LEADERSHIP SUCCESS PROFILE

### Capability & Outcome

#### Leading strategically
Think, plan, and act strategically, to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.

#### Leading with influence
Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.

#### Engaging others
Connect with and inspire people; to build a highly motivated and engaged workforce.

#### Enhancing people performance
Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.

#### Developing talent
Coach and develop diverse talent; to build the people capability required to deliver outcomes.

#### Enhancing team performance
Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.

#### Key Leadership Questions
- **Leading strategically**: Where are we going? And how do we get there?
- **Leading with influence**: What are the organisational and personal levers to engage and influence?
- **Engaging others**: How do we best use our influence to connect and engage with others?
- **Enhancing people performance**: How am I building talent for the future? Where are our talent gaps? What is the plan to fill the gaps?
- **Developing talent**: How do I coach and develop others? What kind of leadership areas needs coaching?
- **Enhancing team performance**: How do I build cohesive teams that deliver strong results?

### Key Leadership Questions

#### Leadership Character
- **Tuturu te whakahaere**: Leadership that builds sustainability, resilience, and connectedness. You ensure capabilities, assets and initiatives are built with the future of the State Services system in mind. You know when and how to use relationships, ICT, financial, supply market, and people levers. Managing the tension between the ‘and, and’ you make decisions for the good of the system for the long term.

#### Key Leadership Questions
- **How do we together build for a better NZ?**
- **Creating positive work environments and teams**: How do you align people and teams towards shared aspirations? How do you manage the dynamics of ‘and, and’?
- **Delivering outcomes**: How do you make unpopular decisions in a timely manner? How do you help others maintain optimism and focus?
- **Engaging others**: How do you bring out the best in managers and staff? How do you manage the tension between the ‘and, and’? How do you make decisions for the good of the system for the long term?
- **Key Leadership Questions**: How will we turn what we know into what we do?'

### Capability & Outcome

#### Leadership that delivers results.
You focus on getting things done, by translating strategy into action. You make sure that things happen as fast as possible, with and through others – knowing which key decisions you need to make, where to influence, when to collaborate and when to delegate. You create strong teams that deliver results.

#### Key Leadership Questions
- **How will we turn what we know into what we do?**
- **Leading with influence**: How do I lead others to figure out what the future should look like – and how to get there?
- **Engaging others**: How do I bring out the best in managers and staff; to deliver high quality results for customers.

### Capability & Outcome

#### Achieving ambitious goals.
Demonstrate achievement, drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.

#### Managing work priorities.
Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.

#### Achieving through others.
Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.

### Self aware & agile
Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

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### Resilient
Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.

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### Capabilities & Outcome

#### Think customer, think Aotearoa NZ.
Think customer, think Aotearoa NZ. Ensure outcomes align with the Government’s policy priorities. Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government’s policy priorities.

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### Capability & Outcome

#### Navigating for the future
Strategic Leadership
- **Stewardship – of people, functions, organisations and systems**: Think, plan, and act strategically, to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.
- **Leading with influence**: Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
- **Engaging others**: Connect with and inspire people; to build a highly motivated and engaged workforce.

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