

Thought Leader – capability descriptors



Our Direction

Working/Leading Strategically

I apply an organisational perspective to my work and help to shape Toitū Te Whenua's priorities and Our Kaupapa. I share this with others to help them make connections with their work.

Working /Leading with Influence

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

Engaging Others

I am proactive in involving others in my work in a constructive way. I recognise their motivations and drivers. I am mindful and respectful 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 initiate and champion change. I help others to respond flexibly and to see opportunities in times of uncertainty and change.



Our Connections

Enhancing Organisational Performance

I collaborate with our customers to understand their changing needs. I am aware of the operational environment and propose opportunities to achieve gains in efficiency and effectiveness.

Enhancing Public Service system performance

I am connected across the public sector and industry and help shape thinking and delivery of services to our customers. I look for opportunities to increase consistency and joined up systems in areas of shared interest. I know what it means to be part of the public service, embodying the spirit of service to the community.

Working/Leading at the Political Interface

I understand the machinery of government and how decisions are made and navigate this in my work. I can tailor my advice and my approach to meet the needs of the government of the day. I provide honest and impartial advice to customers and stakeholders.

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 others to lift their capability in the above.

Professional discipline and technical expertise

I have the technical expertise appropriate for my work and I stay up to date with best practice and developments in my area of the business and 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 initiate and own pieces of work that are ambitious and drive our organisation forward. I identify and apply innovative and creative solutions to work through obstacles and progress outcomes.

Managing Work Priorities

I am agile in my work management practices and plan and prioritise with an organisational view. I connect my work to Our Kaupapa and to priorities across Toitū Te Whenua . I regularly update my 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 maintain ownership of my outcomes when using networks and relationships to ask others to complete work.

Ensures Health Safety and Wellbeing

I take responsibility for my health, safety and wellbeing (H,S&W) at work and seek the support of others when I need help. I follow procedures and use the appropriate channels to speak up about H,S&W, and report events (incidents, hazards or near misses). I work with others, to ensure H,S&W arrangements are in place to reduce risk to the lowest possible level. I ensure that 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 work alongside others to help them to shape their work and their thinking. 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 freely share my expertise by coaching and mentoring others in the teams in which I work and ask challenging questions to assist them to enhance their current and aspirational goals.

Enhancing Team performance

I contribute to outcomes and role model positive working relationships with a range of teams. 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 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 make decisions sometimes 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 persevere and maintain optimism in the face of frequent setbacks, resistance and change. I remain calm and support others to maintain their optimism and perspective during times of pressure. I am responsible for my own wellbeing and positively influence that of others.

Self Aware and adaptive

I encourage and am open to feedback on my work and leadership style. I have a strong awareness of my strengths and development needs and set challenging self-development goals. I see challenges as learning opportunities. I am adaptable and alter my approach to suit different situations.
