

# Senior Thought Leader – capability descriptors



## Our Direction

### Working/Leading Strategically

I ensure I align my work with Our Kaupapa, and help others find alignment. I apply strategic thinking to our place in the relevant sector. I engage a wide 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. I ensure benefits are realised through change.



## Our Connections

### Enhancing Organisational Performance

I place the customers' interests 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 when dealing with others.

### 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.

### Working/Leading at the Political Interface

I am politically aware and well versed in political processes and conventions. I 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 of the Tiriti o Waitangi/NZ History, Te reo Māori and Tikanga/Kawa individual core competencies as set out by Te Arawhiti and am working towards the "confident" level. I encourage others to lift their capability in the above.

### Professional discipline and technical expertise

I have the technical expertise appropriate for my work and I actively engage with wide networks to enhance and challenge my expertise. I partner externally to explore, create and innovate developments in my profession. I seek out opportunities to use my skills and knowledge in different ways and drive improvements to how things are done at Toitū Te Whenua.



## Our Outcomes

### Achieving Ambitious Goals

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.

### Managing Work Priorities

I am agile in my work management practices and plan and prioritise with an organisational view. I ensure my work connects to Our Kaupapa and to 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.

### Achieving with/through others

I deliberately seek the contribution of others to my work to understand their diverse perspectives and customer needs. I identify shared outcomes with my networks to deliver for our mutual customers. I maintain ownership of my work and I work in partnership with others

### 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 collaborate with others, to identify hazards and eliminate or minimise the associated risk to the lowest possible level. I strive to improve our H,S&W performance. 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 make myself available to others to help them to shape their work, challenge thinking, and consider alternative perspectives. I provide constructive and targeted feedback and recognition. I understand the important leadership role I play in building the knowledge and expertise of Toitū Te Whenua.

### Developing Talent

I have a vision of the future and can describe the capability required to deliver on the changing expectations of Toitū Te Whenua. I coach and mentor others to assist them to enhance their current and aspirational goals. I use my networks to connect and engage people. I challenge ideas at a system level to develop people's thinking about delivering outcomes to customers.

### Enhancing Team performance

I prioritise Toitū Te Whenua outcomes and role model positive working relationships with a range of teams. I help teams to reflect on performance. I value the contributions of others by encouraging diverse perspectives and ideas to be shared. I recognise and highlight our achievements to motivate and encourage those around me. I respectfully challenge behaviour that could have a detrimental impact.

**Working/ Leading Inclusively**

I develop equitable approaches to organisational products and services to deliver quality outcomes for customers. I proactively engage with diverse communities to ensure their specific needs are met. I seek information from those with differing worldviews to inform my work. I work in ways that includes others. I work to recognise my own biases and mitigate these. I create space for discussion and debate when making decisions to hear differing perspectives. I challenge others to act in an inclusive manner.



**Ourselves**

**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.

**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 acknowledge when I make mistakes. 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 work with 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 from a range of sources. 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 thinking and I am aware how my behaviour impacts others. I act to ensure my impact is positive. I am adaptable and alter my approach to suit different situations.