

Programme Overview

LG Executive Leaders Programme

The Executive Leaders Programme is a 12 month programme designed to develop the next generation of local government senior leaders and Chief Executives. This programme brings together the latest thinking in brain based science and leadership effectiveness and, as such, is unique. It is a cohort based experience balanced with the emphasis on meeting the development needs of the individual.

Outcomes

A cohort of leaders who have the ambition, aspiration and skillsets to be credible candidates for very senior leadership and Chief Executive roles. The programme focusses on leadership self-awareness and tailored learning. It is designed to produce leaders who can adeptly balance people leadership with tasks and outcomes and who understand the demands of the strategic and operational context of the Local Government sector.

The Executive Leaders Programme does not look to duplicate or even emulate previous developmental experiences, rather to focus on the "who" of leadership, not so much the "what" of leaders and leadership. As academic and author Marshall Goldsmith says "what got you here won't get you there".

Pre-work

Applicants are required to:

- Be nominated by a current Chief Executive, who commits to remain a sponsor throughout the programme. SOLGM will also consider applications from those who have extensive leadership experience at the Tier 3 level, have attended the LG Accelerated Leadership or equivalent programme, and have the support of their manager

- Submit an individual application outlining why they want to attend, what they will bring and what they hope to achieve.
- Complete an LSP 360 assessment – based on the State Service Commission's Leadership Success Profile (LSP) detailed in the following pages – which SOLGM will provide and is included in the costs.
- Complete an MBSLA brain based leadership assessment which SOLGM will provide and is included in the costs.
- Pre-reading as agreed (this will be sent to participants prior to the commencement of the programme).

Course Breakdown

Commencement residential event – 3 days

Cohort members come together to explore the wider operating context, the leadership required for the future and what they need to develop individually and collectively over a three day residential component held off site.

5 – 7 November 2018 (flying in 4 November if necessary with one night's accommodation at your own cost)

Venue: To be advised

Rest of programme – 11 months

A one-on-one coaching session by Skype or phone to agree on personal goals one month following the residential event. There is one further complimentary one-on-one coaching opportunity and then participants may elect to continue coaching as required at their own expense.

First 1 hour coaching session – to be made with each individual to suit
Second 1 hour coaching session – to be made with each individual to suit

Individual appointments for your coaching sessions will be made with you during the residential event.

Workshops

Three cohort based Action Learning review sessions in Wellington. This will include topic speakers based on group learning needs. Participants may also elect to work on a system project and come together to present their findings on completion of the programme.

13 February 2019
16 May 2019
4 September 2019

Venue: To be advised

Leadership matters

Strong leadership at every level in the State Sector will transform the experiences of New Zealanders.

We currently have a pool of good agency leaders who deliver in context of their agencies. What we are now working towards is a group of leaders who can both lead their agencies well and work together to have an impact across the entire State Sector system. This is not an easy shift, but one that with focused effort and the right incentives in place, will deliver the types of leadership required to enable us to deliver better collectively.

This Leadership Success Profile (LSP) has been designed to have an inclusive view around leadership. It is for the many, not the few. This is a different model of leadership than we have exercised before.

The metaphor used through the design is that of a compass. 'True North' guides. This is ultimately about the customer who uses our services – everyday New Zealanders. Each aspect of the compass must orientate and balance to achieve results – our strategy, our delivery and our people. There is also a recognition that points of the compass create tensions – how do I achieve this AND that? How do I create what is good for the parts and good for the whole?

The outer rim is a bezel, which also guides. At the centre is the leader themselves – their character described by the attributes. An individual's leadership will look different based on personality and external circumstances (role, experiences, culture, gender, age). But, every leader must master the fundamental attributes.

The previous LSP has been used as a starting place, recognising that Strategy and Delivery were the key aspects of the profile. The Talent Management and System Leadership aspects are new and reflect the new demands of the leadership landscape. The core aspects of the framework are translatable across the leadership pipeline and into functional and professional areas.

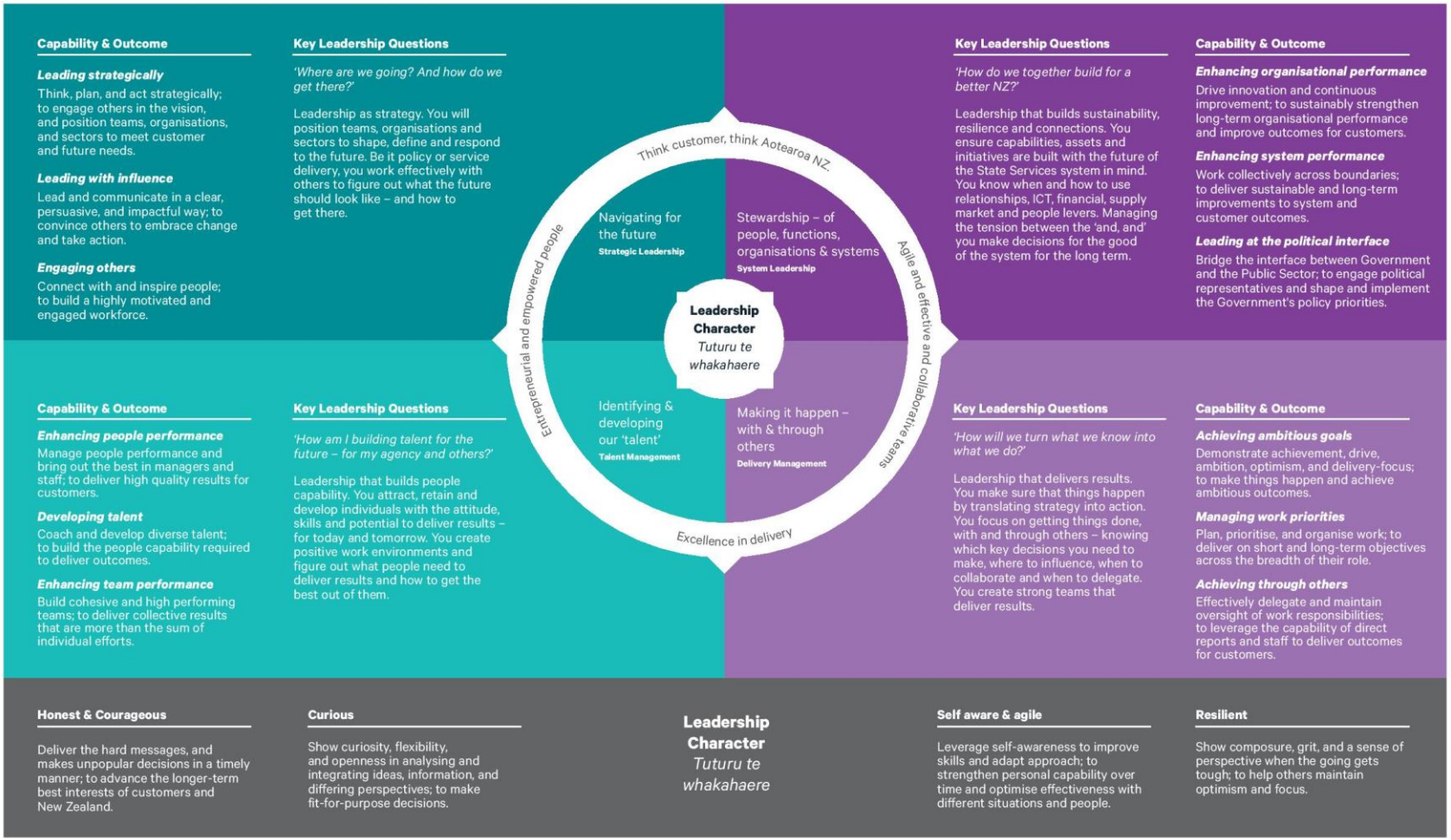
New Zealand Government

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

LEADERSHIP & TALENT
TODAY'S POTENTIAL TOMORROW'S LEADERS

LEADERSHIP SUCCESS PROFILE

New Zealand Government
STATE SERVICES COMMISSION
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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.

Key Leadership Questions

'Where are we going? And how do we get there?'

Leadership as strategy. You will position teams, organisations and sectors to shape, define and respond to the future. Be it policy or service delivery, you work effectively with others to figure out what the future should look like – and how to get there.

Key Leadership Questions

'How do we together build for a better NZ?'

Leadership that builds sustainability, resilience and connections. 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.

Capability & Outcome

Enhancing organisational performance
Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.

Enhancing system performance
Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.

Leading at the political interface
Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.

Capability & Outcome

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

'How am I building talent for the future – for my agency and others?'

Leadership that builds people capability. You attract, retain and develop individuals with the attitude, skills and potential to deliver results – for today and tomorrow. You create positive work environments and figure out what people need to deliver results and how to get the best out of them.

Key Leadership Questions

'How will we turn what we know into what we do?'

Leadership that delivers results. You make sure that things happen by translating strategy into action. You focus on getting things done, 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.

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.

Honest & Courageous

Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.

Curious

Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.

Leadership Character
Tuturu te whakahaere

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.

Resilient

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

Programme Facilitator

This programme is a SOLGM driven initiative in partnership with Continuum Consulting. It is unique in design having specifically been developed for the NZ local government sector.



Jennifer McDonald
Director, Continuum Consulting Group

Jennifer is a senior leadership development practitioner, specialising in the Neuroscience of Leadership. She has a business background, having begun her career in the City of London, as a shipbroker and member of the Baltic and Mercantile Shipping Exchange. She is a senior provider to the Government Leadership Development Centre.

Her work is primarily in the areas of:

- Development, design and delivery of long and short term leadership programmes.
- Development and delivery of neuroscience of leadership programmes and workshops.
- Using neuroscience principles to design and support organisational change.
- Leadership development consulting solutions for organisations.
- Senior executive coaching; working with individuals and senior teams to support them in becoming more effective leaders of people and results.

Venue details

Wallaceville House, Upper Hutt
Phone: 04 527 7785
Email: info@wallacevillehouse.co.nz
Website: http://wallacevillehouse.co.nz/

SOLGM contacts

Fiona Purchas
Manager Professional Development
DDI 04 978 1272 M 021 771 913 E fiona.purchas@solgm.org.nz

Samantha Morris
Professional Development Coordinator
DDI 04 978 1271 E samantha.morris@solgm.org.nz