

# Te Tūāpapa o te Whakangungu

## Common & Core Development

The core public service chief executives have agreed to take a common approach to development for all new people leaders, new leader of leaders, and new senior system leaders.

We've co-created a range of resources to help you develop leaders against core development priorities specific to each level of transition. This supports our system-wide goal to create a strong group of public service leaders, united around a spirit of service and skilled in working together to achieve positive results for New Zealanders.

Embedding consistent leadership development across the Public Service will help us achieve this goal. It means every new leader will receive the transition support they need to succeed.

We are here to help you identify and develop an efficient and cost-effective delivery model that works for your agency now and into the future. This includes adding new resources based on system priority areas.

### What this means for your agency?

You need to:

- » identify every new people leader, new leader of leaders, and new senior system leader within your agency and ensure they receive transition development within their first 12 months
- » be able to report how you're supporting these leaders against the agreed development priorities.

## Delivery options

### Te Kaihautū

New People Leader Development

1. Self-paced learning using development & action guides. May suit agencies developing only one or two new people leaders each year.

2. Self-directed learning using development & action guides plus facilitated sessions. You can facilitate these yourself or engage from a network of suppliers. May suit an agency with people leaders being promoted at different times seeking flexible development options. Individuals enrol in the next available facilitated session after completing the relevant guide (*virtual and face-to-face options*).

3. Offer [Te Kaihautū](#) internally as a cohort programme. This includes development & action guides, facilitated sessions, 180° diagnostic and peer learning. Suitable for an agency that has regular cohorts of new people leaders. Participants attend facilitated sessions in a set order with the same group of people (*virtual and face-to-face options*).

4. Join LDC's virtual Te Kaihautū programme. Priority is given to new people leaders from small agencies or those located in the regions.

### Te Kaitaki

New Leader of Leaders Development

1. Join an LDC hosted [Te Kaitaki](#) programme. This includes development over eight months with self-directed learning, facilitated sessions and peer led learning (*virtual and face to face options*).

2. Host an internal Te Kaitaki programme that includes participants from outside your agency (*virtual and face-to-face options*).

### Te Manutaki

New Senior System Leader Development

1. This is invitation only development, specific to new senior system leaders (those new to Te Pae Turuki | Public Service Leadership Group roles). It includes transition development conversations with an executive coach to understand what's expected at this transition and agree a tailored [Individual Development Plan](#).

[Te Manutaki](#) also includes self-guided learning using development guides, facilitated sessions and conversations targeted at key development areas (*face-to-face and virtual options*).

### Stronger together

With many agencies delivering Te Kaihautū | New People Leader and Te Kaitaki | New Leader of Leaders development internally, you might choose to collaborate to broaden the mix of participants, reduce costs and share administration.

[In-agency common and core programmes](#) (approved HR/OD staff only can view programmes being run across the system)

We can also support you to evaluate these programmes and gather feedback from each cohort.

## Common development

### Experienced People Leader Development (from late 2022)

This programme supports leaders who want to grow their people leadership capability. It will focus on a range of development areas aligned with Public Service expectations and system priorities.

With a flexible delivery approach, it will appeal to leaders who want to revisit leadership foundations through to leaders looking to go from good to great. Leaders can do a self-paced option, join an LDC delivered programme or agencies may choose to run it internally.

### Inclusive Leadership Conversations

The [Inclusive Leadership Conversations](#) brings senior leaders together in a conversation about their inclusive leadership practice. The Conversations are intentionally senior leader-led with an emphasis on role-modelling practice and identifying further areas for growth.

Visit [www ldc.govt.nz](http://www ldc.govt.nz) to learn more about Common & Core Development. Or turn the page to read about other ways we support our [member agencies](#).

## About the LDC

Ara Kaiarahitanga | Leadership Development Centre (LDC) is a business unit within Te Kawa Mataaho, Public Service Commission. Our focus is creating great Public Service leaders united around a spirit of service and skilled in working together to achieve positive results for New Zealanders.

To achieve this we **connect** individuals and member agencies with development experiences and opportunities that **amplify** their leadership potential.

We **collaborate** with executives, senior leaders, HR/OD communities, our network of providers, and the academic community.

We **listen** so we can design and deliver the best outcomes for leaders and organisations across the Public Service.

We **share** best practice and resources. We identify, assess and share systems that contribute to positive leadership behaviour.

Visit [ldc.govt.nz](http://ldc.govt.nz) to learn more about our commitment to developing existing, new and future leaders.

### We support individuals...

...to have rewarding development experiences that grow the breadth and depth of their leadership skills.

Our **Aspiring Leaders** learning hub helps people not yet in formal leadership roles to identify the skills, knowledge and mindset of leadership.

**Leadership in Practice**, our flagship programme, provides an immersive development experience for experienced leaders who are ready to broaden their impact and strategic influence across the system.

Our **leadership assessment** tools provide individual feedback on the **Leadership Success Profile (LSP)** capabilities.

Our list of **qualified and experienced leadership coaches** helps leaders to connect with professionals who will help them reflect on and grow specific capabilities.

We run virtual **masterclass events** for senior leaders.

### We support member agencies...

...to develop the leadership capabilities of current and future leaders.

The **Leadership Success Profile** highlights the 16 capabilities recognised as good leadership across the system. We've created self-directed **learning and development resources** (including **toolkits**) aligned to each capability.

We run **accreditation workshops** for member agencies who have leaders completing LSP360 assessments. These upskill teams, usually within the people and capability functions, to debrief reports

and help individuals interpret results and set their development goals.

Through our **HR/OD hub**, approved professionals can access additional resources and templates to support the Common & Core Development programmes. They can also share when they are running programmes and connect with other agencies.

We publish a comprehensive **stocktake** of leadership development programmes adopted by agencies.

### We strengthen systems...

...to create strong, agile leaders with the skills to work across agency boundaries.

Through our role on the Public Service **Career Boards** we support senior leaders undertaking cross-system development opportunities.

We partner with agencies to embed a common, system-wide approach to **evaluation of learning and development initiatives**. We share our analysis of system-wide leadership capability and can provide agencies with individual aggregate reporting.

We take a system view **managing nominations** for leadership development programmes offered by the Australia and New Zealand School of Government and the

#### **New Zealand Defence Force Institute for Leadership Development.**

We collaborate with other agencies on initiatives that broaden opportunities for leadership development and diversifies the leadership pipeline such as the **Public Service Pacific Mentoring Programme.**

Our community of academics inform our **research** and help shape our advice to the future.

We target our **fellowships** to both develop the individual recipient and build on the shared leadership knowledge of the system.

### Supporting system priorities

We've updated our leadership development to have an increased focus on the Māori Crown relationship, developing cultural competency and inclusive leadership.



#### Māori Crown relations

Te ao Māori is embedded throughout our programmes to support system expectations for leaders to strengthen the Māori Crown relationship. We've partnered with Te Arawhiti to create a Development and Action Guide specifically for new people leaders that explores Māori Crown Relations.



#### Inclusive leadership

A **full resource kit** brings together senior leaders to have a conversation about their leadership practice and enables them to facilitate conversations about inclusive leadership with leaders in their organisation. Inclusive leadership practice is weaved throughout all our programmes.