

Senior Leader – capability descriptors



Our Direction

Working/Leading Strategically	I ensure the work of my business unit aligns with Our Kaupapa. I apply strategic thinking to our place in the relevant sector. I engage a diverse range of stakeholders and customers to work for the success of Toitū Te Whenua.
Working /Leading with Influence	I communicate clearly in a persuasive way with impact. My message is well constructed and backed up by relevant evidence. I display confidence and credibility to a range of audiences, and I tailor messages in ways that have influence
Engaging Others	I foster positive and meaningful connections with diverse people at varying levels across Toitū Te Whenua and the sector. I am fully aware of the impacts of my messages. I am authentically respectful and appreciative for the expertise and contribution of others.
Making change happen	I role model open mindedness, being receptive to differing perspectives and learning through change at Toitū Te Whenua to achieve better outcomes for our customers. I communicate an engaging argument for and respond appropriately to change while I lead my people through it. I ensure benefits are realised through change.



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 significant improvements and I reinforce the expectation for a customer centric approach across all teams that I have responsibility for.
Enhancing Public Service system performance	I actively collaborate across the public service in areas aligned to my expertise and where my contribution will benefit the public service. I role model the spirit of service to the community and I demonstrate what it means to be part of the public service. I help the teams I am responsible for understand what the spirit of service means for Toitū Te Whenua.
Working/Leading at the Political Interface	I am well versed in political processes and conventions. I am aware of the political context and share this with my team. I navigate the rapidly changing and diverse political landscape with those teams that report to me. I provide honest and impartial advice to shape and implement the Government's priorities.

Strengthening Māori Crown Relations	<p>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 and working towards the "confident" level. . I am a role model and encourage and support the teams that report to me to continue to develop in the above.</p>
Professional discipline and technical expertise	<p>I am a professional leader of leaders and have advanced knowledge of, and expertise in, people leadership, effective team leadership and organisational process management that I continue to enhance. I maintain an overview and knowledge of the responsibilities of my teams.</p>



Our Outcomes

Achieving Ambitious Goals	<p>I focus on achieving outcomes as a member of Toitū Te Whenua leadership by identifying connections and opportunities and taking ownership of goals that achieve Toitū Te Whenua outcomes. I prioritise Toitū Te Whenua wide interests and outcomes. I set and achieve stretching goals for myself and my teams</p>
Managing Work Priorities	<p>I role model and am agile in my work management practices and planning. I prioritise the work of my group with an organisational view. I ensure the work of my group connects to Our Kaupapa and work across Toitū Te Whenua and the sector. I regularly update priorities to ensure I am responsive to change and deliver the most value for Toitū Te Whenua.</p>
Achieving with/through others	<p>I empower my group to manage the delivery of their work programme. I articulate a clear vision for the outcome sought and delegate mindfully. I set people up for success by ensuring resource and support is available.</p>
Ensures Health Safety and Wellbeing	<p>I am accountable for, lead and role model commitment to effective health, safety and wellbeing (H,S&W) and its application in Toitū Te Whenua and with our partners. I monitor performance internally and externally to ensure H,S&W expectations are met. I manage budget and resources to meet H,S&W objectives. I create and maintain an inclusive H,S&W culture. I collaborate with others, to identify hazards and eliminate or minimise the associated risk to the lowest possible level. My actions or inactions do not impact adversely on the H,S&W of others.</p>



Our People

Enhancing People Performance	<p>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 coach and support them to learn from experiences. I back my people and allow them the autonomy they need to succeed. I encourage innovation and the achievement of high quality results through their team for our customers.</p>
Developing Talent	<p>I have a vision of the future and anticipate the capability needs required to deliver the changing expectations of Toitū Te Whenua. I create an environment where our diversity delivers outcomes for our customers. I coach leaders for current and future needs of Toitū Te Whenua and the public service. I ensure development is equitable and based on business need.</p>
Enhancing Team performance	<p>I prioritise Toitū Te Whenua outcomes and support teams to work collaboratively across Toitū Te Whenua . I connect teams and their work to Our Kaupapa. I manage the diverse needs and capabilities of teams so they work together effectively. I encourage the healthy exchange of ideas to be respectful and to enable participation by all. I 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.</p>
Working/ Leading Inclusively	<p>I seek and nurture diversity of thought and experience in my teams/groups. Through my actions I create an environment that grows a sense of belonging to Toitū Te Whenua by appropriate engagement and communication. I proactively engage with diverse communities to ensure their specific needs are met I lead my teams/groups 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.</p>



Ourselves

Curious

I have an open mind. I ask questions and seek alternative perspectives and listen to answers. I 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.

Honest and Courageous

I have the courage to debate ideas and contrary views to advance the interests of Toitū Te Whenua and its customers. 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

Resilient

I am calm and focused on delivering ambitious outcomes for customers with grit and determination in the face of obstacles. I focus on the real issues that matter to Toitū Te Whenua. 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 the teams I lead. I act to ensure my impact is positive. I am adaptable and alter my approach to suit different situations.
