

# People Leader – capability descriptors



## Our Direction

### Working/Leading Strategically

I take an organisational perspective ensuring my team understands Toitū Te Whenua's priorities and strategic direction. I ensure my team make connections to and their work is aligned with Our Kaupapa.

### Working /Leading with Influence

I communicate clearly and look for opportunities to progress thinking in my team within our area(s) of expertise. I can clearly and credibly articulate ideas and tailor messages in ways that are meaningful for my team. I foster healthy debate to promote innovation and creativity.

### Engaging Others

I foster and role model healthy and open communication by connecting with diverse people in a respectful and responsive way. I am mindful of the way I engage with others to ensure the quality of the ongoing relationship and collaboration, no matter what the message

### Making change happen

I engage my people in change. I role model an appropriate response to change while I lead my people through change. I help them to work through uncertainty and ambiguity with an agile mindset.



## Our Connections

### Enhancing Organisational Performance

I encourage my team to collaborate with our customers to understand their diverse and changing needs. I encourage my team to propose opportunities that meets customer needs while delivering on operational requirements.

### Enhancing Public Service system performance

I am well connected across the public service and industry and help my team to shape thinking and delivery of services to our customers. I look for opportunities to increase consistency and joined up systems. 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 understand and support my team to understand the machinery of government and how decisions are made. I work with my team to tailor advice and approaches to meet the needs of the government of the day. I ensure the advice provided to customers and stakeholders is honest and impartial.

### 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 of the Tiriti o Waitangi/NZ History, Te reo Māori and Tikanga/Kawa individual core competencies as set out by Te Arawhiti. I encourage and support my people to develop the above.

### Professional discipline and technical expertise

I am a professional leader and have knowledge and expertise of people and process management that I continue to enhance. I continue to grow my knowledge in the responsibilities/professions of my team.



## Our Outcomes

### Achieving Ambitious Goals

I focus on achieving outcomes as an individual, team leader and member of Toitū Te Whenua leadership by taking ownership of goals and linking them with those of other work in Toitū Te Whenua. I focus on opportunities rather than constraints. I set and achieve stretching goals for myself and my teams.

### Managing Work Priorities

I role model and am agile in my work management practices and planning. I prioritise the work of my team and guide them to achieve agreed deliverables. I ensure the work of my team connects to Our Kaupapa and work across Toitū Te Whenua. I regularly update priorities to ensure I am responsive to change and deliver the most value for Toitū Te Whenua.

### Achieving with/through others

I delegate mindfully to my team and maintain oversight of work responsibilities by leveraging their diverse perspectives, capability and development needs to deliver outcomes for customers. I empower my people through clear instructions, expectations and decision making parameters.

### Ensures Health Safety and Wellbeing

I role model commitment to effective health, safety and wellbeing (H,S&W) by applying H,S&W policies, tools, and resources. I work with my team, and collaborate with others, to identify hazards and eliminate or minimise the associated risk to the lowest possible level. I create an inclusive environment where people are safe to speak up about H,S&W concerns. I escalate H,S&W matters as appropriate to raise awareness or resolve them. 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 know my team member's strengths and motivations and how to get the best from them for our customers. I encourage them to take calculated risks and coach and support them to learn from experiences.

### Developing Talent

I develop my people to perform effectively in their current position, in agile teams and for evolving capability requirements by providing equitable access to on-the-job experiences and opportunities, coaching and training.

### Enhancing Team performance

I build a diverse team. I work with my team to set and achieve clear objectives and expectations linked to Toitū Te Whenua outcomes. I manage the diverse needs and capabilities of my team so they work together effectively. I encourage the healthy exchange of ideas to be respectful and to enable participation by all. I contribute to outcomes and role model positive working relationships in a range of teams. I expect high performance and ensure I act on behaviour that could have a detrimental impact.

### Working/ Leading Inclusively

I seek and nurture diversity of thought and experience in my teams. Through my actions I create an environment that grows a sense of belonging to Toitū Te Whenua by appropriate engagement and communication. I lead my teams to develop equitable approaches to products and services that consider the worldview of others in delivering quality outcomes for customers. I work to recognise my own biases and mitigate these. I challenge others to act in an inclusive manner.



## Ourselves

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**Curious**

I have an open mind. I ask questions and seek alternative perspectives and role 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.

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**Honest and Courageous**

I make decisions even when working with incomplete information and am prepared to deliver difficult messages even when this may not be well received. 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.

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**Resilient**

I persevere and maintain optimism in the face of frequent setbacks, resistance and change and lead by example. In times of pressure I remain calm and actively support others to maintain their optimism and perspective by helping them navigate challenges. I am responsible for my own wellbeing and positively influence that of others.

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**Self Aware and adaptive**

I encourage and am open to feedback on my work and leadership style. I have a strong awareness the impact on others of my behaviour. I leverage my strengths and am aware of development needs. I set challenging self-development goals. I recognise where bias may impact my leadership. I am adaptable and alter my approach to suit different situations.

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