



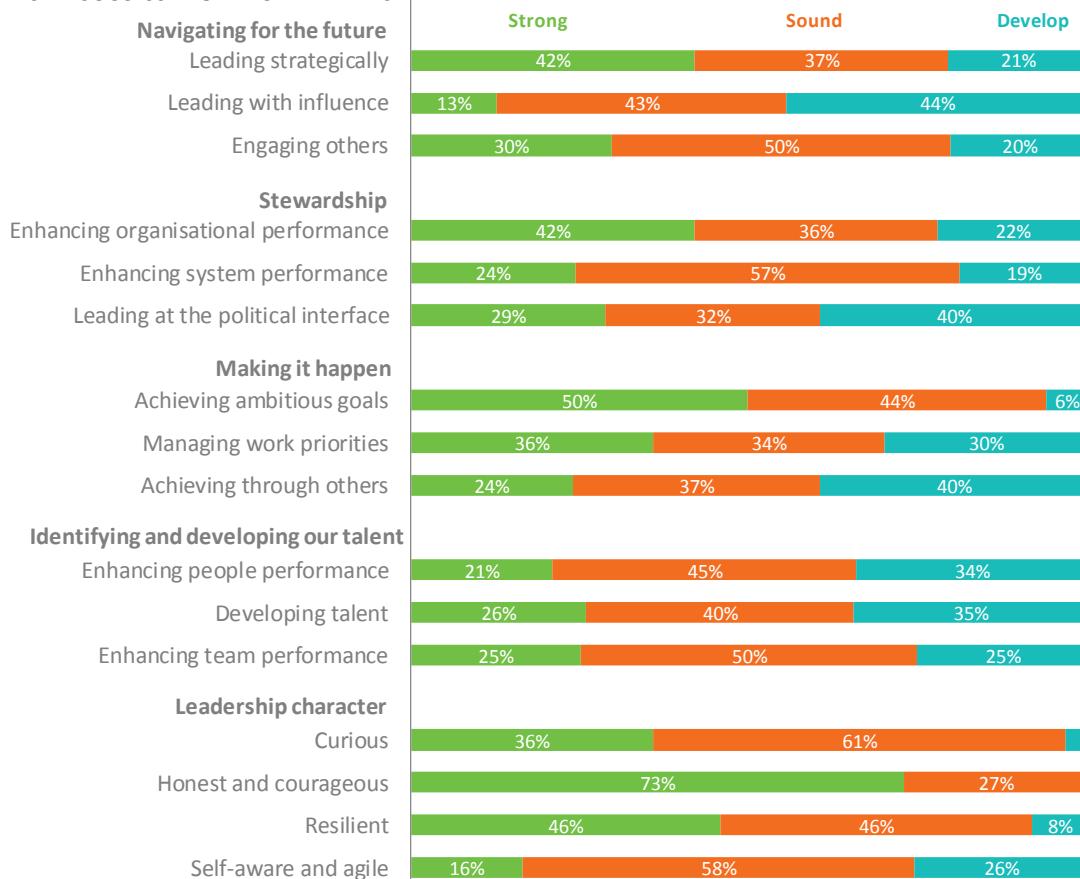
## Leadership matters. Putting New Zealanders at the heart of what we do requires strong leadership.

**State services chief executives have affirmed their commitment: to put the current and future needs and wellbeing of New Zealanders at the heart of their operations – and to take collective responsibility to meet them.**

Internationally, New Zealand has a reputation for a high performing State services. However, a shift is required if we are to stay ahead of the game, deliver better results and improved services for New Zealanders, today and into the future. Growing the leadership and talent we need to make the biggest difference for New Zealand requires an approach that connects our efforts right across the State sector. *Leadership Insight* was designed to provide a baseline and benchmark of our senior leadership capability. This is the most comprehensive picture of our senior leadership that we've ever had.

OVERALL CAPABILITY PROFILE OF 243 LEADERS ASSESSED

**LEADERSHIP SUCCESS PROFILE CAPABILITIES**



**To deliver, we need to recognise our relative strengths as well as develop in the areas of our greatest collective need.**

Our leaders profile as honest, courageous, goal focused and resilient, with a range of relative strengths. To better position the State services, we need to focus on the areas that will help us to deliver in today's environment.

Our overall profile tells us:

- Leaders profile as strong in strategic thinking and planning, but can struggle to communicate, and lead in ways that inspire and convince others to follow (*Leading with influence*).
- They demonstrate achievement, drive and ambition, with a strong delivery-focus, but can find it difficult to achieve through others (*Achieving through others*).
- While leaders are resilient and able to deliver hard messages, a large number are having difficulty navigating the interface between the Government and the public sector (*Leading at the political interface*).

Developing the next generation of leaders requires a lift in our collective ability to identify, manage and develop our talent. *Leadership Insight* allows us to better understand the leadership pipeline – so we can effectively plan succession, manage expectations and target investment.

**What are the implications?**

There are a number of broad implications which will inform system priorities and actions:

- Focus effort on those capabilities that are most critical to lift system performance.
- Move leaders to where the system needs them most and where it will best support their development.
- Focus on early-in-career as much as senior leaders.
- Think differently about leadership career paths, to value both horizontal and vertical progression.
- Take a team view of leadership capability, as well as an individual view.
- Address systemic barriers and consistency where it makes the most sense to do so.