

# Senior Leaders

Our Senior Leaders are responsible for functional areas and other people managers. They have a shared responsibility for leading and delivering outcomes across the organisation.

## Customer focus

**Creates a customer-focused culture** – Makes organisational decisions that reflect and encourage a strong customer focus.

**Models collaboration** – Models the sharing of information and resources; works together to create positive outcomes; ensures that interaction with rūnanga is part of the process.

**Explores strategic relationship opportunities** – Exchanges information to clarify shared benefits and potential problems; collaboratively determines the scope and expectations so that the needs of all areas can be met.

**Drives collaborative outcomes** – Implements effective means for monitoring and evaluating the attainment of shared goals.

## Business acumen

**Determines strategic priorities** – Generates options to achieve a long-range goal or vision; develops decision criteria by considering relevant factors and the strategy's potential impact on the organisation; selects the strategic priorities with the greatest potential for positive impact.

**Uses business-focused judgement** – Quickly recognises the merits and flaws of business propositions and processes; identifies information gaps and/or needs for deeper analysis.

**Anticipates impacts of decisions** – Compares, contrasts, and combines seemingly independent information to understand system interdependencies, system wide trends, issues, and possible impacts.

**Incorporates community goals** – Understands the goals of community groups and Ngāi Tahu and uses this information to involve representatives at the appropriate time, and to make good decisions.

## Achieving outcomes

**Turns strategy into plans** – Identifies how the strategic direction will be achieved by setting short and long-term goals and objectives; specifies plans to close current gaps, adjusting priorities as circumstances change.

**Drives high performance** – Drives high standards for individuals, teams, and organisational accomplishments; tenaciously works to meet or exceed challenging goals; rewards goal achievement and continuous improvement.

**Aligns systems and process** – Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.

**Engages the organisation with our strategies** – Establishes two-way communication channels to convey business strategies and plans in a manner that engages staff and our communities.

**Creates accountability** – Ensures that those responsible for implementing strategic initiatives have role clarity and accountability for required actions and outputs as well as the authority to act in a way consistent with organisational values.

## Leading change

**Shows māiatanga** – Proactively confronts difficult issues; makes valiant choices and takes bold action in the face of opposition or fear.

**Encourages boundary breaking** – Encourages questions about established work processes or assumptions; challenges associates to ask “why” until underlying cause is discovered; involves Ngāi Tahu and stakeholders in continuous improvement actions and alternatives.

**Leads change** – Identifies the opportunities presented in change; brings others along on the change journey; models openness and resilience to change.

## Common purpose

**Paints a picture of success** – Vividly describes the organisational vision and values in a way that helps others see and feel their potential impact.

**Inspires commitment** – Inspires others to commit to the vision and values by using facts and sound rationale to convey benefits with personal relevance to the audience.

**Leads through vision and values** – Translates the vision and values for employees and organisational partners by aligning them to their daily responsibilities; connects the vision for the area to that of the broader organisation.

**Champions Tuia** – Role models the incorporation of our relationship with Ngāi Tahu in all aspects of our work.

## Building capability

**Directs workforce structure** – Determines the mix and level of skills required by the organisation to support current and future vision and objectives; assesses the key strengths and skill gaps of the current workforce.

**Champions talent development** – Creates challenging developmental opportunities that build individual confidence and organisational capability; embeds a culture where people realise their full potential.

**Empowers others** – Delegates important areas of authority and responsibility in a manner that clarifies expectations while expanding the individual's feelings of ownership and accountability; promotes considered risk taking.

**Retains talent** – Establishes systems to retain talented individuals including a balance of high potential and consistent performers to enable succession planning; addresses employees' needs for career satisfaction (e.g., compensation, benefits, development opportunities, and work environment).