

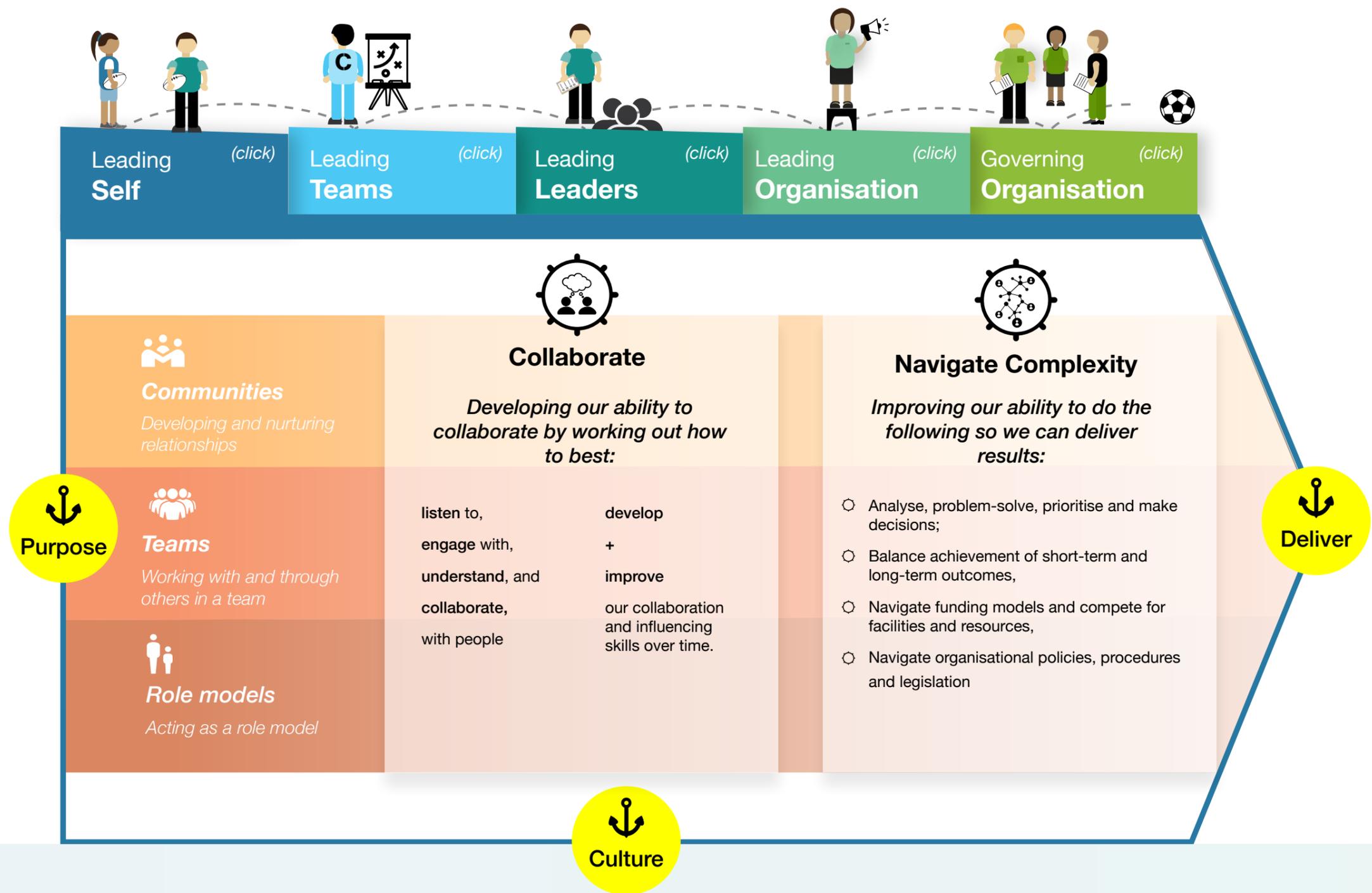
Introduction Leadership Maps

How each Leadership Map works:

Start
by defining purpose
- *Kaupapa*

Next
Align the Culture
- *Tikanga*

Then
Align what we Deliver
- *Kawenga*



Finally...

We determine how to:

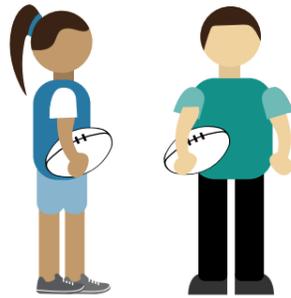
- “Collaborate” &
- “Navigate Complexity”



These two “elements” make up the center of each Leadership Map, which spells out how:

1. Leadership shows up at the **community, team** and **role model** levels (i.e. tasks and responsibilities)
2. Collaboration and Navigate Complexity responsibilities and tasks can differ across each **Leadership Role**

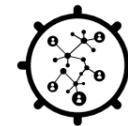
Leading Self Leadership Map



Leading Self	Leading Teams <small>(click)</small>	Leading Leaders <small>(click)</small>	Leading Organisation <small>(click)</small>	Governing Organisation <small>(click)</small>
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Collaborate



Navigate Complexity



Communities

To serve communities effectively, we need to develop, nurture and sustain relationships within our communities. Collaborating with communities means:

- Knowing how your role and your team's role contributes to your communities
- Helping others understand your team's purpose and goals
- Being curious about who else shares your team's goals
- Being prepared to collaborate, identifying opportunities to work together to deliver the best outcomes for our communities.

Communities are complex. As our leadership context broadens, our decisions and actions have wider and longer-term community impact. This means:

- Exploring why things are happening in your communities; researching, asking questions and listening,
- Understanding the sector and the role you, your team and organisation play in it
- Being an ambassador, enabler and facilitator
- Balancing advocacy and enquiry.



Teams



Leadership is about effective teamwork – working with and through others to deliver on our purpose. It means:

- Building trust, cohesion, and a safe, healthy culture within your team and organisation
- Seeking to understand, complement and support team members
- Offering ideas and suggestions to support the team's role and goals and be open to challenge.
- Being open to different perspectives.

Effective and efficient teams require leadership and the right mix of capabilities. As an individual member of a team this means:

- Understanding your capabilities and how you contribute to the team
- Sharing a common understanding of your team's role and purpose, and aligning your actions to the team's goals
- Learning and applying systems and processes that enable your team to be efficient and productive
- Giving feedback to help your team improve.



Role model

Being easy to deal with is the foundation for effective collaboration. This means:

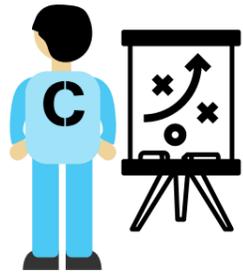
- Being curious about your reputation and understanding how others see you – your strengths and weaknesses
- Seeking, reflecting on and accepting feedback, and finding self-development opportunities
- Valuing others and being trustworthy, competent, honest and consistent.

While complexity is best navigated through teamwork, individually you need to be well-equipped. This means:

- Managing your time and resources efficiently
- Remaining relevant, effective and responsive to change by growing knowledge and developing skills
- Being curious – asking questions and seeking to understand.



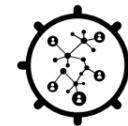
Leading Teams Leadership Map



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[Leading Teams \(click\)](#)
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[Leading Organisation \(click\)](#)
[Governing Organisation \(click\)](#)



Collaborate



Navigate Complexity



Communities

To serve communities effectively, you need to develop, nurture and sustain relationships within our communities. Collaborating with communities means:

- Getting to know your communities, key organisations and individuals, and their purpose, goals and ways of operating
- Sharing your team's purpose with the right people in your communities
- Finding partnering opportunities to make the best use of resources and delivering the best outcomes for your communities.

Communities are complex. As your leadership context broadens, your decisions and actions have wider and longer-term community impact. This means:

- Engaging and consulting to create a shared understanding of priorities and checking how your purpose fits with theirs
- Building a relationship with others who are supporting your team to navigate the multiple requests and needs they encounter
- Being responsive to community needs
- Anticipating challenge and opposition; balancing advocacy and enquiry
- Understanding how you might influence the funders and funding models to ensure sustainability.



Teams



Leadership is about effective teamwork – working with and through others to deliver on your purpose. As a team leader, it means:

- Knowing your team, and develop them to be successful together and as individuals
- Building cohesion and trust; establish a safe, healthy work environment and a culture of learning
- Embracing and respecting diversity and inclusion
- Engaging others to support, challenge and help grow the team.

Effective and efficient teams require leadership and the right mix of capabilities. As a team leader it means:

- Aligning your team purpose with the organisation's purpose
- Role modelling effective enquiry, problem-solving and prioritisation
- Periodically checking the team has the right capabilities, skills and expertise
- Clearly communicating roles, accountabilities, expectations, and measures of success
- Sharing insights with other teams and your wider organisation.



Role model

Being rewarding to deal with is the foundation for effective collaboration. This means:

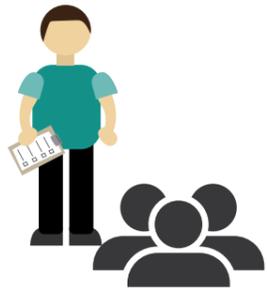
- Your actions and words reflecting your commitment to the team's and organisation's purpose, culture and values
- Continually learning and developing leadership skills and technical competence
- Being honest when mistakes are made, especially your own
- Helping your team maintain perspective and resolving conflict – you are optimistic and solution-focused.

While complexity is best navigated through teamwork, as a team leader you need to be well-equipped. This means:

- Delegating and supporting your team to achieve
- Being comfortable with uncertainty, ambiguity and change
- Stepping back to ensure you have the right perspective on challenges and issues
- Understanding your thinking and decision-making processes, and be aware of personal biases.



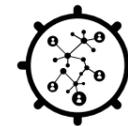
Leading Leaders Leadership Map



[Leading Self \(click\)](#)
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Leading Leaders
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[Governing Organisation \(click\)](#)



Collaborate



Navigate Complexity



Communities

To serve communities effectively, you need to develop, nurture and sustain key relationships. Collaborating with communities means:

- Regularly reviewing and refining your relationships with your key stakeholders, and key people within them
- Looking for opportunities to engage with, support and empower others in your communities who share your purpose
- Facilitate, negotiate and mediate to help people find compromise and optimal solutions
- Creating the right connections for your team leaders
- Being the buffer for teams as they face multiple demands and needs in the communities they serve.

Communities are complex. As your leadership context broadens, your decisions and actions have wider and longer-term community impact. Communities are complex. This means:

- Testing insights with your communities before acting or formalising plans
- Knowing where and how to find information and data that best supports the planning, prioritising and resourcing decisions you make
- Systematically gathering feedback and other key information from your communities – to inform and refine your organisation's focus and approach.



Teams



Leadership is about teamwork – working with and through others to deliver on your purpose. As a manager, it means:

- Engaging across teams to balance competing resources and manage tension
- Building strong relationships with peers
- Developing and coaching team leaders to lead their teams well
- Helping team leaders to maintain a balanced perspective
- Focusing on important relationships.

Effective and efficient teams require leadership and the right mix of capabilities. As a manager, it means:

- Contributing to strategic planning, with insights and data from team leaders and members
- Helping team leaders to ask questions and plan together to build situational awareness
- Helping team leaders feel confident about making 'the right' decisions
- Applying problem-solving and decision-making tools to increase the chances of making better decisions.



Role model

Being rewarding to deal with is the foundation for effective collaboration. This means:

- Role-modelling the ability to balance passion and professionalism
- Understanding and embracing the role you play in developing leaders
- Remaining optimistic, positive and resilient in the face of challenge and complexity
- Believing and role modelling your organisation's values and behaviours.

While complexity is best navigated through teamwork, as managers you should continue to develop. This means:

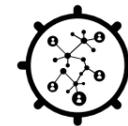
- Honing your skills of enquiry and analysis to ensure problems are well defined before you try to solve them
- Experimenting and trying new approaches; adopt a 'fail fast' approach and identify lessons learned
- Being responsive, rather than reactive
- Prioritising time to think and reflect
- Acknowledging you don't need to be the subject-matter-expert on all issues.



Leading Organisations Leadership Map



Collaborate



Navigate Complexity



Communities

To serve communities effectively, you need to develop, nurture and sustain relationships with the right people. Collaborating with communities means:

- Understanding which communities you should engage and build relationships with, the needs and drivers of key partners and influencers, and how to align your goals
- Engaging and influencing at the 'highest levels' to ensure the best outcomes for your communities now and in the future
- Being visible and sought out by the right people for the right reasons to be a part of the right group, sitting at the right 'tables'
- Facilitating the right connections for your organisation.

Communities are complex. As your leadership context broadens, your decisions and actions have wider and longer-term community impacts.

- Identifying and using appropriate sources of information to guide your organisation well
- Understanding and navigating regional, national and international perspectives, keeping in mind the impact you have at each level
- Shaping funding and sustainability conversations at the highest levels.



Teams



Leadership is about teamwork – working with and through others to deliver on your purpose. As a senior executive, it means:

- Creating role clarity within your senior leadership team – for both functional and organisation-wide leadership roles
- Engaging influential stakeholders in your strategic reviews, planning and goal-setting
- Developing the talent and leadership needed in the organisation to deliver now and in the future
- Creating and sustaining a culture that embraces diversity and inclusion.

As a leader of an efficient and effective organisation it means:

- Developing the strategic direction and goals for the organisation
- Ensuring continuous improvement by regularly reviewing and refining organisational strategy, structure, systems, skills and staffing
- Keeping 'whole-of-organisation' thinking at the fore – balancing the long, medium and short term.
- Actively improving your organisation's cultural literacy to enable bicultural and cross-cultural operation.



Role model

Being rewarding to deal with is the foundation for effective collaboration.

- Seek open and honest feedback from inside and outside the organisation – use formal and informal channels
- Be a fearless role model for your organisation's values and culture – even in the face of political pressure
- Be trustworthy and credible
- Invest in your own development.

While complexity is best navigated through teamwork, as an organisational leader this means:

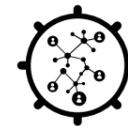
- Remaining well informed and up-to-date with your organisation's context
- Understanding the impact and expectations of your position
- Asking about and listen to the stories of frontline staff and making sense of their reality
- 'Fronting' difficult and complex issues
- Knowing your unconscious biases and their impact
- Looking for new and different sources of information to counter organisational biases and blind spots.
- Actively improving your cultural literacy to enable bicultural and cross-cultural operation.



Governing Organisations Leadership Map



Collaborate



Navigate Complexity



Communities

To serve communities effectively, we need to develop, nurture and sustain relationships with the right people.

- Engaging widely to ensure you represent communities' perspectives back into your organisation.
- Championing your organisation's purpose widely
- Creating and facilitating connections for your organisation's leaders – particularly your CEO
- Knowing the key relationships and influences you can bring to the organisation at the strategic and political level.

Communities are complex. As our leadership context broadens, our decisions and actions have wider and longer-term impact in the communities we serve.

- Remaining connected to industry/sector best practice – nationally and internationally, sharing this generously and in the spirit of reciprocity across the sector and your communities
- Looking for opportunities to align organisations to create synergies
- Influencing funders and funding models to ensure sustainability



Teams



Leadership is about teamwork – working with and through others to deliver on our purpose.

- Being clear about expectations, delegations and decision-making authority
- Being curious and open to other Board members' perspectives
- Supporting the CEO to build a high-performing leadership team
- Being active and open in your own, your peers' and the CEO's succession planning
- Understanding the balance of experience in the Board
- Being prepared to challenge and be challenged.

Being efficient and effective as a Board requires members to:

- Working together and with your CEO to review and grow the skills and insights needed at strategic and political levels
- Bringing a 'global' perspective and 'outside in' thinking to the organisation's strategic review and planning
- Using best practice' governance models to guide in their roles and to help measure and monitor Board effectiveness.



Role model

The foundation of an effective relationship is being worthwhile to collaborate with. This means:

- Learning to be an effective sounding board; reflect and question, guide and counsel
- Being present and purposeful in your role – continually examining the unique value you bring in a governance role and how that complements the collective skill-sets of the board
- Investing in your own development
- Being transparent and honest.

While complexity is best navigated through teamwork, board members need to be individually well-equipped to:

- Knowing the organisation, yet distancing yourself from those hindering progress
- Respecting and learning from the mistakes of the past
- Following 'future thinkers' and sources of information that help define the short and long term direction and focus for the organisation.

