



2023 Leadership Courses and Programmes

The Institute for Leader Development (ILD) delivers a comprehensive approach to continued leadership development with a focus on helping leaders who are transitioning to the next level of leadership.

Originally designed for the New Zealand Defence Force, in 2012 programmes opened to include leaders from the Public Service.

Programmes

For the second half of 2023, four programmes are taking nominations:

Lead Systems - 12 spaces available across the 3 cohorts to Public Service leaders.

Lead Capability - 8 spaces available across the 2 cohorts to Public Service leaders

Lead Integrated Capability - 4 spaces available across 1 cohort to Public Service leaders.

Lead Organisation - 4 spaces available across 1 cohort to Public Service leaders.

Suitability depends on your role and size of the agency. Contact the Leadership Development Centre (LDC) at LDCprogrammes@ldc.govt.nz to find out which programme would suit you best.

Nominations

The Leadership Development Centre at Te Kawa Mataaho, the Public Service Commission manages the Public Service nominations and selection process.

Spaces for public service leaders are limited on all courses, so nominations require agency approval. There are two rounds throughout the year when nominations are accepted. See the [LDC website](#) for more information.

Contact

If you have any questions about the nomination process email:

LDCprogrammes@ldc.govt.nz

For specific questions relating to the courses/programmes email:

ildprogrammes@nzdf.mil.nz



Lead Systems Leadership Course

This course is aimed at leaders in multi-tiered organisations moving to lead other people leaders, where all the teams do similar work.

Learning outcomes

After this course you will:

- have strong self-awareness of your strengths and development needs as a leader.
- understand a systems thinking perspective and value effective, fit for purpose systems, and embrace continuous improvement of systems. structure and technology.
- built and broadened relationships with other system leaders, in and outside your organisations, to develop wide networks of influence and use these networks to ensure the smooth working of the organisation.
- coach others to change their approach, mindset and behaviour to achieve superior results.
- turn the broader organisation objectives into concepts and ideas other can grasp; effectively explaining the ‘why’ and the ‘what’.

Phase one – Pre-course activities

At the start of the course, you will complete a range of psychometric assessments, complete a workbook to identify your strengths and development priority areas, and then discuss your development expectations with your manager.

Phase two – Course

Held over 5 days in Trentham, Upper Hutt with accommodation/meals provided (if needed). Leaders participate in classroom and small group lessons focused on how to develop skills needed to be a leader at this level (see learning outcomes).

Discussion, activities, and reflections will help you to further explore your development needs so you can be an effective systems leader. A development setting session will help you synthesise insights and create a leadership development plan, which will be shared with the cohort and your manager.

Cost

Approximately \$600 to covers assessments. Agencies will have to fund travel costs to Upper Hutt, if needed.

Cohorts

Course number	Phase 1	Phase 2	Nominations close
23/04	Jun–Jul 2023	17–21 Jul 2023	28 Apr 2023
23/05	Aug–Sep 2023	11–15 Sep 2023	28 Apr 2023
23/06	Oct–Nov 2023	6–10 Nov 2023	28 Apr 2023



Lead Capability Leadership Course

This course is aimed at leaders who are moving into roles turning strategy into action, acting as culture guardians for the organisations (tier 3-4).

Learning outcomes

After this course you will:

- have strong self-awareness of their strengths and development needs as a strategic leader.
- connect the long-term strategy and change programme with the reality of life on the ground, while managing resources and outputs to maintain team performance and momentum towards system wide changes.
- understand the importance of operationalising long-term strategy, following plans and projects through to completion, and building capability to enable the execution of strategy.
- know how to effectively manage up by 'being the trusted source of truth upwards' to connect policy and strategies with operational delivery.
- understand the importance of role modelling and the symbolic value of leaders' actions to create a culture that invites engagement and opinion sharing but also accepts the organisational mandate.

Pre-course activities

You will complete a range of psychometric and 360 surveys to identify your strengths and develop priority areas. An accredited debriefer will discuss your personality profiles with you and then you will discuss your development expectations with your manager.

Courses

Held over 8 days in Trentham, Upper Hutt with accommodation and meals provided (if needed). You will participate in classroom and small group lessons building honing skills associated with the learning outcomes. Discussion, activities, and reflections will help you to further explore your development needs so you can be an effective capability leader. A development setting session will help you synthesise insights and create a leadership development plan, which will be shared with the cohort and your manager.

Cost

Approximately \$800 to covers assessments. Agencies will have to fund travel costs to Upper Hutt, if needed.

Cohorts

Course no.	Pre course activities	Course	Nominations close
23/02	Jun–Aug 2022	2–11 Aug 2023	28 Apr 2023
23/03	Aug–Oct 2022	11–20 Oct 2023	28 Apr 2023



Lead Integrated Capability Leadership Course

This extensive programme is aimed at leaders who are moving into roles implementing the strategic agenda, developing future strategic leaders, promoting strategic collaboration and promoting organisational excellence (tier 2-3). This programme includes 5 phases over 6 months with a small cohort of 12 leaders.

Learning outcomes

After the programme you will have developed skillsets and mindsets to:

- maintain a deep understanding of yourself and how you can leverage strengths and mitigate weaknesses to lead successfully at a strategic level.
- implement the strategic agenda by ensuring a full understanding of the Government's priorities among your organisation, prioritising activities against strategic goals to ensure organisational sustainability and championing changes.
- create a diverse pool of highly capable leaders that are developing to assume more senior roles.
- promote organisational excellence by rewarding high standards of leadership and preventing negative leadership.
- encourage interagency communication, staff input, collaboration and build trust with partners.

Phases

Executive coaching phase 1

You'll complete a range of psychometric and 360 surveys to identify your strengths and develop priority areas. An executive coach will discuss your assessment profiles with you so you can discuss your development expectations with your manager.

Experiential residential phase 2 (6 days)

This residential phase provides a relaxed environment intended to help facilitate strategic self-awareness exploration through the Leadership Versatility Index 360 report, Hogan profile and peer feedback. You will reflect on your current leadership experience and participate in an experiential leadership development activity such as caving or sailing. These activities are designed to understand the leadership effectiveness of behaviour, explore your mindsets and build your cohort.

This residential is held in Motueka or Motutapu Island (see cohort information below).

Self-lead development phase 3

During this phase you will seek to implement your development strategies and be supported with coaching sessions and virtual cohort sessions.

Wellington residential phase 4 (5 days)

Held at Royal Port Nicolson Yacht Club, this phase focuses on implementing strategic agendas, promoting excellence, developing leaders and strategic collaboration. It includes boardroom type session with guest panelists, seaside chats with senior leaders and a complex strategic challenge.

A development setting session, including peer feedback, will help you to synthesise insights and create a leadership development to share with your cohort.



The phase closes with a cohort dinner with partners and your manager to celebrate completion of the course. Accommodation will be arranged with the Copthorne Hotel.

Self-lead development phase 5

During this phase you will seek to implement your development strategies and be supported with coaching sessions and virtual cohort sessions.

Cost

Approximately \$1500 to covers assessments. Agencies will have to fund travel costs to/from Auckland/Nelson/Wellington.

Cohorts

Cohort no.	Phase 1 activities	Experiential residential phase	Wellington residential phase	Nominations close
23/02	Aug–Nov 2023	5–10 Nov 2023 (Motueka, accommodation is mattress on floor in hall or single-person tents, leadership development activity: caving)	22–26 Feb 2024	28 Apr 2023

Further information on the caving activity

This programme includes a caving activity. Before applying for the programme it is important you understand the risks involved and can make a judgement as to whether your physical and medical fitness meets the requirements of caving. Caving has a high physicality requirement that participants should expect and be prepared for.

Why caving is included in the programme

Caving is unique. It is a mentally and physically challenging activity that takes you into an environment where you will need to operate in a team; helping and supporting others to safely navigate complex subterranean passages. It is something most people usually haven't done before, so it puts everyone on a level playing field in terms of experience.

Caving involves:

- Walking over terrain that can be rough and rocky, or muddy and slippery
- Carrying a cave pack (5-10kg)
- Climbing up and down small drops
- Crawling or wriggling through small spaces (there will be nothing too small - all participants will be able to physically fit through these spaces)
- Abseiling down ropes
- Ascending ropes using mechanical ascenders
- Wading through water and getting across or through pools over 2m deep
- A level of isolation. Communication devices do not work underground, however the caving routes chosen mean your instructors, who can travel fast and efficiently underground, can be at an entrance within 20-30 minutes to initiate communication if there is an incident.



You will be taught all the technical skills you will need. Even though it will be a steep learning progression, you will be working with experienced instructors who will give you the training to reach the required level. Instructors will always be close by to offer support if needed.

Your instructors will include people who hold the highest level cave instructing qualifications in New Zealand, who have been instructing caving and exploring cave systems for years and who have done extensive cave search and rescue training.

Even though course participants often find this is outside their comfort zone, the shared epic adventure and hardship consistently achieves positive outcomes. Previous participants have described the caving as a 'life highlight'.

What is expected from participants for this activity

Participants attending this course are advised to have at least a moderate level of fitness. The fitter you are the more you will enjoy the caving. Moderate upper body strength will help.

You will be required to obtain a doctors certificate testifying as to your physical and medical suitability to attend the course.

All participants are required to attend a brief phone consultation with one of our caving instructors to check-in on expectations and suitability.



Lead Organisation Leadership Programme

This programme is aimed at leaders preparing to move into executive roles. This executive programme includes 7 phases over 10 months with a small cohort of 12 leaders.

Learning outcomes

After this programme you will have developed skillsets and mindsets to:

- maintain a deep understanding of yourself and how you can leverage strengths and mitigate weaknesses to lead successfully at an executive level.
- create long-term vision and strategies, taking an extended view spanning decades.
- ensure relationships with Ministers and ensure confidence is maintained.
- develop a positive organisation culture, champion the organisation's ethos and values and compellingly articulate the vision.
- ensure organisational systems encourage and reward excellent leadership.
- create collaborative opportunities for achieving Government's priorities with other organisations.

Phases

Executive coaching phase 1

On completion of a range of psychometric and 360 surveys to identify your strengths and develop priority areas, you will have two coaching sessions with an executive coach. They will also be included in a discussion with you and your manager to set development priorities. An optional physiological wellbeing assessment is also offered.

Wairarapa residential phase 2 (4 days)

Held at Magnificat in the Wairarapa, you will delve into topics such as of strategic self-awareness, leadership, resilience and wellness as an executive leader. A range of experiential and cohort development activities are designed to understand the leadership effectiveness of behaviour, explore your mindsets and build your cohort.

Self-lead development phase 3

Self-lead development while on-the-job over several weeks/months. It involves journaling, sessions with your manager and peer-coaching.

Wellington residential phase 4 (5 days)

Held at Royal Port Nicolson Yacht Club in Wellington. These boardroom type sessions with senior leaders and NZDF executive committee leaders cover a range of high-level issues such as:

- creating a strategic agenda
- maintaining ministerial confidence
- owning the organisational culture and facilitating leadership excellence
- designing organisational systems
- facilitating strategic collaboration.

The residential programme closes with a cohort dinner with partners and your manager to celebrate completion of the course. Accommodation will be arranged with at the Copthorne Hotel.



Self-lead development phase 5

Self-lead development while on-the-job over several months. It involves journaling, coaching and small group sessions, as well as attending virtual leadership sessions.

Development reset session phase 6 (1 day)

Held at the Royal Port Nicholson Yacht Club in Wellington. This day pulls together the knowledge, insights and learnings so far and includes a session to capture progress made and reset your development plan. Together leaders will agree to a collective commitment and present this to Chief of Defence Force, chief executives and the NZDF Executive.

Self-lead development phase 7

For this final phase, participants will self-lead cohort sessions to discuss the agreed collective commitment and provide peer-to-peer coaching. You will complete another 360 survey and meet your coach for two coaching sessions to discuss progress. You will also be invited to attend virtual leadership sessions.

Cost

Approximately \$1500 to covers assessments. Agencies will have to fund travel costs to Wellington, if needed.

Cohorts

Cohort no.	Phases	Nominations close
23/01	July 2023–April 2024	28 Apr 2023