

Dr Denis Mowbray is a specialist working in the corporate and not-for-profit sectors. His areas of specialist expertise are governance and strategic development. Denis is highly regarded in New Zealand and internationally as a practitioner, working frequently both locally and internationally with government, corporate and not-for-profit organisations.

Denis is recognised as a creative and strategic thinker, who has broad general management experience. He has managed organisations with annual revenue exceeding \$30 million. This practical experience and knowledge, combined with his consulting experience across diverse industry groups, give Denis a strong insight into the issues facing government, businesses and not-for-profit organisations.

Denis weaves the intricacies of theory, the practicalities of the real world, and real-life examples into his engagement with clients. This approach allows the participants to adapt, replicate or innovate the knowledge gained to improve their organisation's performance.

Denis has a strong inner motivation to influence people and circumstances. Denis thrives on competitive situations and challenging assignments. The stresses and pressures of everyday work and life are unlikely to reduce Denis's effectiveness and enthusiasm.

Inventive - inspired - persistent - creative - imaginative and determined. These are all descriptions that are likely to be used by people who know Denis well.

**Author, Presenter and Speaker;**

Denis has contributed chapters for two management books and presented papers on governance issues at international and national conventions and conferences; examples are;

- November 2014; presented at the 10th European Conference on Management Leadership and Governance in Zagreb, Republic of Croatia. Discussing how the robustness of the board review process is proportional to the value a board will gain from conducting the reviews.
- April 2013; Presented at the Business Strategy and Organizational Behaviour (BizStrategy 2013) conference in Singapore. Discussing the development of organizational strategy is a process that highlights the level of collaboration and agreement between boards and executive teams.
- June 2011; presented at the European Academy of Management (EURAM) conference, Tallinn, Estonia, on the relationship between the board and executives within corporate and not for profit organisations and its influence on organisational performance.
- March 2010; Key note speaker at the SPARC conference on Sport Partnerships. The presentation discussed the governance of these organisations. The audience included local authorities; regional sport trusts and City Council representatives.

- November 2008; a paper on the strategic importance of information technology to the modern sport organisation, presented at the inaugural MEMOS convention in Barcelona Spain. National Olympic Committees and International sporting organisations from around the world were represented by 160 attendees. The convention was organised by the International Olympic Committee through its Olympic Solidarity programme.
- Contributor to VIP (association of institutional shareholders); VIP is a member of the United Nations Environment Programme Finance Initiative (UNEP FI) and a signatory of the Principles for Responsible Investment (PRI); a forward-looking set of principles seeking to implement social, environmental and governance issues (ESG) in sustainable investment contents.

VIP uses its professionalism as an active, publicly operating physical proxy agent at annual general meetings (more than 1800 AGMs), in order to influence management processes effectively by pointing to the rules of best practice in Corporate Governance.

#### Publications

- Mowbray, D., & Ingley, C. (2014). The Board vs Executive View of Board Effectiveness and its Influence on Organisational Performance. In Visnja Grozdanić (Eds.), *Proceedings of the 10th European Conference on Management Leadership and Governance*, Zagreb, Croatia.
- Mowbray, D., & Ingley, C. (2013). Knowledge Sourcing: How Board Intellectual Capital Improves Organisational Performance via the Executive. In V. Ribiere & L. Worasanchai (Chair), *Academic Conferences and Publishing International Ltd Symposium* conducted at the meeting of the International Conference on Management, Leadership and Governance, Bangkok University, Thailand. Retrieved from <http://issuu.com/acpil/docs/icmlg-13-proceedings?mode=mobile&origin=email>
- Mowbray, D., & Ingley, C. (2012, Oct 21-24). *How Boards Influence Organisational Performance*. presented at the meeting of the CLADEA 2012, Lima, Peru.
- Mowbray, D. (2012). *The "Third Team" Approach to Board Effectiveness*. Strategy & Business, Retrieved from, <http://www.strategy-business.com/article/re00175>
- Mowbray, D. (2012). The contingent and standards framework for national governing bodies. In L. Robinson, P. Chelladurai, G. Bodet, & P. Downward (Eds.), *Routledge Handbook of Sport Management*. New York: Routledge.
- Mowbray, D. (2011). *Searching for the "mythical unicorn" -the missing link between boards of directors and organisational performance*. AUT, Auckland.
- Mowbray, D., & Ingley, C. (2011). *How Boards impact organisational performance - What role does leader member exchange theory play?* presented at the meeting of the Euram 2011, Estonia, and Tallinn. Retrieved from [http://www.euram2011.org/userfiles/EJFJHLG\\_MJFGK\\_FD1OB4NR.pdf](http://www.euram2011.org/userfiles/EJFJHLG_MJFGK_FD1OB4NR.pdf)
- Mowbray, D. (2007). *Development of the Contingent and Standards (CaS) Model of Governance*. Claude Bernard University Lyon France.

## Qualifications and Awards

- FCIS: Fellow of the Institute of Chartered Secretaries and Administrators
- FGNZ: Fellow of Governance New Zealand
- Post Doctoral Fellow, AUT University, 2012.
- PhD: AUT University, Thesis Subject; How boards influence organisational performance.
- Masters Degree: awarded through the Swiss Graduate School of Public Administration, Lausanne Switzerland and Claude Bernard University: Lyon France, conducted in conjunction with the International Olympic Committee and Olympic Solidarity.
- Post Graduate Diploma in Governance and Strategic Management: Massey University.
- Bachelor of Business Degree (Double Major in Small Enterprise Mgt and Business Information Systems)
- Certificate in Company Direction – 4-day residential course (New Zealand Institute of Directors)