



LEADERSHIP SUCCESS PROFILE

Capability & Outcome

Leading strategically

Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.

Leading with influence

Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.

Engaging others

Connect with and inspire people; to build a highly motivated and engaged workforce.

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.

Capability & Outcome

Enhancing people performance

Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.

Developing talent

Coach and develop diverse talent; to build the people capability required to deliver outcomes.

Enhancing team performance

Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.

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.

Honest & Courageous

Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.

Curious

Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.

Leadership Character Tuturu te whakahaere

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.

Self aware & agile

Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

Capability & Outcome

Enhancing organisational performance

Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.

Enhancing system performance

Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.

Leading at the political interface

Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.

Capability & Outcome

Achieving ambitious goals

Demonstrate achievement, drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.

Managing work priorities

Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.

Achieving through others

Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.

Resilient

Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.

