

Executive Leader – capability descriptors



Our Direction

Working/Leading Strategically	I apply strategic thinking at a system level. I understand Toitū Te Whenua’s priorities and strategic direction and how these fit with those in the public sector system. I engage a wide range of stakeholders to work in the spirit of service for the success of the public sector and New Zealand.
Working /Leading with Influence	I communicate clearly in a persuasive way with impact and gravitas. My message is compelling, and I display confidence and credibility to a wide range of audiences across the wider public sector and tailor messages in ways that resonate with them.
Engaging Others	I foster positive and meaningful connections with diverse people at a public service, organisational, group, team and individual levels. I am fully aware of the impacts of my messages. I am authentically respectful and appreciative of the expertise and contribution of others.
Making change happen	I foster a collective expectation of open mindedness, receptiveness to differing perspectives and learning through change at Toitū Te Whenua to achieve better outcomes for our customers. I communicate a compelling argument for change with a view to achieving Toitū Te Whenua outcomes in a spirit of service.



Our Connections

Enhancing Organisational Performance	I ensure the customers' interests are always at the centre of organisational performance and continue to seek improvements. I lead very large-scale improvements and I set the expectation for a customer centric approach across all activities.
Enhancing Public Service system performance	I seek out and lead, or contribute to, collaborative opportunities to link public service organisations in the spirit of service, to achieve improvement in public service system performance. I role model the spirit of service to the community and I demonstrate what it means to be part of the public service.
Working/Leading at the Political Interface	I am politically astute and am well versed in political processes and conventions. I skilfully navigate the rapidly changing and diverse political landscape. I provide honest and impartial advice to shape and implement the Government's priorities.
Strengthening Māori Crown Relations	I understand and value the partnership between Māori and the Crown and the role I have, as a public servant, to uphold and strengthen that relationship to deliver better outcomes for Māori. I am mindful of looking for different ways of working to be more inclusive and aligned with the concepts and customs of te ao Māori. I am at the “comfortable” level and of the Tiriti o Waitangi/NZ History, Te reo Māori and Tikanga/Kawa individual core competencies as set out by Te Arawhiti and working towards the "confident" level. I am a role model and I ensure Toitū Te Whenua has the development opportunities available to help people to develop in the above.

Professional discipline and technical expertise

I have capability, knowledge and expertise of public service governance and leadership to achieve customer centred outcomes and to deliver on Our Kaupapa. I keep up to date with this as a professional discipline. I apply my knowledge of systems thinking to my governance responsibilities to ensure best outcomes



Our Outcomes

Achieving Ambitious Goals

I create an environment that achieves transformational goals and makes connections across Toitū Te Whenua and the public service for the benefit of New Zealanders. I focus at an organisational level with my leadership peers to own and drive a Toitū Te Whenua wide perspective and a spirit of service

Managing Work Priorities

I plan and prioritise, managing resources and risk, with an organisational lens to achieve Toitū Te Whenua outcomes. I monitor progress and changing contexts and adopt an agile approach to reprioritise and replan work and resources to ensure the delivery of outcomes for our customers and for New Zealand.

Achieving with/through others

I work with my peers to identify connections and opportunities across priorities. I empower my leadership team to manage the delivery of their work programme. I articulate a clear vision of the outcome sought and the decision-making parameters. I take collective accountability for achieving outcomes for Toitū Te Whenua 's customers.

Ensures Health Safety and Wellbeing

I am an Officer under the Health and Safety at Work Act 2015 and I ensure Toitū Te Whenua complies with its health, safety and wellbeing (H,S&W) duties. I am accountable for the H,S&W system. I ensure that H,S&W practices are embedded in our culture and that appropriate resourcing and funding are available. I continuously learn and keep up to date about H,S&W. I actively seek assurance and verification that H,S&W is being managed. I enable an open and transparent culture where people speak up. My actions or inactions do not impact adversely on the H,S&W of others.



Our People

Enhancing People Performance

I drive my own performance and am motivated to continue to grow my skills and experience. I tailor my management approach to the needs of the individual. I back my people and allow them the autonomy they need to succeed. I empower and trust them to work through challenges. I encourage innovation and the achievement of high quality results for our customers.

Developing Talent

I take a long term public service system view of future capability requirements. I develop organisational strategies to embed a culture of inclusion. I'm strategic in my development investment to ensure capability is sustainably developed. I coach senior leaders to develop a breadth in leadership capability across Toitū Te Whenua and the public service.

Enhancing Team performance	I prioritise Toitū Te Whenua outcomes. I am successful when my contribution ensures Toitū Te Whenua goals and my goals are achieved to a high standard. I connect teams and their work to Our Kaupapa. I create an environment where people are connected and working cohesively across Toitū Te Whenua. I encourage the healthy exchange of ideas to be respectful and to enable participation by all. I expect high performance and ensure I act on behaviour that could have a detrimental impact.
Working/ Leading Inclusively	I articulate the vision of an inclusive Toitū Te Whenua and lead approaches that build our understanding of the diverse communities we serve. I grow relationships with diverse stakeholders to inform our work and enact the spirit of service to the community. I expect equitable approaches and inclusivity to be embedded in our work. I communicate why diversity of thought and experience is important. I work to recognise my own biases and mitigate these. I challenge others to act in an inclusive manner.



Ourselves

Curious	I have an open mind. I ask questions and seek alternative perspectives and listen to the answers. I model this to others. I explore a situation broadly to define the outcome we require. I explore ideas, information, risks and opportunities to inform my thinking and decision making. I invite others to critique my ideas. I consider underlying context and biases before making decisions.
Honest and Courageous	I hold myself accountable for the delivery of Toitū Te Whenua 's services to customers. I am the visible face of Toitū Te Whenua when representing a position or stance the organisation is taking. I have the courage to learn from mistakes and drive changes required to deliver for New Zealand. I am confident holding a unique point of view in a group, and I am open to change my views or opinions. I act purposefully in resolving conflict or disagreements even when it is uncomfortable to do so. I act with integrity
Resilient	I am calm and focused on delivering ambitious outcomes for customers and Toitū Te Whenua with grit and determination in the face of obstacles. I focus on the real issues that matter to Toitū Te Whenua and the public service. I coach others to be optimistic about opportunities and changes. I am responsible for my own wellbeing and positively influence that of others.
Self Aware and adaptive	I seek feedback on my leadership approach from a range of sources and adapt appropriately in response to this. I am self-reflective and have a strong awareness of my preferences, strengths and development needs. I take action to achieve gains on my targeted areas of development. I recognise where bias may impact my leadership and I am aware how my behaviour impacts organisational culture. I act to ensure my impact is positive. I am adaptable and alter my approach to suit different situations.