

DAVID CLARKE AO

CHAIRMAN MACQUARIE BANK



David Clarke AO was Executive Chairman of leading Australian merchant bank, Macquarie Bank Ltd from its formation in 1985 until earlier this year when he became non-executive Chairman. He also chairs McGuigan Simeon Wines Ltd and Macquarie Goodman Group. David serves as a member of the Investment Advisory Committee of the Australian Olympic Foundation, the Harvard Business School Asia-Pacific Advisory Committee and the Board of the Centre for the Mind among many others.

Q: *What is your ideal Australia?*

A: Tolerant, successful, confident but non-violent, with an effective safety net for the disadvantaged. A society in which there is equal opportunity for all but rewards are based on real achievements.

Q: *How would you describe Australia at present?*

A: Has partially achieved much of the above but recent incidents involving racial violence are extremely discouraging.

Q: *Which Australian do you most admire?*

A: My grandfather and the Salvation Army.

Q: *What do you consider your greatest achievement?*

A: Playing a significant role in the creation, development and growth of Macquarie Bank.

Q: *What is your greatest regret or life learning to date?*

A: Starting to smoke in the first place and then not stopping until I was 40.

Q: *Where do you find your inspiration?*

A: From two professors at Harvard Business School when I was a student there in the 1960's – Professor Collyer Crum, who taught me never to take anything for granted and to always question the conventional wisdom; and Professor C Rowland Christensen, who taught me that there was no incompatibility between success in business and high ethical standards.

Q: *Who are your heroes?*

A: In cricket, Sir Donald Bradman; in athletics, Herb Elliott; in rugby, Ken Catchpole and in business, Sir John Dunlop.

Q: *How would you describe yourself?*

A: Analytical, hardworking and achievement oriented. I also believe very strongly in the need to keep commitments and in the importance of being honest with myself both intellectually and ethically. I also have a passionate belief that it is important to give back something to a society that has been good to me.

Q: *If you could change one thing about yourself, what would it be?*

A: My back.

Q: *What is your worst fear?*

A: Accidental or premature death or serious injury to one of my close family and/or other loved ones.

Q: *What qualities do you most admire in people?*

A: Integrity, intelligence, sense of humour.

Q: *Who are your favourite writers?*

A: David Malouf, the late Len Evans, Tom Hickie, Clive Coates, Robert Ludlum.

Q: *When are you happiest?*

A: When I am with family and close friends.

Q: *What did you want to be when you grew up?*

A: Prime Minister of Australia.

Q: *What one thing would you tell your children about how to live/be in the world?*

A: Always be brutally honest in assessing yourself and back yourself to achieve what you believe in.

Q: *What is your life motto?*

A: If at first you don't succeed try, try, try again. ○