

Leadership characteristics for New Zealand Defence Force programmes

LEAD SYSTEMS | TAKI PŪNAHA

The unique value of leaders at Lead Systems

- **RUN AN ENTIRE SYSTEM | TE MANA ARO A PAPA**

Lead Systems leaders use systems thinking, their delegated autonomy to make decisions to ensure their system performs in line with strategic objectives. Turning strategy into action on the ground; they have the authority to make choices about competing activities. In doing so they bring clarity and stability allowing their subordinate leaders space to lead. Remaining focussed on strategic priorities they embrace change and ensure that barriers to successful change are removed.

- **EXPLAIN THE WHY | WHAKAMĀRAMA TAKE**

Lead Systems leaders have access to the broader organisation objectives and the thinking behind them. Turning this strategy into concepts and ideas others can grasp is vital: the Lead Systems leader champion provides the why as well as the what.

- **BUILD NETWORKS | HANGA PĀPĀNGĀ**

At this level leaders are expected to build and develop wide networks of influence outside of their system, and to use these networks to ensure the smooth working of the organisation. Knowing who to speak with, and sustaining positive working relationships, is essential.

- **GROW CURIOUS LEADERS | WHAKATUPUHAUTŪ MĀHIRAHIRA**

This level is key to developing professional and academic curiosity within the NZDF. By visibly seeking knowledge and perspectives from a variety of sources to utilise in making decisions, Lead System leaders invite others to change their approach or behaviour to achieve superior results. Lead Systems leaders create and grow a pool of highly capable professionally curious leaders ready to assume more senior role

LEAD CAPABILITY I TAKI ĀHEI

The unique value of leaders at Lead Capability

- **TURN STRATEGY INTO ACTION I WHAKAMAHIA TE RAUTAKI**

Lead Capability leaders must understand Government policies, NZDF strategies and operationalise these within their units. Systems thinking is still required but at a strategic level which requires a shift in mind-set. This is to ensure opportunities, threats, and challenges that may now appear different are addressed. Actions will need to be supported by clear intent, the allocation of resources and the use of existing systems. Lead Capability leaders are effective when they lead projects that deliver results which directly support NZDF strategy, and lead to positive change.

- **CREATE A POSITIVE UNIT CLIMATE I AUAHA ĀHUA MĀRIE A OPE**

To support the development of a positive NZDF culture, Lead Capability leaders need to focus on their unit climate. A positive unit climate is essential because it signals the expected behaviours from all members. Lead Capability leaders must exert the critical influence to create and maintain such a climate, and are directly accountable for it. Characteristics of this climate are subordinate leaders who are inclusive, build trust with their teams and develop others through regular coaching. Such a climate embraces curiosity and diversity of thought and is safe. Members feel supported by Lead Capability leaders to 'call out' behaviours that do not meet NZDF Values and Lead Capability leaders are accountable for ensuring subordinate leaders take immediate action.

- **SEEK PROFESSIONAL EXCELLENCE I WHAI HIRANGA NGAIO**

Lead Capability leaders are required to develop professional skillsets that extend beyond basic military understanding. In order to do this they need to understand that their Professional Development encapsulates both academic and practical elements, and is something they are required to pursue themselves. They need to be competent in multiple areas including; doctrine, military concepts, leadership theories, and behavioural sciences. They also need to grow their professional curiosity and knowledge outside their organisation. They are required to combine these disciplines to form the foundations of their leadership in order to be professionally excellent, and progress towards system-wide changes.

- **PROVIDE SOUND AND HONEST ADVICE UPWARDS I KŌRERO TIKI KI RUNGA**

A critical aspect of working at this level is the ability to be honest with advice and opinions to senior leaders. While respecting the chain of command, Lead Capability leaders add value by identifying risks to individuals and the organisation; proactively highlighting these to their leaders. In such cases, Lead Capability leaders must be honest with their opinions even if this is contrary to their leaders view. Honest advice and feedback reduces the likelihood that policy makers and strategists become disconnected from operational reality. Such a disconnect undermines strategic delivery and mission success through negative impacts on personnel and the NZDFs reputation.

LEAD INTEGRATED CAPABILITY I TAKI RANGA ĀHEI

The unique value of leaders at Lead Integrated Capability

- **IMPLEMENT THE STRATEGIC AGENDA I WHAKAŪ I TE KAUPAPA RAUTAKI**

Lead Integrated Capability leaders ensure a full understanding of the Government's priorities among their organisation. They prioritise activities against NZDF strategic goals to ensure organisational sustainability. Lead Integrated Capability Leaders champion changes to priorities, systems, structure or technology, and ensure that barriers to successful change are removed. They confront direction if it is not consistent with NZDF ethos and values.

- **DEVELOP STRATEGIC LEADERS I WHAKAŪ I TE KAUPAPA RAUTAKI**

Lead Integrated Capability leaders share their strategic mindset with other leadership levels in order to improve strategic thinking across the NZDF. This includes embracing being challenged and accepting that while others may have deeper knowledge of specific topics your value is seeing the very widest and longest picture. By doing this Lead Integrated Capability leaders create a diverse pool of highly capable leaders that are developing to assume more senior roles.

- **PROMOTES STRATEGIC COLLABORATION I WHAKAHAU MAHITAHĪ A RAUTAKI**

Lead Integrated Capability leaders strive for excellence in all aspects of their role, tapping wells of inspiration for the organisation. They constantly seek out examples of excellence and apply these to their own activities. They reward high standards and discourage mediocrity or undesirable activities. They also use their organisations internal systems to encourage excellence among staff.

- **PROMOTE ORGANISATIONAL EXCELLENCE I WHAKAHAU HIRANGA A OPE**

Organisational excellence is built on leadership excellence. Lead Integrated Capability leaders must therefore strive for leadership excellence in all aspects of their role. They are uniquely placed to reward high standards of leadership and prevent negative leadership. They use the NZDF Leadership Framework and their influence within the Leadership Development System to achieve leadership excellence across the organisation.

LEAD ORGANISATION I TAKI WHAKATAKA

The unique value of leaders at Lead Organisation

- **LEAD ORGANISATIONAL CULTURE I HAUTŪ AHUREA A OPE**

Lead Organisation leaders must design, actively use and critically review all change levers to develop a positive NZDF culture and hold themselves accountable. They encourage and reward leadership excellence as kaitiaki of the Leadership Development System. They constantly seek out examples of, and apply, leadership best practice to the NZDF.

- **EVOLVE ORGANISATIONAL SYSTEMS I WHAKAWHANAKE PŪNAHA OPE**

Ensure that organisational systems enable the achievement of NZDF outputs and outcomes. Organisational level leaders encourage and reward curiosity, intellectual rigor, challenge and support calculated risk taking in staff. Constantly seeks out examples of, and applies, organisational best practice to NZDF. Prompts others to make decisions or delegate decision-making.

- **CREATE THE STRATEGIC AGENDA I TITO KAUPAPA RAUTAKI**

Lead Organisation leaders develop NZDF strategy to bridge Government expectations, policy and intent. They articulate the government's priorities and align the organisation to deliver on these. Leaders at this level must take an extended view of the NZDF spanning decades.

- **MAINTAIN MINISTERIAL CONFIDENCE I TAURANGI KI TE KĀHUI MINITA**

Lead Organisation leaders ensure that relationships with the Ministers are strong and that confidence is maintained. They ensure the Ministers always receive advice that is free and frank, honest and timely, particularly if government policy compromises the NZDF ethos and values. They publicly support all Ministerial decisions and priorities.

- **FACILITATE STRATEGIC COLLABORATION I KAIWHAKAHAERE I TE RAUTAKI MAHITAHĪ**

Ensures that relationships with the Minister(s) are strong and that confidence is maintained. Ensures that the Minister(s) always receives advice that is frank, honest and timely, particularly when government policy compromises the organisation's ethos and values. Publicly supports all Ministerial decisions and priorities.