critical things for young people is giving them a sense of what the possibilities are and not closing things down and not getting them to make choices too early. While we're seen as a place of innovators, exposing young people at a relatively early age to the whole realm of possibilities that are out there is probably the most important thing we can do. Young people need to be prepared for a whole range of different careers over the course of their lives. So work placements while kids are at school; having people coming in and talking to the schools about what they are doing; using really innovative case studies when they are studying at school. During your university years, internships to allow people to see what the possibilities are.

Focus on the particular talents and the skills a young person has and then actually use examples from people out there and say – 'Here's this individual look what they did with those talents and skills' – and actually telling these stories. Telling more stories is one of the most powerful things that we can do. It's a way of actually lifting young people's sights and getting them to see the possibilities. I think probably that's number one.

Interviewed by Darren Zhang at the Ministry of Business, Innovation and Employment in Wellington, on 15 July 2013. Photograph provided by the McGuinness Institute.



RAF MANJI

Before moving to New Zealand in 2002, Raf worked as an investment banker in London. Today Raf is the founder of the Sustento Institute, a Christchurch-based policy development organisation, and Chair of the Volunteer Army Foundation. He is also currently working on a proposal for an open visa, to encourage young talented people to work in New Zealand. Most recently, Raf has become an elected member of Christchurch City Council.

1. In the context of your professional background, what does 'talent' mean to you?

It is about having purpose and drive and not just specific skills, but an ability to do something. When you see a young person, you think 'They're talented'; they just give you this feeling that they're quite capable, and you can direct them in lots of different ways. It's almost like being an 'able person'; it's not specifically around skills but more around attitude.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

You could say the whole organisation is a talent gap in itself and that's the whole point. We just make stuff up as we go along so we are constantly surrounded by talented people, and at the same time we are trying to build a traditional organisation so that we can get funding. Before this year, when we were still in the earthquake zone, it was easy to get funds which meant we could have a very unstructured organisation that worked very well. That's what I see

the future of the organisation being, but our traditional funding structures don't allow for that kind of flexibility.

In terms of New Zealand as a whole, I think our gaps are in our thinking; you could argue that we lack diversity, and I think a lot of people who come here as

I think Christchurch will become the centre for innovation and creativity.

either expats or returning Kiwis find it very difficult to fit into general business as we have quite an insular way of thinking. We have to move beyond that if we want to create something special.

3. How do successful organisations attract, keep and grow talent?

It is a completely different environment these days, the job world is very

different. When you're dealing with someone in their early twenties you need to sell the idea that there's going to be something creative, innovative that will stretch them and empower them.

Empowerment is very important. The way I tend to manage people in that age group is to give them their head a lot, which means they can make lots of mistakes, but actually to just say 'That's fine,' and then let them get on with it and actually be involved in designing the outcomes themselves. This is a social change; they need to feel like they're wanted, that they have some kind of agency, that they're empowered, that they're important.

4. Think about talent hubs around the world, what is cool and why?

The foundation of the innovative and creative economy is actually just having places where people can get together. In London a group formed in, I think, 1999/2000, called World Voices, put on this big conference. It was probably one of the first big sustainable living conferences which encompassed all aspects – economy, environment, social, etc.

People were shifting to a more purpose-driven life, something that is becoming standard now. I think 'The Hub' concept came out of that work, and it was one of the first to do that. They're all over the place now – in any big city you can just rock up and you'll find some place that has weekly meetings that you can go and join in.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think we're doing reasonably well, if you think what we've done in Christchurch since the earthquake. I think Christchurch will become the centre for innovation and creativity. Mainly because we've got the scale here so we can build anything new, we can actually attract a lot of overseas business here, and that's important for the national economy as well.

The ability to commercialise is very poor, mainly because we just don't have those drives, it's just not part of the Kiwi culture. But I think we can fix that by attracting international talent here and allowing some of that to drive our changes. We are very small-scale at the moment, but we have got great opportunities. If you think where we're going, New Zealand has a lot of assets that other countries don't have, and it's making sure that we leverage those assets and do it properly.

6. What does New Zealand need to do in order to attract, keep and grow talent?

It's like anything, your biggest problem can become your biggest advantage and vice versa. If you think of the global financial crisis, we haven't experienced the worst effects. We're small, we're plain vanilla, we didn't have the same complex financial system that

they did overseas. So we actually have the chance to sit back and look around and say okay, we can actually remake this in a different way.

We want smart young people because we are building for the future here. This is what I've been saying to the immigration people [Immigration NZ]. They've got the Silver Fern Visa, which is not targeted well, they've got 45–50 thousand working-holiday visas; there is room to cut and say, right, bring in a thousand super-smart people in their early 20s and say they can stay until they're 30. I'll give you an example from volunteer army last year: we had a girl from Kenya who had a Masters in disaster risk management, very talented,

Immigration policy is the key; we cannot build the scale ourselves because we don't have enough people.

but she could only be here on a specific visa – so she was working as a chef from 5am to 1pm and then worked for us in the afternoon. Now that's stupid! So in a way, that's where the open visa idea came from.

Immigration policy is the key; we cannot build the scale ourselves because we don't have enough people. It's not about growing our population, it's about changing our population structure. It is an opportunity to rebalance the demographic – shifting the age level to bring in young smart people – we're going to have enough old people as it is. We've got that conveyor-belt thing – our smart kids will go overseas,

but we're bringing smart people in all the time – we want that. From a trade perspective, we can create these global networks, channels everywhere; you have landing pads, your hubs.

We have the opportunity to be dynamic, whereas a lot of other countries have huge problems, huge structural problems that are not going to go away. We can take a completely different approach. For us, it's important that we start to create those dynamic, innovative industries – agritech, health tech, general IT, high-tech manufacturing, high-tech building. We already have a solid base. We need to bring in smart people to develop these businesses further, and then we need to be able to upskill the current younger generation.

7. Any final thoughts for young people?

I'd say, do what you love absolutely. If you don't know what you love, try a lot of different stuff and don't be afraid to try stuff that doesn't work. Some people know what they want to do, a lot of people don't, so try different things. The fact that your CV might have four different things in a year doesn't matter at all, and will in fact be a good thing – it will show you tried lots of stuff. I'd say, take chances, when you're young it doesn't matter. Hopefully through those three things – doing what you love, trying stuff, taking risks – you'll find your purpose, and that's what should drive you through your life. I mean, I think ultimately with trying, it will raise your awareness of a more purpose-filled life; you're doing what matters to you, that's really key.

Interviewed by Charlotte Greenfield at the Tradestaff offices in Christchurch, on 3 July 2013. Photograph provided by Raf Manji.

- 1. Rik Athorne**
Design Studio Manager at
Weta Workshop, Wellington
- 2. David Band**
Independent Chairman of
AbascusBlo Ltd and Director
of Pacific Edge, Sydney
- 3. Jamie Band**
Student at Duke University,
Durham, USA
- 4. Anne Barnett**
Senior Commercialisation
Manager at Viclink,
Wellington
- 5. Tim Bennett**
CEO at NZX,
Wellington
- 6. Vicki Buck**
Co-founder of Ministry of
Awesome, independant
Director of NZ Windfarms Ltd
and Councillor for Christchurch
City Council, Christchurch
- 7. Anna Campbell**
Partner at AbacusBio Ltd,
Dunedin
- 8. Rachel Carrell**
CEO at DrThom,
London
- 9. Kaila Colbin**
CEO at Ministry of Awesome,
Christchurch
- 10. Andrew Coy**
CEO at Magritek,
Wellington
- 11. Dave Darling**
CEO at Pacific Edge,
Dunedin
- 12. Roger Dennis**
Consultant at Innovation
Matters, Christchurch
- 13. Rod Drury**
CEO at Xero,
Hawke's Bay
- 14. Janice Feutz**
Corporate Manager at CORE
Technology, Wellington
- 15. Jim Flynn**
Emeritus Professor at the
University of Otago, Dunedin
- 16. Andrew Hamilton**
CEO at The ICEHOUSE,
Auckland
- 17. Paul Hansen**
Lecturer at the University
of Otago, Dunedin
- 18. Tahu Kukutai**
Senior Research Fellow
at the University of
Waikato, Hamilton
- 19. Liz MacPherson**
CEO at Statistics
New Zealand, Wellington
- 20. Raf Manji**
Director at Sustento
Institute and Councillor
for Christchurch City
Council, Christchurch
- 21. Ocean Mercier**
Lecturer at Victoria
University, Wellington
- 22. Bill Moran**
Deputy Secretary, Strategy,
Change and Performance at
the Treasury, Wellington
- 23. Tim Nixon**
Director at Runaway,
Dunedin
- 24. Patrick Nolan**
Chief Economist at Reform,
London
- 25. Mike O'Donnell
(MOD)**
Chief Operating Officer at
Trade Me, Wellington
- 26. Frances Valintine**
CEO at The Mind Lab,
Auckland
- 27. Damien van
Brandenburg**
Architect at Architecture
Van Brandenburg, Dunedin
- 28. Catherine Walker**
Community Manager at Xero,
New York
- 29. Malcolm Webb**
Partner at Webb Henderson,
Auckland
- 30. Graeme Wong**
Non-Executive Director
at Tourism Holdings
Ltd and China Forestry
Group NZ, Wellington

30 Kiwis

Our primary goal was to select 30 Kiwis who do weird and interesting stuff. We were looking for people who were primarily doers and makers, who think deeply and care passionately about what they do. The list on the left includes the names of their current places of work.



Mike O'Donnell (MOD) at the Trade Me office, Wellington. See MOD's interview on page 59.
Photo by the McGuinness Institute



OCEAN MERCIER

Ocean is a lecturer in the School of Māori Studies at Victoria University of Wellington. She has a PhD in physics, and a special interest in the interface between Māori and Western science. Ocean presents Project Mātauranga on Māori Television, which investigates Māori worldviews and methodologies within the scientific community.

1. In the context of your professional background, what does 'talent' mean to you?

I think that to me, talent is a different perspective from the norm that brings a really important dimension. Talent encompasses lots of different skills and attributes and one of those attributes, especially now that I'm working in the School of Māori Studies, is that different perspective that, for instance, the Māori world brings, giving a whole other way of looking at issues and potentially resolving them.

There's also something about talent that's really undefinable, the X-factor. It goes beyond the sum of its parts, and that is really difficult to put your finger on. It's that stuff that we need to retain, I think – the people or the groups that have the X-factor – however that manifests itself.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

It's certainly helps to get overseas perspectives through collaborations

overseas, and I work quite closely with someone in Alaska who gives me a perspective that I need. That's certainly one thing about our geographical isolation. But students, I find, are actually really amazing collaborators. I've written a couple of papers with students because their ideas have been very fresh and have taken my own thinking beyond what I expected. In saying that, I do travel overseas quite a bit and to some extent it is just an excuse to go overseas and get the OE out of my system, because I'm very committed to New Zealand, I love being here, I love working here and I belong here.

3. How do successful organisations attract, keep and grow talent?

We do a great job here in New Zealand of educating and training people, so we've got a lot of talent here really. Talent communities are important to skilled, highly educated people. Freedom, flexibility, I think are really very important in my job, the freedom and flexibility to be able to do my job with flair, do it in a way that expands my own thinking as well as the thinking of others.

Very important is that organisations create the space for talent to grow because talented people want to push themselves; they want to know more, to learn more, to be more. And so how

One thing we need to guard against is siloing talent.

do organisations attract, keep and grow that sort of person? By giving them the freedom to explore their own capabilities and to push beyond what they might see as their own limitations.

4. Think about talent hubs around the world, what is cool and why?

I like the idea of bringing a whole group of talented people together in a deliberate way. Just because I've seen, by being around talented people here, how your thinking can be refined just by being around people who truly understand, who get where you're coming

from whether it's a perspective or an argument.

One thing we need to guard against is siloing talent. I was part of a talent hub of emerging researchers from universities and CRIs. There was a spark that we wanted to capture that we were able to fan and work into a flame as a group. But then you'd come away and almost miss the camaraderie and what was created in that talent hub. I think we just need to be careful that we don't draw talented people into a talent hub in order to turn them into the next vice-chancellor or CEO, because that I think is a sure recipe for extinguishing the spark. Talent is spontaneous. Leadership should be more of an organic thing that arises in response to a problem or an issue.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Generally speaking, New Zealand is good at attracting talent from overseas. I mean, the number of academics here at Victoria University of Wellington who were originally from overseas is testament to that fact. In terms of Māori talent, it's a really big issue that one in six Māori are moving to Australia, because that reflects on New Zealand's ability to keep Māori talent here.

When it comes to teaching in the classroom, many students can't engage intellectually if they are not first engaged socially. Thinking of my own aunts and cousins who are in Australia, the fact that they don't have to engage with issues of race and cultural difference in Australia is very freeing for them. It enables their talent to flourish, to express itself without any of the baggage. I get a sense that Australia may be an easier place for talent to blossom for a Māori person who is away from what they may perceive to be

challenges to their social engagement, which then challenges their intellectual engagement.

6. What does New Zealand need to do in order to attract, keep and grow talent?

A creative centre like Weta Digital is obviously a shining example of how you build a talent hub and attract and keep it all there. What's really neat about that as an example is that it capitalises on a strength that Aotearoa has if we just do things that we're really good at. As a society we need to make sure we foster passion as much as any-

Talent is spontaneous. Leadership should be more of an organic thing that arises in response to a problem or an issue.

thing else, and we have mechanisms that can support talent in the different areas that it might arise – who would have thought that when Peter Jackson made *Bad Taste*, 20 or more years down the line we would have a film industry here in Wellington? That we really grew from that whakapapa.

I think it's so needful that people coming through here don't just get pushed into these silos straight away, but they get an opportunity to learn another perspective that they can bring to bear on another discipline they specialise in. For me it was so valuable to come over to Māori Studies. I really

believe that our universities need to do that. In the States, they have a more general first year and many of the universities require, say, you enrol in Native American Studies, say this, maths and something else before you specialise.

7. Any final thoughts for young people?

Young people are amazing because they tolerate a high level of insecurity and risk and even seek that out. So to a young person, I would say don't be afraid of that. If you feel like the way you're thinking is not gelling with the way the lecturer is teaching in the course, then put your flag in the ground and explore that area, build a house there and make it your own. Because you're really in the perfect position to think outside the box and to do something that society hasn't done before and probably really needs.

Besides that, it's a cliché but follow your dreams and your passions because they're really amazing guides into the unknown. Why would you want to do something that's already been done before? Make sure you work hard, learn from others, be a sponge. But then you'll get to a point where it's like, 'You know what? I don't think the world can teach me anything anymore.' It's fine to feel that way because perhaps it can't, and that's setting an opportunity to do something new, to do something the world hasn't seen.

Interviewed by Darren Zhang at Victoria University in Wellington, on 11 July 2013. Photograph provided by the McGuinness Institute.



BILL MORAN

Bill joined the Treasury in 1985 and over the last eight years has led its work across macroeconomic and fiscal policy, tax strategy and state sector management; in 2013 he was appointed Deputy Secretary of Strategy, Change and Performance. Bill led a wide-ranging public engagement programme to test the assumptions and analysis for the Treasury's 2013 Long Term Fiscal Statement.

1. In the context of your professional background, what does 'talent' mean to you?

At the Treasury, we deal with a diverse range of issues which span regulatory, economic and Crown financial issues. That means we don't just need expertise in accounting and economics, we need a much wider array of talent and skill sets. The key thing we look at is the ability to problem-solve, to develop creative options to assist governments deliver practical solutions to real-world challenges and problems. We put a high premium on people who can think outside the square, be innovative and adaptable. They also need to be able to communicate ideas clearly and work in teams as motivated, self-starting professionals.

For our senior leaders, we expect them to be able to motivate and inspire people inside and outside the organisation. Shifting big policy debates requires honest and clear communication about the real trade-offs involved in any course of action. It also requires ongoing engagement with people outside the organisation who are doing things relevant to our policy advice

and operations, and being genuinely open to learning from them.

We also need to tap into the talent of sister institutions. New Zealand is a small economy. It is a reality that we are significantly affected by what happens outside of New Zealand. For the Treasury, that means that building strong and enduring institutional relationships with the World Bank, the International Monetary Fund, OECD, the Asian Development Bank and other multilateral organisations is critical. We also work hard at building meaningful bilateral relationships with relevant Treasuries, not just to keep up to speed with what's happening internationally, but to ensure New Zealand's perspective is understood and considered by our key partners in the global economy.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Fifteen years ago, we recognised that there was a lack of diversity in our workforce and took steps to address this. Today our workforce is close to balance in terms of gender, and there

are increasing numbers of women in senior leadership positions.

But there are still gaps. Historically we have struggled to recruit many Māori and Pacific Island staff. This is something that concerns us and something we are focusing on. We also want to attract staff from a wider variety of disciplines and backgrounds in order to encourage diversity of thinking. We recently launched an essay competition for university students to try to give students from disciplines other than economics and finance a taste for the kind of work the Treasury does and the kinds of perspectives that can be brought to the issues we look at.

3. How do successful organisations attract, keep and grow talent?

While I have observed a large number of organisations over my working life, I have only worked for one – so my comments are specific to Treasury. Our value proposition is based on our unique position of influence and responsibility, as we provide advice to governments on virtually everything they do because of our role as the primary adviser on

economic, regulatory and Crown financial or fiscal issues.

Treasury is a place where you can make a direct and positive difference to the lives of your fellow New Zealanders through your research and analysis and by providing robust, evidence-based policy advice to ministers.

My observation is that remuneration is not the primary motivator explaining why people choose to work at the Treasury. Other factors are just as important, including the rewards of working in a stimulating workplace which encourages people to stretch and grow intellectually and an environment that encourages people to challenge, listen and learn. The ability to combine career and family is also extremely important – and we think our approach supports that objective.

4. Think about talent hubs around the world, what is cool and why?

The value of talent hubs is that they bring together people with diverse skills, backgrounds and perspectives to work on challenging problems, offer new solutions and even shift paradigms of thinking.

In the economic domain, there are a range of economic think tanks and major international institutions, like the IMF, World Bank, and OECD, that pool the best talent from around the world, to provide cross-cutting analysis of key trends and policy issues in order to help identify current and future issues for individual countries, regions, and the global economy more generally. The OECD and IMF publish regular assessments of the New Zealand economy and on our policy frameworks. These assessments and reviews are valuable to organisations like the Treasury because they draw on expertise, experience, and

research that would be difficult to replicate in New Zealand.

A hub that draws in too many people with similar models of thinking, of course, isn't a talent hub. It is salutary to note that none of the economic institutions mentioned predicted the Global Financial Crisis.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

New Zealand's population is growing and is projected to grow over the next half-century, in contrast to a number of developed and middle-income societies that are experiencing, and are projected to experience in the future, shrinking populations. The reason our population is growing and is expected to continue to grow reflects the reality that more people choose to move to New Zealand than to leave it in a global environment marked by intense and growing competition for people and for skills. While jobs and incomes are important push and pull factors, important pull factors are New Zealand's clean air and fresh water, our wonderful flora and fauna, small population size, our strong institutions (e.g., rule of law, free elections), cultural diversity, and personal safety.

6. What does New Zealand need to do in order to attract, keep and grow talent?

We need to make greater progress, relative to other developed societies, to raise living standards. It is a process that requires progressing policies that facilitate increased productivity, greater equity and social cohesion – measures,

in short, which progressively strengthen the human, social, natural, financial and physical capital stock of New Zealand.

7. Any final thoughts for young people?

... there's never just one answer, there's always a range of answers ...

My personal advice is always be open to new ideas and experiences; look to work with people who have different perspectives, different backgrounds, because you'll learn, grow and develop much more quickly as a result. And your life will be richer as a consequence.

Whether you are dealing with a policy or a business issue there's never just one answer, there's always a range of answers, depending on how you view or weight your objectives, and you need to be open to all possibilities. Having an outward focus is really important in this regard – keep building and adapting your knowledge and skills. The fact that New Zealanders go overseas is a good thing because they learn things while they are away – they pick up knowledge, experience that they wouldn't get at home.

Finally, never stop learning through your life – never underestimate the value of absorbing new influences and experiences through travel, meeting new people, and reading, listening to and observing new things. It will make you a better human being, make your life more rewarding, and equip you for most things you will ever need to deal with during your life, both personally and professionally.

Interviewed by Darren Zhang at the Treasury in Wellington, on 19 July 2013. Photograph provided by the McGuinness Institute.



TIM NIXON

Tim has used his skills in game development to establish Runaway Play, a Dunedin-based company that uses nature as the inspiration for creating games for desktop and mobile devices. Tim, who believes anybody can be creative, shares insights he has gained from establishing his own business and career path.

1. In the context of your professional background, what does 'talent' mean to you?

This is actually directly stealing a line from a book I read a couple of years ago, which I really identify with: talent is overrated, talent doesn't exist, it's a myth. What exists is hard work and passion and the ability to focus in and try to be exceptional at one particular thing that you think you can do differently.

The big gap for us is game designers, people who are experienced in designing the actual interaction in the game as opposed to designers who might

Not to say you don't need to meet that threshold first. I think that's a very important thing that some people overlook as well.

... it's much harder for us to find artists than it is to find programmers.

I think the most important thing is the purpose of your organisation, the working atmosphere, and how progressive your leadership is so that they feel the most empowered to make the biggest difference and grow as individuals. That goes for both bringing them in in the first place and then keeping them once they're there.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Yeah, it's much harder for us to find artists than it is to find programmers. Down here we actually have a very good university, which trains highly competent computer scientists so we actually have a good base of programmers. Artists are harder to find – character artists, animators, those sorts of people. They've got a very good school in Auckland called the Media Design School, which has some really good graduates, but it's hard to relocate them down here.

design a character or draw a sketch. We don't have any really good formal qualification for that yet. There's no real support structure for training game designers yet.

3. How do successful organisations attract, keep and grow talent?

The most important thing for me and the most important thing in general is culture. I think it's very well proven now that monetary reward, over a certain threshold, has very little impact at all on the ability to attract someone.

4. Think about talent hubs around the world, what is cool and why?

I spend quite a lot of time in San Francisco and I love it. As far as the whole Bay Area, I mostly work out of downtown San Francisco because our publisher is based there. I worked with them a couple of months back and one of the biggest things I soaked up about their environment was their real passion and their focus and the clarity of their vision and purpose, what they're actually trying to do as a company and how that informed and focused their culture and their collective direction.

So, talent hubs? I really believe that even though everyone says the internet has broken down all these walls and you can really work anywhere with anybody, I don't necessarily think that it's the optimum arrangement. Being in the room with somebody is really so much more powerful if you're trying to work towards a singular vision. So that goes obviously towards a team that are working together or a company that are working together, but I also think it goes for an industry working together. In San Francisco we'd go out to a local bar after work and there'd be 300 people in that bar that are working on games or consult on game publishing or they're a tech start-up so you just get into these random conversations with people and that's really important.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

From my experience we seem to be pretty good at attracting talent as a country. Weta Digital is mostly highly skilled foreigners, and our lead artist here at Runaway is Swedish. We brought her here over four years ago now, so for her to still be here says something about the quality of life in New Zealand.

I think the key thing that keeps her involved though is what I talked about before, about the actual clarity of our team's vision. We aspire to be the best game studio in the world at making mobile games inspired by nature, games that engage and surprise and delight people and might actually teach them something along the way. That clicked in with something that she believed was important in her career and her work. She could be earning twice the money that she's on if she went back to Sweden and worked over there, but perhaps there isn't a company there

that's driven by a higher level purpose that aligns quite as well.

But on a global scale I think there's still so much we can learn from San Francisco, from New York, from these places which are the absolute shining examples. The biggest thing there is actually having ambition, having passion. I think we're really good at just limping along and being humble, which is good

Honestly, school is so far removed from the actual skill sets you're going to need, unless you want to be an actual researcher or a teacher.

to a degree but also can be destructive, or it can mean that we can't be quite as aggressive or competitive as a competitor in the States. So that's a cultural thing. Are we aggressive enough? Are we passionate enough?

6. What does New Zealand need to do in order to attract, keep and grow talent?

If I was to be totally honest with you, if I had my time again, I wouldn't have stayed in New Zealand. I would have moved to the States when I finished university, and the reason for that is the resources and the mentorship. They just don't exist here or they're not being connected.

I think just being super supportive and super encouraging of aspirational kids who want to do stuff that's different, but also making sure that they're not making stupid mistakes. Directing that passion in the right place is just so important. I think it's also fine as well to let certain people go and do this stuff overseas and then come back.

It all starts with making better companies. If you make a great company then you will attract great talent. That's it. I honestly think that's easily the most important thing out of all this. It's like the saying that the greatest PR strategy is just making a great product because people will want to talk about it and advocate for it. Get better mentorship and investment structures for young entrepreneurs. Make it easier to get visas. It's doable.

7. Any final thoughts for young people?

Just start doing it. That's the most important thing. Honestly, school is so far removed from the actual skill sets you're going to need, unless you want to be an actual researcher or a teacher. Don't abandon school, but don't let it convince you that if you get good grades that will get you what you want.

The best path towards achieving what you want is just to start doing it. And not to be afraid of the mountain that you have to climb to get to so-called success. It can feel like an absolute nightmare. The only constant we've really seen in the concept of success is that it all comes down to really hard work, and if you can master the ability to take it one step at a time.

Interviewed by Darren Zhang at Runaway in Dunedin, on 5 June 2013. Photograph provided by the Tim Nixon.



PATRICK NOLAN

Patrick is the chief economist at Reform, a British think tank focused on public policy and economic prosperity. Before moving abroad in 2009, he worked for the New Zealand Treasury and as an economic advisor to a front-bench minister in the Labour government. Patrick is returning to New Zealand in early 2014 to work at the Productivity Commission.

1. In the context of your professional background, what does 'talent' mean to you?

People talk about emotional intelligence, but to me talent is a more concrete thing, so the ability to do modern things that the modern workplace requires. I think the more important things are the harder skills, particularly the way they match with the evolving labour market – so the ability to set up computer networks in the office and use Google Calendar and all that sort of stuff. Because actually there's emotionally balanced people everywhere all round the world, it's not a particularly tradable commodity, whereas being able to do things is more tradable.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

In terms of gaps, I think the changing nature of the workforce is quite important. The increasing number of older workers is going to be a real issue. I think also the younger workers who have been locked out of the labour market with the recession, seeing how

that plays out over the next few years – whether or not they can go back into the labour market and effectively get back onto the track they would have been on or if they've had a permanent shock to their performance – is actually quite important as well.

In New Zealand it's actually both groups [older and younger workers] that are important because New Zealand's relatively supply-constrained in the sense that there's just a shortage of people who can do things. In New Zealand I think making use of older workers, ensuring that younger workers aren't permanently damaged in terms of their productivity, those sorts of things are quite important.

3. How do successful organisations attract, keep and grow talent?

Money. So I mean, I know at my organisation we try and pay well. Providing work that varies over time, because you want people to stay with you. One of the big costs is in having to replace people. It's a real hassle to find new people, so you really don't want to have turnover. So having a job that can grow

as people grow. Once someone's been in a job for a year, they'll have much more capacity to do it so the role has to increase with the person. I think providing opportunities, growing roles is quite important.

4. Think about talent hubs around the world, what is cool and why?

I guess it depends on what the hub is about. So, for example, London's got a very good hub for things like computer games, obviously finance, law, the services. It's still either one or two with New York in terms of financial centres in the world. For other things, you look at maybe engineering or something, more seems to happen in other countries like Australia so it's different. It depends on your sector really, and your segment.

In London they're trying to build a hub around computer games and IT, sort of an equivalent to Google in California: Silicon Roundabout. What's driven that, obviously it's the critical mass of people. London's got 7 million people so it can get that scale. I think it's also come from the fact that the government

has been driving it. The prime minister had someone in his office called Rohan Silva who's very engaged on this thing, and also it's come partly from other sectors that you wouldn't think of, like financial services. There have been a lot of people in the financial services sector who have put money behind it as well. So the thing is, London's had these traditional strengths and they use that to leverage into new things. Nothing's really happened there yet. Everyone's interested and everyone's talking about it. I haven't seen any Google coming out of East London yet but maybe there will be, it's early days.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Probably if I had to give it a grade it would be a B- or C+, maybe, in the sense that, I think it's reasonably attractive for expats, but I don't know, if for people who aren't New Zealanders, New Zealand would stand out as the best place to go. The distance and the size and the incomes I think are the main problems. Also the weather, it's not as good as Australia. I mean, it's certainly very attractive, but I don't think it's ever going to get quite the top tier of talent unless of course they're New Zealanders returning and have a deeper connection to the country already.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Well, one thing that really strikes me from being over here is the difference in money. Incomes just aren't as high. Also the opportunities for work are much more constrained. There're just not as many jobs. A good job might come up every six months, but in somewhere like Australia a good job will come up every couple of weeks.

So what you want to do is attract relatively skilled migrants who need to be paid more than New Zealand can currently offer them, so I guess you need to offer them international-level roles. You have to think of a way of doing that and you have to offer them more money. You'd need companies to locate, if not head office, regional offices in New Zealand. You need more of that sense of scale. You need to get bigger opportunities.

... I think it's reasonably attractive for expats, but I don't know if, for people who aren't New Zealanders, New Zealand would stand out as the best place to go.

So how could you attract that? I guess it would be about picking sectors that you're particularly strong in. I'm thinking here of film, for example. That's what Peter Jackson's been able to do. In and around Weta, they've been able to attract the best in the world. It's because they do the biggest projects. You've got the quality of life, but when I lived in Wellington you'd meet people from Weta and they were really excited about their jobs because they were working on Lord of the Rings, so there just needs to be that bigger, deeper challenge because people will be motivated by the work. New Zealand has to be able to provide bigger professional challenges to people.

There are things that could be similar to Weta. The universities. They're not at the level of, say, some of the Australian universities, but there's no reason that they couldn't be, and the advantage of the universities is that they're massive organisations. They've got tens of thousands of students; they can provide scale, they can provide big opportunities.

It's all about how do you actually build up new technologies? We used to talk about Nokia, because Finland was quite a small country and they managed to build up Nokia, which at the time was one of the biggest companies in the world, but it's not an easy thing to do.

7. Any final thoughts for young people?

I'd actually – this might be contrary to your study – but I'd encourage them to go overseas. It is actually quite healthy for people to go overseas and get the experience and then come back to New Zealand. They're people who are used to operating on a bigger scale so they may try and do bigger things – I really would encourage them to go overseas but to keep in touch. The trick is to make sure whenever someone goes they're attached to a 'big piece of elastic' that brings them back.

Interviewed by Charlotte Greenfield via Skype, on 21 June 2013. Photograph provided by Patrick Nolan.



MIKE 'MOD' O'DONNELL

MOD is Chief Operating Officer at Trade Me, New Zealand's largest online marketplace. Established 14 years ago, Trade Me now has over 3 million registered users and is listed on the New Zealand and Australian stock exchanges. MOD is a professional director and has experience in media, marketing and investment, and has a love of motorcycles. He is known for creating dynamic work environments.

1. In the context of your professional background, what does 'talent' mean to you?

I guess I'd start out with somebody who can add value to the company – economic value and growth value and cultural value. The way that I typically define talent is the right balance between competence and confidence. For me, certainly wearing this hat here, talent is – apart from being smart – people who are essentially optimistic and glass-half-full people. That underlying optimism in creating a net surplus of energy rather than a net sucking up of energy is important.

... talent is the right balance between competence and confidence.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

We don't really think about the next ten years. We've got no idea what might be happening in ten years' time. We find

it a stretch to think about five years so we think more about the next two or three years and there is a dearth overall of good developer talent in New Zealand – that is software developers and software engineers. There are truckloads of designers but there are very few user-interface and user-experience people. Having sales people who are able to understand a culture and understand the consumer centricity of our underlying business but also can do sales is a challenge as well. We're always looking for all these people and is there a talent gap?

Well, Wellington is Cyber-Welly. It's the internet capital of New Zealand so there's intense competition for those people, both between two or three big players and a truckload of smaller development shops.

3. How do successful organisations attract, keep and grow talent?

Firstly, we do no brand advertising, so you won't see a Trade Me advertisement, but despite that, we have quite a strong brand and keep our brand healthy and vibrant and Kiwi-fied and overall positive. That's a pretty important thing to do in terms of attracting talent. So that first association with Trade Me is 'Oh that sounds like fun' – that's important

Secondly, we have a very non-hierarchical office environment. Nobody has an office and people move around a lot. So I'm about to move desks again and that will be the fourth time in a year. On the Trade Me website, people trade on their brands and their feedback record. Internally at Trade Me people trade on their brands as well. People whose brands are around being good implementers and giving a damn and reaching out and supporting their colleagues go a hell of a long way. One of the problems we have periodically is that we'll hire someone who's come from a more hierarchical corporate environment and they will mix up a person's position on

an HR gantt chart with their standing in the company.

In terms of retaining people, we try to do right by our staff, giving them the freedom to do their jobs and satisfaction from 'getting shit done'. We also do a number of things that are designed to make Trade Me a good place to continue to want to hang out and some of those are at the fluffier end. So we have a keg on Friday night and we have free lunch on Wednesday and again the motivator for that is not 'hey there's free food' but that on Wednesday from 12pm until 1pm the whole company comes together and has some pizza or some Indian food or what have you and talks.

We also, when it's possible, encourage people to get involved in things outside Trade Me. So we have a lot of people here who will run their own websites and may be setting up entrepreneurial businesses in their own right. Those people will be happier being able to do that and give us better bang for our buck. You do need to have people who can cope with that so if you have somebody who just comes in at 9.30 in the morning and they look absolutely exhausted because they've been up coding until three o'clock in the morning and they're asleep at their desk and bad tempered, then that's not cool.

4. Think about talent hubs around the world, what is cool and why?

I think Wellington's a great talent hub. Wellington is probably the high point of e-commerce and web business talent in New Zealand. It's also an incredibly easy place to do business because it's physically compact and it's well networked and government are here, but also a lot of interesting businesses are here. I think as the rebuild in Christchurch happens, Christchurch will be a great place to find talent. Broader than that, Melbourne has got

a lot of the constituents for being a hub for talent. Obviously, San Francisco. I think Austin, Texas is, I think Seattle has been, I'm not sure that it still is.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

What I think is that for people in their late teens and twenties, in their eyes, New Zealand may not measure up for them, but as you get into your thirties and you're likely partnered up, you're starting to think about having kids and all the things about New Zealand being a great place to bring up kids, access to the outdoors, a relatively safe society. So I think all of those lifestyle, quality of life, trust and safety issues work very well for us.

6. What does New Zealand need to do in order to attract, keep and grow talent?

An interesting question for me is who is responsible for attracting talent at a national level. So if you look in Wellington, there's a great initiative that's almost 12 months old called Destination Wellington and that's a joint venture between Positively Wellington, Tourism, Grow Wellington and the Wellington City Council. I think that's tremendously exciting for Wellington as a region and for that crossover between tourism, investment, business start-ups and particularly for those with a tech or web bent, I think that's great news. I think there's no national body for that. There's a great national body for

tourism, Tourism NZ, but for economic development, there isn't a national economic development with an aim especially on attracting talent to New Zealand, not one that I'm aware of anyway.

Another thing that I believe too is the amount that we pay for food and the amount that we pay for consumables is high on a global basis. I think that is a restrictor.

7. Any final thoughts for young people?

Probably two things – the first is do the stuff you like. If you do what you like, you will invariably become good at it and if you become good at it then

you work out a way of making money out of it.

The second thing is – dare to be entrepreneurial. I think Kiwis can be great entrepreneurs but often they go so far and then they don't go any further. I'm not sure that we tell enough entrepreneurial stories. I don't know if we tell stories about the

Dare to be entrepreneurial. I think Kiwis can be great entrepreneurs but often they go so far and then they don't go any further.

John Brittons or the Burt Monroes or the early days of the Fletcher Empire or what Jeremy's done with Icebreaker or what the guys did with 42 Below. There's a ton of stories there and I'm not sure we tell them a lot. Because you tell those stories and people go 'Shit, that's really interesting, I could do that with the stuff I'm interested in.'

Interviewed by Charlotte Greenfield at Trade Me in Wellington, on 1 May 2013. Photograph provided by the McGuinness Institute.



FRANCES VALINTINE

At the time of this interview Frances was Chief executive of the Media Design School in Auckland. Beginning her career in Europe, she has extensive experience in the creative and technology sectors. She has recently opened The Mind Lab, a specialist education facility designed to engage children aged 4–14 years in active learning using 21st century technologies in digital and creative fields.

1. In the context of your professional background, what does 'talent' mean to you?

Talent to me is somebody who can see where the future is and what opportunities there are. I see the greatest talent in the people who are not necessarily looking at what they can see and experience right now, but they're the ones saying 'Where do I fit in the world in a few years?' Talent is about being adaptable. Adaptability is a little bit of intuitiveness, and the hard skills to achieve what they are looking for.

Talent is inquisitive. Inquisitiveness is to be human. Inspired talent is curious and inquisitive. These are the people who find exciting opportunities and make things happen. It comes back to people every time. We need to nurture odd people, people who don't necessarily conform to a certain way and people who bring different influences and who think differently.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

There are numerous talent gaps – I think students have an entirely different frame of what they want in the world – the gap we have is almost an age gap between what students know and what somebody 30 to 40+ knows. Young people who are coming through see things very differently. If I could rewrite the school curriculum, I would say let's forget French and let's make sure that programming is a core language, because it is the language of the 21st century. I think that we've all heard about science and technology and not enough young people undertaking them, but we need to frame them in a way that is relevant to the now.

The other area of talent is identifying that, as adults, we don't know everything anymore. I look to my staff who are young, saying 'Tell me what I don't know,' and that's actually quite a challenge to do because pride gets

in the way. Talent to me is recognising the world has shifted and actually saying, 'Let's throw out what no longer applies and let's bring through what does apply, and let's bring in what we now need to know.'

If I could rewrite the school curriculum, I would say let's forget French and let's make sure that programming is a core language, because it is the language of the 21st century.

3. How do successful organisations attract, keep and grow talent?

The demands that are put on an employee now are greater because they've got longer working hours, so employers need to understand that flexibility to still have a lifestyle balance is really important. Sometimes

that's not feasible, but people need to feel valued as an individual. So you have to look at the individual situation. What's their family situation? What's their financial situation? What's driven them or made them decide to come to New Zealand, for example.

The larger an organisation becomes, the trickier it gets to retain those individual relationships with your staff. If staff feel that they are still an individual, it gives them so much more power. Keeping people feeling valuable or excited about what they do because they are valued is basic human nature to me.

4. Think about talent hubs around the world, what is cool and why?

So the Media Design School is a talent hub. We have 700 people who are creative and technology focused in one building. Here, you then get this interesting collaborative and converging culture that comes with high level energy. You have collaboration because you've got people of like-minded interests. But you also have this convergence between say someone who is a 3D animator and someone who is a game artist using similar type tools, but what they're producing is quite different. You put those two together and then suddenly you have magic because the convergent ideas suddenly come together.

The idea of community is powerful, it really is, which is why social media has such a great impact. People can actually find those people who they can feed with their own excitement and energy, and then bring in and draw others. A good example of a physical community is the Innovation Precinct that is opening in Auckland. The idea of putting like-minded companies who are innovative, technology-focused, export-driven, together it means that some of the barriers of physicality diminish.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

We definitely do need to attract more talented staff into New Zealand, there's no question. We are still finding it very hard to find the right people. What we do need to do is look at where those opportunities are to make sure we can continue to develop people in New Zealand who can keep sustaining the workforce. But to supplement it, we need international staff coming through, and the other great thing about bringing international staff in is that they bring in that diversity and that worldly experience.

To keep and attract dynamic young people from overseas, I would move away from this idea of promoting lifestyle only. I know Mayor Brown's got this vision of promoting Auckland as the world's most liveable city. Liveable is great. People want to be in a place they feel safe, secure and loved. But they also want to feel inspired, and we need to make sure that we are constantly looking externally at global infrastructural progressions to see where we can strengthen our possibilities.

6. What does New Zealand need to do in order to attract, keep and grow talent?

It comes back to making sure people can see the opportunity to start up companies here and actually get people curious and excited. We can do so much here in terms of testing. It's a great test environment. Come up with an invention, idea, software, whatever it might be, and actually take it, test it, and then export it. International staff coming here need to see that we really are encouraging start-ups, encouraging people to come in and contribute at that very high level.

We need to continue sending people away. I love the OE model. Whatever age they do it, it is an important part of the New Zealand psyche to get global experience and get people exposed to resources that they'll never get here. The skills they learn are applicable in so many areas so we should encourage them into incubators and into working with young people, making sure that they can see that they can fit in and contribute that knowledge back. I think that a programme around those returning expats would be amazing if we could bring them in with young people. For every student we have here, almost all of them will tell you the story that they've got into this because of somebody who has either mentored them or inspired them.

7. Any final thoughts for young people?

At every graduation, I say pretty much the same thing. Be curious, make good friends and don't burn bridges. They're basic human rules. If people like to do business with you, they'll do business with you. If you stay curious, you're always going to be looking for a better way of doing things. And it means you're going to continue to be inspired.

The model of the power boss is long gone. This generation has worked it out because they're much more real about things. It's okay to put your hand up and say I actually don't know how to do that. It's okay to fail fast and fix faster.

Interviewed by Darren Zhang at the Media Design School in Auckland, on 17 May 2013. Photograph provided by The Mind Lab.



DAMIEN VAN BRANDENBURG

Damien is an architect who works in the Dunedin studio of Architecture Van Brandenburg. Among the studio's current projects is designing the headquarters for a leading Chinese fashion label in Shenzhen. Damien provides a perspective on talent from someone who works globally while living in New Zealand.

1. In the context of your professional background, what does 'talent' mean to you?

It's an attitude. I think it's the determination and the focus to push yourself to the boundaries and exceed your abilities, taking on as much responsibility as you can in the process of doing so. You'll find that we have quite a young office here. There are nine of us that work here and we are all very young, all very passionate and all very enthusiastic about what we're doing. That's what really drives us and pushes us through to be able to create what we create.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

We're very design focused and we have developed design styles and techniques that we use to do our work. The gap I see that is going to need to be developed in a stronger sense is handling the marketing, dealing with social media and promoting ourselves nationally and internationally. That role is being developed at the moment and we're hoping that it really comes into light over the

next few years. But the design talent we have here, that's the core business and the core focus of what talent is needed.

The gap I see that is going to need to be developed in a stronger sense is handling the marketing, dealing with social media and promoting ourselves ...

3. How do successful organisations attract, keep and grow talent?

We have an interesting system here, that is not even a system, that has just developed by itself where we have relationships with universities and polytechs. We have a very open-door policy where we allow people to come into our

offices and see how we work and see what we're working on. Through that, we find we've had students who have started off as students, become interns and developed into full-time staff that have exceeded in talent, developing projects and the business.

We find people come and sometimes their initial roles don't turn out to be what their strongest talents are. Within the first one, two or three months, it emerges what their skills are and how they can fit into the practice.

So in terms of gaining them, it's not a problem, they approach us. Retaining them – they're excited about what they do so they stay, and we give them the opportunity to explore ideas and push ideas. And they have the technologies available to them within the office, some very cutting-edge technologies to explore these ideas.

4. Think about talent hubs around the world, what is cool and why?

I think that a surrounding creative environment is what allows people to develop and further their ideas. It is an important role that the space needs to

I think that a surrounding creative environment is what allows people to develop and further their ideas.

play, and having the freedom to be able to do that. So that is why our space is like this. We've got the creative space to allow creativity to take place.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

On a global scale, I wouldn't consider it to be at a high level, unfortunately. New Zealand has a lot of talent, a lot of people doing incredible work internationally. I don't think New Zealand on the whole could be considered as doing well in retaining talent – there are many other attractive opportunities in other countries. There is certainly room for that to develop.

6. What does New Zealand need to do in order to attract, keep and grow talent?

It's a big animal that you're trying to track. There are many aspects to it, ranging from the political to the social. I think you find interesting places, like for me from a design point of view, such as Copenhagen, Melbourne, Tokyo, cities that are considered to be designer cities, attracting designers. And that developed in that environment. I think New Zealand's urban design and infrastructure plays a big role in that. I think that is something that certainly needs to be developed to be of a scale and stature of those kinds of design-hub cities. When you allow that infrastructure to take place and the possibilities within that, it really creates spaces and places allowing people to develop and grow within the context.

In saying that, there are some fields such as IT where the physical being isn't as important, because of the digital age, and the way information can be transferred digitally.

The location isn't as important any more. But developing those physical spaces that people are living in, the context of their surrounding environment, allows for the creativity to develop and grow, which I think is an important part of attracting people within cities and the environment of New Zealand.

7. Any final thoughts for young people?

Whatever you do, you need to apply yourself to your highest capabilities, and that's where talent really emerges.

The ability to focus and dedicate yourself to whatever industry or profession or activity you are interested in allows for you to develop yourself to your highest potential. I think that takes a lot of hard work, a lot of dedication and focus.

I would say whatever you're interested in doing, focus on that, and really explore it to its full potential.

And allow yourself still to be able to be broad enough to explore other ideas as well, not to get so hung up on one particular idea that you limit yourself in other fields. But when you find yourself passionate about something, really push it to its full potential. Allow yourself to give it your all.

The location isn't as important any more. But developing those physical spaces that people are living in, the context of their surrounding environment, allows for the creativity to develop and grow ...

Interviewed by Darren Zhang at Architecture Van Brandenburg in Dunedin, on 4 June 2013. Photograph provided by Isabella Harrex.



CATHERINE WALKER

Catherine is the community manager in charge of social media at Xero, a global online accounting software company. Her background in analysis and user documentation has contributed to her focus on customer experience. Joining Xero in the early days, Catherine is now based in New York, helping take a New Zealand company to the United States.

1. In the context of your professional background, what does 'talent' mean to you?

People who are good at what they do and have a proven track record. It doesn't necessarily mean university education; if you are good at what you do and you can prove yourself then I'd say for me that's what it is. In my line of work you often hear people say 'We need to get this social media guru in to tell us how to do this,' and I wonder if we're at the guru stage yet for something that's still quite new and evolving every day, not necessarily scientific and has a huge touchy-feely element to it. Sure, there are people who do it well and have lots of experiences that you can learn from, so being able to prove that and show what you've done is talent, not just a fancy title.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

I think we do have gaps across the board; it's most acute with technology. New Zealand is innovative yes, but also behind on some things: fibre,

latest phones and gadgets and that's probably due to the demand factor not being that high with a smaller population and it's that same small size that vies for a limited talent pool.

I think we do have gaps across the board; it's most acute with technology.

We're trying to build this huge global tech business and the company [Xero] is at a point where we're struggling to grow. We have amazing people across the board, not only developers but also marketing, support, finance, ideas people but there is only a limited pool in New Zealand. And as we go global we can't necessarily keep hiring from just New Zealand – I'm seeing first hand in the US that doing business here is different so you need that local knowledge.

3. How do successful organisations attract, keep and grow talent?

A few different things, the obvious like safe, great work environments but also offering amazing work and the culture – that will come in all sorts of shapes and sizes and is definitely something we're tasking ourselves to retain even as we grow and go global. And good pay – that's an interesting one for me, having been employed in New Zealand and now living and working here in New York City and being able to compare pay and cost of living. Cost of living overseas is pretty high, definitely somewhere like New York, but from my own personal experience the cost of living in New Zealand is high too; I mean accommodation is okay but some other stuff like domestic travel, food, dining out, flowers, cabs, drycleaning, internet seems much more expensive – it's just a population thing I guess.

Another thing for companies to attract talent would be good brand perception. Does anybody really know how Apple or Facebook works? Do people, unless they know someone who works there, really know what it's like to work there? Yet everybody seems to want to. Is it

that great inside or is it just such a great brand that is so global that everybody is drawn to it? It's starting to happen to Xero in New Zealand; I don't think it's too arrogant to say that people look at Xero and think, 'Hey, I'd like to work there.'

4. Think about talent hubs around the world, what is cool and why?

In a really broad generic sense I think groups of like-minded companies clustered together is cool, brings a drive and camaraderie; it's a really good way to connect with peers and learn from their experience in an advisory way. I think New York has quite a vibrant tech start-up community and anyone could find a niche hub but again population comes into it – you can go to some tech meet-up or something here or there'll be some weird mobile start-up platform and everybody will be there – no way there's this scale in New Zealand but there's plenty of innovation and initiatives like WDCNZ (web developer conference) so it'll happen.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

To attract and grow talent, amazing, interesting work is appealing. Something like Weta – I don't even know what they do there, it's this black box, it's very mysterious – it's interesting on a global scale because the work is fascinating. If you can attract people to your amazing work and they understand and want to be part of your vision and story then they'll come. And of course a lot are drawn to the lifestyle and country as a whole.

We've got a lot of folks from other countries at Xero and we've hired people in a couple of bigger roles recently from

overseas who are coming to work for Xero because they're really interested in where we've come from and what we're looking to achieve – so the attraction is there.

6. What does New Zealand need to do in order to attract, keep and grow talent?

I think certainly the lifestyle of New Zealand is one to promote and that's what we do a lot but for me it's not just about the 'clean, green' aspect of New Zealand, it's about everything else about living and doing and starting business. From an immigration standpoint or a starting-business standpoint in

I don't want to live somewhere that's 9 to 5, and some aspects of New Zealand are very 9 to 5.

New Zealand personal tax and business tax are actually a lot easier; you have no idea how easy it is in relation to the amount of tax you pay here and the number of times you have to pay it. The New Zealand government is doing a lot of stuff right – everything is online, you don't have to fill out tax forms any more if you're employed. That's a good way to attract people even if someone doesn't want to go hiking every weekend.

I guess a barrier to that is that as more people, more talent goes to New Zealand and more businesses are successful you are just competing for those same limited resources. People say to me a lot, I'm atypical because I've chosen to live overseas. I'm proud to be a Kiwi but it doesn't define me – I love a city life

and have wanted to live in New York forever, there's a magnetic pull for me. I love living in an apartment, in a bustling big city, looking up a lot, getting coffee at 5pm, have Amazon delivered the next day or having the groceries arrive at 9pm. But what I do miss about New Zealand is how much easier some of the fundamentals are – driver licence, post office, medical services. For me, without putting New Zealand down, I do find it quite small and claustrophobic. I don't want to live somewhere that's 9 to 5, and some aspects of New Zealand are very 9 to 5.

7. Any final thoughts for young people?

I think it's still important for young New Zealanders to travel and to realise there is a big world out there. Not that what they'll find out there is better, but it just makes you appreciate more about what you've got in New Zealand, and that any opportunity you can find overseas you could make that for yourself in New Zealand with the right drive and passion. Be proud to be a New Zealander but for increasing international relations and growing global companies, knowing how the rest of the world works is important. Not everybody can travel, obviously, but if you have an opportunity to find out what's going on in the rest of the world, do that.

Interviewed by Charlotte Greenfield via Skype, on 11 July 2013. Photograph provided by Catherine Walker.



MALCOLM WEBB

Malcolm is a partner in the global law firm Webb Henderson, which has developed from a practice he established in 2004. The firm specialises in telecommunications, energy and other infrastructure sectors and has offices in Auckland, Sydney, Singapore and London. Currently working in Myanmar (Burma), Malcolm presents us with the perspective of an employer operating in a global market.

1. In the context of your professional background, what does 'talent' mean to you?

It's a combination of raw intelligence, business acumen, strong people skills and conceptual thinking. These are the best qualities and they exist in people to varying degrees. Some would be strong in one but not in the others. Some would be uniformly strong, but you want a group which has a good solid mix of all those factors.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

We're in the same boat as any New Zealand business in terms of hanging on to good talent. Our guys could work anywhere in the world and we have some professional barriers in the sense that you need to get licences to operate in some countries. Nevertheless, any of our guys could walk out tomorrow, and they all have this choice today. So given that they all have this opportunity, these are people who have chosen to work here.

3. How do successful organisations attract, keep and grow talent?

It will depend on what the talent is wanting. So let's just say we're talking about entrepreneurial talent, they will need to have entrepreneurial opportunities, and that'll mean the ability to have personal reward from their efforts. If Weta Workshop was the best place in the world for movie creativity, people motivated to work in that environment would not necessarily be driven by the financial rewards. They are driven by the spark of others around them who are great at what they do. I think they'll be motivated by different things and therefore attracted by different things.

But your typical category of talent will still be financially motivated to a substantial degree, therefore we've got to pay them international rates or something close to it. I do not think the lifestyle here is so much different to many other places. When we think about New Zealand, we think that people will be motivated to come to a clean green environment. That's true, but I was really happy to live in London – it had little of that – the conversation there

was the cultural richness of the place, which we don't really have. A number of places have a lot of compensating factors which make them just as attractive as a place to live.

4. Think about talent hubs around the world, what is cool and why?

The thing about people sparking off people has got something to do with it. It's that talented people enjoy being around talented people. That's true and therefore when you've got that critical mass, I suspect it's an accelerating factor because more and more people want to be in these groups, mixing with people socially and professionally.

The other characteristic is that there tends to be a very strong tertiary institute as a driving factor. It's also the easy proximity to capital, and they're close to international travel hubs. Take away one of those things and it's going to be harder, isn't it? Let's just say you don't have a decent research university, are you ever going to be one of those talent hubs? Take away the easy travel you get from a travel hub. If you don't have that, is it going to work? If you don't

have those venture capital people, are you going to be able to develop the businesses you need to sustain these talented people? They are going to be the key environmental factors you need to

The thing about people sparking off people has got something to do with it. It's that talented people enjoy being around talented people.

put in place. I guess in the other parts of the world, Cambridge, Boston, at least the other tech hubs I'm familiar with, seem to have all those characteristics. But do we have that here?

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Sort of okay. But it's going to get a lot harder. I don't expect my kids to stay in New Zealand, really. They'll come back eventually, but it's going to be phenomenally difficult when they can do the same work somewhere else and earn six times the amount, and it's still a nice place to live. Would you like to live in Paris or Geneva and earn six times the amount? There are so many nice places to live and you can earn a hell of a lot more money. So that's the challenge our kids will face.

I don't know if we are attracting many people from outside the country. It's an

expensive place for people to live, we don't pay very well, and we're a long way away from everywhere else so those issues are our main challenges. I do think we are responsive to the outside world in terms of our export orientation. I think we've done well because we have had to really, and that's been going on for some time. We are overcoming some of those challenges of distance. The companies that are succeeding overseas are doing so in spite of where we are.

6. What does New Zealand need to do in order to attract, keep and grow talent?

Well, it's got to be very easy to come and work here so it's got something to do with immigration. Citizenship and residency will be a currency for countries as there is a shortage internationally of highly skilled talent. There should be minimal barriers for people with the requisite qualities to enter, live here and settle in this country. The businesses that employ them will have to be able to offer very attractive packages that substantially rival what's available to them in other countries. These are going to have to be businesses that are highly competitive in an intensifying globally competitive environment. We've got to make it easy for the families to come here. We've got to throw open the borders really in some respects. It needs to be a highly enabling environment, it needs to be easy to do business, but these businesses will make their money outside the country.

My feeling is that we're going into a period where it is a true global market for talent and what's that going to mean for us? Our people won't be restricted by the visa issues that we would've had in previous years. In terms of how we keep people, the same sort of conditions will be needed so domestic people will have the same opportunities,

equalising out the opportunities they'll be able to have in any other part of the world.

7. Any final thoughts for young people?

It is a fascinating time you are getting into, but you can't be complacent about the competition you'll face. I think where we will have some comparative advantage in who we are as New Zealanders: our identity, our character, our personality, our outlook, our ability to get on will be a substantially differentiating factor. That softer side is an area where we can stand out from other people, particularly when they don't have English as their first language. So it's not all about the study in other words, there's that other side of who you are that you need to evolve and develop. Get out of the country, and experience other cultures and learn another language. I think you're going to have to match your competitors in terms of your academic capabilities, you can surpass them in terms of your softer skills, and if you've got an international outlook, I guess that'll sharpen you up, so spend time outside of New Zealand when you can.

Interviewed by Darren Zhang at Willis Bond & Co. in Auckland, on 16 May 2013. Photograph provided by Webb Henderson.



GRAEME WONG

Graeme is an investment manager and a director and board member of various companies, including China Forestry Group NZ. He has held a number of high-profile roles in the forestry, agricultural and investment sectors. Currently based in Wellington, Graeme provides us with an example of a New Zealander who is working to increase this country's overseas trade and investment relationships.

1. In the context of your professional background, what does 'talent' mean to you?

I think of talent as the top 20% of skills in any given activity or profession; that is how I would describe talent. People who do not have to be absolutely outstanding – not the top 5% – but certainly the top 20%.

Any area – it doesn't have to be in their chosen field. I do not think of it as intellectual skill alone. I mean, 50% of talent is application and dedication so you can be intellectually average in traditional learning skills that people teach in school or university, but actually be very talented.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

In terms of what I do, we do not have a big organisation, just two or three people in and out of the office. A lot of the things that we do are intellectually based, but where we need support I will generally contract in that support. The way I think of it is to get

the right skills, to do the right job, at the right time. And that doesn't mean they have to be fully employed by me. We do rely on skills, and as long as I can find the right skills to do what I want, then I am happy.

3. How do successful organisations attract, keep and grow talent?

Well, a lot of it has to do with having a platform and therefore an opportunity for them to work on interesting things and display that talent and get a result. If we bring in a consultant, we would hope that they find the task interesting and challenging and derive the same satisfaction as we would. If we're trying to add value to what we do, then hopefully it is obvious to everybody who works on it that we are adding value.

4. Think about talent hubs around the world, what is cool and why?

You have to have enough critical mass, I think. Because talent is not only about having some skill; you need to interact with other talented people and get

ideas and help solve problems and all those types of things. Part of the secret is knowing who to talk to when you have a problem, because a problem is an opportunity. These days, you can talk to anybody in the world pretty cheap,

Part of the secret is knowing who to talk to when you have a problem, because a problem is an opportunity.

via computer, Skype, that sort of thing. So you can be connected without being physically adjacent. So I don't think a hub is just a physical hub, it's the intellectual harnessing of talent.

Another thing is that you need a certain amount of diversity. You can't have everyone the same, because that doesn't get the different perspectives

and judgements, and doesn't add value the way diverse skills thinking about the same problem from different angles can add different perspectives and solve problems.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

I think New Zealanders are pretty talented generally. The issue is whether or not they are working in a way that is dedicated to New Zealand. The answer to that is frequently they are not, because talented people can work in an international environment so they get attracted to do whatever opportunities there are in the world, and because we're so small, often that's not to the immediate benefit of New Zealand. Talented people are attracted to talent at a level that they can get to. And if that is not a New Zealand opportunity, then you can't stop them going off and doing whatever they are going to do. Whether they come back is perhaps the question.

How do you say 'We want you to come back'? You might say, 'I'm doing my PhD in London,' or 'Well, I've got this five-year project and it relies on a particular resource that's in the biggest hospital in New York, because that's where the leading guy is.' Saying, 'Listen, we need you in Wellington, come to Wellington' – how does that work?

6. What does New Zealand need to do in order to attract, keep and grow talent?

You can have a playing field and set of rules, which relative to the rest of the world is favourable. You can have a set of rules that's attractive, that's specific to whatever the rules are in a certain industry or a certain type of

business. You might say, 'Well, these people need this type of thing.' So you make the rules attractive for them to come. In order to specifically pick on sectors or activities, you have to work with the competitive advantages that you have. If you build off your activity, then you've got to say, 'What's the aspect of technology and agriculture that we can develop?' We already have a competitive advantage in agriculture. Therefore, getting technology development to apply is achievable.

Probably the most valuable thing is to have a work ethic. If you have that, talent can be realised.

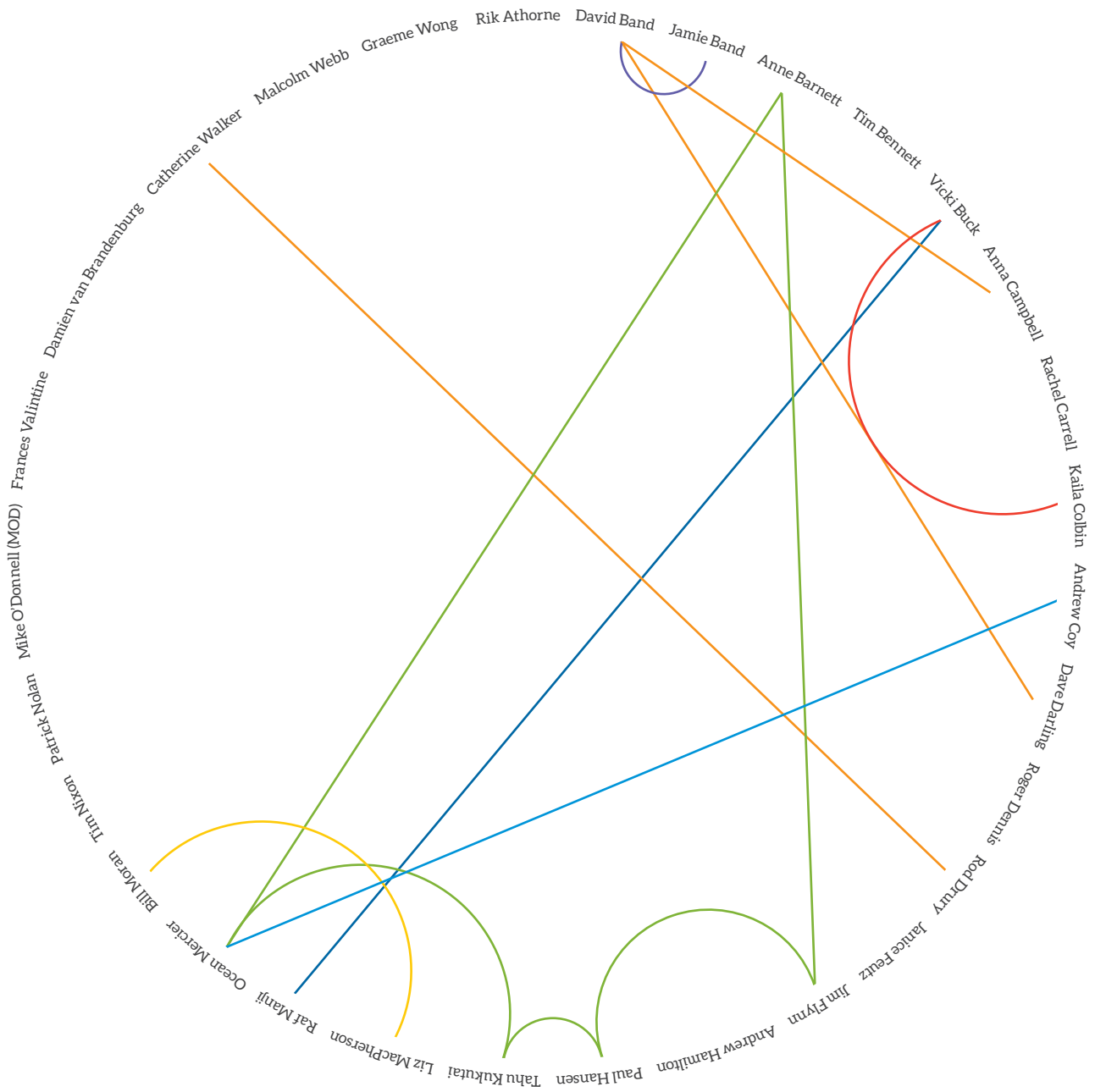
All industries are a bit different. Some industries do rely on some sort of physical presence. But some things lend themselves to scale in a non-physical sense. Ideas are powerful and can be built on. You can't milk cows on the internet, you have to have dairy farms. But you can do research, collaboratively and in different places, so you have to find the intellectual ideas and research. That can be harnessed without having a physical presence. You can help people do that by connecting them, and helping them connect with other people in their field.

Probably the most valuable thing is to have a work ethic. If you have that, talent can be realised. Most people have the most opportunity to realise whatever talent they have in whatever field.

7. Any final thoughts for young people?

You have to be good enough on a global scale. So how do you find that out? You can't find that out sitting in Wellington. You have to measure yourself against other talented people in your field. You have to go overseas and figure out, do I have it or not? I think the issue for New Zealanders is, once they get up to a certain point, how can they then help New Zealand? So, that's a valid thing to do – tap into all the talented Kiwis you can find around the world, and figure out, now what?

Interviewed by Darren Zhang at the Southern Capital Limited office in Wellington, on 17 July 2013. Photograph provided by Kensington Swan.

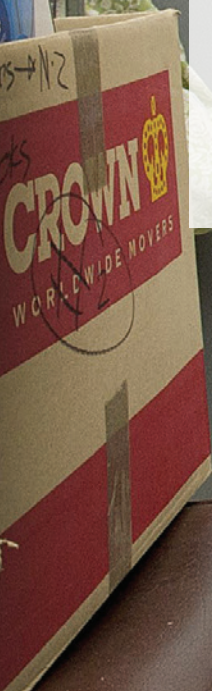


Many connections

We also wanted a range of experiences; the ages of the interviewees range from 19 (Jamie Band) to 79 (Jim Flynn). We also included a few perspectives that were connected. For example, we included a father and son (David and Jamie Band); the chair (governance) and executive (operations) from three companies (Rod Drury and Catherine Walker from Xero, David Band and Anna Campbell from AbacusBio Ltd and David Band and Dave Darling from Pacific Edge) and the co-founders of a charitable organisation for the Christchurch rebuild, the Ministry of Awesome (Vicki Buck and Kaila Colbin). Other connections shown include those within universities (Anne Barnett, Jim Flynn, Tahu Kukutai, Paul Hansen and Ocean Mercier), the public service (Liz MacPherson and Bill Moran) and local councils (Vicki Buck and Raf Manji from Christchurch City Council). We also include those interviewed by Sir Paul Callaghan in his book *Wool to Weta* (Andrew Coy and Ocean Mercier). Our aim was to explore a range of connections throughout the country – different people doing different things.



1963-64 Washington Bulkers



Professor Jim Flynn moving office at the University of Otago. See Jim's interview on page 37.
Photo by The New Zealand Herald

A photograph of two young boys, Caleb Hines and Mario Whitmore, wearing white lab coats and safety goggles. They are standing at a wooden table, looking at a glass flask containing a cloudy liquid. The boy on the right is wearing goggles on his head and has a surprised expression. The boy on the left is smiling. In the background, other people are visible, including a woman in a black hijab. The setting appears to be a science lab or a classroom.

Young people

No group in society was more important to Sir Paul Callaghan than young people. He found young New Zealanders – with their sense of fun, their courage, their craving for adventure, their acceptance of their own fragility, and their desire to live a full life – totally invigorating.

Caleb Hines (left) and Mario Whitmore (right) learning about expansion and contraction at The Mind Lab, Auckland. See Frances Valentine's (CEO of The Mind Lab) interview on page 61.

Photo by Alexandra Spirat

SCHOLARSHIP RECIPIENTS



We know our country can produce talent. What we need to do now is explore what to do with it and how to ensure we attract and retain that talent in order to create an economic and social landscape that provides all New Zealanders with the opportunity to take full advantage of their potential.

Charlotte Greenfield
Scholarship recipient



A dynamic, creative and thriving Aotearoa New Zealand is one where vision and foresight play a leading role in nurturing and supporting future generations of locally grown or incoming talent from overseas.

Darren Zhang
Scholarship recipient

In 2013, with the support of Sam Morgan, the Institute announced the Sir Paul Callaghan Science Meets Humanities Scholarship recipients, Charlotte Greenfield and Darren Zhang. Charlotte and Darren travelled the country, as well as utilising Skype to interview the 30 kiwis featured. They then wrote up the interviews as if the reader was in the room with them, listening to the narrative unfold. We wanted the outstanding 210 ideas to be accessible in a bold, creative, and fun way. Their final observations from the 30 interviews are overleaf.

OBSERVATIONS

Charlotte Greenfield and Darren Zhang share their reflections in response to the seven questions.

1. In the context of your professional background, what does 'talent' mean to you?

In our conversations, everyone initially described talent as comprising factors like character, personality, having specific academic or technical skills, and commercial drive.

As talent was explored further, these components and what defines 'talent' soon fell away as people moved beyond the idea of talent being concrete, to something that encompasses more than just the sum of its parts. Ambition, focus and the zest to make things happen were mentioned. Talent, it seems, is forward-looking and driven; it involves curiosity and really hard work to bring about results.

2. Are you aware of any talent gaps that exist or might arise within the next ten years?

Although there were varying responses to this question, it became clear that in the next ten years there will be many emerging fields, in particular involving science and technology, and professions that do not currently exist.

One historic challenge has always been our size. Traditionally, the lack of a sufficiently large pool to find the right people has reduced our capacity to scale up. Given the intensity of competition all around the world, perhaps we shouldn't be too hard on ourselves.

A number of people raised the need for specialist skills (especially in science

and IT). However, adaptability is vital, and we need those specialists who can also play other roles, such as in commercialisation, marketing and com-

Talent, it seems, is forward-looking and driven; it involves curiosity and really hard work to bring about results.

munication. We learnt that for a lot of people it's a good idea to get really good at something, and then develop a completely different, complementary skill-set.

3. How do successful organisations attract, keep and grow talent?

While pay is important, income is not what ultimately attracts truly talented people (although it helps).

An inspiring, challenging and fun work environment, the opportunity to collaborate with interesting people from a variety of disciplines and to work on exciting projects, and being given the space to experiment and figure out who you are professionally are what make an organisation a talent magnet.

4. Think about talent hubs around the world, what is cool and why?

The central characteristic of a talent hub appears to be a place where like-minded people converge and are buzzing. The theme of talent attracting talent was mentioned a number of times in relation to this question.

San Francisco and Silicon Valley, New York, Singapore and London were referred to repeatedly. Non-geographical conceptions of a talent hub were also described, such as physical spaces, websites or groups found on the internet, and large corporates.

A supporting ecosystem of universities, major transport hubs, incubators and venture capitalists characterises and is considered necessary to build and sustain the growth of talent hubs. At its heart are vibrant talent communities of like-minded people.

While Singapore and Finland were highlighted as good places for New Zealand to draw lessons from, due to their similar population sizes, each is distinctive in character and history and should not be directly emulated. Instead, we need to grow our own peculiar and identifiably unique talent hub, while learning lessons from abroad.

5. Can you assess New Zealand's performance in attracting talent on a global scale?

Most people commented that we need to, and can, do better in this respect.

Many described our clean, green image and our lifestyle as attractive factors, but noted that we rest on our laurels when it comes to these attributes. To get local and incoming talent to contribute to our economy and society, it will take more than mountains, rivers and the ability to go to the beach after work. We need to create dynamic talent ecosystems and industries that mark New Zealand out in the global community and attract talent here. Weta was seen as a great example of this – but we need a lot more Wetas. Many people who are based overseas reminded us that the world is a big place, and New Zealand needs to stand out.

6. What does New Zealand need to do in order to attract, keep and grow talent?

A commonly shared sentiment among all the interviewees was that we need to step up with a well-planned vision and strategy to realise a talent-driven society. Many interesting ideas and possibilities were raised.

Some people talked about active immigration policies to attract highly talented people from overseas. However, there first have to be opportunities in creative, innovative or high-tech businesses and work on stimulating projects to attract talented employees. Many thought we had the potential to create these businesses and that this is already happening, but they are not polished to world-market standard or are being sold too early. The availability of more start-up capital might help this.

A key factor would be changing the world's view of New Zealand from a place with nice mountains and The Hobbit to a place with really dynamic industries. This could be done by word of mouth, flowing naturally from the creation of more dynamic businesses, but the creation of promotional materials by the government and business

groups could also help. Some people mentioned PR drives that tap into current events. For example, one suggested option was to promote New Zealand as a country that protects internet freedom, which would attract a lot of disgruntled tech workers from the United States in the wake of the NSA leaks. While the most effective PR strategy can be debated, this type of thinking around reworking New Zealand's brand away from simply '100% Pure' (which most pointed out is a lie) is something we need to adopt in the future.

A commonly shared sentiment among all the interviewees was that we need to step up with a well-planned vision and strategy to realise a talent-driven society.

Another great idea was to capitalise on our perceived weaknesses. Our small size means we are nimble, so that it is easier for people to make things happen. People seeking to make changes and set up new enterprises are able to talk to the 'right' people in government and business in a way that is not possible in many other countries. We should celebrate that and sell it as an advantage to people overseas. Equally, our isolation can be of benefit; for example, Google X recently launched its Loon balloons in Christchurch because of our geographic isolation. Attracting Google X's attention and resources is a major coup.

Everyone acknowledged that New Zealanders travel a lot and often work overseas. Instead of seeing this as a problem, perhaps we should be taking advantage of it. Provide greater connectivity to New Zealand for New Zealanders overseas, use their international networks, and show them how they can help New Zealand businesses from overseas. Global businesses like Xero are a great conduit for this. The KEA network was also mentioned as something that could be used more to drive specific outcomes rather than just socialising and casual networking.

One very practical suggestion for ensuring that New Zealand can play on the global stage is getting faster internet. A fibre-optic cable could make a significant difference to New Zealand's connectivity.

7. Any final thoughts for young people?

Travel and going on an OE was highly encouraged as a way of providing young Kiwis with the experiences and exposure to understand global best practice in order to stay ahead. Travel was also seen to help people appreciate the potential of living and working in Aotearoa New Zealand.

Surprisingly, even the business-minded stressed the importance of pursuing your passions and doing what you love, noting that it could lead to a worthwhile and meaningful job, enhanced creativity and the ability to make money and create opportunities for others.

Many people also talked about how much the world is changing, stressing that set careers and jobs don't exist in the same way as they use to. They emphasised that it was good to keep an open mind about your career path, and that doing what you love will ensure that this lack of certainty will be exciting rather than overwhelming.



CITIES

city • y | 'sɪti |

noun (plural **cities**)

1. a large town: *one of Italy's most beautiful cities [as modifier] | the city centre*
 - *British* a town created a city by charter and usually containing a cathedral.
 - *North American* a municipal centre incorporated by the state or province.
 - *[with modifier] informal* a place or situation characterized by a specified attribute: *the staff were in turmoil – it was panic city*
2. (**the City**) short for CITY OF LONDON.
 - the financial and commercial institutions located in the City of London: *the Budget got a stony reception from the City [as modifier] | a City analyst*

DERIVATIVES

cityward adjective & adverb

citywards adverb

ORIGIN

Middle English: from Old French *cite*, from Latin **civitas**, from **civis** 'citizen'. Originally denoting a town, and often used as a Latin equivalent to Old English *burh* 'borough', the term was later applied to the more important English boroughs. The connection between city and cathedral grew up under the Norman kings, as the episcopal sees (many had been established in villages) were removed to the chief borough of the diocese.

A wide-angle photograph of the Auckland cityscape and coastline. In the foreground, a small boat with a red and white cabin moves across the blue water, leaving a white wake. The middle ground features a sandy beach and a line of green trees. In the background, the city of Auckland is visible, with various buildings and a prominent hill in the distance under a clear blue sky.

AUCKLAND

LEN BROWN

Photo provided by Auckland Tourism, Events and
Economic Development Ltd



In 2010 Len Brown became the first mayor of the newly united Auckland, a city of 1.5 million people (one-third of all New Zealanders) and 180 ethnicities. Since then, he has led the development of a shared vision for Auckland with the input of tens of thousands of citizens. His objective is to make Auckland the world's most liveable city.

Q&A

Len Brown
Mayor of
Auckland



What makes Auckland a place where talent wants to live?

Auckland is a place that combines great natural beauty, an exciting cultural and ethnic mix with tolerant and inclusive communities, and a lifestyle that can take you from a wild West Coast beach in the morning to major sporting events in the afternoon, and world-class dining and shows in the evening.

What are the biggest challenges Auckland faces today?

We Aucklanders need to see the opportunities available to us and be ready to seize them when they present themselves – it needs a change in mindset and we are only halfway there. We need

to invest appropriately in public transport after years of neglect, and stop wrecking the stunning environment around us by having a sprawling urban footprint when a more compact footprint can give us all the choices and options our people need.

What is Auckland's strategy for attracting and retaining talent?

We have our Auckland Plan roadmap, to broaden our economic base to an economy focusing on innovation and high-tech development, where clear education and training pathways take our people to being highly skilled and educated. We are building a world-class city centre and waterfront, connecting Aucklanders across the region with an integrated transport system, and placing a strong emphasis on our creative sectors and having a dynamic cultural life.

Local talent



16. Andrew Hamilton ..39
The ICEHOUSE



18. Tahu Kukutai43
University of Waikato



26. Frances Valentine...61
The Mind Lab



29. Malcolm Webb.....67
Webb Henderson



Hayden Glass103
Sapere Research Group



Shaun Hendy.....101
University of Auckland



Darren Zhang 74
University of Auckland



Photo provided by Willis Bond & Co.



Since becoming mayor in 2010, Celia Wade-Brown has supported the creative sectors and clean technology. This is reflected in the 2011 strategic vision Wellington Towards 2040: Smart Capital, which aims to draw on Wellington's strengths and recognise global trends.

Q&A

Celia Wade-Brown
Mayor of
Wellington
City



What makes Wellington a place where talent wants to live?

Our cosmopolitan capital lifestyle. We're so close to wild nature; our rugged South Coast provides water-based adventure like kayaking with dolphins or diving, and the city is interspersed with many walking and mountainbiking tracks. People love having a flat white while enjoying world-class arts along our waterfront.

What are the biggest challenges Wellington faces today?

Old-school thinking in some quarters that suggests big roads are the solution, when in fact they can create bigger problems. We're a modern, progressive,

connected city; the way we think needs to reflect this and encourage it.

What is Wellington's strategy for attracting and retaining talent?

Telling the Wellington story overseas and making every Wellingtonian an ambassador for the city. Promoting world-class strengths in creative industries, ICT, disaster resilience and urban ecology. Securing long-haul direct flights from Asia.

Local talent



1. Rik Athorne 7
Weta Workshop



4. Anne Barnett 13
Viclink



5. Tim Bennett 15
NZX



14. Janice Feutz 35
CORE Technology



19. Liz MacPherson 45
Statistics New Zealand



21. Ocean Mercier 51
Victoria University



22. Bill Moran 53
Treasury



25. Mike O'Donnell 59
'MOD'
Trade Me



CHRISTCHURCH

LIANNE DALZIEL

Photo provided by Christchurch City Council



Newly elected Mayor Lianne Dalziel has an exciting challenge ahead. Following the devastating earthquakes, Dalziel aims to move the focus of the city from disaster recovery to being one of the most resilient and liveable cities in the world.

Q&A

Lianne Dalziel
Mayor of Christchurch



What makes Christchurch a place where talent wants to live?

We're building the newest city in the world. No other place on earth has the world of possibility that Christchurch offers today.

What are the biggest challenges Christchurch faces today?

Our challenges are all opportunities. How do we ensure our natural, built, economic, cultural and social environments are both resilient and sustainable? We are a living laboratory for helping the world to learn about how to invest in disaster risk reduction, climate change adaptation and sustainable community development.

What is Christchurch's strategy for attracting and retaining talent?

We are redeveloping our strategy for attracting and retaining talent in light of the enormous opportunities the city now offers. We have world class tertiary and research institutions and the capacity to nurture innovation and creativity in a way that is unique in the world. We are a city of ideas co-creating our future.

Local talent



6. Vicki Buck 17
*Ministry of Awesome,
NZ Windfarms Ltd and
Christchurch City Council*



9. Kaila Colbin 23
Ministry of Awesome



12. Roger Dennis 31
Innovation Matters



20. Raf Manji 47
*Sustento Institute and
Christchurch City Council*



DUNEDIN

DAVE CULL

Photo provided by Dunedin City Council



Since becoming mayor in 2010, Dave Cull has embraced digital technology as part of the essential infrastructure of the 21st century. He aims to help Dunedin be a prosperous city by valuing its heritage, creativity, knowledge and environment.

Q&A

Dave Cull
Mayor of
Dunedin



What makes Dunedin a place where talent wants to live?

Dunedin offers a great lifestyle and plenty of opportunities to make your mark. The city makes a considerable investment in R&D and there are well-established research networks. It is recognised for innovation and creativity and has a reputation for being a launch pad for businesses moving into global markets.

What are the biggest challenges Dunedin faces today?

We need to clearly articulate what Dunedin can offer investors and businesses seeking to establish new ventures so they know they will be welcomed,

supported and successful. We are changing the idea that Dunedin is far from other markets – digital technology means we are just next door.

What is Dunedin's strategy for attracting and retaining talent?

As part of Dunedin's Economic Development Strategy, the city aims to retain local and international students through business internship programmes and to target skilled migrants and broker opportunities for them with the business community. We are building more pathways between business and education providers.

Local talent



7. Anna Campbell19
AbacusBio Ltd



11. Dave Darling29
Pacific Edge



15. Jim Flynn37
University of Otago



17. Paul Hansen41
University of Otago



23. Tim Nixon55
Runaway



27. Damien van Brandenburg63
Architecture Van Brandenburg



GLOBAL CITIES

Photo by Mark McGuinness

'Stronger ties amongst cities could result in certain configurations of cities becoming more important than traditional state-based structures ... In the future, cooperation amongst cities may become the new norm in diplomacy.'
 – Singapore's Centre for Strategic Studies Annual Report 2012

Global Cities

These 11 Kiwis live and work differently from the way people lived 50 years ago. They either travel extensively but live in a beautiful part of New Zealand, or they base themselves overseas but continue to maintain close ties with New Zealand. They live in a city of 7 billion people.

Given this trend, cities and how they grow, attract and retain talent will be fundamental to the development of New Zealand on the global talent stage. Most importantly, what became apparent is that it is critical we connect talent in New Zealand. The following pages explore the literature surrounding cities and provide demographics on four major New Zealand cities. Section 3 explores talent and the economy in order to understand how we might move towards a talent-based economy.

Global talent



2. David Band 9
AbacusBio Ltd and Pacific Edge
 – Based in Australia



3. Jamie Band 11
Duke University
 – Based in the US



8. Rachel Carrell 21
DrThom
 – Based in the UK



10. Andrew Coy 25
Magritek
 – Based in New Zealand



13. Rod Drury 33
Xero
 – Based in New Zealand



24. Patrick Nolan 57
Reform
 – Based in the UK



28. Catherine Walker .. 65
Xero
 – Based in the US



30. Graeme Wong 69
*Tourism Holdings Ltd,
 China Forestry Group NZ*
 – Based in New Zealand



Charlotte Greenfield 74
Columbia University
 – Based in the US



Sam Morgan 3
Jasmine Social Investments
 – Based in New Zealand



John Trail 108
Magritek
 – Based in New Zealand

NURTURING TALENT HUBS IN THE 21ST CENTURY

WENDY MCGUINNESS

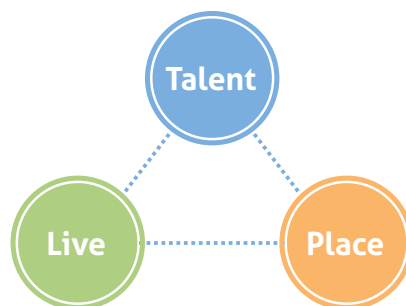
'One hundred years ago, 2 out of every 10 people lived in an urban area. By 1990, less than 40% of the global population lived in a city, but as of 2010, more than half of all people live in an urban area. By 2030, 6 out of every 10 people will live in a city, and by 2050, this proportion will increase to 7 out of 10 people.'

– World Health Organization

Experts estimate that by the year 2050 two-thirds of the world's population will live in urban areas, a trend that is expected to be reflected in New Zealand. According to Statistics New Zealand, 71.8% of New Zealanders live in urban areas of 30,000 people or more.

It is little wonder then that we are seeing a worldwide resurgence in the interest in cities, what makes them tick and, more importantly, what makes them fail. In this essay we look at the current literature from the perspective of talent: redefining talent, why cities count, and how we might design urban environments so that they grow, retain, attract and connect talent?

Sir Paul's idea of creating a *place where talent wants to live*, emphasises the relationship between talent, live and place.



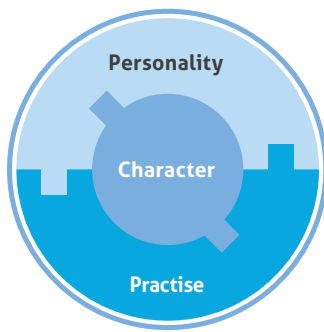
Talent, as emphasised in the interviews in part one, is best assessed in terms of three components: character (the key component), personality, and a

commitment to learning and practicing skills (see diagram overleaf).

Live represents lifestyle; it is not about wealth per se, but about improving our living standards. Treasury's Living Standards framework provides a useful basis for considering the quality of how we live, assessing public policy in terms of five living standard dimensions: economic growth, sustainability, equity, social infrastructure, and risks.

Place is best understood in terms of the workplace and the marketplace: where we are inquiring, engaged and being productive. Sir Paul's vision, linking these three concepts, is a great platform from which to consider the development of our cities.

Talent – Redefining talent in the 21st century



In a recent article in the Deloitte Review, *The open talent economy: Beyond corporate borders to talent ecosystems*, Jeff Schwartz explains how workers today are mobile, connected and manage their own careers, meaning that employers must redefine not only what it means to engage with talent but also what they offer talent. Extending this further, cities and countries should do the same.

The Deloitte article considers talent in terms of an ‘open talent economy continuum’ (see below).

where freelancers can go to work with a community of people who share similar interests; here you are likely to find good coffee, a desk to rent for the day, and access to a locker and meeting rooms. As an alternative to staying at home (which rarely works), these intermediate work spaces are attracting talent in droves. Given that we are moving further along the continuum, the challenge is to understand and embrace this new relationship between talent and the economy. The example above demonstrates how city environments can evolve to support new talent and ideas, hence managing cities well is becoming increasingly important.

Live – Why cities count

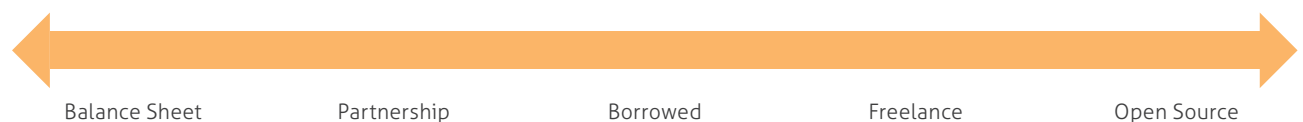
Chris Anderson, former editor of *WIRED* magazine, author of *The Long Tail*, and more recently *Makers: The New Industrial Revolution*, comments, ‘a service economy is all well and good, but eliminate manufacturing and you’re a nation of bankers, burger flippers, and tour guides’. In Anderson’s opinion the economic growth in the long term will be about being small and global, arti-

with the best innovation model, not the cheapest labour. Societies that have embraced ‘co-creation’, or community based development, win. They are unbeatable for finding and harnessing the best talent and more motivated people in any domain’.

Edward Glaeser, professor of economics at Harvard University and author of *Triumph of the City*, draws similar parallels to Anderson. He observes that public policy and large-scale public works almost always fail in their objective of regenerating cities’ fortunes. Most importantly, he introduces the idea that an urban government’s job should be to care for its citizens, stressing that ‘... public policy should help poor people, not poor places ... [a] mayor who can better educate a city’s children so that they can find an opportunity on the other side of the globe is succeeding, even if his city is getting smaller.’

In his recent book *Cities Are Good for You*, Leo Hollis discusses the need to redefine the meaning of community in our increasingly urban world. For

Open talent economy continuum



In this continuum, the balance sheet talent is simply the traditional employer/employee contract model. From there they move to collaboration through partnership, then to borrowing talent under contracting arrangements, then to injecting missing capabilities into teams (freelancing talent), and finally to open source where people contribute their time for free. One of the fastest growing roles is the freelancer, which has led to the growth of freelance hubs in the United States. The idea is that buildings are themed by speciality (such as tech or designer)

sanal and innovative, high-tech and low-cost. It will be about creating the sorts of products that the world wants but doesn’t yet know it wants, ‘because those products don’t fit neatly into the mass economics of the old model’.

Anderson believes that innovation, not labour costs, will decide the future centres of manufacturing. He says that although ‘the spread and sophistication of automation will increasingly level the playing field between East and West ... the maker-movement tilts the balance toward the cultures

him, community goes beyond people who share a space; he believes ‘[i]t is an ecology that combines place, people and the way they interact’. Hollis further highlights the complex nature of cities, stating that although ‘the idea of people coming together, sharing the same space and getting on with each other sounds simple, 7000 years of urban history disproves this.’ He raises questions such as ‘how can you prove you are who you say you are and how can you define humanity when people are on the move so much?’ Questions like these underlie much of the debate

on how best to make cities work for people, not places.

Although city planning is not new, thinking about cities as living organisms is a relatively recent concept. The idea seems to have originated in a book by social scientist Jane Jacobs, *The Death and the Life of Great American Cities*, first published in 1961. In the book Jacobs outlines her key idea that to understand cities we have to deal outright with combinations or mixtures of uses, not separate uses, as the essential phenomena. 'The diversity, of whatever kind, that is generated by cities rests on the fact that in the cities so many people are close together, and among them contain so many different tastes, skills, needs, supplies and bees in their bonnets.'

Jacobs' book has had something of a resurgence in recent years. The UK government's chief scientific adviser, Sir Mark Walport, discussed Jacobs' observations at the opening of a new foresight project on the future of cities. *Foresight UK* is part of the Government Office for Science within the Department for Business, Innovation & Skills. It is headed by Walport, who reports directly to the prime minister and Cabinet. The project will take a long-term look at how cities in the UK can best contribute to economic growth over the coming decade, taking into consideration wellbeing, equity and social inclusion (see www.bis.gov.uk/foresight). Interestingly, the UK also has a city focus in Cabinet, with a designated Minister of Cities. See further discussion on page 109.

Walport noted that Jacobs had strongly criticised city planners who wanted to create neat and tidy zones that only met one function. In her view, a well-designed city should allow people to go outdoors at different times for different purposes, while also sharing many facilities. Her goal was to mix work and play, housing and services,

so that districts could serve more than one primary function. Specifically, she suggested block sizes should be short, creating frequent opportunities to turn corners. Jacobs was clearly an observer of humankind, who understood that cities are ecosystems, resources are finite and interaction is good for communities.

Smart cities are also a concept that has come of age. Jane Wakefield, a technology reporter for the BBC, recently identified smart cities as those that use technology to respond directly to the needs of the people. Wakefield cited London, Rio de Janeiro, Johannesburg and Singapore as examples. This is similar to the way Roger Dennis talks about Christchurch becoming a sensing city (see page 31). Cities that embrace technology and citizenship through improved forms of data infrastructure must, by their very nature, be more attractive to talent.



The organisers of the annual *Future of Cities Forum*, held in Delhi, Dubai and most recently Hamburg, stated eloquently: 'Cities must go beyond sustainability to truly regenerative development: not only becoming resource-efficient and low carbon emitting, but positively enhancing rather than undermining the ecosystems on which they depend. Regenerative cities mimic nature's circular metabolism and operate in a closed-loop system that transforms waste outputs into inputs of value.' See www.futureofcitiesforum.com.

Place – Urban design

If demographers are telling us that cities are where most of us will live and economists are telling us that inventors are key to competing in the global economy, it is time to think hard about how cities might attract, retain, grow and connect talent. Using the analogy of an ecosystem, the question then becomes *what talent* should cities try and attract to pollinate the landscape and *how* might local councils go about creating such an environment?

In addition, serendipity plays a huge role in invention – whether it is in making a new product or creating a new talent hub. We do know, however, that the more we connect, the more likely new products will be invented and complex problems resolved. Essentially, we are social creatures; we enjoy spending time with people of similar interests and pursuing shared goals. Local authorities and governments that purposefully design places for people to connect and interrelate are more likely to develop cities that thrive.

Shaun Hendy (see page 101) shows that interaction and, in particular, sharing information is fundamental to invention, and therefore impacts positively on the economy. Hence the same phenomenon that Jacobs recognised in 1961 – that population density has a positive effect on wellbeing – is equally true when looking at talent: population density counts. Using Jacobs' observations, rather than focusing on creating neat and tidy zones that only meet one function, planners should prioritise optimising city areas, mixing houses and services so that 'talent' are able to mix, work and play.

Mark McGuinness, who runs the New Zealand property development company Willis Bond & Co., explained the link between talent and cities this way. Those with talent need an organic workspace and, depending on their degree of success and maturity, their

requirements will change over time. So in the early days they generally need small organic, gritty places which, in a way, are a badge of honour because they are humble and raw. Then, as people grow and prosper, their needs change. Exemplars of the 21st century include the headquarters of Facebook, Google and Microsoft. But there is another trend emerging: twenty years ago, talent wanted what Microsoft built – open park-like settings away from the hustle and bustle of the city.

Kirk Johnson and Nick Wingfield discussed this trend recently in *The New York Times*, noting that Amazon's decision to move into the centre of Seattle is a rejection of the suburban model typified by Microsoft. Johnson and Wingfield commented on the increasing tendency for technology companies to move their offices into city centres, citing Twitter and Dropbox in San Francisco, Tumblr and Etsy in New York, and Google in Paris and Pittsburgh as examples. They believe that '[a]n urban setting, with access to good restaurants, nightclubs and cultural attractions, has become as important a recruiting tool as salary or benefits for many companies.' See image of Amazon's proposed headquarters in downtown Seattle below.

McGuinness believes we are already seeing employers working hard to be responsive to the needs of emerging talent. Gen Y want a better work/life balance; they want a one-bedroom apartment they can lock and leave, a street below that is humming with cafes and food markets by day and pulsating street life at night. Down the road they want a place to hire a car (they don't want to own a car, a house or anything they cannot carry on their backs), a gym, a park and friends who share their passions. They want to work hard with others who are also talented and share their work interests; working in a prescriptive work environment or from home is not for them.

Further, McGuinness believes that people from Asia are going to be a big component of our cities in the future; many have been apartment-dwellers for three or four generations and seek out apartment-living on arrival in New Zealand. In many ways they started the trend. The fact that they have embraced this way of living is an important indicator that apartment living is here to stay.

Decisions made today by local authorities and central government matter; cities that embrace talent successfully

will be the cities of the future. We question who in New Zealand is doing the research to understand how cities might grow, attract, retain and connect talent, and the thinking on how our major cities might develop and interact over time. Grace White provides some data overleaf to add to the dialogue.

Cities are clearly complex ecosystems, but they are systems nevertheless. We need to understand not only how to grow talent, but how to build environments in which talent want to live, work and play. Only by listening to what talent need and want, will we be able to stop them flying off to greener pastures or, if they do leave, tempt them home again. Our New Zealand cities have a lot to offer, we just need to connect the dots.

From the 30 interviews in part one, four key themes have become clear – New Zealand must work hard to grow, attract, retain and connect talent. Therefore how we manage our cities, and in particular our talent, will be critically important in the 21st century.



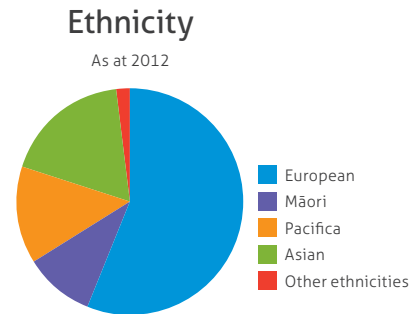
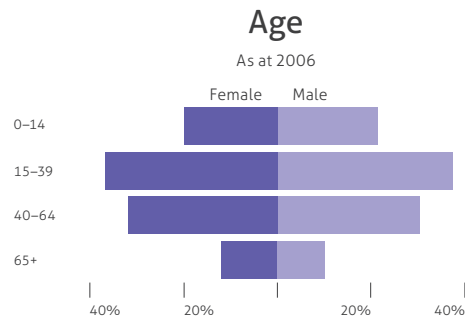
Global design firm NBBJ's rendering of Amazon's planned headquarters in Seattle, which is expected to draw thousands of workers.

DEMOGRAPHICS

GRACE WHITE

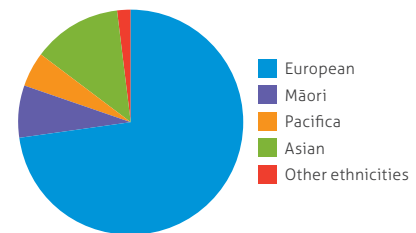
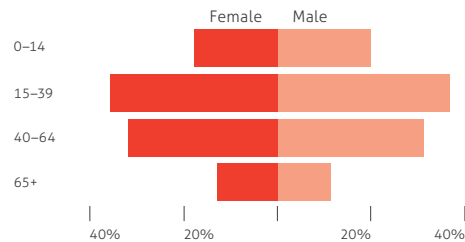
Source: Statistics New Zealand

Auckland

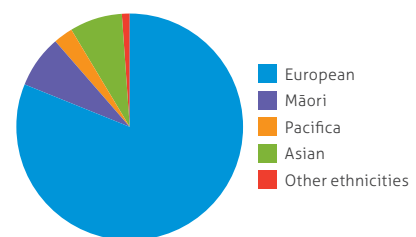
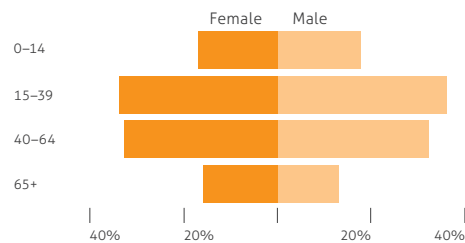


Wellington

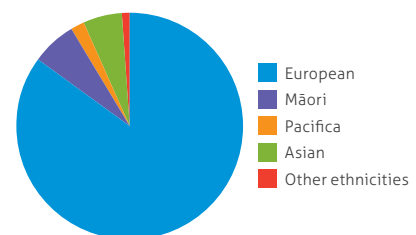
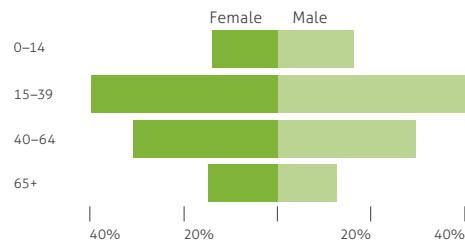
(Encompasses Wellington city, Lower Hutt, Upper Hutt, Porirua and Kapiti Coast)



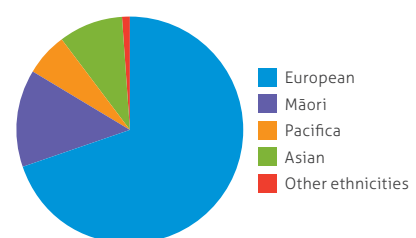
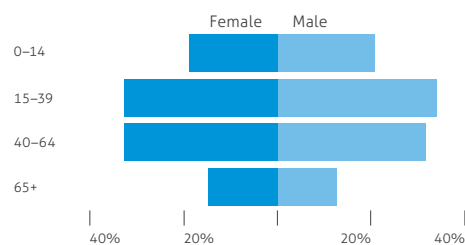
Christchurch



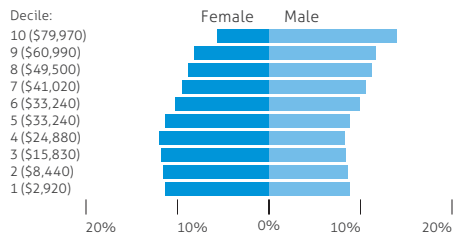
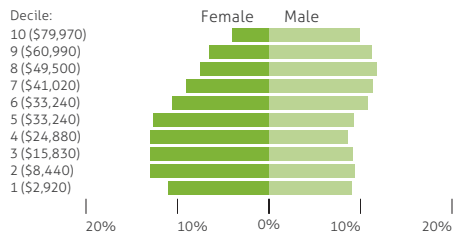
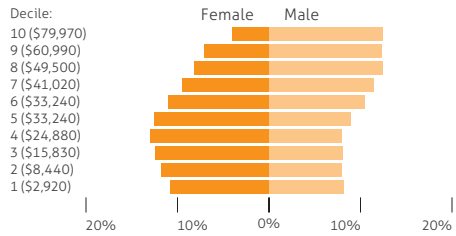
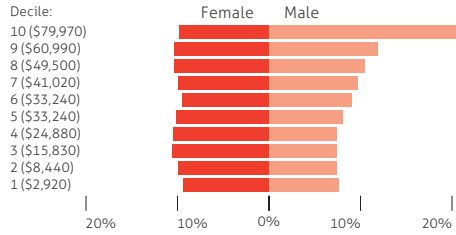
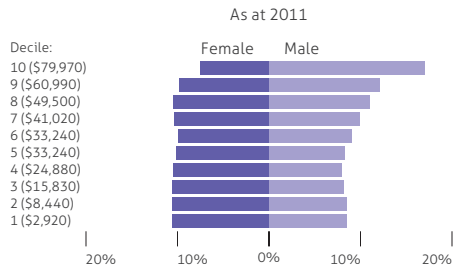
Dunedin



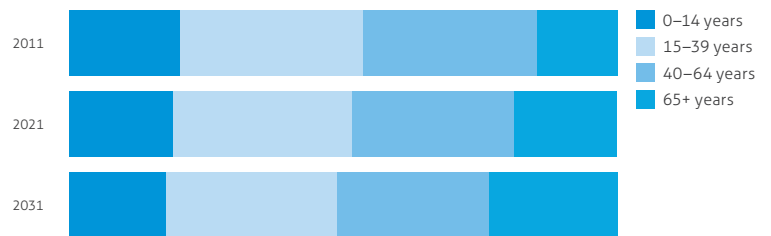
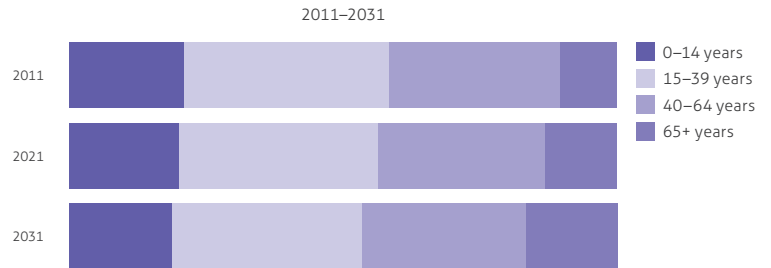
New Zealand



Income by Decile



Population Projections



Sources: Auckland Tourism, Events and Economic Development, Christchurch Central Development Unit, Dunedin City Council, Google Maps, Grow Wellington, LIANZA, Ministry of Business, Innovation and Employment, National Library of New Zealand, New Zealand Educated, NIWA, QV, Seek.co.nz, Statistics New Zealand, Tertiary Education Commission, University of Auckland, University of Canterbury, University of Otago.

* Jobs advertised on the website Seek as at 18 September 2013.

** Growth industries identified by Local Councils from their websites.

	Population	Employment	Unemployment	Education	Income	Housing
Auckland	1,507,600 total 33.9 average age	624,060 jobs filled 50,140 job creation 32,890 job destruction 8,130 jobs on Seek*	7.6% unemployment 12.5% youth unemployment (NEET)	42.5% percentage with post-secondary qualification 5 number of public tertiary institutions 40,000 enrolment at University of Auckland	\$1,411 weekly income per household \$577 total median weekly income \$694 men \$479 women	50.7% percentage who own their own home \$644,973 average house price 476,406 total number of dwellings
Wellington (Encompasses Wellington city, Lower Hutt, Upper Hutt, Porirua and Kapiti Coast)	449,500 total 35.3 Average age	133,950 jobs filled 10,580 job creation 7,160 job destruction 2,494 jobs on Seek*	7.1% unemployment 9.6% youth unemployment (NEET)	46.3% percentage with post-secondary qualification 5 number of public tertiary institutions 21,000 enrolment at Victoria University of Wellington	\$1,475 weekly income per household \$630 total median weekly income \$768 men \$505 women	49.8% percentage who own their own home \$445,899 average house price 165,222 total number of dwellings
Christchurch	363,100 total 36.4 Average age	174,870 jobs filled 13,870 job creation 10,800 job destruction 2,082 jobs on Seek*	3.9% unemployment 12.5% youth unemployment (NEET)	40.5% percentage with post-secondary qualification 3 number of public tertiary institutions 14,617 enrolment at the University of Canterbury	\$1,273 weekly income per household \$581 total median weekly income \$735 men \$450 women	59.8% percentage who own their own home \$432,961 average house price 145,629 total number of dwellings
Dunedin	126,900 total 35 Average age	51,750 jobs filled 5,060 job creation 2,420 job destruction 213 jobs on Seek*	4.8% unemployment 11.1% youth unemployment (NEET)	41.2% percentage with post-secondary qualification 2 number of public tertiary institutions 21,728 enrolment at the University of Otago	\$1,181 weekly income per household \$532 total median weekly income \$706 men \$434 women	53.9% percentage who own their own home \$284,516 average house price 48,927 total number of dwellings
New Zealand	4,433,000 total 35.9 Average age	1,828,780 jobs filled 158,690 job creation 122,930 job destruction 16,226 jobs on Seek*	6.8% unemployment 12% youth unemployment (NEET)	39.9% percentage with post-secondary qualification 29 number of public tertiary institutions	\$1,304 weekly income per household \$560 total median weekly income \$707 men \$450 women	54.5% percentage who own their own home \$448,929 average house price 1,651,542 total number of dwellings

Transport	Area	Climate	Culture	Businesses	Organisations Interviewed
8.5% public transport use 6 km average commute to work	1,086 total sq km 0.0007 sq km per person	19°C mean annual temp 2,003.1 sunshine hours p.a.	2,757 cafes and restaurants 10 public galleries and museums 55 libraries	161,154 total businesses Growth industries** Manufacturing, Tourism, Life Sciences, Education, Conventions, Food and Beverage, ICT, Screen and Digital, Primary Industries, Marine, Exports	The ICEHOUSE #16 The Mind Lab #26 University of Waikato #18 Webb Henderson #29
14% public transport use 5 km average commute to work	2,120 total sq km 0.005 sq km per person	15.9°C mean annual temp. 2,110.3 sunshine hours p.a.	751 cafes and restaurants 9 public galleries and museums 29 libraries	46,169 total businesses Growth industries** IT, Biomedical, Clean Technology, Screen and Digital, Food and Beverage, Manufacturing, Primary Industry, Film	China Forestry Group NZ #30 CORE Technology #14 Magritek #10 NZX #5 Statistics New Zealand #21 Tourism Holding Ltd #30 Trade Me #25 Treasury #22 Viclink #4 Victoria University #19 Weta Workshop #1 Xero #13, 28
4% public transport use 5 km average commute to work	1,426 total sq km 0.004 sq km per person	17.2°C mean annual temp. 2,142.5 sunshine hours p.a.	551 cafes and restaurants 3 public galleries and museums 19 libraries	36,422 total businesses Growth industries** Professional and Engineering Services, Financial Services, Construction, Healthcare, IT	Christchurch City Council #6, #20 Innovation Matters #12 Ministry of Awesome #6, #9 NZ Windfarms #6 Sustento Institute #20
3% public transport use 3.5 km average commute to work	3,314 total sq km 0.03 sq km per person	14.6°C mean annual temp. 1,683.7 sunshine hours p.a.	201 cafes and restaurants 1 public galleries and museums 5 libraries	10,658 total businesses Growth industries** Health Technologies and Biotechnology, Primary Industries, Food and Beverage, Education, Tourism, Manufacturing and Engineering, ICT and creative industries	AbacusBio Ltd #2, #7 Architecture Van Brandenburg #27 Pacific Edge #11 Runaway #23 University of Otago #15, 17
	268,680 total sq km 0.06 sq km per person		7,095 cafes and restaurants 32 public galleries and museums 304 libraries	504,381 total businesses	Beyond New Zealand: DrThom #8 Duke University #3 Reform #24



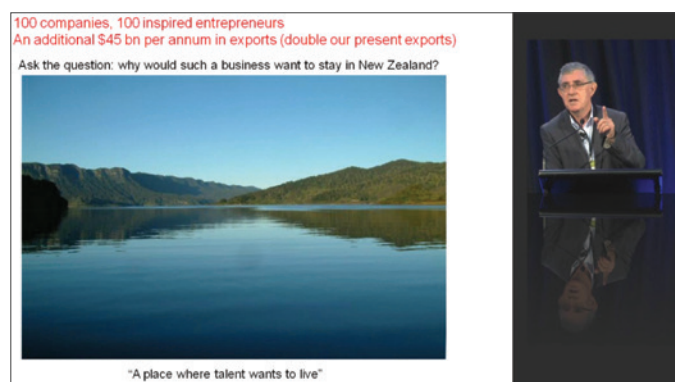
e•con•o•my |i'kənəmi|

noun (plural **economies**)

1. the wealth and resources of a country or region, esp. in terms of the production and consumption of goods and services
 - a particular system or stage of an economy: *a free-market economy*
2. [*mass noun*] careful management of available resources: *fuel economy*
 - [*as a modifier*] offering good value for money: *an economy pack of soap flakes*
 - sparing or careful use of something: *a technique based on economy of effort*
 - [*count noun*] (usually **economies**) a financial saving: *there were many economies to be made by giving up our London offices*
3. (also **economy class**) the cheapest class of air or rail travel: *we flew economy*

SUSTAINABLE ECONOMIC GROWTH FOR NEW ZEALAND: AN OPTIMISTIC MYTH-BUSTING PERSPECTIVE

SIR PAUL CALLAGHAN



What follows is a summary of Sir Paul Callaghan's keynote address to the *StrategyNZ* workshop in March 2011. A video of Sir Paul's presentation is available on YouTube; see details on page 113. This address builds on the earlier observations he outlined in *Wool to Weta* (2009); see book review on page 111.

Long-term vision is something we tend to avoid in New Zealand, with the possible exception of Māori, who have greater reason to focus on the development of their assets for future generations of mokopuna. But I will argue here that vision is essential to any strategy aimed at enhancing prosperity. It is my belief that we are poor because we choose to be poor, and that what holds us back are self-serving but dishonest myths.

The first myth is that we are an egalitarian society, a great place to bring up children. But in income disparity, child mortality, imprisonment rates and most other negative social indicators, we are among the worst in the OECD. The second myth is that we are clean and green. In truth, the reality is altogether different. Like other developed countries we have despoiled our environment to eke out a measure of prosperity, and we therefore have no moral high ground from which to preach to others. Our valuable dairy industry severely impacts our rivers and lakes. Our pastoral industries are significant emitters of greenhouse gases. The third myth is that we, as New Zealanders, do not need prosperity, that we have 'lifestyle' instead. But we complain that our health system cannot afford to meet our needs and that our infrastructure is decrepit. Now we face significant economic stress following the Christchurch earthquake. Furthermore, the 'lifestyle' argument is hard to sustain, given New Zealanders are the second hardest working in the OECD. But when we look at how hard we work against how productive we are, in comparison to other OECD countries, we see that New Zealanders are amongst the least productive.

Fifty years ago more Australians migrated to New Zealand than vice versa and the New Zealand dollar was much stronger than Australia's. Now Australia is 35 percent richer than

New Zealand, representing a \$40 billion per annum GDP shortfall for us. Let me illustrate that in a different way. There are 1.3 million full time equivalent of jobs in New Zealand. In order to maintain our current per capita GDP we need a revenue per job of \$125,000. In order to match Australia we need around \$170,000. Tourism brings in around \$80,000 per job, and while usefully employing unskilled New Zealanders, it cannot provide a route to prosperity. By contrast the dairy industry brings in around \$350,000 a job. The problem with dairy is that environmental limitations prevent us from scaling it up at all, let alone by the factor of 5 or 6 we need to make up the \$40 billion per annum shortfall.

What holds us back are self-serving but dishonest myths.

Interestingly, our largest export-earning sector is manufacturing (contradicting yet another New Zealand myth that everything is 'made in China'). At around \$250,000 a job on average, these businesses thrive by producing goods that have a high profit margin and a high ratio of value to weight. The key to this kind of manufacturing is knowledge content, and that in turn is driven by investment in research and development (R&D). The poster child of such business is Fisher and Paykel Healthcare, with \$500 million per annum of exports. If we had 100 such companies, our prosperity would be assured and in a manner which is entirely sustainable. Such businesses generate no greenhouse gases, do not require land or energy, and do not dump nitrates into our streams. Out in the larger global economies, there

are even more startling examples of sustainable businesses which are highly productive. Apple Inc. earns around \$2,000,000 per job while Google and Samsung around \$1,400,000.

The obvious and the politically fashionable products will undoubtedly be addressed by much bigger players than New Zealand in the world economy. Where we will be successful is in the technology niches. Because we are only 0.2 percent of the world's economy, we are subject to a 500 times multiplier which can make such niches highly profitable bases for businesses which are large on the New Zealand scale. Fisher and Paykel Healthcare dominate the world market for respiratory humidifiers. Rakon are world-class players in crystal-controlled oscillators. And if we can, as we do now, have ten such companies exporting between them nearly \$4 billion per annum, why not 100? Indeed, we have grown such companies despite a complete lack of awareness by the New Zealand public that we can do this sort of thing. These businesses are essentially invisible. They do not sell in New Zealand, but internationally. They do not sponsor the ballet or children's soccer. They make weird products that our kids and their parents do not understand.

But we have it in our power to change all that. We have an excellent education system, as good as the Danes or Swedes. If we care for our environment and create a just, equitable and creative society, *a place where talent wants to live*, then we can attract the best in the world, and provide an opportunity for our most talented Kiwis to see their future here. Imagine what we could achieve if we built a strategy around, and made central to our thinking, the existing success of our emerging knowledge sector, gearing our education system accordingly. One hundred inspired New Zealand entrepreneurs can turn this country around. That is the challenge for us all.

A DATING SERVICE FOR TALENT

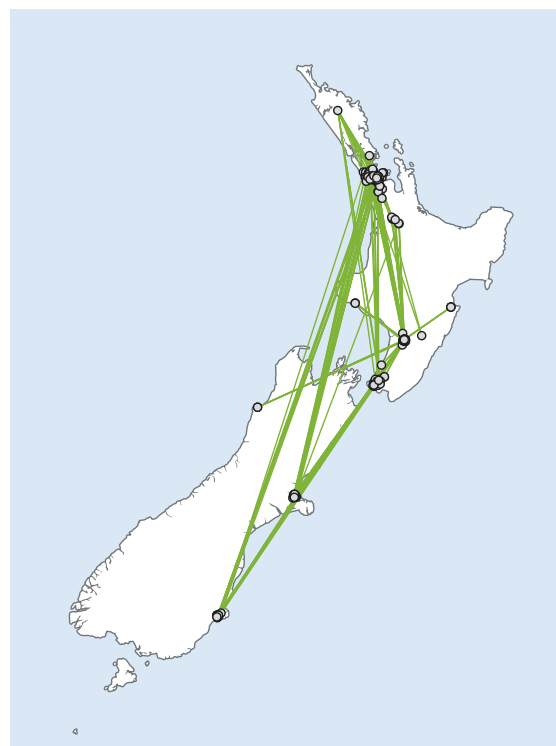
SHAUN HENDY & PAUL CALLAGHAN

In a city, valuable networks exist naturally without the need for high-level government intervention or special funding. Yet it is not feasible or desirable to move all our researchers to Auckland. Are there other things that can be done that would encourage collaboration?

In 2012, New Zealand's government asked what a high performing innovation ecosystem would look like. It concluded that 'A high-performing ecosystem would operate like a large innovative firm ... A large firm works towards a common goal, connects user needs to research and can align incentives within the organisation to turn ideas into value'. Unfortunately, studies show that firms are only able to do this when they focus on core technologies. Research by a number of economists finds that large firms struggle to manage diverse research portfolios. For instance, Josh Lerner at the Harvard Business School and his colleagues found that innovation improved at large firms after one division was separated from the others. Amit Seru, as part of his PhD thesis at University of Michigan, found that when firms take over other firms from another industry, the innovation performance of the conglomerate worsens.

These studies suggest that the set of diverse research activities that make up an innovation ecosystem are not best managed by a centralised authority, whether that authority is a government or a corporate executive team. While bureaucrats would no doubt prefer that the innovation ecosystem could be operated this way, the reality is that a high-performing ecosystem look nothing like a single centrally managed firm. Innovation ecosystems consist of a complex collection of separate yet interdependent organisations, firms and individuals.

A successful innovation ecosystem will not have a Chief Executive or a Board of Directors, let alone a senior management team. Rather, a functioning innovation ecosystem will consist of a complex web of interacting and interdependent firms, entrepreneurs and research institutions. How, then, can we improve the performance of these networks?



A network of 450 inventors, the largest in New Zealand.

Source: *Get off the grass*

In early 2012, the government launched on its website a searchable database of most of the public funding awarded for science and innovation in the last two decades. You can search for grants awarded by organisation or keyword, but you can't find out who did the research or what the outcomes were. As it currently stands, this tool is of very limited utility both in its coverage of

the innovation system and in the information it contains. We challenge the reader to use this tool to discover what publicly funded research the authors of this book have been involved with. The government is investing a large amount of public money in research and development in New Zealand with little transparency.

Innovators in cities benefit by taking advantage of their 'weak' links to a wider network, which allows them to identify complementary sources of information and capability. Yet if you visit the website of one of New Zealand's Crown Research Institutes, you will have a hard time finding out what the names and qualifications of its scientists are, what projects they are working on or even what scientific articles they published in the last year. At the time of writing, the government has struggled without success for almost a year to determine how many young scientists were supported by its funding. Quite simply, neither the government nor any other actor in the innovation ecosystem knows what research is undertaken in New Zealand. We don't know who is doing it. We don't know what their skills are. We don't know what they learned from their research.

This highlights perhaps one of the biggest barriers to collaboration in New Zealand: the innovation system's lack of openness and a consequent absence of self-awareness. We argue that instead of trying to manage the innovation ecosystem, the government should try to better describe and understand it. By mapping our innovation system, and making as much of this map open to innovators and entrepreneurs as possible, government could create a platform on which the rest of the country could build a city of four million people.

The World Wide Web has greatly increased our ability to find and share information with people around the

planet. Unfortunately, much of New Zealand's scientific output is locked behind paywalls. Although the New Zealand government requires its researchers to report the scientific articles they publish, almost no use is made of this information.

Even those with full access to a good selection of scientific journals (a select few at the biggest universities) will find it hard to locate researchers in New Zealand working in complementary areas. A New Zealand firm that needs technical assistance will likely need to talk to several different uni-

We argue that instead of trying to manage the innovation ecosystem, the government should try to better describe and understand it.

versities or CRIs, with no guarantee of finding the right expertise. Few Crown Research Institutes let staff to maintain up-to-date web pages that detail their research history or achievements. Even in universities, where scientists are encouraged to have web pages, these are typically written for an audience of students or scientists in similar fields.

New Zealand's public scientific and technological capabilities need to be mapped and made searchable by the public, business, entrepreneurs and other researchers around the country. Some initiatives in this mould already

exist. ResearchGate, for example, is a social-networking site that allows scientists to ask and answer questions, share research papers and find collaborators. Google Scholar is another free online resource that builds on Google's database of scientific publications by allowing scientists to create a profile of their scientific publications and to track their influence as they are cited by other scientists. STAR Metrics is an effort by funding agencies in the United States to track the benefits of publicly funded scientific research by following the impacts of that research. It can scrape data from public sources like Google Scholar, using software to work out the research topics on which scientists are working. These tools are very helpful, but none of them do quite enough.

We need a tool or service that is as easy to use, as rapid and as scalable as a Google search. It should make use of information that has been accumulated by government through its funding processes. Confidential information does not have to be disclosed, but should be used behind the scenes to match scientists to firms with common interests. The search tool should also draw on the information contained in the scientific articles our researchers publish and the patents they file. If this tool were smart enough to match researchers not just with other researchers with coincident skills but also with those with complementary ideas and abilities, it could significantly enhance the ability of firms to source the right knowledge and expertise from our public science and innovation system. Building a dating service for innovators and entrepreneurs is a key step in building the city of four million people.

Excerpt from *Get off the Grass*, pages 183–186. See book review on page 111

WHERE DOES TALENT COME FROM?

HAYDEN GLASS



'Because not all the smart people work for you,' famously said Bill Joy, a co-founder of Sun Microsystems, when asked why Sun was looking to collaborate with people outside the organisation on a software project.

What applies at the level of the firm also applies at the level of the country. For a small, geographically remote island at the edge of the civilised world, the talent we can attract from other countries is crucial to our prosperity,

and options for New Zealanders to go overseas are an important part of the opportunities available to us. I note with interest that the Mayor of London, Boris Johnson, has suggested a 'bilateral free labour mobility zone' to boost flows of people between Australia, New Zealand and the UK.

Flows of people

The overall contribution of immigration to the New Zealand population is quite small over time: for the last 25 years the average is just under 8,000 people

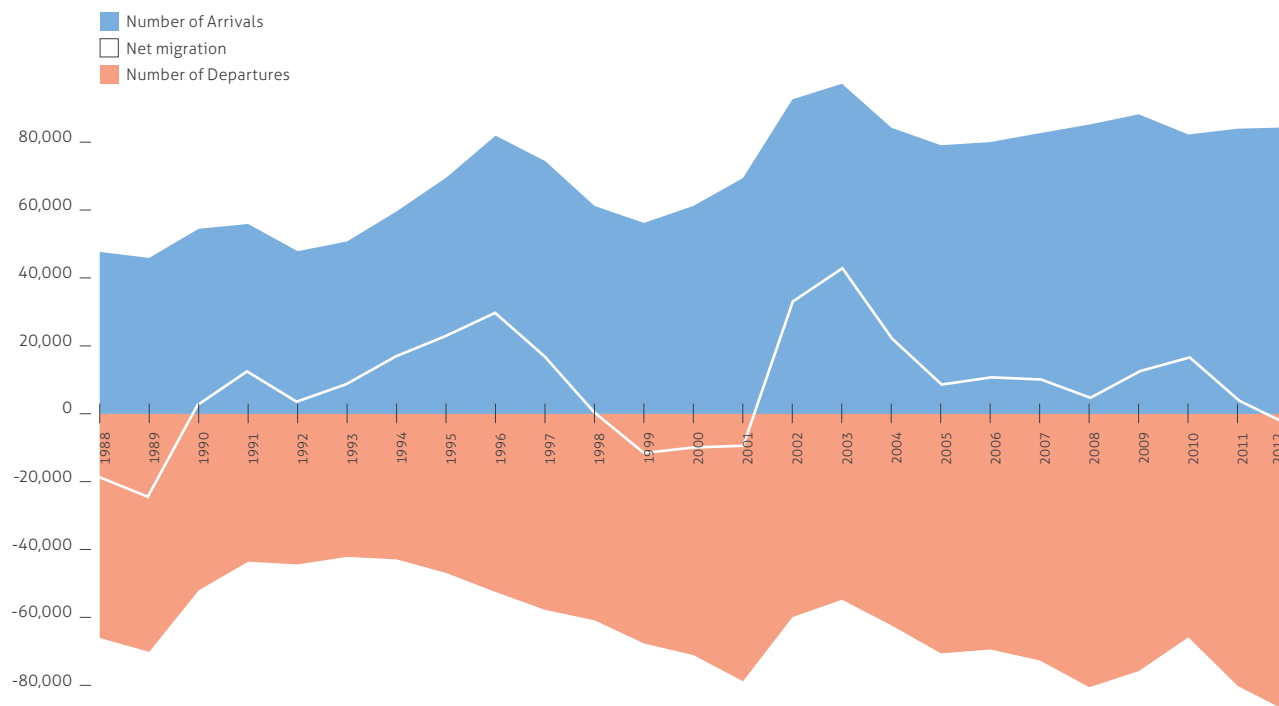
a year. Of the 200,000 people added to the New Zealand resident population in the last five years, only 20% came from net migration; 80% was the natural increase, i.e. the excess of people joining this world over those leaving it.

This relatively small net total of 8,000 a year hides two substantial flows.

- New Zealand citizens leaving – in the last 25 years there has never been a year without a net outflow of New Zealanders to Australia. The

Total permanent and long-term arrivals and departures for New Zealand 1988–2012

Source: Statistics New Zealand



number is heavily influenced by economic performance across the ditch. The biggest year was 2012 at -40,000; the smallest, little 1991 with just -49.

- Citizens of other countries arriving – in the last five years New Zealand has welcomed around 61,000 new arrivals each year. There are also 24,000 New Zealand citizens who come back each year.

The size of these two trends means that New Zealand has one of the fastest changing populations in the developed world: we cycle out New Zealanders to see the world, and we import folks from other countries. This is reflected in the proportion of our population born overseas. In the 2006 Census 22% of New Zealand's population, a total of 880,000 people, reported being born in another country. The overseas-born population has more than tripled since 1951 compared to New Zealand-born population growth of 77%.

While forecasting net migration is tricky, Tony Alexander, the BNZ's Chief Economist, thinks we should

In the 2006 Census 22% of New Zealand's population, a total of 880,000 people, reported being born in another country.

expect higher net inflows for the next few years given New Zealand's relative economic strength, particularly compared with our trans-Tasman cousins.

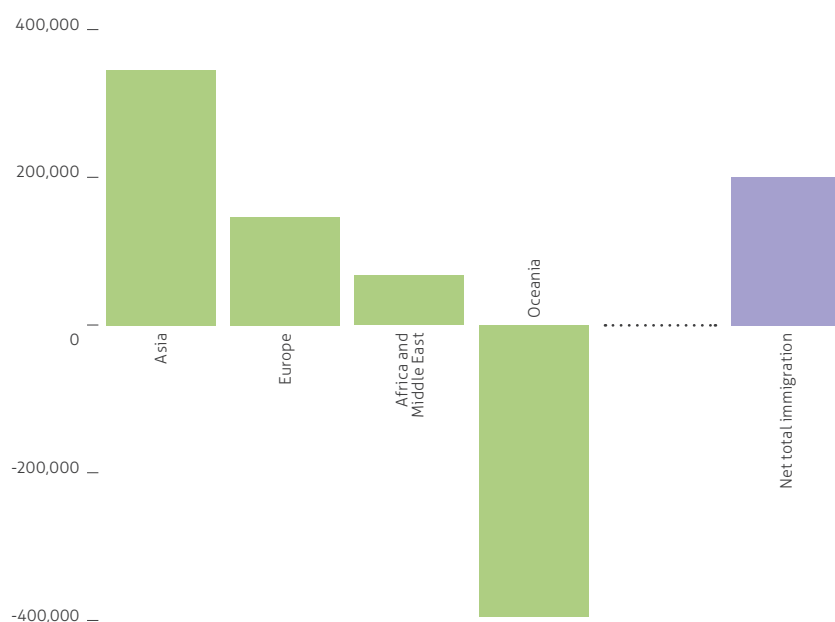
These 'permanent and long-term' flows count people who say on their immigration cards that they are coming or leaving for 12 months or more. In practice the flows are dwarfed by the 'short-term' flows, mostly of tourists (13m in the last five years), but also work-visa holders and students, who generally head back home again when their time is done. Some of these 'short-term' flows are quite long; for example, work visas can last for several years, and there were 890,000 approved in the last five years by Immigration New Zealand.

Sources and sinks

The biggest single source of migrants in the last five years is the UK: nearly one in every five recent migrants came from there. Australia also accounts for 17% of the total (although two-thirds of these people are New Zealand citizens returning home). The main change in arrivals over the last 25 years has been the growth in migrant arrivals from Asia. There were just 572 migrant

Net permanent and long-term migration to New Zealand by region 1988–2012

Source: Statistics New Zealand



arrivals from India and China combined in 1988 compared with 14,315 from those two countries in 2012.

Because of the change in migrant arrivals, the population here has become a lot more diverse. In 1951, the UK, Europe and Australia accounted for more than 90% of the foreign-born population, but by 2006 those same countries accounted for 43% of the foreign-born population of New Zealand. The change has been a big increase in people from the Pacific and, especially since 1990, from Asia.

Overwhelmingly, migrants choose to live in Auckland. From the 2006 Census, 52% of those born overseas live in Auckland, compared with 32% of the population overall.

Migrants leaving go to a much less diverse set of countries; overwhelmingly emigrants head for Australia and the UK. Nearly 60% of emigrants

in the last five years are people who have moved to Australia. Another 8% of total migrant departures are people

... 52% of those born overseas live in Auckland, compared with 32% of the population overall.

heading for the UK. Together Australia and the UK have attracted 265,000 New Zealand emigrants in the last five years.

Skills

People from other countries can get approval to live in New Zealand

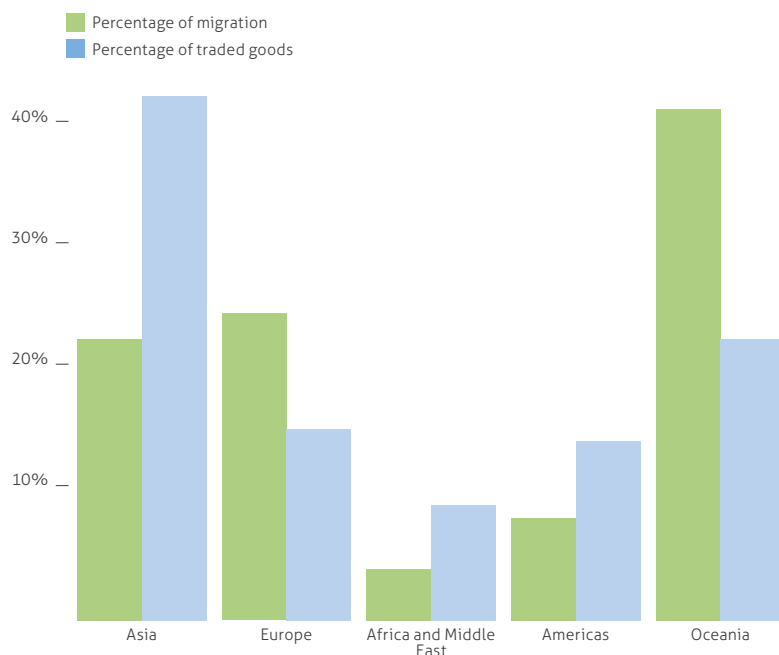
permanently under a range of schemes. One of the most important is the 'Skilled Migrant' category that allocates residency to healthy potential migrants under 55 who speak English and have qualifications and work experience that make them employable in New Zealand. Our immigrants are more likely to have tertiary education than our New Zealand-born population, suggesting that these schemes work in attracting higher-skilled talent.

Immigration New Zealand also maintains lists of occupations that are in demand here. People from other countries who have skills in those areas will find it easier to get approval to come to New Zealand to work in their field.

One important sub-seam is working holidaymakers. New Zealand now has working-holiday arrangements with 40 countries, typically allowing people under 30 who meet certain basic requirements to stay in New Zealand

Migration compared with traded goods to New Zealand by region 2008–2012

Source: Statistics New Zealand



for a year and work to support themselves. In the last five years, 217,000 working holidaymakers have been approved, around 25% of total work visas. This compares with 138,000 permanent Skilled Migrant category approvals in the same period.

Diaspora

Estimates of the total numbers vary, but on OECD figures, New Zealand had 459,000 citizens or 14% of its population living overseas in 2001 (Bryant & Law, 2001). Statistics New Zealand puts the figure at 600,000, based on more up to date figures from Australia. In either case, this gives us the second-largest diaspora per capita in the developed world (only Ireland has more).

Three-quarters of the diaspora are in Australia, and another 13% are in the UK, leaving fewer than 50,000 New Zealanders in other places. The evidence is that creating opportunities for New Zealanders to live and work in

a more varied set of places would generate economic benefits by boosting trade. You can see from the chart that New Zealand exchanges goods with a

[We have] the second-largest diaspora per capita in the developed world ...

lot more countries than it exchanges people with. There is a notable lack of New Zealanders in Asia and in the United States in particular.

Concluding thoughts

New Zealand welcomes significant numbers of talented people every year. A talent-based economy is one that gets the most out of the people and skills

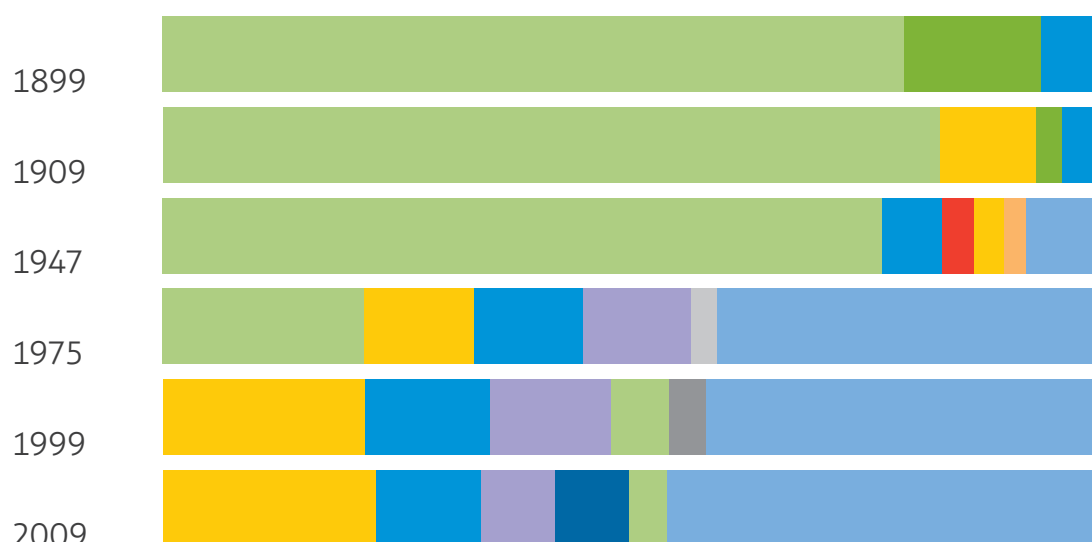
that come our way from other countries. It is core to the vision of being *a place where talent wants to live* that not all that talent is going to be born here. Auckland in particular, the nation's most diverse city, will continue to face the challenge of ensuring that new arrivals feel welcomed, settle in and are able to make a contribution.

New Zealand's talent-based economy also needs to continue to connect with New Zealanders wherever they may be: young people may leave and come back several times in the course of their careers, or they may head away and never return. Our people connections with the UK and with Australia are obviously still strong, but there is a need to grapple with how to generate more options for New Zealanders in Asia and the Americas.

New Zealand export share by country

Grace White

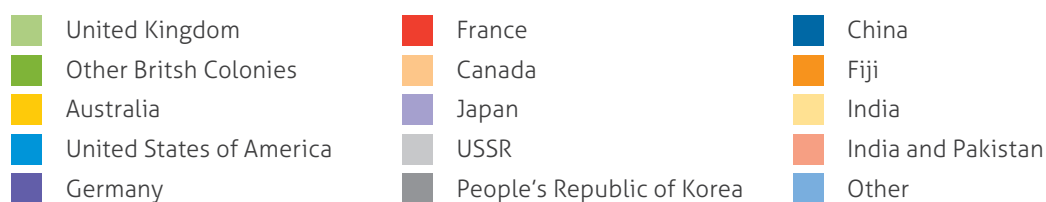
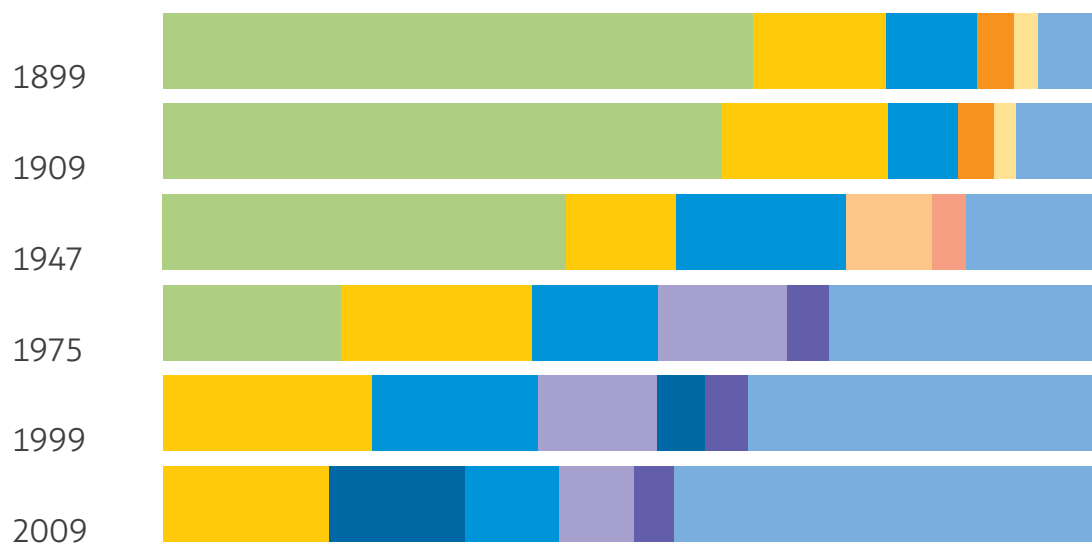
Source: The New Zealand Official Year Books



New Zealand import share by country

Grace White

Source: The New Zealand Official Year Books



Note: These tables identify the top five import and export partners for each particular year. All of the smaller trading partners are represented by the 'other' category.

GOING GLOBAL

JOHN TRAIL

Sir Paul Callaghan and Miang Lim (centre), John Trail (fourth from left) and Andrew Coy (first on the left – interview on page 25) with the Magritek team at the International Conference on Magnetic Resonance Microscopy (ICMRM) held in Beijing in 2011. Sir Paul was awarded a lifetime achievement award during the conference banquet held in the Great Hall of the People.



International marketing and sales is a critical capability for New Zealand companies going global. You will learn it as you do it – making the errors and correcting them. But to help minimise the mistakes here are some comments gathered from a few who have been doing it for a while.

1. Customer and market

Yes, we have all heard it before – but really take the time to understand the customer in each market. This means getting on the plane to visit them and talk in person – it is very difficult to get a depth of understanding sitting in New Zealand on the phone and the web. Are they really a customer? Does your product really provide compelling value that they need right now? Is there really a market? What are their fears? For example, in Brazil getting equipment in and out of the country is extremely difficult and local support is a key concern.

2. Competitors

In order to truly pitch your product and its compelling benefits you need intimate knowledge of your competitor's products. Do the research and make detailed comparisons – customers

appreciate when you have done your homework. Think ahead on how the competitor might react in each market when you introduce your product.

3. Partners

Partners are a fast way to scale sales without huge costs but it is not an easy process. Take your time and try to pick carefully. Try asking for recommendations from existing customers in the region if you have them, or non-competing companies targeting a similar customer demographic. Explore and find the best fit – alignment in values, related products and customer base, brand, and distribution channels. They are working with you, not for you, so they will be quite independent. Interact with your partners, visit them and also bring them to New Zealand, ideally for a few weeks if they are key.

4. 'New Zealand' is not a tech brand

For technical products global markets couldn't care less that your product/company/story is from New Zealand – all they care about is how it compares on price and performance against the alternatives. Yes, the New Zealand image is positive, but in the mind of the international customer it also raises fear

around lack of scale and possible challenges with support. So look like a global company, focus on your benefits and try to assuage fears of scale and distance with whatever valid tools you have.

5. Geography

Be selective with your market entry geography. It is expensive to provide critical mass of marketing, sales and support offshore. Pick the key geographies where you can generate the early sales and focus on those – don't try to go everywhere at once. Countries with business practices similar to New Zealand will be much easier.

6. Funding

Revenue for niche New Zealand companies with competitive products is typically limited by the marketing and sales effort. Don't underestimate the cost of the marketing required to get brand awareness in the new market – have enough capital to fund marketing and sales.

7. Compliance

And finally – make sure you really understand and comply with all regulations, documentation, packaging, and certifications associated with your product in the target market.

WHY NOT NEW ZEALAND?

WENDY MCGUINNESS & GRACE WHITE

Creating a talent-based economy will be hard work; it requires a shift from a 20th-century focus on jobs to a 21st-century focus on talent. This does not mean swapping the political rhetoric from jobs to talent; instead, as indicated by the contributions above, it will require a much deeper discussion about how we want to live our lives and the legacy we want to leave for future generations.

Not only will it be important to differentiate between jobs and talent, it will be crucial that talent is not defined too broadly; for example, both dairy farmers and software engineers could be described as having talent. However, if we want to move toward a talent-based economy we will need to focus on the people who are going to take us to the next frontier, such as those making new (or adapting old) technologies for niche markets internationally.

Furthermore, if New Zealand wishes to move towards a talent-based economy, there are many components in the current system that would need to be put under the microscope, so that they are understood both in terms of processes and the catalysts that drive those processes. Parts 2 and 3 cover a number of key components: cities, youth, invention and immigration. Below we briefly discuss two such components, in order to demonstrate how an integrated approach might bring about change.

Empowering Cities

There is clearly a renaissance occurring, with some considering cities to be new nation-states. In his TED Talk entitled *Why mayors should rule the world*, political theorist Benjamin Barber considers prime ministers and mayors to be sitting at different ends of the political spectrum. Local government is about getting things done; it is indifferent to borders and sovereignty, embraces diversity and participation, acts to resolve long-term issues, invites creativity, and tends to be pragmatic. In contrast, Barber believes that prime ministers tend to focus on short election cycles, ideologies and party politics. On this basis, he suggests that cities are where the action is.

The role of central government is likely to change. Trends suggest that delegating powers and funds from central to local government will be necessary to bring about change. The UK model is a case in point; in 2011 the government created a Minister of Cities and established a Cities Policy Unit. The new *City Deals* initiative negotiates agreements between government and a particular city, conferring greater powers on the city in regards to decisions that affect its area. In exchange, the city also has greater responsibility to stimulate and support economic growth. However, this may not be enough; Boris Johnson, London's mayor, has called for even greater independence and more powers to raise and retain taxes. Johnson has been quoted in *The Guardian* stating, 'That London's government is joining

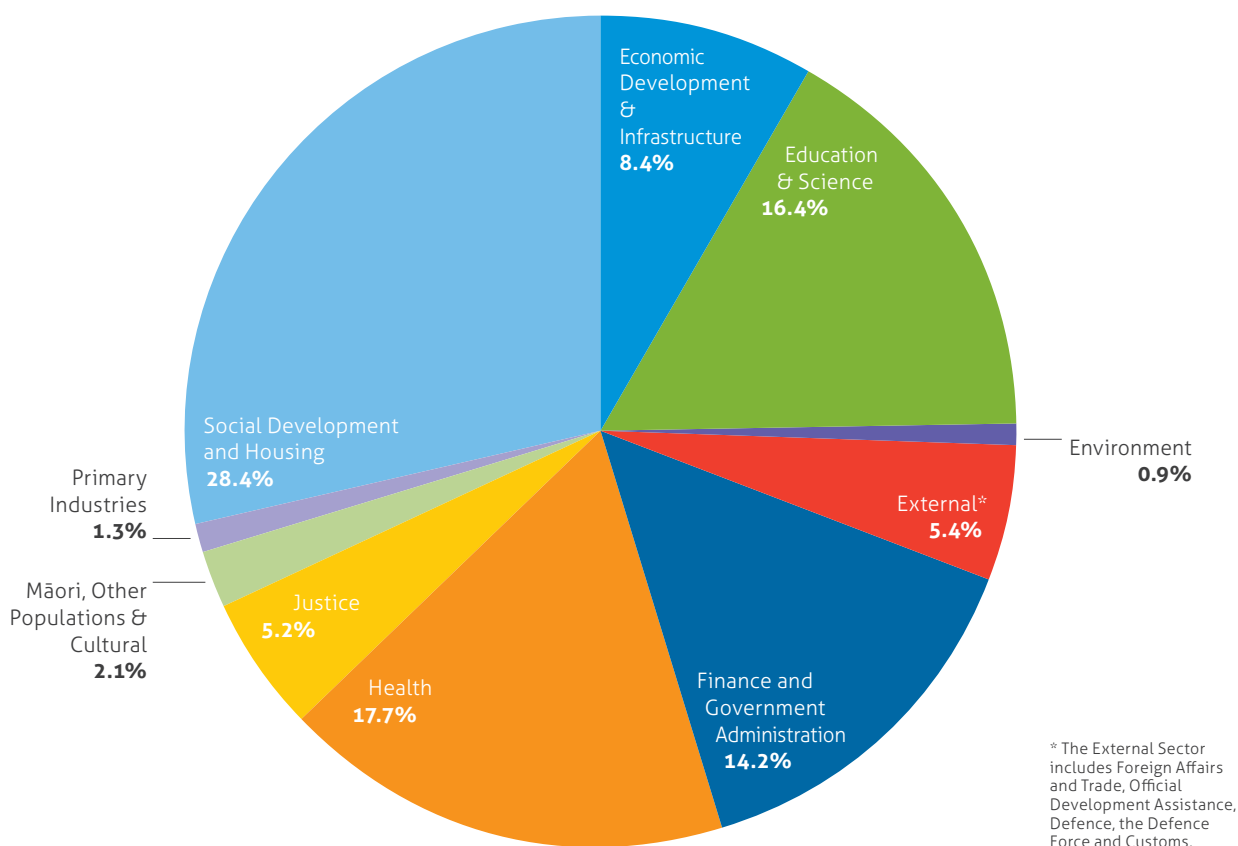
with England's largest cities to call for change is an historic and significant move. It's a partial but positive and practical answer to the conundrum of English devolution, and I believe it is good not just for the cities involved but for the country at large.' In contrast to most other countries, New Zealand has centralised its government expenditure. According to the *OECD Factbook 2013*, 90% of our total government spending is controlled by central government, compared to the OECD average of 46%. This raises questions whether New Zealand may be better off delegating more responsibility and funds to cities. See how the current estimates are allocated overleaf.

Empowering Youth

Earlier this year, the book *Inequality: A New Zealand in Crisis* was published. It contains a number of interesting viewpoints on inequality, in particular Ganesh Nana's discussion (in Chapter 4) on the long-term effects that inequality has on society. Nana discusses inequality in terms of the inter-relationships between income, wealth and opportunity – see diagram below. I was struck by his choice of the word opportunities, which he describes as 'more subjective, but should at least, include the ability to participate in and contribute to society's activities, including economic activities.' He sees the system as not being optimised when (i) resources are being underutilised (fewer children from poor families are likely to reach their full potential) and (ii) resources are being diverted away from wealth and income

Appropriation Estimates for New Zealand 2013/14

Sources: Treasury (2013). Introduction. *The estimates of appropriations for the government of New Zealand for the year ending 30 June 2014*, pp. 15–16. Retrieved September 20, 2013 from: <http://www.treasury.govt.nz/budget/2013/estimates>
Treasury (2013). Summary tables. *The estimates of appropriations for the government of New Zealand for the year ending 30 June 2014*, pp. 28–29. Retrieved September 20, 2013 from: <http://www.treasury.govt.nz/budget/2013/estimates>



creating activities towards ‘the ambulances at the bottom of the cliff’. As Nana explains ‘opportunity, in and of itself, may open doors to wealth, from which income can be generated’. Hence focusing on creating equality in terms of opportunity can be a game changer. This means we should not only be talking about making opportunities equal for youth, but creating more opportunities for *all* youth. If New Zealand can become a place where young people have the opportunity to fulfil their potential, this will take us one step closer toward creating a talent-based economy.

Potential Synergies

Given what we now know about talent, cities and youth, it has become clear that real synergies exist. The challenge is how to understand the processes, and most importantly the catalysts likely to bring about change. What Sir Paul

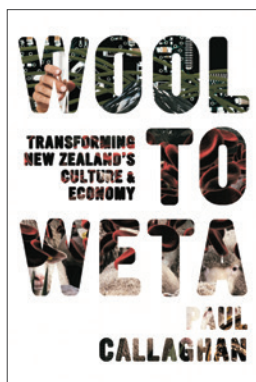
Callaghan and Jane Jacobs (see page 91) had in common was what Jacobs called ‘habits of thought’. She defined the necessary habits to understand cities as (i) to think about processes, (ii) to work inductively (reasoning from the particular to the general) and (iii) to seek out clues that the system is not working or working well. This is not unlike the approach Sir Paul undertook when writing his book *Wool to Weta*. If we are serious about making New Zealand *a place where talent wants to live*, we need to be analytical and evidence-based, we need to be observant and we need look for examples of what does work and what does not.

In order to understand the complex but ordered system that cities and economies represent, it seems critical to explore the analytics and in particular the processes that exist between

wealth, income and opportunities. If this could be done by city, age, ethnicities and industry sector we might start learning not only to understand how the current systems works, but gain the necessary knowledge to be able to identify the ‘out of the ordinary’, seeking out the clues that something is working here and not working there. By understanding the processes and the catalysts that drive our cities and engage youth, it may be possible to develop a common strategy that empowers both cities and youth. A national conversation on how to grow, retain, attract and connect talent may be just the instrument we need to think and act in the long-term. This will not happen overnight; it will require a concerted effort to create a coherent strategy for this country that delivers the future we want. This will not be easy, but as Sir Paul would say – why not New Zealand?

REVIEWS

WENDY MCGUINNESS



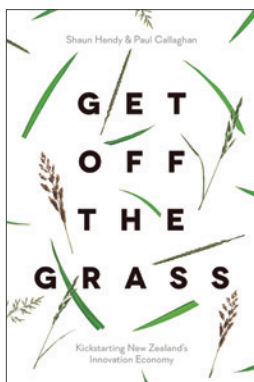
Wool to Weta: Transforming New Zealand's Culture and Economy

Paul Callaghan

Auckland University Press, 2009

'We should discard the myth that because we are good at farming, our best high-technology future lies necessarily in biotechnology. Our best high-technology future will lie where our skills, our talents and our enterprise are apparent.' In his engaging book *Wool to Weta*, the late Sir Paul Callaghan explores the future of New Zealand's economy. Building on his 2007 public lecture series 'Beyond the farm and the theme park', Callaghan looks at sustainable wealth generation in an economy still firmly rooted in the primary industry. He argues that our problems lie deeper than issues with our economy, and suggests that the real issues are increasingly at a cultural level.

Callaghan suggests that as a country we need to change not only our attitudes toward science, but our investment in it as well. See also Sir Paul's summary of his 2011 keynote address to the *StrategyNZ* workshop on page 99, and details on how to find his presentation on YouTube on page 113.



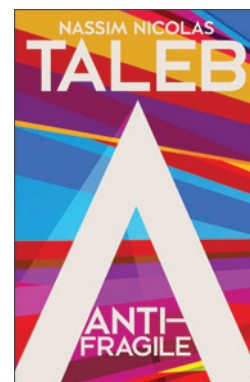
Get Off the Grass: Kickstarting New Zealand's Innovation Economy

Shaun Hendy and Paul Callaghan

Auckland University Press, 2013

This book builds on the work of Callaghan's 2009 book *Wool to Weta*. It investigates why New Zealanders work harder and earn less than most other people in the developed world. The crux of their argument is that New Zealand needs to be focusing on talent and the knowledge they produce, rather than nature alone. Achieving growth and prosperity and maintaining our 'clean, green' environment do not need to be mutually exclusive.

Hendy has done a lot of work analysing 'innovation ecosystems' and looking at networks of innovators around the world. His work clearly shows that innovation is driven by large-scale collaboration in geographic centres; big cities support denser networks, making them more innovative. For New Zealand, a country too small to have a Tokyo or Los Angeles, this means there is a need to foster nationwide collaboration and see ourselves as a 'city of 4 million people'. For an excerpt from the book see pages 101–102.



Antifragile: Things That Gain From Disorder

Nassim Nicholas Taleb

Penguin, 2012

Taleb (also author of *The Black Swan*) is concerned with trying to understand how individuals, organisations, and even countries can best position themselves in a world where the only certainty is uncertainty. *Antifragile* opens with an explanation of shocks and uncertainty. Some things are fragile and respond poorly to shocks, while others benefit from shock and thrive on volatility. However, the latter is not simply a display of robustness; Taleb goes further, asserting that this is the opposite of fragility. This concept, which he dubs 'antifragility', denotes the state beyond resilience or robustness. 'The resilient resists shocks and stays the same; the antifragile gets better.'

Antifragile is a dense book, but the core concept has permeated my thinking. In an uncertain world, benefiting from shocks and risks will become tantamount to surviving long term; in other words, the old adage continues to be validated – 'What does not kill us will only make us stronger.' This book has inspired our 2014 workshop; see page 114.



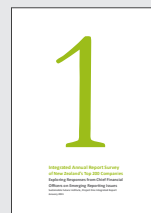
The McGuinness Institute is an independent, non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis. Established in 2004, the Institute's primary focus is to promote integrated long-term thinking, leadership and capacity-building so that New Zealand can effectively explore and manage the risks and opportunities it will confront over the next 50 years.

The Institute, which is based on Wellington's waterfront, is led by Chief Executive Wendy McGuinness, who with her husband Mark McGuinness, has established a charitable trust. The aim is to provide core funding to progress initiatives in partnership with other interested parties. Prior to founding the Institute, Wendy worked in both the public and private sectors as a Fellow Chartered Accountant (FCA), specialising in risk management.

1. Project 2058

All the research and engagement initiatives undertaken by the Institute will ultimately feed into its flagship project, *Project 2058*, which seeks to propose a National Sustainable Development Strategy for New Zealand. The Institute aims to contribute to the ongoing debate about how to progress this

nation through the production of timely, comprehensive and evidence-based research and the sharing of ideas. This takes a number of forms, including books, reports, working papers, think pieces, workshops and videos. For a full list of research publications visit our website mcguinnessinstitute.org.

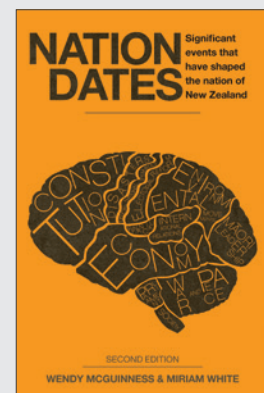


We have a large collection of books relating to New Zealand history, contemporary global and local issues, as well as a significant section relating to strategic foresight. Broadly, the collection is about hindsight, insight and foresight. The Institute's collection has reached 3,219 books and is still growing.

The James Duncan Reference Library is located at the office of the McGuinness Institute and is named after the former Chair of the Commission for the Future, Professor James Duncan (1921–2001). *Project 2058* has been greatly encouraged by the work of Professor Duncan and his team, and Duncan's book *Options for New Zealand's Future* was a major inspiration in the initial stages of *Project 2058*. The library

is open to the public on request. All donations are most welcome.

Nation Dates: Significant events that have shaped the nation of New Zealand

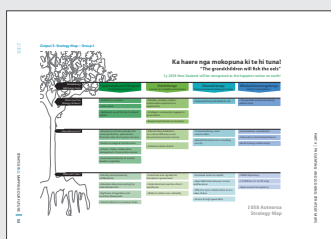
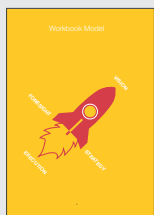


Nation Dates presents a timeline of 525 significant events that have shaped New Zealand as a nation. The second edition includes 85 new dates, two new chapters ('Peace Support Operations' and 'Treaty Settlements'), and a fold-out cover that includes a graphic visualisation of each of the book's 'Historical Threads'. There are 12 threads that link related events and illustrate patterns that have formed over time. More than just a record of the past, *Nation Dates* provides invaluable context for the future at a time when our society is facing major questions about the way forward. To purchase a copy of *Nation Dates* visit mcguinnessinstitute.org.

2. Workshops

In addition to research and policy analysis, public engagement initiatives form a large part of the McGuinness Institute's work. We facilitate workshops which focus on issues that are strategic, complex, and long-term in nature. Each workshop is centred around a key output, which participants from all over New Zealand work together to create. We have found that workshops, when combined with the use of media and design skills, and focusing on the production of one or two outputs in a confined space of time, are more likely than conferences to bring about the development of new ideas and novel solutions to complex issues.

StrategyNZ



StrategyNZ: Mapping our Future was a course and workshop hosted by the Institute in March 2011. This event brought together 100 participants between the ages of 15 and 75 from around New Zealand and challenged them to work in groups to develop strategy maps that portrayed their vision for New Zealand and how we might get there. For more on this workshop see strategynz.org.

EmpowerNZ



In August 2012, fifty young people between the ages of 16 and 28 came to Parliament from throughout New Zealand to draft a constitution for the 21st century. New Zealand is one of the few countries in recent times to have invited its citizens to review their nation's constitution. The August workshop aimed to create a space in which young New Zealanders could explore the future of this country's constitutional arrangements and contribute to the current review of constitutional issues. For more on this workshop see empowernz.org.

LongTermNZ

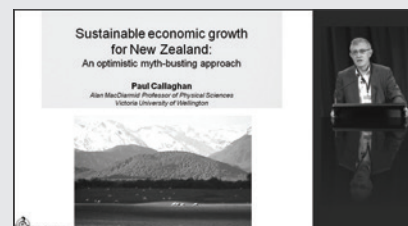


LongTermNZ was a five-day workshop where 27 participants between the ages of 17 and 27 were brought together to attend the *Affording Our Future* conference (hosted by the Treasury and Victoria University of Wellington) then spent three days workshopping the key issues raised at the conference. Teamed with three talented young designers, the group published a *2012 Youth Statement on New Zealand's Long-term Fiscal Position*, which outlined what they had learnt and what they thought other youth in New Zealand needed to know. For more on this workshop see longtermnz.org.

3. YouTube channel

The McGuinness Institute YouTube channel features over 150 presentations and interviews with leading thinkers from New Zealand and around the world. Two inspirational videos that relate directly to this project are outlined below.

Sir Paul Callaghan – *StrategyNZ: Mapping Our Future* March 2011



Sir Paul Callaghan was the keynote speaker at the *StrategyNZ* workshop in March 2011. In 20 minutes he presented a summary of his research and analysis relating to the future for New Zealand then, in seven words, he proposed a fundamental mission statement for this country: *a place where talent wants to live*. The video of this presentation has been widely shared, and by October 2013 had been viewed 36,792 times.

A conversation with Sam Morgan December 2012



In December 2012 we invited Trade Me founder Sam Morgan to meet the participants of the *LongTermNZ* workshop. In the resulting video series Sam discusses his experiences as an entrepreneur and philanthropist and answers questions from the participants on business, education and long-term thinking.

UPCOMING

LivingStandardsNZ Workshop

In December 2013 the Institute will hold a workshop in collaboration with Treasury. We will bring together 25 young New Zealanders with diverse backgrounds to resolve complex policy issues – what we call policy knots – stress testing Treasury’s Living Standards Framework.

TalentNZ Speaking Tour

In March 2014 we plan to travel New Zealand with some of the interviewees, discussing ideas on how we might move towards a talent-based economy. Our aim is to contribute to a conversation about how New Zealand might grow, attract, retain and connect talent.

AntifragileNZ Workshop: Designing Our Future Through Film

Following on from our earlier workshops, we really want to take the opportunity to explore how New Zealand could make itself antifragile. We have been fascinated by Nassim Nicholas Taleb’s book *Antifragile* (see review on page 111), and wonder what an antifragile New Zealand might look like. How can we design a New Zealand that is able to take advantage of change, to be not only robust but also flexible enough to respond to changes positively? How can we make New Zealand ‘antifragile’, so that we can not only withstand shocks and uncertainties, but benefit from them?

The *AntifragileNZ* workshop will use scenario films and animation to explore an ‘antifragile’ New Zealand focusing on our long-term future. We are currently looking for parties interested in supporting this initiative. As always the Institute will put up the core funding, but we are completely dependent on the generosity of spirit of those people and organisations that get what we are

on about and are happy to join us on a journey into the future. The workshop is planned for 2014.

Nation Voices: 40 Premiers and Prime Ministers Speak to New Zealand

In our next book *Nation Voices* we will use the lens of character and oratory to examine our nation’s 40 premiers and prime ministers. It is our hope that this book will encourage New Zealanders to learn more about our nation’s past and identify with local historic figures. *Nation Voices* will serve as a companion book to *Nation Dates: Significant events that have shaped the nation of New Zealand*. Learn more about *Nation Dates* on page 112.

So far the most interesting research development has been that we have decided to include James Fitzgerald and Thomas Spencer Forsaith in our list as the first and second premiers of New Zealand. While historians conventionally consider Henry Sewell to be the first premier of New Zealand, the inclusion of Fitzgerald and Forsaith allows for an interesting discussion about the emergence of responsible government. This will make John Key the 40th prime minister in our list.

As we have worked on *Nation Voices*, we have been collecting books on or by New Zealand’s 40 premiers and prime ministers. We now have a collection of over 100 books. To learn more about the upcoming book, contribute ideas or offer suggestions for our growing bibliography, visit the *Nation Voices* website (nationvoicesnz.org).

To learn more about these initiatives please contact Hannah Steiner at the Institute on (04) 499 8888 or email hs@mcguinnessinstitute.org

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GROW TALENT

"If I could rewrite the school curriculum, I would say let's forget French and let's make sure that programming is a core language, because it is the language of the 21st century."
– Frances Valintine

"Honestly, school is so far removed from the actual skill sets you're going to need, unless you want to be an actual researcher or a teacher." – Tim Nixon

"I would ask all of them [young New Zealanders] to broaden their education, to read widely, to get the basic tools to analyse the world's data rather than be at the mercy of it." – Jim Flynn

ATTRACT TALENT

"Immigration policy is the key; we cannot build the scale ourselves because we don't have enough people." – Raf Manji

"Talent does attract talent, and talent wants to live in places where it is exciting, where they are challenged and stimulated in many different ways." – Andrew Coy

"A big part of our acquisition is not just of customers, but of talent." – Rod Drury

RETAIN TALENT

"I've personally thought about going home [to New Zealand] at times over the past ten years and it is extremely difficult ..." – Rachel Carrell

"In terms of retaining people, we try to do right by our staff, giving them the freedom to do their jobs and satisfaction from 'getting shit done'." – Mike (MOD) O'Donnell

"I believe we have a window of five years maybe whilst New Zealand has this opportunity to ride the crest of the wave of staying relevant in this digital age." – Rik Athorne

CONNECT TALENT

"Part of the secret is knowing who to talk to when you have a problem, because a problem is an opportunity." – Graeme Wong

"I think we're relatively weak at leveraging the global network of New Zealanders. They're all out there but they're not leveraged well." – Tim Bennett

"Innovation happens when ideas have sex, and that only happens if you put a whole bunch of different disciplines in the same place and let them bump into each other." – Kaila Colbin

Follow the
conversation

talentnz.org
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mcguinnessinstitute.org

