

# LEADERSHIP SUCCESS PROFILE

## Key Leadership Questions

*'Where are we going? And how do we get there?'*

Leadership as strategy. You will position teams, organisations and sectors to shape, define and respond to the future. Be it policy or service delivery, you work effectively with others to figure out what the future should look like – and how to get there.

## Key Leadership Questions

*'How am I building talent for the future – for my agency and others?'*

Leadership that builds people capability. You attract, retain and develop individuals with the attitude, skills and potential to deliver results – for today and tomorrow. You create positive work environments and figure out what people need to deliver results and how to get the best out of them.



## Key Leadership Questions

*'How do we together build for a better NZ?'*

Leadership that builds sustainability, resilience and connections. You ensure capabilities, assets and initiatives are built with the future of the State Services system in mind. You know when and how to use relationships, ICT, financial, supply market and people levers. Managing the tension between the 'and, and' you make decisions for the good of the system for the long term.

## Key Leadership Questions

*'How will we turn what we know into what we do?'*

Leadership that delivers results. You make sure that things happen by translating strategy into action. You focus on getting things done, with and through others – knowing which key decisions you need to make, where to influence, when to collaborate and when to delegate. You create strong teams that deliver results.

## Leadership matters.

### Strong leadership at every level in the State Sector will transform the experiences of New Zealanders.

We currently have a pool of good agency leaders who deliver in context of their agencies. What we are now working towards is a group of leaders who can both lead their agencies well and work together to have an impact across the entire State Sector system. This is not an easy shift, but one that with focused effort and the right incentives in place, will deliver the types of leadership required to enable us to deliver better collectively.

This Leadership Success Profile (LSP) has been designed to have an inclusive view around leadership. It is for the many, not the few. This is a different model of leadership than we have exercised before.

The metaphor used through the design is that of a compass. 'True North' guides. This is ultimately about the customer who use our services – everyday New Zealanders. Each aspect of the compass must orientate and balance to achieve results

– our strategy, our delivery, our people. There is also a recognition that points of the compass create tensions – how do I achieve this AND that? How do I create what is good for the parts and good for the whole?

The outer rim is a bezel, which also guides. At the centre is the leader themselves – their character described by the attributes. An individual's leadership will look different based on personality and external circumstances (role, experiences, culture, gender, age). But, every leader must master the fundamental attributes.

The previous LSP has been used as a starting place, recognising that Strategy and Delivery were the key aspects of the profile. The Talent Management and System Leadership aspects are new and reflect the new demands of the leadership landscape. The core aspects of the framework are translatable across the leadership pipeline and into functional and professional areas.