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Gaurdie E. Banister Jr. is the founder and CEO of Different Points of View: a private firm that provides advisory services in the areas of leadership and safety. He is the former President and CEO of Aera Energy LLC, one of the largest oil and gas companies in the US. He is currently the Chair of Russell Reynolds Associates and sits on the boards of Dow Inc and Enbridge. He is on the board of trustees of American University and South Dakota Mines Center for Alumni Relations and Advancement. He also sits on the board of the Harwood Institute for Public Innovation. The opinions express herein are Gaurdie’s and, except where stated are not necessarily reflective of the experiences at any company where he has served as a board member.