

**7****Dr Roderick Deane**TELECOM AND FLETCHER BUILDING  
CHAIRMAN

"I'm not in the power game," Deane says. It's working with stimulating people on stimulating challenges that motivates him.

All the same, Deane, as chairman of both Telecom and Fletcher Building, holds sway over 32 percent of the NZSE top 50 total wealth. Both companies have had buoyant years, with Fletcher Building's shares up 46 percent and Telecom's almost 12 percent as of last month.

On top of that, the 63-year-old is chairman of the ANZ National Bank. Although it is Australian-owned, he points out that, if you split off the New Zealand limb, its market capitalisation would be at least as big as that of Telecom.

For this board work, he was recently named Chairperson of the Year at the Deloitte/*Management Magazine* business awards, continuing the career-long accolades for his leadership skills. As CEO of Telecom, he was named Chief Executive of the Decade in 1999 at the Top 200 New Zealand Corporate Awards.

No wonder the panel immediately latched onto him as New Zealand's dominant business leader.

Despite his lonely view from the top and committed right-wing advocacy, Deane surprisingly says, "The power of the individual is a very over-rated concept." But then he finds his free-market feet. "In the commercial world, power is in the hands of your customer. And if you're going to deliver for your customer, the power is in the teams who work to meet their demands."

He says he prefers to listen and find consensus when he chairs board meetings and that the real power in any company is the CEO, before conceding that a chairman must lead when required and the most important thing he does is select the CEO.

His influence on policy is less under this government than the past few, when he was a major player in the move to a free-market economy. However, he wins points from the cultural world as chairman of Te Papa and patron of IHC New Zealand.

