



# CHRISTOPHER P. LIDDELL

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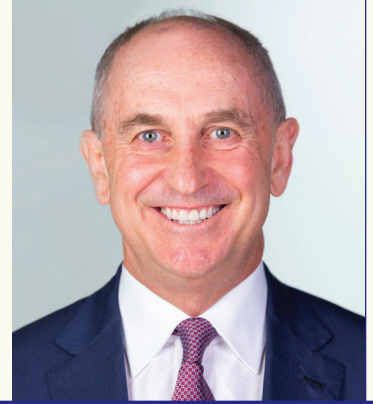
NOMINEE OF THE UNITED STATES TO THE POSITION OF  
**SECRETARY-GENERAL**  
**ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT**



# CURRICULUM VITAE

## CHRISTOPHER LIDDELL

NOMINEE OF THE UNITED STATES FOR SECRETARY- GENERAL , OECD



### PUBLIC SECTOR

**Deputy Chief of Staff**, White House

**Director of Strategic Initiatives**, White House

**Director of the American Technology Council**,  
White House

### PRIVATE SECTOR

**Chief Financial Officer**, Microsoft Corporation

**Vice Chairman**, General Motors

**Chief Financial Officer**, International Paper

**Chief Executive Officer**, Carter Holt Harvey

**Chairman**, Xero Corporation (NZ)

**Managing Director**, CS First Boston (NZ)

### PHILANTHROPIC SECTOR

**Founding Chairman**, Next Foundation

**Director**, New Zealand Rugby Union

**Chairman**, Project Crimson

### ACADEMIC / PERSONAL

**Bachelor of Engineering**, Auckland University

**Master of Philosophy**, Oxford University

**Distinguished Alumni**, Auckland University

**Author**, Romney Readiness Project

**Companion of New Zealand Order of Merit**

### DUAL CITIZENSHIP



*United States of America*



*New Zealand*

- Extensive international experience at the most senior levels of government and business.
- Substantive public and private sector background in core OECD areas spanning economics, technology, trade, tax, education, workforce training, infrastructure, agriculture, environment, entrepreneurship, innovation and small business.
- Deep understanding of policy-making practice from inception to execution.
- Proven leadership, management and governance skills as a Chairman, CEO and CFO.
- Ability to lead organizations from the front, to develop strategies and to communicate to diverse audiences.
- Ability to navigate and influence complex situations, turning strategy into action and impact.
- Ability to build institutional strength and high performance teams.
- Relationships with top global leadership in government, business and academia.
- A personal and professional track record of tackling massive challenges.

## LETTER OF MOTIVATION



### **I have always been driven by a sense of purpose.**

**The world stands at a crossroads.** Decades of economic and social progress led by free market economies are being challenged by the direct influence of Covid-19, and the impact of technological, environmental and social changes. As a result, there is increasing pressure on governments to show leadership, with the collective policy decisions facing us today the most significant since the OECD was established.

**I believe the opportunity to lead the OECD is second to none** during this critical period. We need a trusted, unifying entity to shape the pathway of global policy. The OECD can play that role. As set out in my Vision Statement, the OECD should be the most influential International Organization in the world over the next decade.

**As Secretary-General I would draw on 40 years of experience** leading public, private and philanthropic organizations. My experience includes senior roles at the White House and being a Chairman, CEO and CFO of several multinational entities.

I would also draw on the experience of having approached **each of the core OECD policy issues from both the public and private sector perspective.** In my current role coordinating White House policy I have participated in policy formulation around issues spanning technology, trade, tax, economics, education, workforce training, infrastructure, agriculture, innovation, small business and many others.

**I dealt with the actual application of a number of these policies** in the private sector. As we re-build our economies, we must consider the real-world impact of government policies on the private sector and the best ways to optimize the public/private interface. I understand the perspectives and decision processes for making capital investments, having overseen several hundred major capital, research and development investment decisions, ranging from a few million to several billion dollars. In making these decisions, I considered regulatory regimes across multiple jurisdictions in both traditional manufacturing and leading edge technology companies.

**My roles have involved leading diverse teams** that have designed the strategies and operating principles for organizations with workforces ranging from 100 to 250,000 employees. In every case I have built high performance teams to implement plans that achieve real impact. I have been a champion for gender equality in building those teams. I hire and promote based on merit.

**I have had to present complex messages** to both public and private audiences. In my public facing roles I have communicated through a variety of media, for example television, conferences and other public events. Privately I have interfaced with government, corporate and civic leaders at all levels – from production engineers to philanthropists to prime ministers.

In each of my leadership roles **I have focused on achieving results by building consensus**. This approach is particularly evident in my most recent role coordinating agencies of the US government and components of the White House in order to generate policy options for Presidential decision. My success in the role is due to my commitment to the principles of transparency and integrity, serving as an “honest broker” for all views and ensuring that the process is about leadership’s agenda, not mine.

In terms of personal interests, **I have been involved in environmental projects all my life**, most notably in my native country New Zealand. Some of the projects there are globally significant in terms of biodiversity, but also in terms of developing models that bring together central and local governments, private sector companies, philanthropic foundations and iwi (Māori) people with a common purpose. Professionally I have taken a particular interest in the industries of the future as a way of generating growth and in building the workforce of the future as a means of addressing income inequality. For example I have led White House efforts to modernize the US government’s technology platform, including through the use of artificial intelligence and projects to develop electronic health records and cloud-based learning and employment records.

**A transition to a new OECD leadership is an opportunity** to positively revisit the organization’s core mission and its operating model. Member states have a right to expect their investment in the organization to have a significant impact. I would spend my first 100 days working with the internal team at the OECD and with its Member states to build a shared vision and a 5 year strategy to implement it. These would be presented for endorsement by the Members’ Council. The OECD’s agenda must belong to its Members.

In creating the agenda, **I believe my background would allow me to understand the perspectives of all Member countries**. I have lived in a small OECD country (New Zealand) and in two large ones (the United Kingdom and United States) and have worked in organizations that operate in each of the others.

**As we approach the 60th anniversary**, the OECD should celebrate its rich and meaningful history, its many contributions and its hard earned reputation. And it can also look to a significantly more impactful future. I would be proud to lead the organization on this journey.

**“Manaaki Whenua, Manaaki Tangata, Haere Whakamua...  
Care for the Land, Care for the People, Go Forward”.**



**Christopher Liddell**

OCTOBER 2020

## VISION STATEMENT



### The OECD should be the most influential International Organization in the world over the next decade.

Set out below are my views of how the OECD can take advantage of a unique opportunity to contribute to the world at a critical time. I outline my views on the organization's potential areas of influence ("what") and the approach it needs to take to effect change ("how").

#### AREAS OF INFLUENCE

Over recent weeks I have had the opportunity to meet a senior representative of every OECD Member country. I asked them what they believe the organization's priorities should be. They offered consistent themes that I would summarize as follows.

**1 Domestic policies to rebuild a post-Covid economy.** All OECD countries are focused this year on implementing policies to fight the spread and immediate impact of Covid-19. As we turn to a "post-Covid world", new comprehensive approaches will be necessary to address the resulting increased debt/GDP, higher budget deficits, higher unemployment and in many cases increased inequality. The policy mix will require a broad based system change in most countries, centered on the core OECD mission of **"promoting high sustainable growth"**. Elements are likely to include an infrastructure plan (physical and digital) and innovation agenda. Governments cannot solve all the issues, and the solutions will need to be multi-stakeholder. Policies will need to focus on the research and development ecosystem, in particular the roles and interface of the public and private sector, and a regulatory structure that promotes innovation. That will require creating a level playing field,

including making high speed internet universally available and removing the regulatory and cultural barriers that prevent women from fully participating in the economy. It will also require building stronger, more resilient economies. The Covid-19 pandemic has laid bare the limited ability/response time of most governments in dealing with massive shocks. A number of countries will use the pandemic recovery to accelerate their programs to meet Paris Agreement commitments, for example through the development of clean technologies. Countries are also likely to use a review of 2020 to consider policies and changes in governance structures to deal with future "black swan" events, such as a pandemic even more lethal than Covid-19. In all the above areas, the OECD can be a forum for informing, debating and showcasing best practices and innovative policy mechanisms.

**2 Leadership in the Fourth Industrial Revolution.** The pre-Covid world was already changing significantly with the advent of ubiquitous technology. Covid-19 has accelerated the trends and the need for OECD countries to implement technology policies that lead to high rates of productivity and economic growth. Every OECD country will need

to have a strong technology sector, including the technology companies themselves and also the application of technology to traditional industries. Success in the **Industries of the Future** (for example Artificial Intelligence, 5G, Advanced Manufacturing, Quantum Computing, Synthetic Biology) will be the key to generating growth. Data has a special role as the “new oil” and governments will need to have policies that promote access to data, while at the same time addressing privacy, security and related citizen concerns. New digital economy metrics will need to be created and collated, an area of core OECD strength. In order to win in the Industries of the Future, countries will need to invest in building the **Workforce of the Future**. All jobs will be impacted by technology, at a pace significantly higher and more disruptive than ever before. OECD countries will need to have a strong plan to develop the skills to adapt to the changing job requirements. This will be critical in order to ensure that the benefits of success are equitably shared by all. Policies will require a focus on “lifetime learning” with distinct approaches to high school and university education and a commitment to re-training thereafter, and development of new platforms such as digital learning records. There will need to be special focus on minorities and women.

**3 Agreement on key multilateral themes.** The OECD has always played a special role in assisting not only in domestic policy formulation,

but also in developing multilateral frameworks. It should continue its excellent work in traditional focus areas like foreign aid and anti-corruption, while also building muscle to address emerging themes. The OECD should take a leadership role in convening to help set the standards for free market economies on the Industries of the Future. Standards provide a common framework for innovation that will give OECD domestic companies, large and small, the opportunity to succeed. The excellent work completed on AI ethics and with the Global Partnership on AI are good models for the future. In addition, the OECD can potentially be a clearing house for other standards bodies in the digital arena, for example 5G, blockchain, cybersecurity, intellectual property rights and cross-border flows of private data and carbon markets. The OECD can contribute to job growth by performing cutting edge research on how best to prepare workers for the future, and by collecting information on successful methods for increasing digital skills and lifelong learning. It should complete its work on digital tax, while recognizing that this effort is likely the beginning of a broader debate on multilateral tax agreements. It can play a very important role in the trade arena, where the policies of OECD countries have substantial impact. New trade agreements can address issue areas such as digital commerce and environmental protection. The OECD can also facilitate better global coordination of multilateral responses to future crises, for example in vaccine development.

## APPROACH

In my meetings with Member countries I asked how they would define success for the OECD over the next 5 years. The most common response had a simple theme, **“Make sure the OECD has real impact”**.

To have impact any organization must have a strong theory of change. For the OECD this should be rooted in the following principles:

**1 Excellence.** The OECD has a well-earned reputation for producing world class economic data and technical expertise. Everything that it produces should continue to be best in class. This will require

attracting and hiring the strongest talent in the world, and incorporating high caliber input from Member countries.

**2 Differentiation.** Every successful organization has a point of differentiation. In a policy environment crowded by International Organizations, think tanks and conferences, all with multiple overlapping themes, the OECD needs to determine how it stands out and adds value. It should not replicate the work of others. And it should provide a platform that others can build upon.



**3 Focus.** As outlined above the OECD has the opportunity to add value to a vast array of policy areas. There is, however, a tradeoff between breadth and depth. There is a danger that if the agenda is too broad the OECD role and quality will be diluted. Alternatively if the agenda is too narrow, it will lack comprehensive impact. Finding a powerful middle ground that has a focus on the highest priority items to effect system change will be essential.

**4 Effectiveness.** Activity without impact is not useful. The OECD should have a clear and accountable organizational structure that maximizes its effectiveness. Organization design and process management are massively underappreciated as a means of turning activity into effective outcomes, but can be either positive or negative depending on how well they are implemented. The OECD should continuously upgrade its governance structures and strengthen its institutional framework.

**5 Innovation.** The OECD can be a pilot and test bed for new ideas. It can also serve as a forum for debate on new and innovative policies that address issues. We need a range of policy solutions to adapt to the specific needs and requirements of individual countries, large and small. Furthermore, this policy innovation must happen at the same speed as the innovation in the underlying trends.

**6 Trust.** Public confidence in institutions is under stress. The OECD has an outstanding reputation that it needs to protect and enhance. Its advice must be seen as neutral and legitimate, grounded in diligence, analysis and evidence. As an organization it needs to be open and transparent.



**7 Members First.** The OECD is a forum for Members to debate and analyze policy options. It should work through and for its Members, not as an advocate in its own right. And it must serve its Members equitably. The OECD system must work just as well for the small countries as it does for the large ones.

I believe that the OECD can have significant impact with the application of these principles through strong leadership, governance and an aligned management structure. **The test of impact, however, is ultimately the number and scale of policies that Member countries implement.** I would propose that the OECD carry out an annual review, in which every Member details relevant major domestic policy implementations, their significance and the degree to which the OECD has contributed. This review would be carried out by the Ambassadors to the OECD. This degree of accountability may be challenging, but ultimately it will be more satisfying for all staff as they see a direct correlation between their activity and meaningful outcomes.



## CONCLUSION

In the coming 5 years OECD countries will need to build post-Covid economies. This will require a series of policy decisions that cumulatively will be greater than any since the Marshall Plan that led to the creation of the OEEC (the OECD's forerunner) 72 years ago. Decisions made over this time could well set the multinational framework for the next several decades.

Other International Organizations have their part to play and, indeed, the OECD should complement their work. But the OECD should also carve out a special role for itself. It is **“small enough to be a high performance organization, big enough to make a difference”**. It should aspire to be the world's most **influential International Organization**.

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