

Director of the month

Mark Goyder, director, Tomorrow's Company

Because...

- Only Tomorrow's Company (TC) would be "mad enough to suggest an enquiry into the whole way the investment system works," says Goyder. That report, *21st Century Investment*, is published later this month.
- Goyder is ambitious about the report's value, seeing it as a map, "a vision of the way forward". But he also views it as a practical "road map" for the investment community offering direction and "articulating the direction at helicopter level".
- He's prepared for criticism. "It would be amazing if you spent two years listening to what's been going on in this huge, interdependent chain and you did come up with some earthshatteringly new ideas. But having a shared sense of what's needed is a solid foundation to build on."
- He's suspicious of quick fixes. The report is "a self-portrait of the system by its players. You get a sense of how different the realities are from the theory." TC annoys people, he says, who expect easy answers. "We're always in the join between things."
- Goyder describes TC as a "catalyst as well as a think tank", adding that its mission is "a business future which makes equal sense to staff, shareholders and society."
- He supports self-determination. "Business is about humans. It's irrational to deal only with the chopped off limb that belongs to the shareholder or customer. The best answers come when enlightened business people are given the space to think about an issue and look at the assumption that the remedy lies in their own hands."
- He likes asking the "killer questions". Next on the agenda are governance and the role of CSR. TC is developing governance guidelines to help make directors more effective. He and his colleagues also plan to do "a lot of listening", essential for any enquiry.
- He's in it for the duration. He says TC is about long-term relationships: "People—even those we annoy—say 'By golly, you've got staying power'."