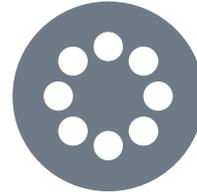


The bottom three: Strategic leadership, achieving through others and talent management

Our leaders need to get better at *leading strategically, achieving through others and developing talent*. We ask if they can work on improving all three areas together?



We analysed data from **148 New Zealand public sector leaders** who completed a Leadership Success Profile 360° (**LSP360°**) assessment between 1 July 2016 and 22 May 2017.

1,867 people provided their feedback on how the 148 leaders are demonstrating leadership behaviours across the LSP 16 capability areas. Feedback came from a leader's direct-reports, reporting managers, peers and other close-working colleagues, plus the leader's self-assessment.

Our analysis gives us a good picture of how public sector leaders are being perceived by the people they work with. By identifying common strengths and development opportunities, we can offer leaders the right support for their development.

Leadership insight

Our analysis matched the Leadership Insight findings that showed public sector leaders:

- are strong in strategic thinking and planning, but struggled to communicate and lead in ways that inspire and convince others to follow
- were ambitious with drive and determination, but found it difficult to achieve through others
- ranked lowest in the talent management capability area.

Including employees in strategic conversations about the business means that people have the same expectation of what needs to be done, when, how – and most importantly why.

Lead strategically, achieve through others, and develop talent

In an age of complexity, perhaps the best way to develop strategy is to actually open it more broadly for discussion. Inviting others in the organisation to participate in strategic conversations that help build the plan may also strengthen the organisation, transform culture and grow capability in other ways.

Energising people and gaining their commitment by including them in strategic conversations about the business means everyone has the same expectation of what needs to be done,



when, how – and most importantly why. Perhaps then the ability to achieve through others will be enhanced because people have greater ownership and engagement with the work.

Opening up the strategic conversation between executive leadership and the organisation may also help to build the organisation’s understanding of the talent that it employs. This type of information helps organisations to develop and apply their talent more effectively and build a better pipeline to produce future organisational leaders.

Conversations between leaders and their people about what needs to be done and how it should be done will reveal the aspirations, skills and opportunities that exist in the organisation.

LSP capability areas – average ratings



Do you have questions about your leadership style?

If you’ve got questions about your leadership style and would like support with your development, please get in touch: info@ldc.govt.nz

Check out LDC’s Leadership Success Profile development options on our website. You’ll find it under the resources tab: www.ldc.govt.nz/resources

LDC Toolkits

Download these toolkits, with practical tips and guide to support your leadership development:

Leading strategically: Work with others to create robust and credible plans for how your organisation’s vision and objectives will meet the future needs of the customer.

Engaging others: Role model your ability to create an engaged and motivated workforce through their decisions and behaviours to achieve better results for your organisation.

Enhancing organisational performance: Demonstrate your ability to harness the benefits of collaboration, drive, innovation and continuous improvement to strengthen your organisation’s performance.



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