

# 2020 YEARBOOK



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## VISION

Every New Zealander exercising leadership through heart and head for progress and wellbeing for everyone.

## MISSION

We build an exceptional leadership movement and culture through courageous conversations, engaging with New Zealand's diverse individuals and communities, and creating impactful insights, Programmes and projects. We do this to build positive social, economic, environmental and cultural progress for Aotearoa.

## PURPOSE

We support people to transform for the benefit of all New Zealanders. We foster active leadership in successful and purposeful lives, teams, organisations, cultures and communities.

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<b>Dan Gerrard</b>	Programme Facilitator

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Special thanks to the following who assist to ensure that diversity continues to be achieved across The NZ Leadership Programme through the generous funding of scholarships:

**Creative New Zealand / Foundation North**

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# CHAIR'S FOREWORD

**Transforming Leadership was this year's theme. A theme that could not be more pressing, particularly in this unsettling and very disruptive year.**

As the adjacent Whakataukī describes, you cannot transform to a different destination unless you are awakened to who you are and where you are from. This is the very essence that underpins The NZ Leadership Programme and the journey with which our 2020 Cohort has wrestled.

The 'conversation' our Participants leaned into this year centred around white privilege and decolonising leadership - all in the spirit of seeking new solutions and partnerships in New Zealand to ensure all, not just the few, can prosper.

Nikki Lawson articulated this awakening in her reflection titled 'Seeing the Light': "I am processing all the social issues and privilege realisations that landed with me during the retreat - my mind contemplates these and the link between them. I don't have an answer. I don't think I need one right now. But do I want to learn more about this and do what I can to make a difference - now I finally see it."

I commend you all on challenging our relationships with race and white privilege and finding ways to have courageous conversations about race relations and how we lead with hope, courage and aroha to build a more tolerant and inclusive Aotearoa New Zealand.

This has been a year like no other. Our 2020 Class and the Leadership NZ team have had to rapidly adapt the experience to accommodate the lockdown environment in New Zealand. The NZ Leadership Programme, for the first time, swiftly transformed into an online experience before it moved progressively back to its well-known physical form, albeit via a number of hybrid states. I want to take this opportunity to thank the cohort for their leadership, perseverance and commitment to journey with this disruption. The Leadership NZ team ensured, as much as possible, that our participants gained a full and rich experience.

Congratulations to The NZ Leadership Programme, graduates of the Class of 2020. You now deservedly take your place within our Alumni network.

On behalf of the Trustees, I want to acknowledge and thank our generous partners, funders and volunteers for the cause. It is greatly appreciated. To our Ambassadors, Trustees and talented Leadership New Zealand family led by Sina Wendt, thank you all for your ongoing and invaluable contribution.

As a movement of leaders across the full diversity of Aotearoa, Leadership New Zealand is committed to building an inclusive society in which all people feel they belong - a society in which aroha, manaakitanga and kotahitanga underpin our lives.

*Kia Kaha. Ngā mihi.*

**“INĀ KEI TE MOHIO KOE  
KO WAI KOE, I ANGA MAI  
KOE I HEA, KEI TE MOHIO  
KOE. KEI TE ANGA ATU KI  
HEA”**

**IF YOU KNOW WHO YOU  
ARE AND WHERE YOU  
ARE FROM, THEN YOU  
WILL KNOW WHERE YOU  
ARE GOING”**

MĀORI PROVERB

**Nick Astwick**  
Chair, Leadership NZ



## Rest, reset, restore, rejuvenate, repair the vā, heal our planet.

In line with Leadership NZ's own vision to scale up our leadership movement in Aotearoa, we chose **Transforming Leadership** as the theme for 2020. As leaders, we felt it was time to focus consciously and intentionally on how we can be more transforming in our leadership: transforming of ourselves; the people with whom we live and work; and, collectively, how we can work to transform communities and organisations – creating the step change to build a society in which every New Zealander exercises leadership through head and heart for the wellbeing of Aotearoa.

Well, in 2020 the universe answered our call and local and global events manifested the theme for us in very real ways! Our collective experience of COVID-19, Black Lives Matter, climate change activism, national and global political polarisation made **Transforming Leadership** even more of an imperative as our worlds have been turned upside down.

In this chaotic, unpredictable and challenging year we have watched entrenched systems of inequity, injustice and inequality being challenged, dismantled and now transformed. In particular, COVID-19 has tested leadership at all levels in a way never seen before in our lifetime. Our individual and collective experiences of the pandemic have been traumatic,

# TRANSFORMING LEADERSHIP

FROM OUR CHIEF EXECUTIVE  
Sina Wendt

confronting and life-altering. We have had to face the complexity, volatility and uncertainty of a virus that does not discriminate – it spreads like wildfire and continues to undermine and threaten our very livelihoods and existence.

The isolation in this time of the pandemic has given me time to reflect on many things. I am Samoan, and our ancestral wisdom teaches us that the quality of our lives is deeply connected to where we stand in the larger genealogical family of things - our relationships with other humans, the cosmos, the earth, the sea, the sky and our spiritual essence (mauli). We connect in the vā - the vā is the space between - it's not a space that separates - it is a sacred space that relates, that holds entities and things together, a space imbued with energy, that relates, that gives context and meaning.

To be in life is to be in relationship. Our health and wellbeing is associated with the quality of the vā - the quality of our interconnections. I think that the pandemic emerged from the vā because the vā has been broken and transgressed. The family of things, the order of life, our planet have been exploited. Our people and relationships abused, disrupted and trampled on by the greed and heartless ways of humanity.

It has been challenging during this time to be physically isolated from loved ones. The isolation we have been forced into has been vital though. It has required us to rest, to reflect, reset, restore, rejuvenate, to repair the vā and to look at how we can heal the planet. We have been given the gift of time and space, of sadness, loss, tragedy and grief to really reflect on our place, contemplate our mortality, to think about our behaviour, on the wisdom of the earth and the beauty and power of nature.

In this chaos and crisis, we have seen some of the worst examples of leadership (here and globally), but we have also witnessed, especially in Aotearoa, the power of leadership with care, compassion and capability - a decisive, resilient, determined spirit of alofa, creativity, risk taking, adaptation and innovation. Exemplary, transforming leadership in action. We have been reminded of the power of the connective tissue between people as we (ironically, in our isolation) have reconnected and deepened relationships - nourished and cherished the vā between us.

In this time of isolation I have learnt to be more grateful, appreciative and thankful for the small things - kindness, care and generosity of others. We are learning to open our hearts to help one another, to live more healthy lifestyles, to take greater care of Mother Earth and restore the vā with our environment, to unite in solidarity as communities and nations to help the world to heal. To restore ourselves to Wholeness.

To the Class of 2020, what a privilege to walk alongside you on your journey with The NZ Leadership Programme - it has been such an unpredictable and uncertain voyage - but you rode through the storms with us, helped to reorient, redirect, navigate our vaka, whilst all along facing your own challenges in leadership in your different spaces and worlds. Now is the time for all of us to move beyond fear and lead with abundance, transforming leadership with an enlightened, awakened spirit and energy.

I have witnessed your continued commitment to leading from your most authentic, essential selves, to enhancing and tending to the vā, those scared spaces between peoples, to help others connect from a place of aroha, vulnerability and courage. In your own unique ways each one of you is co-creating and transforming leadership for this new world. I wish to acknowledge and honour you all for your courage to lead with your eyes wide open!

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**Courage keeps her eyes  
by t.r.h blue**

*eyes with the  
courage to stay open*

*they're the only hope we have  
to find the peace we say we  
want to see. what could we  
possibly hope to discover  
with our backs turned?*

*to fall asleep & invent  
the world we like with blinders on  
is a pretty game of Privilege, &  
may be a pleasant illusion,  
but it will never soothe a soul.*

*courage moves toward,  
moves close, looks you in  
the eye, feels with, moves with,  
fights for. she acknowledges  
her failure, & my, she fails often.  
but she tries & tries again for the love of her brother,  
her sister, the very  
ground on which she stands.  
yes, courage keeps her eyes wide open.*

*what do you see?*

# BEING WHOLE TOGETHER

## FROM THE PROGRAMME DIRECTOR

Louise Marra

**In this year of Transforming Leadership, Programme Director Louise Marra reflects on the essential capacities required to be leaders - for today and tomorrow.**

What a year we have had – as I sit down to write this, I wonder how you all are in your own interiority and in your communities.

Leadership NZ is a community I hold dear to my heart, and I care for it and with it. And I realise that is part of the great movement of our time - to recreate movements of care with others.

To create containers and waka of ‘witness’ that can bear ‘witness’ to our times.

The older I get I realise how small a piece I hold as part of the medicine of the whole. My piece is vital and needed, and a potent remedy, as is yours, but we each only hold a piece and we need to find and honour that piece and then put it together with others.

It is only then that we will all bring our magic together to reimagine the future and then use that moemoeā as a great golden chord that pulls us into it, to ground it, live it, and we have that chord that we tie our threads to so when we get tired, and we will, or ground down, and we will, we are still part of that evolution.

Many Alumni who have worked with me will know that the place in us that we create solutions from is so vital – are we in our wounded self, our trauma patterns that are trying to prove, be seen, be accepted, create a stage, earn our right to be – if we are in that place, we are not creating the new, it isn’t fresh, it is the past we call tomorrow.



That is one of the reasons why the world does not change to the dreams we dream of.

We need also to update our thinking, freshen up, upgrade our old patterns laid down in young life and grow and reconnect to our essential being and our interbeing.

We are not separate islands and never were, we are not separate from the earth and nature and never were, we are not separate from each other and never were.

We are all unique and we are all deeply connected to the whole and it is from that place of connection that we need to imagine together, a deep dream embedded in our cells that calls us and calls each other to their place in the whole.

**The COVID-19 pandemic has given us a taste of shared disruption and trauma and the need for a collective response.**

So what capacities and values do we need to make this happen? How do we lead from our heart? This is the heart of things, the heart connections, the open vulnerable heart that is in tune with the whole, with life itself. How do we create much deeper, more tightly contained groups of people who can begin to function in this ultra-connected manner?

What does this leadership look like?

**EMBODIMENT**

Too often it seems like a bunch of disembodied heads, our minds, are running the show, without recourse to the rest of our being.

Our culture encourages this. Look at how we design our decision-making places and processes.

Consider the stilted, contracted and constrained 'professional' behaviour we expect in them. Think about how we maintain the myth of 'objective decision making,' devoid of emotion, as if this were a good thing.

This means we spend a lot of time only working with a fraction of what our existence has to offer.

We ignore the vast majority of the feedback we are getting from the world around us and from each other. We need to use our whole human intelligence and sense making.

**PLANETEERING**

Our embodiment, our bodies that are us, exist immersed in this living planet and its interwoven systems. We forget this, or act as if it were not so. So we need celebrations,

processes and rituals to keep this at the forefront of our minds, our hearts and our behaviour.

As embodied leaders we celebrate our relationship with our bodies and the body of the living planet. We work in relationship with the earth. We consider this in our strategies.

**ATTUNEMENT**

Too often we work through our to-do list, head down, oblivious to what is happening around us. We are not even self-absorbed. This is not self, merely activity. We even mostly ignore the people we are with, unless they become dramatic or disruptive.

We need to take the time and attention to become and stay attuned. Attuned to ourselves and what is happening within us. Attuned to the people around us and what they may be experiencing as individuals or as a group. Attuned to the situation and the environment.

This is the deep listening. Listening to the past, the present and the future. What is strong or weak here, where are the traumas? What do Papatūānuku and the ancestors have to say?

It starts with allowing ourselves to feel ourselves. It starts in deep self-contact. If we don't know what is going on in us, we can't clearly feel anything else. And we feel through our whole bodies.

**DO YOU KNOW RESEARCH SHOWS US WE THINK ABOUT 70,000 THOUGHTS A DAY AND 90 PER CENT OF THEM ARE THE SAME AS YESTERDAY?**

**SPACE CREATION**

The most effective leaders do not dominate space, they open it. They are not full, busy, overwhelmed, or overwhelming. They are not over-planned. They maintain enough inner space and presence to help ground a room. They feel what needs to happen. They feel what is in the room. They access this collective wisdom and help others access it too. They know who is the one who needs to lead in this moment, or the next.

## CO-CREATION

Leadership is not setting a course for everyone to follow, it is setting everyone on a course. Whatever happens we co-create it. It's just a question of how. Leaders must help the unique strands of the individuals to weave the solutions and society we want. This is also what creates something truly creative.

## TRUTH TELLING

Congruent and coherent leaders are able to align their mind, heart and body. They say as they do and they do as they say. Their words are congruent with their whole self. Their words come from this alignment, and so align easily and consistently with action.

## INQUIRING AND CONTEMPLATIVE

More than ever we must learn to work with the unknown. We must be able to travel with questions until the answers open within us. We must enable and allow others to do the same. Crucially, we must reassure them that solutions do not need to be immediate or obvious.

**WE ARE ALL UNIQUE AND WE ARE DEEPLY CONNECTED TO THE WHOLE. IT IS FROM THAT PLACE OF CONNECTION THAT WE NEED TO IMAGINE TOGETHER.**

## RELATIONAL AND VULNERABLE

This is how we balance our emotions with those around us. We are real. We are vulnerable. We stay in relationship when things get hard. We own up to our shadows as they arise. We are willing to work with them with the group. This is true strength.

Leaders know their own regressive patterns. They continue to heal and integrate them as they go. They help others do this. They are dedicated to the growth of themselves and all around them. This is what will get us away from a culture of hiding 'weaknesses,' which then undermine us all.

## CREATIVE, ALIVE, JUICY

Leaders need direct access to creative inspiration. To do that we must become a living experiment. We must play in public with our own edges of creativity and inspiration.

## SYSTEM SEERS

All the work we do works through whole systems. We need to see more than the parts. We need to see the relationships between them. We need to see how we are a part, but also integrated into everything that happens in the systems around us. When we act, the system shifts and flows. We must sense this, allow it and allow for it.

In some ways this is a challenge. In other ways it is simple. Bring your whole self into your leadership. Let everyone bring their whole self into their work. Relate what you do together to the wholeness of what is happening around you.

We can all do this. Leadership is being whole and being whole together.



GRADUANDS' SPEECH



# JOURNEYING WITH UNCERTAINTY

Aimee Bourke, Otene Hopa  
& Andreas Åström

**MĀ TE HURUHURU KA RERE TE MANU,**  
IT IS WITH FEATHERS A BIRD IS ABLE TO TAKE FLIGHT.



Leadership is not a defined skill that you learn, a title or a position. It's a lifelong journey of self-discovery, a quest into the unknown - synonymous with finding out who you really are.

From Northland to Canterbury, 35 leaders came together in Auckland for Retreat One of The NZ Leadership Programme and the start of our year with Leadership NZ.

We set out to develop our leadership styles and perspectives, challenge ourselves to effect positive societal change, and look introspectively to discover greater self-awareness and emotional intelligence.

After just one retreat, COVID-19 hit. And we were confronted with circumstances never before experienced. We learnt, alongside this nation, to work where we live, exist online and lead from afar. We became schoolteachers to our children, counsellors to those left jobless, experts in viruses and of course social distancing.

We longed for physical contact and we grappled with fostering our mental health and wellbeing - all while doing our jobs and trying our best to maintain 'normality' in lockdown.

These were times of uncertainty when people wanted to wake up to a COVID-19-free world. Many felt acute pressure, and that we were hugging trees and meditating while the 'house was on fire.'

Inevitably, there was contemplation around ending the Programme. The Leadership NZ team had other plans though. They made a strong commitment to continue and support us through the Programme.

## THROUGH REMOTE LEARNING, WE CULTIVATED THE ART OF LISTENING, HOLDING SPACE, BEING VULNERABLE AND INTIMATE WITH PERSONAL CONNECTION.

Facilitated by Louise, flanked by Nicola and Donna (with nimble logistics from Petrina), we opened our minds, reimagined, replanned and restarted as a supportive online community, au fait with Zoom.

We also received collective support from Leadership NZ Alumni, particularly the frontline workers.

Through remote learning, we cultivated the art of listening, holding space, being vulnerable and intimate with personal connection.

We also explored issues of world and local significance – from food security to the Treaty of Waitangi.

White privilege was a standout. Particularly as this was at the very time ‘Black Lives Matter’ formed a political and social movement worldwide. Highlighting the contrasting extremes of our own backgrounds shone an uncomfortable light on our differences, our unconscious bias and where our responsibilities as leaders lie.

At the same time, the vulnerability of sharing the raw details of our life stories levelled us as one, creating deep connections and strong bonds.

Through our duos, trios and syndicates we fostered personal growth, had confronting conversations, challenged conventional thinking and leaned into a Programme not envisaged twelve months earlier.

Louise taught us about our essential and regressive selves, and how to tell our Super Ego to F#\$% Off. Through her design thinking methodologies and tools for increasing resilience under stress, she coached (or coaxed) us to develop broader insights, confidence and self-awareness.

When we finally escaped the fatigued confines of lockdown, there was palpable joy in coming together in Wellington. Like online dating – it’s even better in person.

Leaving the confines of our homes meant we could put the burden of duty behind and be present, open minded – and, of

course, anxious for what the Leadership NZ team would put us through. We explored our childhoods, our singing voices and strong personality traits – though Nicola had a talent for making them all sound positive!

We came together to learn about our essential selves, our ventral vagal, and what makes us, and others, tick.

Hit by another period of lockdown, we cancelled the Christchurch Retreat, but bounced back when afforded the privilege to spend time in Raglan and Waiheke.

These semi-rural environments provided the perfect backdrops for us to connect with nature and our origins of being - water, earth, air and fire. Our left-brain thinking was accommodated with facts and figures. Which expertly led our right brains to understand the concept that humans and nature are one.

We explored the overwhelming topic of environmental solutions and debated the needs of our world from different ecological perspectives.

More importantly, we stood back and took time to distil and identify what, for us, are the broad issues we currently face - food security, social justice, colonialism, cultural identity and the destruction of our environment.

We have worked together as a group to identify specific changes required in the coming decades, and how we can step up to address the pressing needs New Zealand faces.

At the end of every retreat we were left with processing. Though always self-reflection – it ranged from what triggers behaviours (and how we could better ourselves) to how we can improve our leadership or lower our voices to be taken more seriously.

We used a myriad of mediums to facilitate growth and inspiration - art, poetry, debating, a kava ceremony, improv theatre, storytelling, voice training and hugging pillows. We learnt that we are all inherently people pleasers who feel we have never quite achieved enough – but that’s ok – because it’s normal and it’s what continually drives us to self-improvement.

Through all of this, we learnt to become authentic leaders with resiliency, creativity and diversity of thought.

With COVID-19, we also learnt that 2020 is not a year that can be compared to any other gone before.

2020 was the year we personally invested in becoming great leaders, for the world that is coming, and despite the world that is.

**KO TE PAE WHĀIA KIA TATA, KO TE PAE TATA WHAKAMAUA KIA TĪNA!**

# 2020

## LAUNCH PHOTOS



1. Ana Christmas, Lisa Lopeti, Sina Wendt, Annabel Prescott
2. Louise Marra
3. Class of 2020
4. Petrina Togi-Sa'ena, Faamata Laumalili, Amiria Puia-Taylor, Kaaterina Kerekere, Moefiainu Daisy Lavea-Timo
5. Seumas Fantham, Christina Howard, Nicola Campbell
6. Moana Te Wao, Kirsten Nalder
7. Moefiainu Daisy Lavea-Timo
8. Lisa Woolley, Gail Richards

- 9. Jo Brosnahan, Glen Cornelius
- 10. Mark Frew
- 11. Helen Robinson, Annette Bartlett
- 12. Sarah Brosnahan, Jo Brosnahan, Emma Brosnahan
- 13. Peter Kerridge, Hamish Wall, John Chapman
- 14. Sarah Leberman, Nick Moss



## 2020 PROGRAMME OVERVIEW

**FEBRUARY** Creating a Community and Tools for the Journey**St Francis Retreat Centre, Auckland**

Connection – with yourself and with each other to help build a safe and effective community; Building foundations for the journey – protocols, tools, relationships etc; Exploring different facets of leadership with our speakers and with each other.

<b>Nick Astwick</b>	Chair, Leadership NZ
<b>Sina Wendt</b>	Chief Executive, Leadership NZ; Leadership NZ Alumna
<b>Louise Marra</b>	Programme Director, The NZ Leadership Programme
<b>Nicola Campbell</b>	Programme Facilitator, The NZ Leadership Programme
<b>Jo Brosnahan</b>	Founder, Leadership NZ
<b>Sir Bob Harvey</b>	Champion for Auckland
<b>Penny Howard</b>	Artist

**MARCH** Treaty of Waitangi & Te Ao Māori**Online Retreat held via Zoom**

Exploring our roots, our history, Te Ao Māori, the Treaty of Waitangi, institutionalised racism, and the impact of colonisation and what a restorative process for New Zealand might look like.

<b>Dr Aroha Harris</b>	The University of Auckland
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**APRIL** A Civil Society**Online Retreat held via Zoom**

Exploring elements of a civil society, ethics, values, current issues and who is benefitting in our country and who isn't. It gave the Class a chance to explore issues close to their heart. Time to check and digest how everyone is going in our current huge civil society challenge – COVID-19 national lockdown.

<b>Anjum Rahman</b>	Founder, Inclusive Aotearoa Collective Tāhono
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## JUNE Governance and Global Issues

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### Online Retreat held via Zoom

Exploring 'Leadership for and Business in a New Aotearoa'. In this COVID-19 reality, we faced transforming times, and leadership at all levels matters. We thought about what was truly important in this time as Aotearoa NZ resets its economy, society, and relationships with The Treaty of Waitangi and the living planet. What leadership, governance and business focus we need to challenge, transform, reimagine. Through the lens of our speakers and talanoa with each other, we received and considered insights into leadership past, present and future in Aotearoa, while continuing to explore our inner and outer experience of diversity and inclusion, our experiences of COVID-19, the changing needs of work and workplace cultures and what we might dare to do as leaders as we head into an unknown post-pandemic future. Reimagining, transforming, co-creating a new future.

**Rt. Hon. Jim Bolger ONZ PC**  
**Rob Campbell CNZM**  
**Melissa Clark-Reynolds ONZM**

## JULY Deeply Reconnecting to Self and Each Other

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### College of Creative Arts, Massey University, Wellington

Reconnecting to each other and to deeper levels of ourselves. Given we were on Zoom, some of the more experiential processes were challenging and we focused on them for this Retreat.

<b>Nicola Campbell</b>	Programme Facilitator, The NZ Leadership Programme
<b>Dr. Karlo Mila</b>	Programme Director, The Mana Moana Experience; Poet, Writer, Academic; Leadership NZ Alumna
<b>Dan Gerrard</b>	Programme Facilitator, The NZ Leadership Programme; Leadership NZ Alumnus

## AUGUST Rural Connection and the Sacredness of the Land

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### Online Retreat held via Zoom

This Retreat did not take place in its physical format because of COVID-19 second lockdown.

## SEPTEMBER Our Environmental Crisis

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### Solscape, Raglan

This Retreat explored the environment. Our relationship and connection with it, deepening our relatedness and our action in the world. We also explored Sacredness of the Land.

<b>Rev. Suamalie Naisali</b>	Te Uluniu Tuvalu Taumatua Trust
<b>Brianna Fruean</b>	Activist and Environmental Advocate for Samoa
<b>Vanessa Mateja</b>	CEO, Solscape
<b>Damon Birchfield</b>	CEO, EcoMatters Environment Trust
<b>Moana Tamaariki-Pohe</b>	Hauraki Gulf Forum, P3
<b>Shruthi Vijayakumar</b>	The Emerge Institute
<b>Michael O'Donnell</b>	Clay Worker, Storyteller

## OCTOBER Leadership – Deep Dive

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### Onetangi Community Hall and Waiheke Island Resort, Waiheke Island

We dived deep into this year's Leadership NZ theme of Transforming Leadership.

<b>Dr. Karlo Mila</b>	Programme Director, The Mana Moana Experience; Poet, Writer, Academic; Leadership NZ Alumna
<b>Sylvia Rands</b>	Vocal Coach and Sound Healer
<b>Steve Hollins</b>	Living Theatre

## NOVEMBER Integration and Connecting the Threads

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### Waitakere Estate, Waikarua, Auckland

Exploring "Visions for New Zealand", group visions and visions from thought leaders, what this means for leadership in New Zealand. We also drew the threads of the entire year and integrated your learnings.

<b>Jo Brosnahan</b>	Founder, Leadership NZ
<b>Tui Ah Loo</b>	Chief Executive Officer, PARS (People At Risk Solutions)
<b>Pat Snedden</b>	Business Advisor, Philanthropist

# Reflections

## THE CLASS OF 2020 SHARE THEIR JOURNEY ON THE NEW ZEALAND LEADERSHIP PROGRAMME



**ABBIE HUGHES**

Knowledge and Customer Way Advisor  
New Zealand Trade and Enterprise

WELLINGTON

At New Zealand Trade and Enterprise my work is to grow a knowledge sharing culture and to deliver greater impact for New Zealand's exporters. I believe in our purpose – to grow companies internationally for the good of New Zealand – and love building solutions for innovative and ambitious New Zealand businesses. Prior to this, I've worked for government agencies in New Zealand and the UK in events, communications and ministerial/diplomatic support. Throughout my career, I've seen how we can punch above our weight with responsible global citizenship, and I believe in the power of a connected world to promote domestic growth. I see a real challenge for New Zealand's leaders to ensure that prosperity is enjoyed by all Kiwis.

**Skills Offered:** Change Management; Communications; Project Management; Business Improvement; Process Improvement

*The NZ Leadership Programme is not something you can do half-hearted and requires you to jump in the deep end. Following our Retreat One, I felt the sense of what was ahead and the depth of personal discovery, vulnerability and honesty it would require of us. The Programme is equal parts challenging, exhausting and exhilarating.*

*COVID-19 has provided some unique challenges, often pushing us even further out of our comfort zones. A large part of why I was able to commit fully to this Programme is the space the Leadership NZ team created for us and the deep trusted connections this helped us build.*

*The NZ Leadership Programme has grown my own leadership practise to understand myself more (I've become better friends with my right brain) and learn how to give myself space and kindness, so that I can be the best leader for the people with whom I work.*



**AIMEE BOURKE**

Head of Provider Partnerships  
Southern Cross Health Society

AUCKLAND

I work with healthcare providers to develop and implement improved quality, cost and patient treatment pathways. Prior to this, I was Head of Corporate Communications for the Southern Cross Healthcare Group overseeing government and stakeholder relations, crisis management and charitable initiatives. Before Southern Cross, I worked as a public relations consultant at Raynish & Partners, as a journalist for Newstalk ZB and as an editor and researcher for Newshub and TVNZ. I'm married with two children and have strong interests in health, environmental and social community initiatives. In my spare time, I play cricket and coach netball.

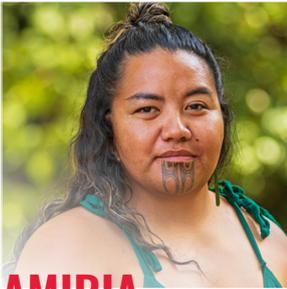
**Skills Offered:** PR; Communications; Strategic Planning; Process Improvement; Business Improvement

*With The NZ Leadership Programme, I set out to develop my leadership style, learn how to effect positive societal change and look introspectively to discover greater self-awareness and emotional intelligence. I cultivated the art of listening, holding space and being intimate with personal connection.*

*The extremes of our backgrounds shone an uncomfortable light on our differences and unconscious bias, contrasted by the vulnerability of sharing the raw details of our life stories. I fostered personal growth, had confronting conversations and challenged conventional thinking.*

*Through the Programme, I have gained broader insights, confidence and self-awareness to become an authentic leader with resilience and diversity of thought. Most importantly, I have developed the courage to go after what I want to achieve.*

**Current Community Involvement:** Trustee - Reconnect Trust Board; Director - Reconnect Family Services; Coach - Year 7 Netball team



## AMIRIA PUIA-TAYLOR

Director - 312 Hub  
The Rangatahi Hub

AUCKLAND

Born and raised between the crosscuts of the rural and urban environments, from Grey Lynn, Ponsonby to Tāhuna Marae Pā and back again, I have been working, weaving and serving my community since I was 15 years old. Now a cultural arts manager, I advocate for indigenous arts practices and rangatahi (young people) to protect and preserve our whenua taurikura, awa and waahi tapu via storytelling through beautifying built and urban spaces. This is a way to whakamana (uplift) indigenous narratives and interweave communities through the activation of arts.

**Skills Offered:** Facilitation; Youth Leadership Development; Cross-cultural Understanding and Capability; Communications

*The NZ Leadership Programme has exposed me to new methods to resolve and move appropriately when problems arise in the community I represent and serve. I learned about the power of collective thinking, holistic currency in collaboration and the need for succession planning.*

*I leaned into the power of losing control and letting go. Through my Cohort, I found moments to pause between what my ego wanted and what my team needed to keep our waka moving. I reimagined the look of service and how to create new opportunities to turn tools into action. Now, I know I can serve myself and my wellbeing and still be a leader.*

*Ultimately, I have learned that before there is a team, there is me. I wish to acknowledge Creative New Zealand for supporting me to participate in this unique Programme. Ma wai ra e taurima te marae e waho nei? Who will stand at the marae if there is no one there?*

**Current Community Involvement:** Director - The People Weaver; Co-Director/ Administration - Ngā Atua Hou



## ANA CHRISTMAS

Executive Director  
Kindred Family Services

AUCKLAND

I am a leader that is committed to standing with a strong back and an open heart. I seek with curiosity the layers of influence for greatest impact. I am drawn to effect change with a purpose and a clear strategy. As a leader of an innovative and engaging social service, I view collaboration with connection as a key way to draw on the collective knowledge of many, to inform ways we can stand together, holding hope for those in our communities as they live into their hopes, dreams and aspirations. I hold the belief that everyone has the right to self-determination, an acknowledgement of hurt and the ability to heal, grow and learn.

**Skills Offered:** Facilitation; Fundraising; Strategic Planning; Community Engagement; Organisational Development

*This year has been full of courageous transformation. A journey of painful exploration, challenge, healing and growth. Delving into the stories that have moulded us is like flicking through a mental index of our life and DNA: keep that, heal that, let that part go.*

*The deep understanding that, as leaders and professionals, we cannot divorce ourselves from our whole self; nor can we expect others to do the same. This year has been a breakthrough one for me. Accepting brokenness, vulnerability and the uniqueness within me.*

*I am grateful for the steep learning curve, the courageous, curious heart of this Programme that has grown within me. I also extend my gratitude to the incredible leaders across different sectors and to the highly skilled team at Leadership NZ who navigated us through a year to remember!*



## ANDREAS ÅSTRÖM

Manager - Fibre Layer 2  
Northpower

WHANGAREI

I am Swedish and grew up in a small village in the Arctic. I have always had big dreams and a taste for adventure - personality traits that with time carried me away from the comfort of home into the big world. I see myself as a problem solver with an ability to bring people together and find simple solutions to complex problems. I have spent my whole career in fast-paced, high-tech environments, a career that has taken me all the way from Sweden to Whangarei for a consultancy gig of a lifetime. I returned two years later with my wife and two daughters. We love the lifestyle of Aotearoa, and we feel so fortunate to be here.

**Skills Offered:** Change Management; Organisational Development; Business Improvement; Strategic Planning; Process Improvement

*This year has been challenging in so many ways. I have felt energetic, passionate, driven, motivated, but also overwhelmed, stressed, powerless, frustrated and tired.*

*I am so grateful for the strong bonds that have formed between us and also fascinated by the way we have danced through this testing year together, sometimes leading and sometimes being led by collective energy. I started my Leadership NZ journey thinking that it would be a challenge for the mind more than the heart, but it didn't take long before I discovered that I was wrong.*

*The journey I embarked on was focused on going deep, turning rocks and opening boxes that had been closed for a long time, with the goal of finding my way back to myself. I am grateful to my fellow travellers for creating a space where we can truly be ourselves and for sharing this experience with me.*



## ANNABEL PRESCOTT

Chief Executive  
Anamata

TAUPO

I have spent my career trying to make a difference for young people, and I currently lead Taupo Youth One Stop Shop. I continue to be interested and advocate for systems that improve outcomes for young people, and this was the focus of my doctoral thesis. I enjoy working in both health and education interrogating systems and providing solutions for how these systems can do better for our young people, especially Māori and Pasifika. At the forefront of my motivation is ensuring my children experience both health and education in the fullness of what they can offer, without the system squashing their spirits.

**Skills Offered:** Youth Leadership Development; Policy Development; Cross-cultural Understanding and Capability; Strategic Planning; Process Improvement

*I was so excited to have been accepted into The NZ Leadership Programme. I'm a true believer in working with young people authentically and, therefore, if I'm asking them to continue to learn and develop it's important that I do the same.*

*2020 has been a remarkable year. Being on this journey while also leading a frontline health service have been incredibly challenging. I'm delighted I've still been able to connect and build relationships with people from different backgrounds which has enriched my understanding of leadership and my practice of it.*

*I am grateful that Leadership NZ provided space to continue to explore leadership during this unprecedented time and for this year's Class' commitment to our virtual and in-person Retreats.*

**Current Community Involvement:** Board - Ara Taiohi



## THE VERY REVEREND ANNE MILLS

Dean of Auckland  
Holy Trinity Cathedral Parnell  
Anglican Diocese of Auckland

AUCKLAND

The early part of my life was spent in Papua New Guinea which was a very multicultural society. This formative experience gave me a clear sense of who I was in relationship to others and helped me value the uniqueness and richness of 'difference'. At the age of 11, we moved to Katikati where I completed my schooling. I moved to Hamilton and taught there for 12 years. I lectured in the Department of Education at the University of Waikato then trained to be an Anglican priest. I am currently the Dean of Auckland at Holy Trinity Cathedral in Parnell, a privileged role that allows me to work daily alongside people in love, life and loss.

**Skills Offered:** Communications; People Development; Mentoring; Change Management; Leadership Development

*I wouldn't have imagined at the beginning of 2020 how important The NZ Leadership Programme and its network of experience, expertise and mentoring would be as we faced challenges and opportunities like never before!*

*This year has reignited my passion to continue building my leadership capabilities, explore new possibilities and to challenge and be challenged. I have been reminded how important telling our story is because it strengthens our identity and connects us to strangers in powerful and meaningful ways.*

*We are stronger together, and in the words of Rabbi Jonathan Sacks, "We can face any future without fear so long as we know that we won't face it alone."*

*Thanks, Team of 2020 for being part of my journey. I am truly blessed and grateful.*

**Current Community Involvement:** Chair of Proprietors Board - Waikato Diocesan School for Girls; Board of Governors - King's College; Chair - Council for Ecumenism for the Anglican Church in Aotearoa and Polynesia



## ARNA METCALFE

Teacher and Activist  
National Council of Women NZ

AUCKLAND

I feel connected to the beaches of the East Coast Bays. The loves of my life, apart from my family, are feminism and education (I work as an English teacher because there is no better job). In my 'other' life, I love to work with organisations that support women and children at a local and national level. To me, everything is about creating structures, so that people are able to have choices in their lives and can come to know how wonderful they are. I am honoured to be part of the National Council of Women Aotearoa Te Kaunihira Wāhine and support our kaupapa into the future.

**Skills Offered:** Governance; Organisational Development; Cross-cultural Understanding and Capability; Mentoring; Community Engagement

*This year was one that I had put aside for my scheduled 'midlife crisis'. I took the year off full-time work, thinking that I could focus on developing my leadership to support my organisations. What a year!*

*The NZ Leadership Programme has helped me in ways that I think I won't notice for some time - it has planted seeds which will grow at a later date, when exposed to heat, air or sunlight. The Programme also helped me through the year that none of us anticipated. I am forever grateful for the new friends I have made and the fresh ways I have of looking at the world and myself.*

**Current Community Involvement:** Vice President - National Council of Women New Zealand Te Kaunihira Wāhine o Aotearoa



**MOEFIAINU  
DAISY  
LAVEA-TIMO**

Director  
Cross-Polynate

CHRISTCHURCH

I love helping people, communities and organisations lead in complexity and am a passionate advocate with and for rangatahi. Through coaching and impact storytelling, I champion indigenous ways of thinking and being. I get excited about collaborative projects that look to co-design a better future. My professional background is across the NGO, business, government, education, faith-based and community sectors. When I'm not performing spoken word poetry, you can find me curating creative places and spaces with my husband, serving on different boards or mentoring the Mana Wāhine in my rugby league team.

**Skills Offered:** Facilitation; Youth Leadership Development; Cross-cultural Understanding and Capability; Relationship Management; Public Speaking

*I am grateful for gaining a new village of epic humans on The NZ Leadership Programme, whose individual presence combined, created an incredibly safe vā for our stories. I am grateful for the many learnings: the importance of breath, getting into nature and ensuring the congruence of our whole being across space and time.*

*Fa'afetai lava to our tangata whenua for your generosity and honesty around decolonisation and giving energy towards re-indigenisation. This Programme has stretched me in so many ways, and I look forward to sharing the learnings with my community.*

*Thank you all, and a special mihi to Creative New Zealand for this life-changing experience.*

**Current Community Involvement:** Director - Canterbury Rugby League; Trustee - WORD Christchurch Festival; Trustee - Uru Mānuka Education Trust



**DAMIAN  
VAUGHAN**

Chief Executive Officer  
Recorded Music NZ

AUCKLAND

I am enormously passionate about the protection and promotion of creativity. My career has focused on music (especially NZ music) and the success of artists, representing the interests of our whānau and championing their waiata. I believe the arts and a strong creative industry are important to our society, economy, identity and wellness as a nation. I am grateful for the opportunities, passion and guidance that music has given me, and I wish to thank my friends and whānau who have supported me on my journey. Mā te puoro, te kuia. Through music, we are united.

**Skills Offered:** Governance; Public Speaking; Organisational Development; Relationship Management; Business Improvement

*When I started The NZ Leadership Programme, I hoped to become a better leader for the organisation and communities I serve and transfer the skills I learnt to my personal development with whānau, friends and colleagues.*

*Without a doubt, this has been a challenging year to steer work, life and stay whole (let alone immerse myself in the Programme). However, I credit this experience, the Leadership NZ team and our Cohort for keeping life grounded - a welcome 'ama' to my canoe as I navigated my waka ama through 2020!*

*Our conversations were always vibrant and real. Journeying with the Programme and COVID-19 made everything harder, but all the more valuable, and ultimately rewarding. I cherish the opportunity, the connections made and the path that we have all travelled. This is just the beginning of my leadership journey.*

**Current Community Involvement:** Trustee - MusicHelps; Trustee - The Crescendo Trust of Aotearoa; Trustee - Digital Media Trust



**DAVE  
NEEDHAM**

Chief Clients and Growth  
Harrison Grierson

TAURANGA

I have spent most of my leadership career trying to understand the little things that bring the best out of people. When we get this right watching people shine and achieve their potential is so rewarding. I am fortunate to live in the Bay of Plenty and have the privilege of working across the country in a national role. Leading clients from a range of backgrounds and businesses and trying to find great outcomes is really rewarding. Harrison Grierson has been involved in the growth of large parts of New Zealand for over 135 years, and this gives me a sense of playing a small part in the legacy of special country.

**Skills Offered:** Relationship Management; People Leadership; Operational Development; Change Management

*Before joining The NZ Leadership Programme, I hadn't thought much about the opportunity it provided or how different it might be from my other leadership experiences.*

*From Retreat One, I was taken outside my comfort zone, and it has been a roller coaster ride ever since. The power of people never ceases to amaze me. To share my own journey with truly inspirational Kiwis from such a diverse range of backgrounds has been an absolute honour. The quality and calibre of these people fills me with confidence and hope for the future of Aotearoa.*

*A big thank you to Leadership NZ and the wonderful Louise Marra who has been our guide through this journey: your patience, insights and guidance have been unwavering in such a tough year.*



## FAAMATA LAUMALILI

Relationship Manager - Pacific Skills  
Ministry of Business, Innovation and  
Employment

AUCKLAND

I was born in Samoa and grew up in New Zealand. I am fortunate to have held different leadership roles in Child, Youth and Family, Department of Labour, Housing NZ, Auckland Council and now in Pacific Migration within the Ministry of Business, Innovation and Employment. I was ready to look at ways of bringing all my learning and experiences together and asking myself where to next. This year, I committed to challenging myself to lead from the front and to feel confident in doing so. I feel fortunate to have participated in The NZ Leadership Programme.

**Skills Offered:** Facilitation; Strategic Planning; Relationship Management; Cross-cultural Understanding and Capability; Policy Development

*The NZ Leadership Programme has challenged me to think deeply, consider different ways of being and reimagine my leadership success in this new world. I have clarity about the legacy I want to leave behind and understand what I need to do and practice in order to continue to be my authentic self in my personal and professional life. I have learnt the importance of leading authentically with heart and mind.*

*I am grateful to the 2020 Cohort - a diverse group who inspired and believed in me. We have challenged and inspired each other to work with uncertainty in our personal and professional lives, and I cherish our time together to laugh, cry and be.*

*I also extend my gratitude to Leadership NZ for the opportunity to learn and make a change in the world for my children and generations to follow.*

**Current Community Involvement:** Sunday School Teacher; Church Choir Member



## FRITH JOINER

Account Manager  
Allpress Espresso

AUCKLAND

I'm a person with empathy for others and their worlds, which comes from my upbringing in the Far North town of Rawene. I am a fun-loving, whānau and friendship-orientated person who embraces the different aspects of provincial and urban Aotearoa, driven by a love of music, art and this country's history. I have spent the last 26 years working with Allpress Espresso, an incredibly progressive company that has pioneered the coffee industry in Aotearoa, Australia and beyond. I take huge reward in working within an industry that assists in both creating employment opportunities, a healthy community and human interaction.

**Skills Offered:** Relationship Management; Community Engagement; Fundraising; People Development

*Today I feel like I have a stronger voice to stand up amongst my communities on issues that I've felt deeply about all my life. Issues like celebrating diversity and inclusiveness, not being blind to socioeconomic inequalities, standing up to white privilege and racism and not letting economic drivers dictate how we treat our natural environment.*

*The NZ Leadership Programme was the light at the end of quite a long tunnel of uncertainty and confusion. I was excited - this was my opportunity to reset. Going into it, I had a vague idea of what was ahead, and there was huge anticipation - amplified by the strong connections made at Retreat One. Then COVID-19 threatened to take that all away.*

*As it turned out, lockdown was the perfect setting to reset - having the Programme as a stimulus through this period was a real blessing.*



## GAIL RICHARDS

Pou Takawaenga  
Toi Ngāpuhi

KAEO

For the last 35 years, I have been an arts manager in the community and cultural sector across Auckland and Northland, working predominantly with Māori dance and theatre companies. My work in local government led me to manage various arts, recreation and events portfolios. I am grateful for the leadership opportunities in my time at Auckland Council, working collaboratively with communities to create and support community-led initiatives. Moving to a senior management role at Creative New Zealand, I worked to deliver funding programmes and new initiatives for Māori and Pasifika clients. In 2017, I moved home to Te Tai Tokerau.

**Skills Offered:** Organisational Development; Project Management; Strategic Planning; Relationship Management; People Development

*It was a crazy year for The NZ Leadership Programme, and we conducted several sessions on Zoom. That was valuable as new ways of working were forced upon us. I am in a new role establishing a new organisation, so the opportunity to step out of the everyday and consider wider national, social and strategic issues while journeying with COVID-19 provided a balance.*

*I loved the systems approach to thinking, the acknowledgment of indigenous systems and ways of being: 'We do not need to be fixed': That what we need, we have within us. Through connecting with others, our environment and our tupuna, we can continue to create positive change for ourselves and others.*

*I have learnt to be kinder to myself and to others with more tools in my kete, for which I am grateful. Thank you to Creative New Zealand for supporting my participation. Ngā mihi nunui.*

**Current Community Involvement:** Trustee - Upsurge Festival; Marae delegate - Te Rūnanga o Whaingaroa



**GRANT TAYLOR**

Quality Manager - Operations  
Lifewise

AUCKLAND

I am a New Zealander with English and Irish whakapapa. My journey through life has been one of opportunity, adventures, hard mahi, heartache and much aroha. Living in Brazil in my late teens began to shape my sense of equity, justice and global citizenship. My professional journey has taken me from the health sector into the NGO one. My strong sense of justice and equity now has a burning platform across homelessness, loneliness, social isolation and disability rights. As I enter into the last quarter of my professional life I have more questions than answers. And that’s just fine by me!

**Skills Offered:** Change Management; Organisational Development; People Development; Business Improvement; Coaching

*Entering The NZ Leadership Programme, my strong sense of not belonging in such an amazing, diverse, inspiring group of leaders was amplified even further. I am happy to say that this is well and truly no longer the case. I have learnt what I bring to a group allows me to recognise, acknowledge and respect what I already know.*

*The Programme has challenged me to understand areas of my life I had never explored around my relationship with the planet, my culture, Te Tiriti and, most significantly, myself. I’ve learnt to love all my shadows and patterns and discover new ways of being that feel true, open and honest.*

*I will always feel grateful to have journeyed with such an incredible group of leaders who have shared openly and vulnerably, loved honestly and without judgement.*

**Current Community Involvement:** Member - Birkenhead Football Club



**HAMISH WALL**

Head of Performance and Reporting  
Earthquake Commission

CHRISTCHURCH

I am grateful to have served in roles across my career that have broadened my horizons and allowed me to offer a meaningful contribution to public service. I have spent most of my life in Christchurch and have a young son. My recent roles have included working within recovery organisations following the 2010 Canterbury earthquakes. This invaluable experience shaped my desire to reach my potential as a leader within the wider community. The NZ Leadership Programme has already strongly shaped what I imagine for myself in the future - something that will influence me for the rest of my career.

**Skills Offered:** Change Management; Business Improvement; Process Improvement; Strategic Planning; Project Management

*I am unlikely to experience something like The NZ Leadership Programme ever again.*

*It challenges you and takes you completely out of your comfort zone. It has shifted the way I view the world and my inner self.*

*What has surprised me is how the team at Leadership New Zealand curate such a safe space to be yourself and show vulnerability. The most rewarding gift is the leadership journey does not end when you graduate.*

*The friendships you create continue, and this ensures you will never be without guidance, support and connections.*



**JAMES TREADWELL**

Chief Executive Officer  
IFS Group

HAVELOCK NORTH

I have been a business leader in the forestry domain for over 30 years with experience from lumberjack to governance. I have a thorough knowledge of New Zealand forestry and the political scene. My diverse range of skills and experience means I am just as happy to discuss sustainability with government policy makers as I am to don a hi-vis kit and head out to the forest floor. I have led and shaped the future in pursuit of sustainable forest management on private land for IFS Group and the forestry industry. I challenge the norm and confront the political mindset driven by the dollar.

**Skills Offered:** Governance; Mentoring; Leadership Development; Strategic Planning; Business Improvement

*The NZ Leadership Programme 2020 took place in difficult circumstances. Migrating some of the Retreats online has stretched the 2020 Class. However, in a strange way, it has also brought us closer and increased our reflection on what must change.*

*I came into the Programme totally unsure of what to expect: what I have experienced made me reflect on myself and challenged me to shift. I now understand what my essential self feels like and know to question myself when I fall out of this.*

*This year stretched my leadership style: I am clearer on my mission and now ensure my full self shows up. I no longer let what I know needs to be changed be ignored. I leave the Programme asking myself, “How will I show up and what will I risk?”*

**Current Community Involvement:** President - New Zealand Institute of Forestry; Trustee – NZIF Foundation; Mentor - First Foundation



## JASMYNE CHUNG

Communications Manager  
Creative New Zealand

WELLINGTON

I'm a communications practitioner passionate about kaupapa that improve people's wellbeing and sense of belonging and identity – I believe that arts, creativity and culture play a huge part in this. As a mixed race adult, who is still navigating my place in the various worlds and communities from which I come, I display high empathy and a desire to understand people at an individual and collective level. I bring with me the ability to put myself into others' shoes and a willingness to look at things from different perspectives and worldviews. Life is all the richer with inclusiveness. And fun! E koekoe te tūi, e ketekete te kākā, e kükū te kereru (In other words, it takes all kinds of people).

**Skills Offered:** Communications; Event Planning; PR

*Indeed, 2020 has been a time of challenge, suffering, learning and growth. What's more, inequity in this country was only further amplified by COVID-19, and more needs to be done.*

*I'm grateful to be part of an organisation whose leaders have gone above and beyond this year for the people we serve. Personally, I've experienced leading through crisis – and having a group of incredible people on The NZ Leadership Programme to share experiences with and seek support from has been amazing.*

*Growth-wise, surprisingly, it's been the little things. My natural inclination to 'give' until I can no longer function needs to change. I can be of more service when I take moments for myself.*

*Pause. Breathe. Rinse. Repeat.*



## JOHN CHAPMAN

Strategy and Performance Manager  
Tāmaki Regeneration

AUCKLAND

I was raised in Wellington where I also went to university and began my career in project management. I'm motivated by using the skills I've gained in the public and private sectors to make a difference for people and to reduce the inequities people face daily across Aotearoa. I love working in complexity and helping people align behind and implement their visions whilst valuing being part of a team focused on producing lasting outcomes. 2020 has highlighted amazing opportunities for me to step up and change the status quo, and I'm excited by ways to shape our future.

**Skills Offered:** Project Management; Strategic Planning; Policy Development; Process Improvement

*What better way to figure out what Transforming Leadership means than being thrust into dealing with the fallout of a pandemic? I entered the Programme with the intent to lean into whatever came my way and trust the process, despite not knowing where this would take me.*

*That led to some confronting and challenging moments that opened up a new way to approach leadership and to understand the meaning of being a leader for the 21st Century.*

*I'm honoured to have journeyed with people that do such amazing and varied work across the country and for the openness and vulnerability we've shared.*



## KAATERINA KEREKERE

Lead Creative  
KE Design

TOLAGA BAY

My husband Tai and I operate KE Design in Tolaga Bay, a creative art and design consultancy that reinforces the kaupapa of the Māori communities and creatives with which we work. Alongside mentoring ventures that are designed to share knowledge, one of my core essentials is to give back through volunteering expertise to domestic and global communities. Whether it be project management, graphic design, exhibitions or mentoring, I commit time and knowledge to help creative communities flourish, especially those without access to resources that are crucial to grow, dream and activate their imaginations.

**Skills Offered:** Mentoring; Community Engagement; Communications; Project Management; Marketing; Creative Design

*There's so much power in speaking from the truth that lies within yourself. Shifting to unsettling places. Moving between light and shadow to arrive at that space of essential being. And then go full circle again. This year's wisdom speakers challenged every aspect of what it means to be a good leader, a good ancestor.*

*The various wānanga strengthened my confidence and trust in my abilities and pathways – a complete reset and reimagination towards navigating me. This became the start of a journey to unpack the impacts of trauma and to realise that I am enough and to support others to work from there.*

*I am indebted to Creative New Zealand for supporting my participation. Whaia te māramatanga. Me te aroha. E ngā iwi. Kia kotapa tahi. Kia kotahi ra. Tatou tatou e.*

**Current Community Involvement:** Chair - Toi Hauiti Charitable Trust; Kaitiaki - Te Rawheoro Marae; Lead Creative - #ProtectOurWhakapapa



**KATHEREN LEITNER**

Chief Executive  
Asthma NZ

AUCKLAND

My career has been like a bloodhound chasing opportunities to contribute to growth. I am an entrepreneur at heart who is inspired by potential and avenues for progress. I have had the privilege of working across all major sectors of industry and with all levels of management. I work with organisations to navigate change, create sound, intelligent strategic roadmaps with coordinates that ensure progress. I lead my own businesses and own a governance portfolio strongly anchored in the NFP, social enterprise space. Fitness makes up a vital part of my life, and it is here that I have learnt many of the skills that I transfer into all aspects of life.

**Skills Offered:** Change Management; Governance; Business Improvement; Strategic Planning; Coaching

*In February 2020 we were presented with the vision for our year: Transforming Leadership. Little did we know that this was going to take on a new meaning in March 2020 as COVID-19 challenged humanity on a global scale.*

*I have been challenged in ways in which I was blissfully unconscious before. My attitude towards the many injustices, and the role I play, has been centre stage. My journey with The NZ Leadership Programme has been the pilot light for a deeper personal transformation. What role will I play in a more equitable and just society? How will I show up wholeheartedly on days I don't feel like showing up?*

*This Programme has forced me to consider the leader I wish to be. It has presented me with the gift to enquire, challenge and explore within.*

**Current Community Involvement:** Board Member - YMCA North; Board Member - Papakura Netball



**KIRSTEN NALDER**

Practice Manager - Calder Medical  
Centre + Team Leader Front of House  
Auckland City Mission

NELSON

I was born in Auckland where I lived for 21 years before moving to Golden Bay where my world opened up to the many opportunities that arise from living in a community-centered town. In 2017, my youngest daughter and I returned to Auckland to support family through an illness. I began a role at Auckland City Mission where I found many opportunities. I began The NZ Leadership Programme supported by the Mission and Auckland Council - a journey that I wouldn't have imagined when I first started. Through COVID-19, I discovered my desire to return to the South Island and be closer to my children. I am about to commence a new role at Nelson Marlborough District Health Board.

**Skills Offered:** Change Management; Event Planning; Facilitation; Project Management; Governance

*Having returned from our penultimate Retreat, I find myself on a journey so far removed from where I envisioned I would be - yet this is exactly where I am meant to be - with the courage to have arrived here.*

*Over the past year, I have learnt to trust myself; value my contribution to The NZ Leadership Programme and make magic happen together. I have forged friendships and, together, we have laughed, cried, danced, breathed and been part of something that has shaped me and my journey of continuous growth.*

*We have delved into creativity, vulnerability, and honesty. We have been questioned, confronted and worked together to recognise that we have the skills to help shape a better future in our country and world.*



**LISA LOPETI**

Microenterprise Programme Manager  
The Microenterprise Collective

AUCKLAND

A heart-grappling adventure in Cambodia (where my mother fled as a refugee) in my early 20s was the spark to my passion for social justice and human rights. It has been my privilege to advocate for the poor, marginalised and those facing injustice through working at several grassroots youth NGOs in Cambodia and New Zealand. My current role is with an amazing collective to resource our refugee-background communities through entrepreneurship, with a focus on systems change. I am grateful to be doing what I love and loving what I do with such supportive family and friends. I call Tāmaki Makaurau my home.

**Skills Offered:** Financial; Governance; Organisational Development; Fundraising; Project Management

*The NZ Leadership Programme has most inspired me to think and act systemically, collectively and truthfully. I have learnt to have grace for myself; to hold space and appreciation for others, to play in the unknown, and to sit with the unresolved.*

*I have become more self-aware, more connected to creation and walk away with key questions: How do we shift power, privilege and wealth? What are the narratives of today that will shape our future (and what are mine to voice)? How can I influence others to lead from a place of wholeness? I am so grateful to the Programme for stretching and enabling me to grow; for the aroha and acceptance from my Cohort; and for the opportunity to upgrade and refine as a leader.*

*Deep gratitude to Foundation North for enabling me to experience this special journey.*

**Current Community Involvement:** Trustee - Alongsiders International; Trustee - Youth and Recreation Trust; Member - Asia NZ Foundation Leadership Network



## LISA WOOLLEY ONZM

Chief Executive Officer  
VisionWest Community Trust

AUCKLAND

I have been working within Community Services for most of my adult life with a commitment to working in the community to address issues of social justice. For the last 22 years, I have been with VisionWest Community Trust, a faith-based organisation of which I have been CEO for the last 19 years. I am deeply passionate about addressing poverty and homelessness, inequality and equity - working from a Kaupapa Māori perspective. For more than 15 years, I have played a deep role in developing community-based social housing as well as serving on sector advisory groups.

**Skills Offered:** Leadership Development; Strategic Planning; Community Engagement; Policy Development; Mentoring

*I had been exploring leadership opportunities to keep me on my learning edge and decided to embark on The NZ Leadership Programme.*

*From Retreat One, I knew that this was going to be a personally challenging year. However, I felt the timing was right, and I was prepared to be fully engaged. Then COVID-19 hit and Louise taught us how to engage deeply as we were all learning to use technology. This helped me to stay connected with our Class and my team at VisionWest. The Programme has helped me along my journey of integration, transformation and living wholeheartedly.*

*I am extremely grateful to the Leadership NZ team and my incredibly beautiful 2020 Cohort. I have been deeply touched and inspired by your lives. Thank you!*

**Current Community Involvement:** Vice President - New Zealand Council of Christian Social Services; Member - Glen Eden Baptist Church



## LUCY NEAME

Director  
KPMG

AUCKLAND

I am a Director in the Management Consulting Practice of KPMG, assisting businesses to design and implement successful strategies for the future. I have worked both in-house for a global investment bank and in a consulting capacity in the UK, Asia, Australia and New Zealand.

**Skills Offered:** Strategic Planning; Organisational Review; Project Management; Organisational Development; Change Management

*My year of Transforming Leadership has helped me become grounded in New Zealand, having lived overseas for more than a decade. I have become more aware of the unique cultural environment in Aotearoa and my place in this society.*

*The NZ Leadership Programme has helped me understand how to be more authentic in all areas of my life. I have found the Programme a very rewarding experience.*



## MARK FREW

General Manager - Organisational  
Planning, Performance & Governance  
Ministry of Social Development

WELLINGTON

I am passionate about and committed to the public service. I have 13 years' experience focused on public sector change and improvement. In particular, I have focused on taking strategy to action and developing innovative ways to measure performance at an organisational level. My job satisfaction comes from growing and leading high performing teams. I love supporting people to be their best self and watching them progress in their careers. I am very driven by making a difference in the lives of New Zealanders. Wellington is where I call home, and I enjoy a good BBQ with my wife and two wonderful children.

**Skills Offered:** People Development; Strategic Planning; Organisational Review; Change Management; Governance

*In 2020, we've had to think differently and, in particular, make decisions about what's important to us all. The NZ Leadership Programme forces you to start with yourself.*

*The more you lean in, the more you build better knowledge of who you are. You figure out who you want to be as a leader. My worldview broadened, and I noticed the emotional and relational aspects of me grow. Throughout the year small turns on these dials have subtly changed my leadership style. At times it's been uncomfortable and deeply personal, but through it, you build trust in yourself and in others to be who you are.*

*I feel privileged to have journeyed with my Cohort as well as to reflect, question and ingest new knowledge. For me, that has transformed my leadership!*

**Current Community Involvement:** Chairperson - Adventure School Board of Trustees



## MOANA TE WAO

Team Leader - Food Security Service  
Auckland City Mission

AUCKLAND

I was born and raised in the suburb of South Auckland where I have dedicated most of my life to raising my three beautiful children until early adulthood. I wasn't sure of my career path at first, until I discovered my passion in the social services sector advocating for change and justice outcomes. I am privileged to be part of a collective leadership group within my organisation in partnership with external partners. I am very thankful for my experiences that have broadened my understanding for the future of my whānau, my mokopuna and our country.

**Skills Offered:** Strategic Planning; Community Engagement; People Development; Coaching; Risk Management

*The NZ Leadership Programme has transformed my life in so many ways. I have made a deeper connection with my essential self which has helped me to appreciate 'me' more. I feel empowered to step into the unknown and challenge myself further.*

*I aim to pursue higher aspirations for our country and apply these to my life. I am grateful the Programme has offered me this once-in-a-lifetime opportunity and a life-changing experience. I will keep close to my heart.*

*I feel every New Zealander would benefit from this Programme and say this with so the deepest love to the Leadership NZ team: you are lifesavers. I would also like to acknowledge Auckland Council for supporting my participation. Aroha nui.*



## NATALIE BERKETT

Director - Tax  
KPMG

TAURANGA

Having studied law and accounting at university, I am a self-confessed "tax geek". To date, I have spent my career providing advice to organisations and individuals, so they can achieve their goals whilst navigating the complexity of tax law. I have been fortunate enough to have my career span three KPMG offices (including a short stint in Beijing). I currently live in the beautiful Bay of Plenty with my husband and two young children. We enjoy spending time outdoors, be it at the beach, lake, walking or biking.

**Skills Offered:** Financial; Mentoring; Tax and Financial Management; People Development

*This year, I learnt that leadership is not a defined skill that you learn. It is a lifelong journey of discovery – a discovery of who I am, what I value and how I can use this to change the system for the better of my family, workplace, community and nation.*

*The NZ Leadership Programme is really just the beginning of this journey. It has equipped me with tools to continue to explore, discover and pause. It has pushed me to places that are gritty – there have been times I wanted to push back!*

*I am grateful to my Cohort and the Leadership NZ team for their patience, understanding and holding space for me to bring both the light and the dark.*

**Current Community Involvement:** Committee member / Statistician - Mount Maunganui Sports Club; Chairperson - ExportNZ Bay of Plenty Executive Committee



## NIKKI LAWSON

Head of Financial Control  
Earthquake Commission

WELLINGTON

I am a Chartered Accountant, using my love of numbers to provide insights whilst navigating financial reporting and legal requirements. In 2016, our family seconded to the most amazing country in the world – New Zealand! Having stepped out from practice into industry two years ago, I am excited about the leadership journey ahead and how I might make a difference. I enjoy leading teams to achieve their full potential in a diverse and respectful environment. 2020 has broadened my understanding of the significance of this role. It has equipped me with increased confidence to grow, follow my intuition and approach leadership with true heart.

**Skills Offered:** Financial; Training; People Development; Business Improvement; Coaching

*The NZ Leadership Programme has been a blessing in disguise during the global pandemic. What I thought would provide me with leadership quandaries has overwhelmingly delivered so much more. It has gifted me the time and space to reflect inwards, to listen to myself about what the future – and the past – hold for me as an individual and leader.*

*Our transforming leadership journey began in a discreetly inviting way until I found myself being ruthlessly vulnerable, truly honest and deeply confronted yet in the safety of the most inspiring and supportive Cohort. I stepped outside my comfort zone to contemplate perspectives that were new to me. My worldview has shifted – and my family, community and career will be better for it.*

*Thank you, Leadership NZ and my Cohort for renewing my sense of purpose. I will treasure this forever.*



## OTENE HOPA

Māori Cultural Manager  
TupuToa

WHANGAREI

I have been the Māori Cultural Manager for TupuToa since October 2018. My background is working in career development and education. I worked at Careers New Zealand as a Careers Consultant and later at Te Whare Wānanga o Awanuiārangi delivering the Ngā Mana Whakairo a Toi Bachelor of Māori Performing Arts Programme. My whānau and I are the kaiwhakahaere of Hātea Kapa Haka from Pehiāweri Marae in Whāngarei. My passion is reflected through my commitment to Te Reo, marae life and all kaupapa Māori.

**Skills Offered:** Facilitation; Training; Public Speaking; Relationship Management; Cross-cultural Understanding and Capability

*This year has taught me things about myself that I didn't know I needed to know. Getting to know your essential self and having a relationship with that is key to being the best leader.*

*The times of deep self-reflection were confronting. I have been moved outside my comfort zone, turned upside down, flipped around and put back together again. The NZ Leadership Programme has reignited qualities in me that have always been there, but not always leveraged to their full potential. I have also learnt to see that in others.*

*I must acknowledge the Leadership NZ team for their manaaki of this kaupapa. I mihi to my colleagues who have shared this journey. What awesome people you are, and I look forward to seeing the impact we each will have across Aotearoa! E ao ia te mihi.*

**Current Community Involvement:** Kaiarahi/Tutor and Composer - Hātea Kapa Haka



## SARAH BROSNAHAN

Founder  
Hello Dawn - Strategic Marketing & Coaching

AUCKLAND

My vision has always been to create a better world for future generations. For me, authentic and connected leaders are at the core of this vision becoming a reality. My passion is to shift how humanity consumes in order to live in harmony with our natural environment. I see marketing as a powerful tool for this change. My career started in brand marketing, and I now run my own strategic marketing and coaching business to support purpose-led businesses and individuals to make impactful change. I feel blessed to have spent this year learning from leaders who are equally passionate about creating a better tomorrow. It has given me hope that collectively we can make the change we wish to see.

**Skills Offered:** Coaching; Strategic Planning; Marketing; Communications; People Development

*At the age of 13, I recall sitting in a conference room observing my mother deliver her Harkness Fellowship paper on leadership. That paper was the genesis for what was to become Leadership NZ.*

*20 years on, I find myself experiencing The NZ Leadership Programme and joining the Alumni network that sits at the heart of the organisation.*

*It is often in chaos that things truly transform, so it is fitting the 2020 theme is Transforming Leadership. For me, though, this year, has been one of reconnection. A reconnection to what I value the most, to the country I call home and to the change I wish to make.*

*As I step forward, I do so now with a community of leaders who over the past nine months have become family. This is the true gift of the Programme.*



## SARAH LEBERMAN MNZM

Professor of Leadership  
Massey University

PALMERSTON NORTH

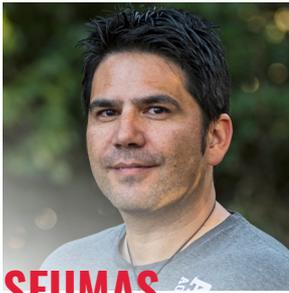
I joined Massey University in 1991, helping to establish the academic sport management programme in 1992. I have held various roles including Head of School of Management, Deputy Pro Vice-Chancellor for Massey Business School and Dean Academic for Massey University. I am an elected member on Massey University Council. I co-developed the University sector-wide New Zealand Women in Leadership Programme in 2006. I have designed and implemented leadership programmes for women in education, sport and corporate organisations. I am the Co-Founder and Co-Chair of Women in Sport Aotearoa.

**Skills Offered:** Governance; Strategic Planning; Leadership Development; People Development

*Whanaungatanga, kaitiakitanga, manaakitanga summarise this year for me. I have met the most amazing Cohort of leaders from so many diverse sectors and backgrounds. Learning from and with them on The NZ Leadership Programme has been a gift that I will always cherish.*

*I have learnt about my triggers and how to recognise and manage them. I have recognised the need to be and pause – rather than always doing – and that when doing, to do so from the green not the red! It has reinforced my commitment to playing an active part in the mahi I do in Aotearoa to honour Te Tiriti o Waitangi and confirmed my journey towards equity where I can use my privilege to ensure I show up, stand up, speak up and act.*

*Kia tapatahi, kia tika, kia niwha!*



**SEUMAS FANTHAM**

Executive Director  
Todd Foundation  
WELLINGTON

I work in the philanthropic sector partnering with local leaders, communities and hapū/iwi to develop their own community-led solutions. With an increasing focus on the systemic shifts required to advance positive change in Aotearoa, I believe now is an outstanding time to develop our next generation of leaders who offer diverse perspectives and represent a wide range of backgrounds and experiences. I joined The NZ Leadership Programme because I was eager to develop my leadership skills with my role at the Todd Foundation as well as in my service to governance roles, the community and life in general.

**Skills Offered:** Governance; Mentoring; Strategic Planning; Youth Leadership Development; Community Engagement

*Journeying with The NZ Leadership Programme has taught me more about myself, what I value and how I work. I am grateful to the Leadership NZ team for adapting during a challenging COVID-19 environment.*

*This Programme provided a safe space for our Cohort to explore new models and learn from leaders doing amazing things. What I have learnt is that each of us has our own unique way of seeing the world: How we respond to challenges and opportunities is equally unique.*

*I have met a group of talented leaders with whom I look forward to nurturing relationships in the future.*

**Current Community Involvement:** Volunteer - Te Ora Hou Wellington East; Board - Philanthropy New Zealand; Volunteer Coach - Special Olympics Wellington



**SUHAIL SEQUEIRA**

Supply Chain Solutions Architect  
Ports of Auckland  
AUCKLAND

I was born in Mumbai. My father was a ship's captain, and this gave me the opportunity to sail with him during my childhood. Armed with a Bachelor of Commerce from The University of Auckland, I embarked on a career in the international logistics and supply chain industry. In 2014, I moved to Melbourne to work and study at Melbourne Business School. My role at Ports of Auckland draws on my international experience, people skills and networks. I interact with people throughout the company and across our subsidiaries, providers and clients to develop sustainable supply chain solutions. I have a passion for hockey, squash and golf.

**Skills Offered:** Mentoring; People Development; Strategic Planning; Relationship Management; Business Improvement

*What a privilege to be part of The NZ Leadership Programme! I am truly grateful to Ports of Auckland for this opportunity.*

*The Programme has challenged me in unexpected ways and stretched my understanding of New Zealand's social and economic challenges. This year, we faced COVID-19, and my Class, guest speakers and Programme Facilitators faced this challenge by adapting.*

*Using Zoom in lieu of physical Retreats, we continued to share our diverse experiences and viewpoints - an aspect I will always value. That added so much to my Programme experience. I now have a better understanding of myself to better manage challenging and uncomfortable situations, equipped with tools to guide my leadership journey.*

*Thank you, Leadership NZ!*



**TRACEY KAY**

General Manager - People, Safety and Communications  
Counties Power  
AUCKLAND

Born in South Auckland, I am fortunate that my life journey and career pathway enable me to contribute in ways beyond traditional work-based activities. I believe opportunities are to be seized, and I seek to open the eyes of others to their true potential. With a zest for assisting youth achieve their dreams, this passion extends to over 15 years with First Foundation and continues to inspire me. I am humbled to journey with such talented youth. I am excited to see my children and their peers forge their path, as they shape careers with a shifting consciousness towards the environment and social causes.

**Skills Offered:** Coaching; Leadership Development; Policy Development; Strategic Planning; HR

*This was a leadership journey like no other. I was expecting to be taken out of my comfort zone somewhat - in reality, my comfort zone dissolved at Retreat One. The trust and care built across the year is impossible to express - it must be felt.*

*This was a unexcepedt journey to which I was surprisingly open. Allowing myself to be vulnerable and expansive to the diversity of the Programme enabled me to transform into a better version of myself. To be part of a groundswell of purposeful leadership with a unique vision for our communities is both powerful and humbling.*

*Across 2020, our challenges were different than anyone ever expected. Yet to be here now, with connections and friendships that will last a lifetime, is priceless.*

*Many learnings and blessings are now woven into my fabric.*

## ALUMNI JOURNEYS


 A portrait of Matalena Leaupepe, a woman with dark hair pulled back, wearing a red top, purple butterfly-shaped earrings, and a silver necklace. She is smiling slightly and looking towards the camera. The background is a soft-focus green outdoor setting.
 

# MATALENA LEAUPEPE

## NZ LEADERSHIP PROGRAMME (ALUMNA 2018)

**Since completing The NZ Leadership Programme in 2018, where have you journeyed?**

I changed roles from leading the Pacific Policy Team at Ministry of Innovation, Employment and Innovation (MBIE) to becoming the Director for the Government Centre for Dispute Resolution. My new role has taken me closer to Te Ao Māori in ensuring that the Best Practice Framework we are developing for the Dispute Resolution system is responsive to the needs of Māori and honours the Treaty partnership. I have also dived deeper into my own cultural roots, as a Samoan woman, by getting my 'malu' Samoan tattoo for females.

### THE TOOLS OF DEEP LISTENING AND PRESENCE HAVE HELPED ME STAY GROUNDED DURING CHALLENGING TIMES.

**In what ways have you found your 'voice' or shifted your perspective via the Programme?**

The Awakened Leadership theme in 2018 helped clarify and ground my understanding of what my values are and how I can actively and purposefully use them to lead. I spent a lot of 2019

being invited by different government departments to speak about my experience in influencing change with limited resources and power and how they can improve their approaches to diversity and inclusion in the Public Sector. Having a values-based approach to leadership has helped me speak more boldly and clearly through these engagements, knowing where I stand and why I do what I do.

**What skills did the Programme offer that you have used to create value for your organisation?**

The Programme gave me the tools to develop a deeper appreciation of my own wisdom and leadership abilities. I was able to use these skills in the period following the Christchurch mosque shooting where I was able to help lead our group through a Māori cleansing ritual. This helped those affected by the attacks to have a process where they can grieve and begin a process of healing. This also became the start of a conversation for our organisation around staff members' experiences of racism. I know that the tools I acquired through the Programme of deep listening, enquiry, presence and presence have helped me stay grounded and calm during challenging times.

**This year's theme is Transforming Leadership. What does this mean to you?**

On a personal level, Transforming Leadership starts with my ability to continuously learn about what it means for me to be the best version of myself. One of my biggest challenges right now is learning from some of the negative constructs that I have normalised in my life. Those that have caused me to be stuck or fearful and therefore not to lean into experiences or difficult conversations that will ultimately contribute to a better understanding of and connection with others.

**As a government sector leader, if you had one piece of advice for future leaders, what would it be?**

Do your work to know yourself, your values, your biases, what brings you joy and what drives you. Keep becoming that better version of yourself. This is your daily job that no one else can do for you.

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*Matalena Leaupepe is Director – Government Centre for Dispute Resolution – MBIE*



# RICHARD LLEWELLYN

## NZ LEADERSHIP PROGRAMME (ALUMNUS 2011)

### Since completing The NZ Leadership Programme in 2011, where have you journeyed?

So much has changed in that time, both globally and here in Aotearoa. For me personally, over the last decade, my wife and I have had the privilege of seeing both our daughters become adults, and we continue to live, work and play in Auckland. Professionally, I have continued to work with large, values-based and leadership-driven organisations, focusing my mahi on influencing how they can play a greater role in tackling big issues to create long-term value for the business, its customers and Aotearoa.

### In what ways have you found your 'voice' or shifted your perspective via the Programme?

Being relatively introverted (and having previously worked in roles where to stay 'below-the-radar' was a good thing), the Programme exposed me to different perspectives whilst reshaping my thinking about different types of leadership. It dispelled some preconceptions about conventional leadership norms and assisted me to align what I do professionally with bigger issues. I've realised we all want to leave behind a better Aotearoa for future generations.

### What skills acquired through the Programme have helped you tackle challenges to date?

I've found that being able to better listen to and understand different perspectives has been enormously helpful in building coalition between people from diverse backgrounds. I've bettered myself at understanding the links between cause and outcome and the importance of connecting the right people together when trying to influence or support systemic change. The NZ Leadership Programme gifted me that perspective and made me realise that I could play a role in influencing positive change.

### What skills did the Programme offer that you have used to create value for your organisation?

At its heart, The NZ Leadership Programme gave me a much broader and more holistic perspective with which to consider organisational and societal challenges. This has added value to the companies where I have worked.

### This year's theme is Transforming Leadership. What does this mean to you?

Transforming Leadership is leadership that recognises and helps others to navigate the powerful forces at play to create sustainable change. In the context

of Aotearoa, I see it as looking at the things that are unique about us to strengthen our competitive advantage in a COVID-19 world.

### TO LEAD AND DRIVE CHANGE TAKES COURAGE. SO BE COURAGEOUS.

### As a corporate sector leader, if you had one piece of advice for future leaders, what would it be?

Something from my Programme experience in 2011 that has stuck: It was the Native American saying: "You can tell a leader by the number of arrows in their back". I've reflected regularly on that since then. To lead and drive change takes courage. It won't always be popular, but if you believe it's the right thing to do, do it. So be courageous.

*Richard Llewellyn is Head of External Affairs, Vodafone Aotearoa*

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**EMPLOYER PERSPECTIVE**
**Southern Cross Health Society**

# LEADING WITH AUTHENTICITY

**How did Southern Cross Health Society's relationship with Leadership NZ start?**

Our relationship spans many years. Our CEO Nick Astwick journeyed with The NZ Leadership Programme in 2010 and is currently Chair of the Leadership NZ Board. My own involvement came about last year when Nick and I were deciding what my 'one big development goal' for 2019 could be and we landed on this Programme. This was partly for my own personal development, but also to gain insights into it to help inform whether it was something that could be included into the suite of development opportunities we offer our leaders at Southern Cross.

**Why has Southern Cross Health Society invested in Leadership NZ?**

Having strong leadership is an enabler for wellbeing. We're with over 800,000 New Zealanders as they navigate their health and wellbeing journeys and, as an organisation, we support just over 600 employees – this is a responsibility we take very seriously. We need high performing leaders in our organisation, so we can prioritise the health and wellbeing of our own people and do our best to help keep New Zealanders at their best. LNZ helps to grow and develop leaders who care, understand the value that inclusive and diverse thinking can bring to an organisation, and cleverly brings this together over the year-long programme within a New Zealand context.

**What impact has The NZ Leadership Programme delivered to your business?**

Those in our team who have graduated from the Programme, including myself and our CEO, have been able to lean on the skills we learnt to effectively navigate, communicate and care for our employees during 2020. Some of our senior leaders across Aotearoa took part in Leadership NZ's short virtual programme 'Lead to Transform' this year, and they found it extremely valuable to have the opportunity to reflect on their leadership and the footprint they leave on the world. No one could have foreseen the speed and impact that COVID-19 has had on the world. As well as responding to the pandemic, we



also comprehensively transformed our operating model to scaled agile. This amount of disruption and change requires a certain amount of resilience - not just in our people but for those leading through the change.

**In what ways has The NZ Leadership Programme opened up more compelling internal engagement?**

Taking part in The NZ Leadership Programme helps to broaden your perspective on a diverse, inclusive New Zealand and empowers you to lead with authenticity and uphold the mana of others. This fundamentally changes the conversation inside organisations from being inwardly focused to applying a broad perspective to how you go about your business - both with your own people and for your customers. You will find yourself being transformed from the leader you think you're expected to be, to a leader that is truly, genuinely you. We're more determined than ever to be with our people so they can be with New Zealanders now and into the future.

---

*Vicki Caisley is Chief People and Strategy Officer, Southern Cross Health Society*

## PRINCIPAL PARTNERS



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LEADERSHIP  
PROGRAMME

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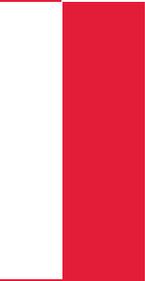
Each year, we select a cross-section of leadership talent and voices that represent the diverse nature of our nation.

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- ▶ Build leadership capabilities to meet 21st Century challenges
- ▶ Broaden horizons through unique personal and professional approaches
- ▶ Explore new ways of thinking, developing the cultural intelligence needed by leaders of tomorrow
- ▶ Build networks beyond professional practice
- ▶ Apply leadership to make a difference in your organisation and community
- ▶ Develop an in-depth societal awareness
- ▶ Build confidence to step forward and create change
- ▶ Grow a greater confidence in growing others



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**LEADERSHIP**  
NEW ZEALAND  
Pūmanawa Kaiārahi o Aotearoa

