

# CURRICULUM VITAE

## PERSONAL DETAILS

Ronald F Pol  
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## EDUCATION/ QUALIFICATIONS

**Griffith University**, Centre for Governance and Public Policy, 2014-2017  
➤ Doctor of Philosophy, PhD (political science, effectiveness/outcomes, money laundering)  
➤ Academic excellence award: Perfect examination score, all examiners  
**University of Auckland**, 1984-1988  
➤ Bachelor of Laws (Honours)  
➤ Bachelor of Commerce (Economics)  
**Other:** University Shotokan Karate Club (President), University Ski Club  
**Kamo High School** 1979-1983  
1983: Dux of school, Prefect, Firsts in Economics, English, Mathematics & Applied Mathematics;  
1982: Form 6 Economics prize; 1981: Third Place in Form 5, Awards in Economics, English, History.

## PROFESSIONAL QUALIFICATIONS

Barrister and Solicitor, High Court of New Zealand (1989-2014)  
Solicitor, Supreme Court of England and Wales (1994-) (enrolled, non-practicing)

## WORK HISTORY

Dec 2018 -	Senior Researcher NZ, Law Tech, La Trobe University, Melbourne
2013 -	Principal, AMLassurance.com, Global
Feb 2004 -	Director, Team Factors Ltd, New Zealand/Australia Management consulting, strategy effectiveness/outcomes, professional services, risk management, thought leadership
Various	Acting General Counsel for public and private sector organisations Senior management team leadership, risk management
Apr 2003 - Feb 2004	Professional services consultant, New Zealand
June 2001 - Mar 2003	Corporate Counsel, Telecom Group, Wellington Leading and managing for outcomes multiple cross-disciplinary professional teams in some of NZ's largest and most complex litigation, negotiations & projects in NZ, Australia and elsewhere
June 1997 - May 2001	Group Litigation Counsel, Telecom Group, Wellington
Nov 1995 - May 1997	Senior Solicitor, Russell McVeagh, Auckland
Nov 1992 - Mar 1995	Senior Solicitor, Slaughter and May, London & Hong Kong
Jan 1989 - Aug 1992	Solicitor, Russell McVeagh, Auckland
Nov 1987 - Feb 1988	Law Clerk, Connell Lamb Gerard & Co, Whangarei

## FORMER MEMBERSHIPS

NZ	New Zealand Law Society (NZLS) Corporate Lawyers' Association of New Zealand (CLANZ)
AU	Australian Corporate Lawyers Association
US	Association of Corporate Counsel (ACC) Association of Certified Anti-Money Laundering Specialists (ACAMS)

## APPOINTMENTS

NZ	President, Corporate Lawyers' Association of New Zealand (2002-2004) Council Member, New Zealand Law Society (2002-2005) Board Member (ex officio), New Zealand Law Society (2002-2005) Panel member, Govt Procurement Rules, Office of Auditor General (2007-2008) Selector, New Zealand Law Awards (2005-2013)
US	Columnist, <i>ACC Docket</i> , Association of Corporate Counsel (2003-2011) Article Review Board, <i>Law Practice Management</i> , American Bar Assn (2003-04) Editorial Advisory Board, <i>ACC Docket</i> , Association of Corporate Counsel (2002-) Billable Hours Speakers' Bureau, American Bar Association (2002-2004)
UK	Editorial Board, <i>The International Who's Who of Business Lawyers</i> (2003-2012)
AU	Judge, ALB Australasian Law Awards (2009-2011)

# PUBLICATIONS, PRESENTATIONS

## Contextual overview

Long focused on outcomes, as former head of major litigation for Telecom (NZ/AU) my focus was effectiveness; not simply managing legal issues efficiently, but substantially and sustainably reducing the group's legal risk profile. Likewise, as President of NZ's Corporate Lawyers Association (the representative group for in-house lawyers employed in government and corporate roles), sharing outcomes experience.

Adding academic rigour to outcomes practice, I embarked on a late-career PhD in political science, framed in policy effectiveness. A feature of this fundamental issue in public policy and industry includes distinctions between inputs, activities, outputs, and outcomes. Meaningfully distinguishing these concepts is a defining element of outcomes leadership.

For example, in a public context, more money spent on police or health budgets (inputs) or the number of operations, arrests or criminal asset seizures (outputs) tells us little about meaningful, measurable public health improvements or crime prevention. Likewise, policy debate mired in argument about social housing unit numbers (outputs) tells us little about the health, educational and employment outcomes from safe, secure housing intended by policy initiatives. Similarly, in education, welfare, workplace safety, and nearly every facet of central and local government and corporate endeavour.

My research topic was anti-money laundering, for which I was quoted in US Senate testimony characterising this major policy endeavour arguably the least effective, anywhere, ever. With scarcely the impact of a rounding error on criminal accounts, resolution of a problem with super-wicked characteristics (seemingly insoluble on present thinking, and with national and supranational agencies responsible for its solution part of the problem) offers manifold lessons for 'merely' difficult and intractable problems in other areas of public and private sector endeavour. Its resolution also presents opportunity for major social and economic benefits.

That was the purpose of my PhD. Not driven by title or remuneration (such as the lucrative but remarkably ineffective field of AML compliance), my list of prospective supervisors was the world's best. A short list. When asked about potential examiners, the same list. With no world-class experts locally, the university was necessarily overseas. The research was the first in-depth empirical examination how professional facilitators (lawyers, accountants and real estate agents) are used to launder proceeds of crime in NZ real estate.

Even as a PhD candidate, peer-reviewed publications were focused not on publication counts (an 'output' metric) but outcomes and policy impact. For example, a critical examination of New Zealand's "5 drivers of crime" found they were not "the underlying causes of offending and victimisation" as repeatedly described and permeating police practice and guidance for over 4 years. After presenting the research to senior members of the Police Executive, the "5 drivers" were reviewed and ultimately reshaped accurately, enabling more effective use without counter-productive cynicism by officers.

My post-doc peer-reviewed articles are equally targeted for outcomes, focused on core assumptions underpinning a vast global industry imposing billions of dollars of compliance costs on millions of firms annually. In particular, these showed (a) that the modern anti-money laundering system is almost completely ineffective, with an impact scarcely a rounding error in the accounts of 'Criminals Inc', and (b) that a new global 'effectiveness' framework is incapable of assessing the effectiveness of anti-money laundering regimes as it purports. More articles and books, deepening those themes, and a new solutions framework, are underway.

With contemporary compliance policies and combined policy, regulatory and enforcement practices demonstrably ineffective at intercepting criminal finances at the scale of crime itself, the main challenge is to develop an effective framework substantially, demonstrably and sustainably to reduce the immense social and economic harms from serious profit-motivated crime.

## Books

### Manuscripts nearing completion

- Mitigated nonsense: How the anti-money laundering system harms people, businesses, and economies
- Don't comply: The dirty truth about dirty money

## Academic journals

### Submitted

- Policy effectiveness 501: The least effective policy initiative ever, anywhere. Anti-money laundering

### Accepted for publication

- Anti-money laundering ratings: Uncovering evidence hidden in plain sight, *Journal of Money Laundering Control*, 2019
- Response to money laundering scandal: Evidence-informed or perception-driven? *Journal of Money Laundering Control*, 2019

### Published

- Uncomfortable truths? ML=BS and AML=BS<sup>2</sup>, *Journal of Financial Crime*, 2018, Vol 25 No 2
- Anti-money laundering effectiveness: Assessing outcomes or ticking boxes? *Journal of Money Laundering Control*, 2018, Vol 21 No 2
- Has New Zealand identified the causes of crime? *Inquiries Journal*, 2016, Vol 8 No 2
- Revisiting crime rates as a measure of crime prevention effectiveness, *Inquiries Journal*, 2016, Vol 8 No 2
- Credit Contracts: The factors going to oppression, *Auckland University Law Review*, 1989, Vol 6 No 2 (joint winner of Law Review Prize 1989)

## Publication awards

### Emerald Literati Awards 2019

*Highly commended*

Anti-money laundering effectiveness: Assessing outcomes or ticking boxes? *Journal of Money Laundering Control*, 2018

### **Academic Excellence Award 2017**

*Perfect examination score, all examiners*

Effective sentinels or unwitting money launderers? PhD thesis

### **Apex Awards for Publication Excellence 2009, 2011**

*Magazine & journal writing category*

2009 award: Ready, fire, aim, ACC Docket, Sep 2008

*Regular columns category*

2011 award: Lifting the in-house brand - how do you rate? ACC Docket, Dec 2010

*Reports category*

2011 award: Legal Department Benchmarking Report 2010

2009 award: Legal Department Benchmarking Report 2008

### **NZ Pride in Pride Award 2009**

*Color sheetfed printed report category*

Gold Award: Legal Department Benchmarking Report 2008

### **NZLS LawTalk Writers Award 1999**

*Best article 1999*

The ideal external lawyer, Law Talk, Oct 1999

### **Auckland University Law Review Prize 1989**

*Best article 1989 (joint winner)*

Credit Contracts: The factors going to oppression, Vol 6 No 2

## **Theses**

- Effective sentinels or unwitting money launderers? The policy effectiveness of combatting illicit financial flows through professional facilitators (lawyers, accountants and real estate agents), 2017, PhD, Griffith University. Academic Excellence award.
- The doctrine of *forum non conveniens* in New Zealand, 1991, LLB (Hons) dissertation, Auckland University

## **Book chapter**

- What in-house counsel want from law firms, in *Leadership and Management Challenges*, ed, BS Tabalujan, 2008

## **Other research publications**

- Legal Department Benchmarking Report 2010 (Apex Award for Publication Excellence 2011)
- The Business of Law, Thomson Reuters, 2009 (co-lead researcher/contributing author)
- Legal Department Benchmarking Report 2008 (Apex Award for Publication Excellence 2009)
- New Zealand Lawyer Remuneration 2008
- Chief Legal Officer Report 2006
- The Business of Law, Thomson Brookers, 2006 (with A Balls, co-lead researcher/contributing author)

## **Interviews/quoted in**

TV, radio, print: US Senate, NZ Parliament, Politico, Fortune, Reuters, Australian Financial Review (AFR), One News/TVNZ1 News, Prime News, Radio New Zealand, Radio Live, NewsTalk ZB, Regulatory Intelligence, International Drug Policy Consortium, ACAMS moneylaundering.com, ACFCFS News (Assn of Certified Financial Crime Specialists), ACC Docket (Association of Corporate Counsel), LawTalk (NZ Law Society), NBR, NZ Herald, Stuff, Interest, Business Day, Newsroom, LawTalk, The Listener, North & South, Sunday Star-Times,

Dominion Post, Otago Daily Times, Wiki Tribune (UK), Tax Justice Network, Straits Times, Jakarta Globe, Rakyat Post, Indian Newslink, Business Times (Singapore), The Indian Express, Loabay Global Newsline (Samoa), AML Mag, HR in Asia, Offshore News Flash, Zeeland Press, Taipei Times, Herdon Gazette, Vanuatu Independent, Vanuatu Daily Post, Cuba Standard

## **Film/TV credit**

Story consultant, Dirty Laundry. Filthy Productions' 13-part prime-time TV drama series for One (TVNZ), first aired 2016.

## **Presentations (selected)**

- Money laundering, lawyers, and offshore trusts, Victoria University of Wellington, Guest lecture, Masters trust law class, 26 Mar 2018
- Money laundering gatekeepers, Royal NZ Police College, training Police, SFO, Customs etc investigators, 21 Feb 2017
- Anti-money laundering: What really matters most? NZ Law Society CPD Top-up conference, 14 Feb 2018
- Getting to 440m & the FATF tick: Is that all? NZ Police, Crown Law, Crown prosecutors, Nov 2017
- How lawyers, real estate agents and accountants as gatekeepers to the financial system are used by criminal enterprises, DIA, Police, Justice, June 2017
- Money laundering lawyers & real estate agents - through banks' back doors? Royal NZ Police College, training NZ Police, SFO, Customs etc investigators, Feb 2017
- Gatekeepers to the financial system: unwitting launderers, effective sentinels & key to unlocking serious crime Royal NZ Police College, training NZ Police, SFO, Customs etc investigators, Nov 2016
- Lawyers, accountants and real estate agents: launders or sentinels? Royal NZ Police College, training Police, SFO, Customs etc investigators, Jun 2016
- Crime prevention, globally, Auror, May 2016
- The Panama Papers Pencarrow Rotary, May 2016
- Drivers of future success: The client perspective, beyond client focus, CPD for Me (AU), CPD webinar, 14 Mar 2016
- Money laundering is BS, so why should we care? CPD for Me (AU), CPD webinar, 14 Mar 2016
- Value pricing, NZ Bar Association, Feb 2016
- Real estate typologies & professional facilitators (unwitting launderers or effective sentinels, Royal NZ Police College, training Police, SFO, Customs etc investigators, Nov 2015
- Real estate typologies & professional facilitators (unwitting launderers or effective sentinels, Royal NZ Police College, training Police, SFO, Customs etc investigators, 9 Jun 2015
- Real estate typologies & gatekeepers, Royal NZ Police College, training Police, SFO, Customs etc investigators, Nov 2014
- Money laundering and terrorist financing lawyers? Risks and opportunities for the legal profession Conference of Regulatory Officers (Au/NZ), 23-24 Oct 2014
- Lawyers, accountants and real estate agents: Engaged to launder money through banks' back doors? NZ Police/ACAMS AML/CFT Conference, 10-11 July 2014

- Anti-money laundering: immediate implications for all real estate businesses, Real Estate Agents Authority Regulator's Forum, 10 May 2014
- Anti-Money Laundering 101: Immediate implications for every law firm, Webinar, Auckland District Law Society, July 2013 (RF Pol & A Balls)
- The future of law - leverage your brand to increase profitability and client satisfaction, NZ LAW conference, Nelson, March 2012
- Good to Great - lifting performance, Momentum Recruiting General Counsel Group, Auckland, July 2011
- The future of law, NZLS Board, Wellington, June 2011
- The future of law - leveraging your brand to increase profitability, Auckland District Law Society, July 2011
- The business of law - the new client perspective, Future Law Firm Forum conference, Tongariro, Nov 2010
- Procurement of legal services, Local Government Intensive conference, NZ Law Society, Aug 2010
- Legal Department Benchmarking, General Counsel Group, Auckland and Wellington, Aug 2010
- Professional services procurement - defensible outputs or optimal outcomes? Australasian Chartered Institute of Purchasing & Supply, Wellington, June 2010
- Future of law, Corporate Lawyers Association conference, Rotorua, May 2010
- Public sector procurement: securing optional outcomes, New Zealand Institute of Chartered Accountants, Wellington, Sep 2009
- Developing the effectiveness of the in-house legal function, Conferenz Local Government Law Conference, Wellington, Nov 2008
- Back to the future - client care, Future Law Firm Forum conference, Ohakune, Oct 2008
- Brand, Clients, RFPs and what motivates lawyers, Future Law Firm Forum conference, Ohakune, Sep 2007
- Benchmarking, NZ LAW Conference, Tauranga (RF Pol, G Simpson & A Balls), Mar 2007
- Harness core motivators to enhance legal team technical skills, Association of Corporate Counsel conference, Chicago, USA, Oct 2007
- Developing and managing effective organisational policies, Public Sector In-house Counsel Forum, Wellington, Sep 2006 (R F Pol, G Adam, K Stephen)
- Life's a pitch - the client perspective, Australasian Professional Services Marketing Association, Auckland, Jun 2006
- Dealing with the regulators - an international perspective, Association of Corporate Counsel conference, Washington DC, USA, Oct 2006
- Attracting and retaining talent, Lexis Nexis Strategic Law Firm Management, Auckland, Aug 2005
- Help them push their own buttons - how to harness your legal team's core strengths Association of Corporate Counsel conference, Chicago, USA, Oct 2004
- Taking calculated legal risks on the path to achieving objectives, New Zealand Society for Risk Management conference, Wellington, Nov 2004
- Innocents abroad - they speak English, so why don't we understand each other, Association of Corporate Counsel conference, San Francisco, USA, Oct 2003
- Organisational culture, Edge International meeting, London, England, Oct 2003
- Delivering quality legal services, Bell Gully/Corporate Lawyers Association, Wellington, Sep 2003
- Chair, LexisNexis Legal Compliance and Risk Management conference, Auckland, Jun 2003
- That words speak louder than actions, Debate, Corporate Lawyers Association conference, Rotorua, May 2003
- Can't get no satisfaction - the law and its customers 13th Commonwealth Law Conference, Melbourne, Australia, Apr 2003
- Legal Privilege, International Fiscal Association conference, Wairakei, Mar 2003
- Applying value billing methodologies to improve the quality of legal services, IQPC Best practice in-house legal function conference, Sydney, Australia, Aug 2002
- Transforming the legal function, Corporate Lawyers Association conference, Taupo, May 2002
- Managing relationships with external professional services providers, Chief Financial Officer conference, Auckland, Mar 2002
- Discovery reform - a corporate perspective, Guest lecture, Civil Procedure class, Victoria University of Wellington, Feb 2002
- Building a practice with the corporate client, NZLS Law Conference, Oct 2001
- Partnering between in-house and external counsel, Corporate Lawyers Association conference, Wairakei, May 2001
- Developing as a valuable business adviser, IIR Corporate Lawyers' conference, Auckland, Mar 2001
- Corporate Lawyers, Local Government Lawyers Group, Wellington, Sep 2000

## Articles - 'Shoveling Smoke' column

'Shoveling smoke' (renamed 'Ins & Outs') was a regular column in the award-winning ACC Docket magazine, from the US-based Association of Corporate Counsel ([www.acca.com](http://www.acca.com))

- Making fixed fee retainers work, financially and ethically, Jan/Feb 2012
- iPad2 - passing fad or laptop replacement? Pt2, Nov 2011
- iPad2 - passing fad or laptop replacement? Pt1, Oct 2011
- Best clients & most client-focused law firms Jul/Aug 2011
- The smarter legal model - more from less, May 2011
- Liar, liar - seven 'bet the company' risk management cues, Apr 2011 (Winner of Apex Award for Publication Excellence 2011)
- Lifting the in-house brand - how do you rate? Dec 2010 (Winner of Apex Award for Publication Excellence 2011, regular departments & columns)
- Litigation costs management - revolution or evolution? Nov 2009
- Ten quick ways to cut costs Oct 2009
- The end of in-house lawyers? Jun 2009
- Would be a shame to waste a good recession, May 2009
- Selecting law firms - a two-way street, Mar 2009
- Lawyers as gatekeepers (Pt1) Dec 2008
- Lawyers as gatekeepers (Pt2) Nov 2008

- Are we Googling ourselves stupid? Oct 2008 (& CN)
- Ready, fire, aim, Sep 2008 (Apex Award for Publication Excellence 2009, magazine & journal writing)
- Seven time tips for busy lawyers, Jul/Aug 2008
- Mugshots and elevator pitches, May 2008 (& CN)
- 10 little secrets of working in-house, Mar 2008
- Litigation media management, Jan/Feb 2008
- Righting customer service (Part Two) Dec 2007
- Righting customer service (Part One) Nov 2007
- Standard terms to rule over them, Oct 2007
- 10 tips to determine if your RFP is a toxic tool, Sep 2007
- RFPs & Tenders: should we really? Jul/Aug 2007
- Seeing through your clients' eyes, Jun 2007
- Coaching and the Skill-Will matrix, Apr 2007
- Organizational Culture, Mar 2007
- Metrics that matter – Are your 'satisfied' clients loyal promoters or passive users? Jan/Feb 2007
- Legal leaders use matrix to expand time Nov/Dec 2006
- Email disclaimers: modern emperor's clothes? Oct 2006
- How many lawyers are too many? Jul/Aug 2006
- Legal stars (Pt1), Jun 2006
- Legal stars (Pt2), May 2006
- When less lawyering is more, Jan 2006
- The flip side of client relations, Nov/Dec 2005
- Make or buy? 10 hidden tigers, Oct 2005
- I'm a lawyer, not a marketer, right? Sep 2005
- Matter management 101, Jul/Aug 2005
- Retreating forward: 10 steps for a successful offsite, Jun 2005
- Contextual ethics & brand value, May 2005
- 10 steps towards helping the CFO Apr 2005
- Inside, Outside: outsourced legal departments, Mar 2005
- How do you motivate lawyers? Feb 2005
- Compliance programs that connect, Nov/Dec 2004
- Connecting with outside counsel, Oct 2004
- 10 golden rules of negotiation, Sep 2004
- Litigation hourly billing, Jul/Aug 2004
- Offshoring - the dawn of international legal skills arbitration? Jun 2004
- Better governance – ditch the legal budget? May 2004
- Rules of engagement and when to break them, Apr 2004
- Legal culture and motivated teams, Mar 2004
- Professional standards: beyond conduct rules, , Feb 2004
- No place for 'transferred arrogance' with outside counsel, Jan 2004
- Compliance & the effect of organizational culture, Nov/Dec 2003
- Insight: Money laundering in New Zealand - throwing good money after bad? Radio NZ, 22 July 2018 (documentary, interview)
- Let's improve the capacity to disrupt serious profit-motivated crime says leading publishing house, releasing new studies free to public, LinkedIn, 2 July 2018
- Facing up to ineffectiveness in fight against money laundering, Wiki Tribune, 2 July 2018
- Good health outcomes are what matter, not easy targets, Stuff, 28 June 2018
- Anti-money laundering effectiveness ratings: Ranking countries and outcomes, ACAMS Today, Dec 2017-Feb 2018
- Five money laundering myths for lawyers to avoid, LawTalk, Sept 2017
- 10 Panama Papers myths busted & why criminal trusts harm all of us, NZ Listener, 9 July 2016
- New Zealand: crime enabler or global crime prevention leader? Interest, 5 July 2016
- The Shewan report: objective analysis cuts through sea of BS, Interest, 28 June 2016
- Has NZ's reputation been damaged enough [to trigger Shewan review]? Interest 16 June 2016
- Panama Papers: Is NZ sweeping reputation time-bomb under carpet, Business Day, 12 June 2016
- Doing nothing has a price, Dominion Post, 14 May 2016
- John Key faces 'stark & simple' policy choice raised by Panama Papers, Interest.co.nz, 8 May 2016
- What's blocking effective policy debate about NZ's offshore trusts? NZ Listener, 5 May 2016
- Good policy outcomes, or easy outputs? Crimelight, May 2016
- Forget the tax haven semantics and focus on the real issues, Interest, 11 April 2016
- Let's curb 'dirty' money artificially inflating house prices, 5 Aug 2015
- Swiss tax haven no longer a reality, Richard Meadows, Stuff, 16 Jun 2014
- Money laundering lawyers, New Law, 13 Jun 2014
- Money laundering: beyond cash-stuffed briefcases, Part 2, LawTalk, 6 Jun 2014
- New study: AML=BS? LinkedIn, 24 May 2018
- Money laundering: beyond cash-stuffed briefcases, Part 1, LawTalk, 23 May 2014
- Lawyers' ethics plug leaky legislation, LawTalk, 28 Apr 2014
- Property at risk from money launderers, Matt Nippert, Sunday Star-Times, 16 Feb 2014
- Money laundering and real estate, Real Estate Agents Authority Industry Newsletter, Feb 2014
- 'Exemption' from new laws increases licensees' risks, Real Estate Agents Authority Industry Newsletter, Nov 2013
- Lawyers choose to mitigate AML risks (letter), Law Talk, 27 Sep 2013
- Stop criminals misusing real estate services, Real Estate Magazine, Aug-Sep 2013 (R Pol, A Balls)
- Mitigate risk for business advantage, Law Talk, 16 Aug 2013 (R Pol, A Balls)

## Articles - other (selected)

- ML regulations: 'Almost completely ineffective': How & why in-house counsel can make a difference (interview), ACC Docket, Jan/Feb 2019
- Laundry wash: FATF ratings clean the toughest stains, Interest.co.nz, & LinkedIn, 24 Oct 2018

- Stop criminals misusing legal services, Law Talk, 2 Aug 2013 (R Pol, A Balls)
- Clarifying anti-money laundering compliance (letter), Law News, 19 July 2013 (R Pol, A Balls)
- Anti-money laundering: New obligations affect lawyers, Law Talk, 21 Jun 2013
- The future of law: unbundling, pricing innovation and the new client perspective, Council Brief, Apr 2013
- The future is already here, Canterbury Tales, Apr 2013
- The real 'cruel hoax' of NZ Law Awards exposed, Law Fuel, 29 Nov 2012
- Value billing, Law Talk, 16 Mar 2012
- The iPad2 - consumer gadget or useful work tool? Law Talk, Aug 2011
- 10% of New Zealand's legal spend up for grabs, Law Association of NZ newsletter, Aug 2011
- Client care - 7 practical tips, Law Association of NZ newsletter, Aug 2011
- Stepping up globally, NZ Lawyer In-house, May 2011
- Ten percent of NZ legal spend up for grabs, Council Brief, May 2011
- Client care and the lawyer brand (letter), Law Talk, 8 Apr 2011
- Legal Tender, In Business, Mar-April 2011
- A vital dimension of client care, LawTalk, Mar 2011
- Increasing lawyer productivity and potential, NZ Lawyer, Feb 2011
- The Impact of law firm branding, Of Counsel, Dec 2010
- New Zealand's legal bill jumps as lawyers beat recession, Council Brief, Dec 2010
- Belt tightening - New Zealand style, Australasian Legal Business, Dec 2010
- Law firm branding - the client perspective, NZ Lawyer, Oct 2010
- Lifting the General Counsel brand, NZ Lawyer, Sep 2010
- Time for General Counsel to stop talking and take action, NZ Lawyer, Aug 2010
- Economic Crisis, Prime News, Prime TV, 23 April 2009 (television interview)
- The Opportunity Maker, by Ari Kaplan (Book Review), LawTalk, 30 Mar 2009
- Local Authority legal teams - lean, starved or captive?, NZ Local Government, Jan 2009
- It's official – lawyers care, NZ Lawyer, 3 Oct 2008
- Cost assessing system bad for clients too, Law News, 1 Aug 2008
- Procurement guidance for local authorities, NZ Local Government, July 2008
- Client care Q&A, NZ Lawyer, 25 July 2008
- Client care? Yeah, right, NZ Lawyer, 11 July 2008
- Large vs specialist: what's best for clients? NBR Guide to Business Law, June 2008
- The Pecking order, NBR Guide to Business Law, June 2008
- Clients rank top firms on price and performance, eCLANZ, June 2008
- Increasing internal visibility, NZ Lawyer, 4 Apr 2008
- Managing your matters, NZ Lawyer, 31 Aug 2007
- We can learn from other professions, LawTalk, 30 July 2007 (Letter)
- True leadership, NZ Herald, 6 June 2007 (Letter)
- Who opens the \$200M public purse? NZ Lawyer, 2 March 2007
- Through your clients' eyes, NZ Lawyer, 16 Feb 2007
- New online salary calculator, LawTalk, 12 Feb 2007
- Lifting the veil on law firms, NZ Business, Feb 2007
- Aim to lift law firm performance, LawTalk, 29 Jan 2007
- Managing your client's satisfaction by defining and delivering value: Part 3, WLG Connections, Winter 2007
- Legal salary research, LawTalk, 4 Dec 2006
- Who opens the public purse? Business of Law, Dec 2006
- Price/ performance: pernicious trade-off or horses for courses? Business of Law, Dec 2006
- Your branding or mine? Business of Law, Dec 2006
- Who clients use and would consider using, Business of Law, Dec 2006
- Is the grass really greener? Business of Law, Dec 2006
- Make or buy? – 10 hidden tigers, Business of Law, Dec 2006 (reprinted from ACC Docket)
- I'm a lawyer, not a marketer, right? Business of Law, Dec 2006 (reprinted from ACC Docket)
- Matter management 101, Business of Law, Dec 2006 (reprinted from ACC Docket)
- 10 steps towards helping the CFO, Business of Law, Dec 2006 (reprinted from ACC Docket)
- Ditch the legal budget? Business of Law, Dec 2006 (reprinted from ACC Docket)
- Sex and the law – how women make us richer, Business of Law, Dec 2006 (reprinted from NZ Lawyer)
- Law firms comment on the Business of Law, NZ Lawyer, 1 Dec 2006
- Managing your client's satisfaction by defining and delivering value: Part 2, WLG Connections, Fall 2006
- Sound Prophylaxis or Modern-Day Snake Oil? Of Counsel, Oct 2006
- Costs issues dominant reason for law firm terminations, LawTalk, 4 Sept 2006
- Managing your client's satisfaction by defining and delivering value: Part 1, WLG Connections, Summer 2006
- Performance management tools for the legal function, IOD Boardroom, July 2006
- General counsel reporting up, Corporate Lawyer, Autumn 2006 (June)
- General counsel say time billing alternatives hard to find, NZ Lawyer, 16 June 2006
- Law Firm Optimism Index: an international survey of law firm managing partners, Of Counsel, vol 25, No 4, April 2006
- NZ law firms less optimistic, survey shows, Law Talk, 13 Feb 2006
- Dealing with regulators, Corporate Lawyer, Spring 2005
- Impact of regulation worsens, CLANZ survey shows, LawTalk, 14 Nov 2005
- Beyond billable hours, Financial Review, 21 Sep 2005

- Sex and satisfaction in New Zealand, Australian Corporate Lawyer, Sep 2005
- Salaries & benchmarking for New Zealand conditions, Corporate Lawyer, Winter 2005
- Lend them your ears, LawTalk, 15 Aug 2005 (1 of 2)
- Manage your clients' expectations, RainToday, Aug 2005 (R Pol, P McKenna)
- Strategic Law Firm Management, InBrief, July 2005
- The most satisfied lawyers, NZ Lawyer, 22 July 2005
- How client focused are you really? Rain Today, July 2005 (R Pol, P McKenna)
- Sex and the law – how women make us all richer, NZ Lawyer, 8 July 2005
- Salary snippet: Public/ private sector and gender salary differences, Corporate Lawyer, Autumn 2005
- Survey snippet: Technology use in law firms, Corporate Lawyer, Autumn 2005
- Connecting with outside counsel, NZ Lawyer, 27 May 2005
- Professional standards – beyond conduct rules, NZ Lawyer, 29 April 2005
- Removing privilege may hurt compliance, NZ Lawyer, 15 April 2005
- Court strips General Counsel's Privilege, Corporate Lawyer, Summer 2005 (March 2005)
- Law firm managers see better times ahead, LawTalk, 28 Feb 2005
- Law firms see better times ahead survey reveals, NZ Lawyer, 18 Feb
- Half of New Zealand firms to boost headcount, Australian Legal Business, 16 Feb 2005
- Litigation hourly billing, NZ Lawyer, 4 Feb 2005 (repr)
- Quest for Seamless Service: Ensuring Consistency with Multi-Office Law Firms, Jan 2005 (with P McKenna)
- What a lawyer needs, Legal Director, 13 Jan 2005
- Rules of engagement and when to break them, NZ Lawyer, 17 Dec 2004 (repr)
- Don't kick me, Legal Director, 16 Dec 2004
- Management: beyond surveys, The American Lawyer, Sept 2004 (with Patrick McKenna)
- Marketing value, LawTalk, 13 Sept 2004
- Making yourself valuable, Lawyers Weekly, 10 Sept 2004
- Connecting with outside counsel – help them to help you, Corporate Lawyer, Winter 2004
- Clients seek value, LawTalk, 2 Aug 2004
- Getting out of the house, Lawyers Weekly, 18 Jun 2004
- Legal culture and motivated teams, Florida Bar News, 30 Apr 2004
- Law firm innovation – oxymoron or opportunity? Australian Legal Business, Issue 2.1, Feb 2004
- IBA supports in-house privilege, LawTalk, 16 Feb 2004
- The value of international links, Australian Legal Business, Dec 2003
- Increase legal department value: Establish a goal focus, Oct 2003 (with J & R Hansen) (Feature article)
- Corporate Culture: mortar that binds best governance, Boardroom, Sept 2003 (with RD Hughes) (Cover article)
- Get More Value from Outside Counsel, Australian Corporate Lawyer, Sep03 (Pt 2) & Jun03 (Pt 1)
- Legal policies important, but culture vital, Lawyers Weekly, 18 Jul 2003
- Can't get no satisfaction: the law and its customers, Law Talk, 14 Jul 2003
- Privilege, in-house counsel and lawyers as team players, Australian Corporate Lawyer, Jun 2003
- 'Noisy silent withdrawal' & 'up the ladder' exemption, Australian Corporate Lawyer, Jun 2003
- Get More Value from Outside Counsel: Show them the Flipside, Docket, Apr 2003 (Feature article; Cover article)
- Privilege upheld in US decision, The Australian Corporate Lawyer, Mar 2003
- 'Noisy silent withdrawal' & 'up the ladder' exemption, Lawyers Weekly, 14 Feb 2003
- Privilege, in-house counsel and lawyers as team players, Lawyers Weekly, 7 Feb 2003
- Negotiation: 10 golden rules, Lawyers Weekly, 17 Jan 2003
- Of snakes, ladders, academics and long-arm jurisdiction, Lawyers Weekly, 6 Dec 2002
- Valuable contact with US corporate counsel, LawTalk, 2 Dec 2002
- Crisis at the Top – is time running out for boards and directors, NZ Management, Oct 2002 (attrib) (Feature article; Cover)
- Seven steps to value-added legal services, Lawyers Weekly, 18 Oct 2002
- Removing hidden legal costs, NZ Business, Apr 2002
- Efficient resolution of commercial disputes, LawTalk, Feb 2002
- Indicators of quality: QC's and laureates, Competition & Regulation Times, Nov 2001
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