

THE NEW ZEALAND
LEADERSHIP
PROGRAMME

2021 YEARBOOK



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VISION

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

PURPOSE

Leadership NZ's purpose has been to create a connected community of leaders working together for a more just, equitable and sustainable Aotearoa.

MISSION

To build an exceptional leadership culture that develops and celebrates resilient, courageous and authentic leaders who:
Lead for the future of Aotearoa;
Have a strong awareness of issues of significance for New Zealand, including the foundational importance of Te Tiriti O Waitangi;
Value diversity, engage in meaningful conversation, connect and work successfully across difference in a bicultural and increasingly superdiverse nation;
Effect positive social, economic, environmental and cultural change across government, business and communities.

VALUES

Courage Generosity of spirit
Inclusion Integrity
Innovative Apolitical
Celebration of diversity

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IANI NEMANI

A MESSAGE FROM OUR CO-CHAIRS

Kia ora, mālō e lelei, talofa lava, kia orana, ni sa bula, taloha ni, fakalofa lahi atu, ni hao, namaste and warmest greetings from the co-chairs of Pūmanawa Kaiārahi Leadership New Zealand.

As Co-Chairs, we would like to honour the many, many people who have given so much of themselves in 2021, beyond what any of us could have anticipated, to strengthen the leadership movement within Aotearoa, in service of the future of Aotearoa, which is at the heart of Leadership New Zealand. 2021 brought sacrifices and pain, and growth and celebration. This yearbook captures this spirit and pays tribute to the leaders who participated, the team who put it all together and the collective leadership determination to find a way through.

We would like to pay tribute to the 2021 year for your perseverance, your faith and tenacity in times of uncertainty and your commitment to yourself and to leadership. We know this has shown up in many different ways for each of you, and we respect this. Our heartfelt hope is that the calmer waters beyond 2021 will bring times to be together, to be anchored in your shared journey and we hope you take every leadership opportunity you are presented with, in both hands, with pride. You are an extraordinary group of leaders – a transformative cohort, remarkable in your resilience and collective wisdom. Ngā mihi nunui ki a koutou katoa.

Most importantly, and on behalf of the board, we would like to acknowledge and thank the amazing and inspirational team at Leadership New Zealand, guided by the inspirational vision and commitment of our CEO, Anya Satyanand. We remain committed to the deep anchor of our foundations, our whakapapa, and look forward to the next wave of our journey.



JUDY NICHOLL



PŪMANAWA KAIĀRAHI

*NOTHING COULD HAVE PREPARED
YOUR HEART TO OPEN LIKE THIS.
FROM BEYOND THE SKIES AND
THE STARS
THIS ECHO ARRIVED INSIDE YOU
AND STARTED TO PULSE WITH
LIFE
EACH BEAT A TINY ACT OF
GROWTH
TRAVERSING ALL OUR ANCIENT
SHAPES
ON ITS WAY HOME TO ITSELF.*

JOHN O'DONOHUE
FROM TO BLESS THE SPACE BETWEEN US

THE BEATING HEART OF LEADERSHIP IN AOTEAROA NEW ZEALAND

Nineteen years ago, Leadership New Zealand was born from a dream of weaving leaders together across generations, sectors, cultures and communities, for a stronger Aotearoa.

Nearly two decades later, the organisation's purpose has never been sweeter, more urgent or more important. We need pattern finding, grounded leaders, who can 'lead from the emerging future.' The conditions for leadership right now are unique. Leaders have navigated two and a half years of unprecedented disruption. Our systems and institutions – the institutions that underpin our democracy and economy – are straining in the face of rapid demographic, technological and social change. Relationships and connections have been placed under extraordinary pressure. The great promise of Te Tiriti o Waitangi remains unfulfilled – what's possible feels simultaneously closer and less obtainable than ever before. The gap between those with access to power and resources and those without are not closing – and in many cases they're widening. Social cohesion holds – for now. These are the leadership issues of our times.

For much of the last two decades, The New Zealand Leadership Programme has equipped, grounded, inspired, supported and challenged leaders in New Zealand to lead for a more hopeful future. What we teach is quite different from that which sits on pages of management textbooks. In our programmes, we create space for leaders to grow the courage, compassion and creativity required of people with big jobs and big dreams in these fast times. Leaders are given time and tools to pause, breathe, look beyond the horizon with their feet firmly on the earth, discern their purpose and reconnect with their own story. To lead with purpose, for a more hopeful Aotearoa. We connect leaders across sectors, disciplines, professions, languages, cultures, faiths and worldviews in brave and safe spaces. The New Zealand Leadership Programme is unlike any other leadership development course.

I want to acknowledge the NZLP programme team who journeyed with the cohort of 2021 – Louise Marra, Dan Gerrard, Petrina Togi-Sa'ena, and Donna Jamieson-Hall. You travelled through a difficult year, and I honour the strengths you each brought and the collective wisdom you generated.

I honour in particular the legacy of The New Zealand Leadership Programme's outgoing Programme Director, Louise Marra. Louise's vision for the kind of leadership for change that's needed in the world right now, along with her extraordinary facilitation and teaching skills, have shaped the NZLP for the last decade. So many of us have benefited from her wisdom, humour, care and attention. Ka nui te mihi ki a koe, e Louise.

I also want to acknowledge the change in our heartbeat. The NZLP's sister programme, the Mana Moana Experience, began in 2018. It is evidence of its success that Mana Moana is now being established as its own entity, in its own right, with governance and leadership grounded in the Pacific communities of Aotearoa. The whānau connection between Mana Moana and Leadership New Zealand will endure forever, but we are so hyped to see Mana Moana grow and thrive in its own right.

Finally, to the cohort of 2021-2022. You have truly earned a significant place in the record books for The New Zealand Leadership Programme. You have travelled far (the furthest) over rough ground (the roughest). Again and again you showed your commitment to each other by truly listening, speaking truly, and trying to truly hear each other. In the rumble and reckoning of 2021, your relationships and connection have been a source of light for one another – and for us. We honour you and warmly welcome you into our alumni whānau of Leadership New Zealand.

In 2022 as Matariki rises, we celebrate our new whānau – the class of 2021 and the new beginnings for Mana Moana and The New Zealand Leadership Programme. We honour the leaders who have guided and shaped us, and in particular we acknowledge Louise Marra, our Programme Director who journeyed with the class of 2021, and with every cohort since 2012.

No reira, tēnā koutou, tēnā koutou, ngā mihi nunui ki a koutou katoa!



We are in a connection crisis. I have been saying that for some years and we are still in it!

How will we find our way back? The simple solution is to get connected; the hard part is how and how deeply and what and who with and what capacities are needed.

The 2021 cohort faced such challenges as we only managed to meet as a whole cohort three times. The rest was either online or a mix of online and in person. This does not bode well, you might say, for connecting. I really want to honour them as many really grappled and grasped the mantle and did create strong connections with themselves and each other. Of course, in these difficult times, some did not manage that so well.

So how as we continue to be in these times, when connection looks dangerous, manage to do it anyway? Society is a fabric of energy that we all contribute to, even those we may wish were not part of that fabric; it is impossible, we all are.

We need new mastery from leaders and ourselves in this time to become masters of connection. We have been warriors sometimes of things that have not served us in creating the fabric of society that well – how do we become sewers and rethreaders of a connected society?

We can see a lot of damage in the world in many statistics and, of course, we now have war. Much of the disconnect has always been there, simmering away, and is now visible. Now that these dangerous disconnects are visible, what do we do with them?

What is needed in this mastery journey?

My starting place is always with you. I belong to the school of unity, the one that keeps learning how we are all part of a whole, part of the web of life. Where things are always

CONNECTION CRISIS AND CONNECTED LEADERSHIP

“

***ALL OF US HAVE TO FIND WAYS
OF COMING BACK INTO OUR
CONNECTED SELF AND INTO OUR
CONNECTIONS WITH OTHERS
AND THE LIVING PLANET. THIS IS
SOMETHING WE CAN ALL DO***

”

connected, sometimes in a huge mess of entanglements.

Bear with me in creating some new words: I like creating verbs from nouns as I find them closer to what reality is. In that school of unity, you are always ‘systeming’ or ‘worlding.’ You are always a system changing. Once we enter the Einstein world of energy, then you ‘worlding’ differently always changes the system around you.

I still find leaders changing worlds out there and not seeing how their way of ‘systeming’ keeps reinforcing a world that sometimes needs to come apart, or creating the same world when we need a new one from a connected place.

I feel a rule of thumb is what part of me and the world am I connected to as I lead.

We all have places in ourselves that we need to heal and integrate but never create from.

We only create new worlds when we are in the connected fabric of life. Life itself wants to disentangle itself and flow freely; then we are part of that current.

All of us have to find ways of coming back into our connected self and into our connections with others and the living planet. This is something we can all do.

Of course, what is hard here is that trauma and shadows also connect and these connections are not always healthy – we have plenty of fodder showing us how leaders connected over white superiority and human superiority as being normal, the way things are.

So connection is not so simple, which is why you need to know yourself as a leader, which part of you is connecting – your desires to win, be right, put down, survive, prove, fix etc.

Or are you in the web of life, meeting another expression of that web?

Entirely different places.

Also in this place, we can stop foregrounding all our usual ways of being and put them into the background, bringing our childlike innocence of learning and sensing and curiosity into the foreground. We do have to feel our helplessness, the places of not-knowing, of unlearning. We do not need another hero or heroine, we actually need groups of people who need each other.

I look back and see what common and agreed leadership practices and principles have led the world to. I feel we all need to look at this and then not come up with answers or ways, but agree we have made a mess, and then create connected places where the collective intelligence of all can be brought into the light, to thread our new tapestry we call society.

Each gets to bring their weft and weave and colour and beat.

I also outrageously believe that safety has become a code word for not having to feel or face many things in life.

Let me say true connection back into the web of life and with each other is not safe. It is gritty, courageous, expanding, thrilling, sometimes terrifying.

Let us all be up for that journey.

It will unravel us and create the world anew from the creative, evolutionary and life-giving current of life itself.

Thanks 2021 for starting that journey!

2021 PROGRAMME OVERVIEW

FEBRUARY SYSTEM AND SELF

Online Retreat held via Zoom

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.

Anya Satyanand
Chief Executive, Leadership NZ; Leadership NZ Alumna

Louise Marra
Programme Director, The NZ Leadership Programme

Dan Gerrard
Programme Facilitator, The NZ Leadership Programme

Tui Ah Loo
Chief Executive Officer, PARS (People At Risk Solutions) Incorporated

Peter Kerridge
Kerridge & Partners, LNZ Ambassador

Shruthi Vijayakumar
Contractor, Facilitator, Strategist

MARCH SYSTEM AND SELF (PART 2)

Rydges Formosa Golf Resort, Auckland

Jo Brosnahan Founder, Leadership NZ

Sir Bob Harvey Champion for Auckland

LAUNCH EVENT

Rydges Formosa Golf Resort, Beachlands

Guest Speaker: Cr Josephine Bartley

MAY TE TIRITI O WAITANGI & TE AO MĀORI

Kohewhata Marae, Kaikohe

Exploring Aotearoa's complex roots, Te Ao Māori, the Treaty of Waitangi, institutionalised racism, and the impact of colonisation and what a restorative process for NZ might look like.

Ngahau Davis & Debbie Davis
He Iwi Kotahi Tatou Trust

Mischelle Pepa Tohu and Manawanui Mihae
Tohu Ora Limited

JUNE ONLINE RETREAT

Online session held via Zoom

Cohort Panel:
Basil, Avi & Doana; Serena, Rachael & Keyur; Lisa, Richard, and Adrienne.

JULY A CIVIL SOCIETY - OUR PEOPLE, OUR LAND

Ilex Event Space, Botanic Gardens and Hotel Give, Christchurch

Exploring elements of a civil society, ethics, values, current issues and who is benefitting in our country and who isn't. This one is to explore our multicultural Aotearoa and what is happening and what needs to happen, always acknowledging the role of Tangata Whenua and Te Tiriti.

Tihi & Wiremu Puanaki

Lynne Te Aika
Matapopore Charitable Trust

Joseph Hullen
Christchurch City Council

Dr Karlo Mila
Mana Moana Experience

Daisy Lavea-Timo & Dietrich Solokai
Cross-Polynat Ltd

Hussain Hanif
Diversity and Inclusion Manager, Mainland Football/ Canterbury Cricket

AUGUST ONLINE SESSION

Online Retreat held via Zoom

The focus for this online retreat was Our Environment.

SEPTEMBER OUR ENVIRONMENTAL CRISIS

Online Retreat held via Zoom

This Retreat explored the environment. Our relationship and connection with it, deepening our relatedness and our action in the world.

Cohort Panel:
Megan, Matt and Daren

Zane Wedding
Save our Trees and Greenpeace Aotearoa

Professor Basil Sharp
Energy Education Trust, Professor of Energy and Resource Economics at the University of Auckland and Director of the Energy Centre

OCTOBER OUR ENVIRONMENTAL CRISIS AND CONNECTION (PART 2)

Online Session

NOVEMBER OUR LEADERSHIP IN THE WORLD

Online Retreat held via Zoom Silverstream Retreat, Lower Hutt, Wellington

This was a hybrid hosting format, due to the Covid environment, where we hosted some of the cohort in person, in Wellington; with the remaining participants joining via zoom.

Exploring Visions for Aotearoa, your group visions and visions from the speakers, and what that means for New Zealand leadership. We will also continue our journey into ourselves and how we bring ourselves into the world, and how we in fact “world” as a verb.

Rt Hon. Jim Bolger

Peter Kerridge
Kerridge & Partners, LNZ Ambassador

FEBRUARY OUR LEADERSHIP IN THE WORLD (CONTINUED)

Online Retreat held via Zoom St Francis Retreat Centre, Auckland

This was another hybrid hosting format, where we hosted some of the cohort in person, in Auckland; with the remaining participants joining via zoom. Here, we gathered to draw the threads of the entire year and integrate learnings.

Jo Brosnahan
Founder, Leadership NZ

Pat Snedden
Business Advisor, Philanthropist

JULY RECONNECTION TO US, EACH OTHER AND OUR FUTURE

Wharewaka Function Centre, Wellington

Final retreat day to close the programme – focusing on reconnection.

2021 PROGRAMME LAUNCH







EXTENDING MY SOCIAL BOUNDARIES

WRITTEN BY ANDREW TOOP, COUNTIES POWER

I drove into Rydges Formosa Golf Resort where Retreat One of The NZ Leadership Programme was held. On a warm evening and after parking and unpacking, I entered the resort and joined the 2021 Class participants. There was a positive atmosphere with participants already acquainted with each other through a previous online retreat. This provided a positive atmosphere warmth continued for the full retreat. That evening, I attended The NZ Leadership Programme Launch where guest speakers spoke from the heart about issues of culture and struggle that were enlightening.

Over the following days, Programme Director Louise Marra provided a comfortable atmosphere, which was combined with short periods of mediation, as we discuss topics of cultural awareness, high level conceptual structures of self-awareness and social bonding. Feedback, including pushback, on points raised were well received by Louise and discussed.

This atmosphere was accompanied by participation that pushed my social boundaries of how I interact with people and my understanding of the perspectives of others from very different social and cultural backgrounds to myself. This was through a number of mechanisms including personalised conversations to provide introspective understanding of both yourself and the other participants.

This pushed social norms about what you discuss with people and especially people that you only recently have got to know. In addition, there were group activities that were light-hearted and entertaining. I found that this process created strong bonds amongst the group because people quickly understood their fellow class members.

Added to this mix was the discussion from guest speakers - alumni who spoke very openly and honestly. In particular, Sir Bob Harvey gave an entertaining talk about his life as Mayor of the former Waitakere City Council and Dr. Karlo Mila provided insight into poetry - its meaning and how to write poetry. This is something that I had not undertaken since high school.

Added to the Retreat was The Mana Moana Experience whose participants were at Rydges at the same time. I was lucky to be able to meet leaders from this class over lunch and breakfast and, in this positive atmosphere, able to engage in open discussions. The class interaction culminated in a formal kava ceremony that involved all the class participants.

Driving out of the resort, I felt that I needed to process the experience, as I was unclear as to what it quite meant, but aware that my personal viewpoint and boundaries had been expanded. On reflection, I am uncertain as to whether this makes for better leadership. However, I am certain that it makes for better understanding of yourself and others - people whom I would normally never get to know, especially about their fundamental beliefs and life perspective (including motivations, culture and what is important to them).



LEADERS CONNECTING THROUGH A SHARED KAUPAPA

WRITTEN BY EMMA MCLEAN, WORKS FOR EVERYONE

We had already met on Zoom, but I was still slightly nervous about what was going to happen on our first in-person retreat for The NZ Leadership Programme. It felt luxurious to have two days shut off from the real world, away from responsibilities and groundhog day tasks (like asking my children to put their phones down). Yet, from the moment we all gathered around our cohort circle and from the first words of welcome, I knew that even though this was about leadership, it was going to start inside with me.

“Ehara! Ko koe te ringa e huti punga!

Yes, yours is the arm best suited to pull up the anchor”

The opening whakataukī was shared by Chief Executive, Anya Satyanand. Darn it, I’m going to have to do the mahi first. Leadership starts with yourself. And for me, this has not always been an easy place to start. I’m good at pretending I’ve got it altogether, but if I go a little bit deeper, I know there is stuff down there that needs my attention.

There was something beautiful about sharing a space with strangers. People who don’t know each other, who may never have met if it were not for this programme and its shared kaupapa. Over the next two days I began to get to know others and I started to lift the lid on myself. I became a poet, I practiced real listening and started to become grounded in my roots, something I had not thought about until now. I embraced feeling awkward (many times!), not knowing the right answer and holding the space with silence. Very different from any other work retreat I have been on. It was real.

Truth bombs exploded silently in my head throughout the days and nights. So many resonated with me. One that stood out, is how often we think we don’t have enough time at work to find out who our team members really are, beyond their job title. To be curious about how they define their co-ordinates of belonging and what grounds them in their essential self. But how can we not find the time? Spending the time to understand who we really are, builds connective tissue in a team and forms a container for change. Without this connective tissue we are only individuals sitting next to each other. My mind is flooded with the potential of this. When did we forget that we are thinking, feeling human beings? Beyond talent, team leaders, head count and FTE.

I have accepted an invitation to change by being part of The NZ Leadership Programme 2021. Before the first retreat, I thought the change might be that I would learn some new skills and meet new people. It is both those things but much more. It is not a box to tick or a qualification, it is an experience. It is a unique opportunity to meet ourselves. Our real self. Not the self that answers with stock standard replies – “I’m good”, “I’m busy”, or “I’m ok”. And as I am learning, our real selves are the wisest people, they are our very own internal GPS system. We just need to find them again. Sounds easy but it is going to be hard. And I can do hard things.

EXPLORING LEADERSHIP: FROM THE FIRST TEE

WRITTEN BY LISA RIDEHALGH, FOUNDATION NORTH

Well this is new. Wait, this is weird. Oh my god, this is actually surreal. I take it all back Zoom, you weren't so bad after all!

We arrive at a concrete and glass mass, erupting through a baize cloak of ridiculously green grass. I lift my gaze: Rangitoto looms comfortingly and the Waitematā sparkles to return me to my grounded state - these surroundings are fake and these feelings are temporary. The warmth of Ngāi Tai ki Tāmaki's opening mihi enfolds me and it is time to get on with the kaupapa that is Retreat One of The NZ Leadership Programme at Rydges Formosa Golf Resort in Beachlands, Auckland.

I have been handed a tee to place in the ground, and invited to balance a ball (myself) on top.

During the Mihi Whakatau and Launch I am told that in this game not only am I the ball, I am also the striker of the ball. It is going to be me propelling me into the vastness. Josephine Bartley affirms how life-changing this was for her - I have to admit the potential for weight loss alone is exciting. Previous cohorts watch as I take hold of this rakau and Louise Marra declares, "I'm a little bit afraid of you".

Others have told me this game will require many drives and many landings - sometimes on firm ground, sometimes in dense ferns, sometimes into a pile of cigarette butts. Sir Bob Harvey asks us to find a landscape where you can speak to yourself (and that kauri trees and whales are related). Maybe I will hang in the air for a while, before plopping into a pool of water or disappearing into a patch of sand so fine and so deep that I meet my childhood me through the gentle and loving persuasion of Dr Karlo Mila.

I stand back and study the spot, then scan the green of the course, then back down to the spot again - I am exploring leadership. These moments between thinking about hitting the ball and actually hitting it are where big decisions get made - those leadership kind of decisions. The mental space of these moments requires me to be super-present: to name my judgments, to consider how my super-ego has been operating and to park everything else over there, next to everyone else's little white buggies of self-doubt.

Knowing myself in those moments: the care I take to breath and steady myself, mindful of the muscles I know I have and feeling for the places where they are lacking, being able to see where are the parts of me - the precise spot, the right angle on the ball - that I need to connect with for me to do good, to be impactful, to land in a good place and land there intact.

It feels natural and safe for me to practice my swing over an imaginary tee first. Over the different sessions I do this many times; I compare my stance, my power, my grip, even my snazzy golf trousers, with those around me. I witness others, like Dan Gerrard, bravely strike out from their own tees out across their own fairways and feel a little bit afraid of, and afraid for, them.

In this game you can't walk back to your bag to select a different club - there isn't a different version of me to take my place. It's time to yield to and yes, even dare to celebrate being both ball and club.

WHOOOSH ----THWACK!!!

Apologies to Rydges Formosa Golf Resort (not a hotel), and to the sport of golf which some wag once described as "a good walk spoiled" (Anon).



DEEPENING MY RELATIONSHIP WITH TE AO MĀORI

WRITTEN BY ADELENE LYNCH, KERRIDGE & PARTNERS

I have really been looking forward to Retreat 2 Te Tiriti o Waitangi & Te Ao Māori of The NZ Leadership Programme. Being a recent immigrant to New Zealand, I have been curious around the indigenous history of this country and its people. What better way to learn it than in an immersive experience right? Boy, was I in for a treat!

We spent the next four days living in Kohewhata Marae in Northland, hosted by the Wihongi whanāu of the Ngāpuhi iwi. We were welcomed into the marae in a traditional pōwhiri. Matua Ted and his whānau spent time talking us through his whakapapa, the history and significance of the marae.

Through the days, we had groups of speakers come in and share with us their mahi. These were Māori leaders who were doing purposeful work to support Māori communities and helping Māori reconnect with their roots. We visited Waitangi Treaty Grounds to learn more about the history around Te Tiriti and the impact on the indigenous community. For many of us, the experience at Waitangi Treaty Grounds felt quite “touristy” in contrast to the unstaged, authentic experience we were having at the Kohewhata marae.

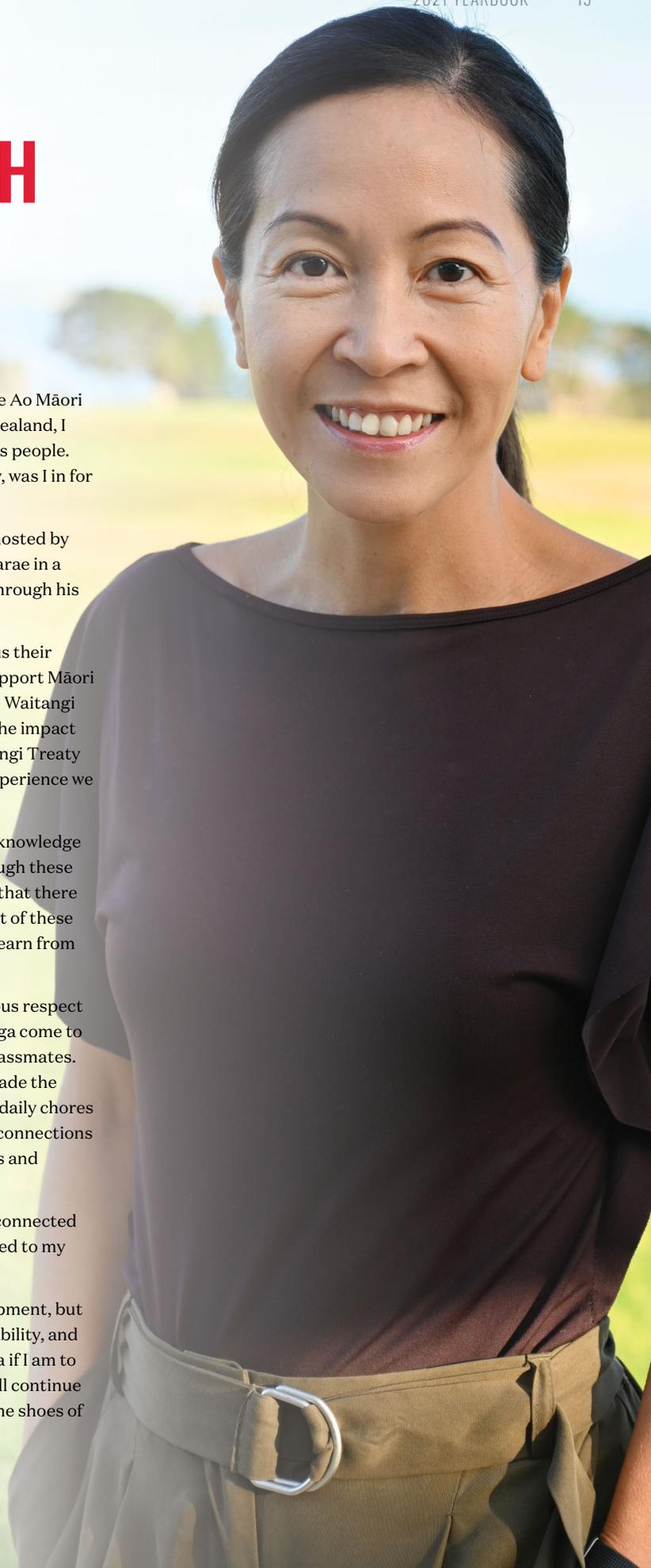
Learning to me is a complex layering process. I started with very little knowledge of the history of New Zealand and Māori practices and tradition. Through these few days, I acquired so much knowledge although I was also conscious that there were others in my cohort who knew a lot more than I did and hence a lot of these may not be new to them. This, in turn, gave me a lot of opportunity to learn from my classmates.

The deeper layer of learning came from an appreciation and tremendous respect for te ao Māori (Māori worldview). More importantly, I saw Māori tikanga come to life in the interactions with the Wihongi family, the speakers and my classmates. Manaakitanga - the Wihongi whānau treated us like their family and made the marae feel like home for us. We learnt Kotahitanga through sharing of daily chores and upkeep of the marae. I learnt Whanaungatanga through the deep connections I formed with my LNZ classmates in very powerful korero, shared tears and laughter.

Surprisingly, in my journey of discovery around how Māori are deeply connected with their tipuna (ancestors), I too became much more deeply connected to my ancestry than I ever felt in my life. For that I am immensely grateful.

I started the Leadership NZ journey thinking it was for my own development, but I have since realized it is more than that. Leadership is about accountability, and I am accountable for understanding the issues that matter to Aotearoa if I am to be a great leader in my profession, my community and my whanāu. I will continue to deeply reflect on what my role is and hope to never forget to get in the shoes of others to see things beyond the superficial.

As Spiderman says, “with great power comes great responsibility.”
Where to next....?



MY CULTURAL JOURNEY ACROSS AOTEAROA

WRITTEN BY PAUL TANSLEY, EARTHQUAKE COMMISSION

In leadership across private, public and nonprofit organisations we often talk about ‘culture.’ “Let’s create a culture based on....,” “We need to develop a culture of....,” “The team culture in this organisation is....”. Maybe when it comes to culture in organisations, it is not about creating the ‘new.’ Maybe the questions we have about culture can be answered by drawing from the past, or from the existing? Maybe we could draw upon the richest culture in our land? Maybe we could first take a moment to understand and explore Mātauranga Māori (Māori Culture).

As the bus navigates the roads towards Kaikohe, the destination for our second retreat where we will explore Te Tiriti o Waitangi and Te Ao Māori, I pull my acoustic guitar out of its case and convince this year’s cohort of The NZ Leadership Programme to practice our waiata.

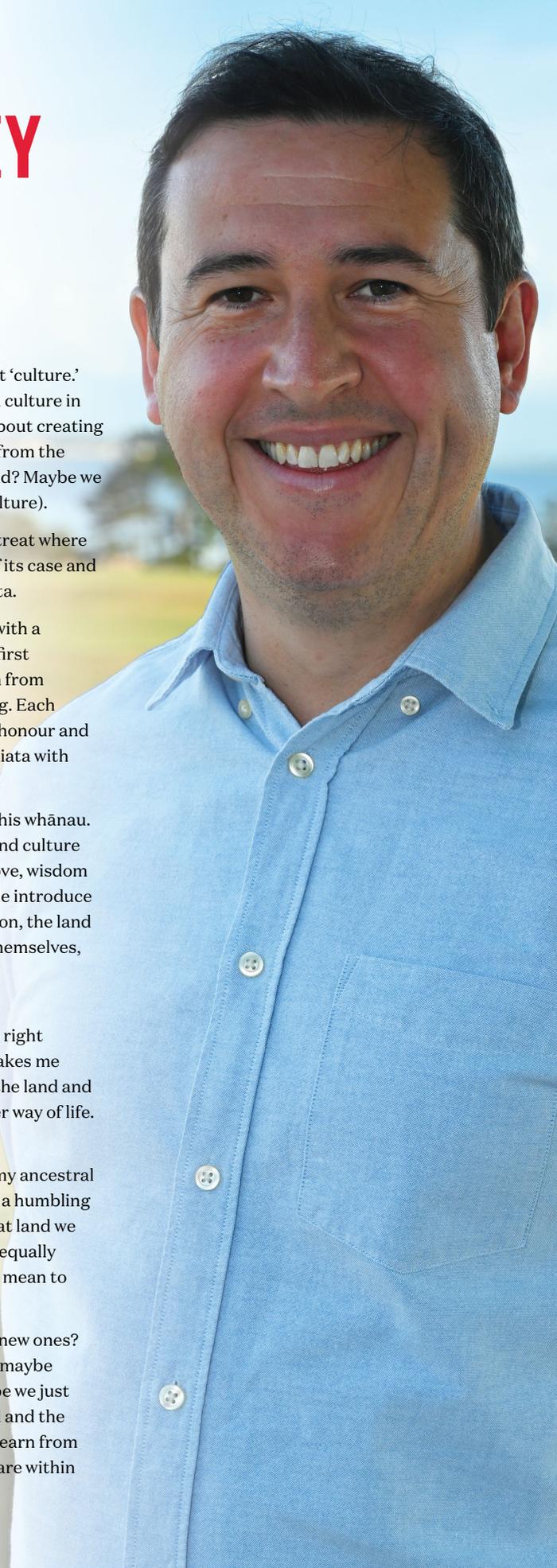
We arrive at Kohewhata Marae in the heart of Ngāpuhi country and are welcomed with a pōwhiri/whakatau for Retreat Two (Te Tiriti o Waitangi & Te ao Māori). This is my first experience of the tikanga of this iwi and hapū, and it is beautiful. After each speech from tangata whenua (people of the land) and manuhiri (guests), a waiata tautoko is sung. Each waiata tautoko uplifts the mana or wairua of each speaker. What a fabulous way to honour and respect someone after they speak. It was a privilege to be able to lead our group waiata with guitar in hand as part of this ceremony.

We are now welcome guests on the marae, and warmly hosted by Ted Wihongi and his whānau. Each minute, hour and day I gain more understanding of the tikanga, rich history and culture of the indigenous people of this land. I am overwhelmed with the level of warmth, love, wisdom and respect I experience in the hands of our hosts and guest speakers. When people introduce themselves, they first honour their ancestors, the significant landmarks of the region, the land and water that has nurtured them, where they are from, and then they introduce themselves, last.

Maybe there is something to learn from this? Maybe starting with gratitude and acknowledgement of the people and places that have led us to be who we are, is the right place to start, before we introduce ourselves (our ego)? In contemplating this, it makes me realise how disconnected I am from my ancestral history, and ignorant at times of the land and environment that has nurtured me. The land my ancestors journeyed to for a better way of life. A better life from the hardship and struggle they experienced in their homelands.

Before heading on the retreat, I took time to connect with my family and research my ancestral history in this land. Maybe what I have learned from this experience is that there is a humbling gratitude in knowing who we are, where we are from, where our connections lie, what land we caretake and make our home on. The land which nurtures and provides for us. It is equally humbling to know and respect this of others, and what their ancestral connections mean to them.

Maybe many of us are so disconnected from our own cultures that we try to create new ones? Maybe our culture has been taken away from us, or we have chosen to forget it? Or maybe we have replaced it with a cheaper alternative, one rooted in material things? Maybe we just need to reconnect with our own culture and truly understand it? The good, the bad and the ugly. Maybe we would better understand ourselves by doing this? Maybe we could learn from each other’s cultures by being respectful and open minded? Maybe some answers are within Mātauranga Māori? It is worth exploring further.





A PLACE TO RUMBLE

WRITTEN BY RICHARD COTMAN, NEW ZEALAND TRADE & ENTERPRISE

I came to Retreat Two (Te Tiriti o Waitangi & Te Ao Māori) at Kohewhata Marae knowing that I needed to be ready for challenge. I came ready to listen. I thought I was going to spend more time listening than speaking. I was conscious of arriving as a white, New-Zealand born Pākehā male on a marae where we were going to hear about the disconnection of tangata whenua from their rēo, dispossession from whenua, and of painful histories needing to be shared and learned. I wasn't sure of my place in those histories, but I hope I was prepared to listen and learn.

Mātua Ngāhau spoke to us on our first evening at Kohewhata about the whareniui as a pool in the desert – “a place to rumble” – to grapple with each other and with painful questions. I felt the pain of discomfort early in the retreat. A challenge to all of us to find our way towards more use of rēo while we were in the “safe space” of the whareniui. Were we being disrespectful by not sharing our pepeha? Were we not connecting with each other as we should? What was the protocol? Were we too afraid to trample on others' sensitivity or scared of making mistakes? I don't think we got to the end of our discussion about “safe spaces” as a group, but we experienced a little of the pain of conflict on that first night. We found a way forward by the end of the evening, but the ghost of that discomfort remained with the group for the rest of the retreat. We had rumbled for the first time.

It struck me during this Retreat that the marae is probably the best model of a safe place for dialogue that we have in Aotearoa New Zealand. Leadership often involves standing and speaking in uncomfortable situations. Acknowledging or addressing hurt. Looking for ways to move ahead. It is not easy, and it is uncomfortable for many of us. Luckily, the protocol of the marae offers all of us a framework and values to have these difficult conversations.

Tika – pono – aroha – are key ingredients of this deeper “rumble.” The emphasis on tikanga on the marae provides a framework, a basket of meaning and method that helps ensure the mana of all can be acknowledged, preserved and upheld. Coming into an ancestral space that surpasses our current time and place enables deeper and more pono (honest) conversations to take place. And through the welcome of manuhiri into the marae space, conversations can be held – with speakers and listeners – conversing from a place of aroha.

Conversations that explore “how have we got to here?” and then work on how we heal and move forward require a safe space. Mātua Ted and his whānau at Kohewhata showed us what such a safe place can feel like. It's a place where we can rumble, we can tremble, provoke each other, connect, and sometimes, even have fun. Perhaps the marae is the best place we have to start and continue the conversations we need to have as a nation.

The Pūtātara and the Trumpet

At the entrance to the Treaty Museum at Waitangi, the visitors pass between two musical instruments: a pūtātara (conch shell) of the tangata whenua, and a

naval bugle from the Dutch Navy. The museum inscription points out that these trumpets would have been the first man-made sounds that pākehā and tangata whenua likely heard from each other's societies. As the Heemskerck approached the coast of Tasman Bay, conch shells were sounded from the land to welcome and challenge these strange new visitors. And the sailors on the ship responded with bugle calls. These sounds were followed by haka and karakia, cannon fire or musket shots, misunderstanding and death.

I'm a trumpet player – Wynton Marsalis rather grandly calls us the children of Gabriel. The trumpet is an instrument of war and conflict. For millennia, trumpet players have been heard above the noise of battle, to direct the troops, to sound an advance, or announce a retreat. It's an instrument of triumph, and the voice of mourning when we sound the last post. It's often the first instrument soldiers would hear at dawn and the last that one would hear before nightfall.

I brought my trumpet to Kohewhata – not quite knowing whether I'd actually play it, or what use it would provide. It's been years since I've played trumpet seriously. Life has got in the way. But when I pulled out my trumpet on the marae, a new role for the instrument emerged... as a connector, an instrument to bring fun, to create shared moments.

Music can send a warning, sound a welcome, sing a protest or build a bridge between people. Whether we are musicians or not, we all have our own instruments, and we have choices on how to use them.

Kō Ngāti Pākehā te iwi

I can't pin down the moment, but it happened at Kohewhata. I changed how I talked about myself. I hadn't voiced it until that day – kō Ngāti Pākehā te iwi – my people are Pākehā.

This is my way to claim my heritage, and to acknowledge the role that me and my family, my ancestors have played in the history of Aotearoa and in shaping who I am. For good and for ill.

While preparing for this Retreat, I asked my Mum about our earliest ancestors to arrive in New Zealand. They came here in 1864. William and Frances Crisp arrived from the East of England and arrived in Auckland during a time of war. After disembarking from the ship, they spent the first night on the soil of Aotearoa in a tent in a military stockade at Albert Park – under protection from feared attacks from Waikato Māori. They soon moved south to Hauraki and settled on the Thames coast. I knew something of the story of their settlement in Thames, but I'd never heard how they spent their first night under military guard because they arrived in a nation in armed conflict, where military invasion of Waikato by British troops and armed resistance by tangata whenua was in full swing. I still don't know what this means, but it helps me to better imagine how my ancestors may have felt about Māori, and how they regarded this strange and new land.

Aotearoa was so different from the flat fields, clustered villages and broad estuaries of their native Norfolk. But they stayed and raised a family. Their first child born in Thames – my first New Zealand born ancestor – was named Rose. And Rose is our daughter's middle name. She's Pākehā too, and I hope that as she grows up, my wife and I can help her understand what that means.

SEEKING THE “TRUE NORTH” FOR AOTEAROA HOU

WRITTEN BY SNEHA LAKHOTIA, INDEPENDENT CONSULTANT (IMPACT & POLICY)

On Retreat 2 Te Tiriti o Waitangi & Te Ao Māori of The NZ Leadership Programme, one of speakers wisely said, “Stories are powerful! They can connect, touch, crush and uplift.” Retreat 1 embedded the importance of stories and planted the seed to question, ‘What is my story?’ This second Retreat continues to stir the curiosity of stories. This time: What is the story of this nation, New Zealand?

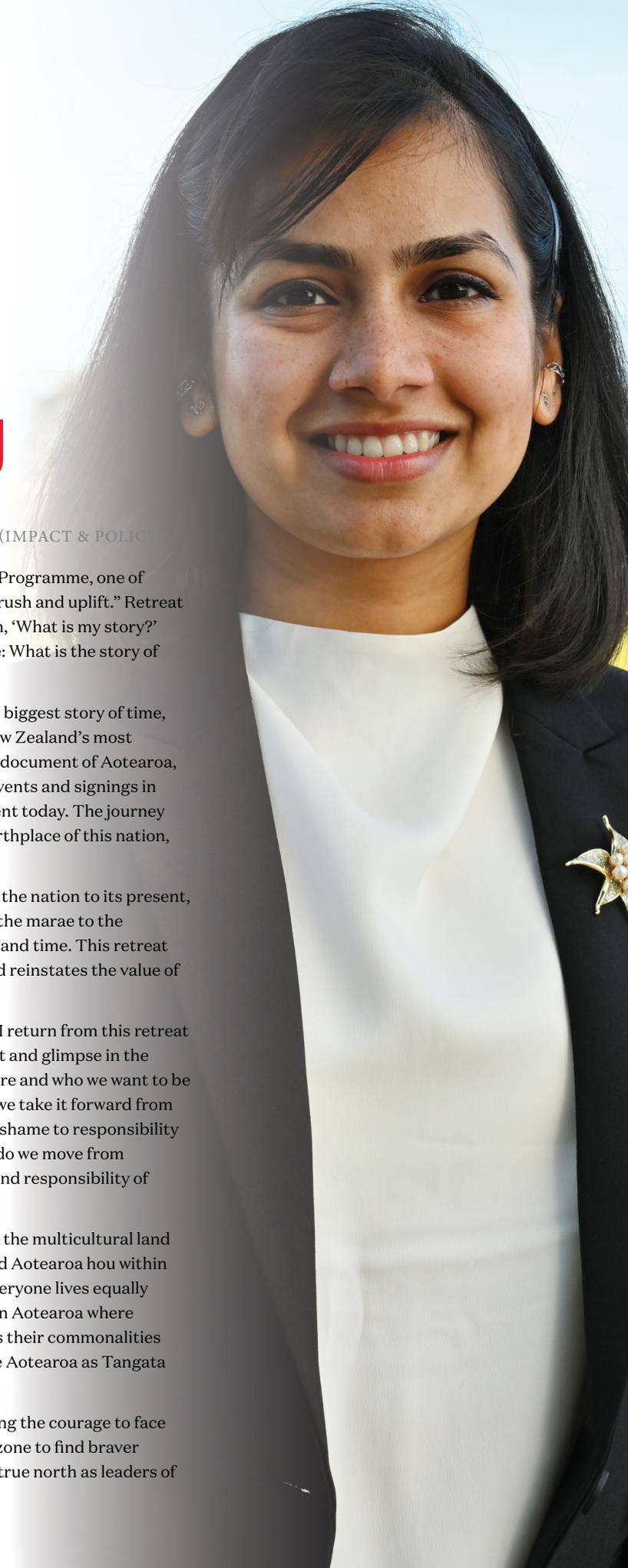
What better way to understand the story of a nation than to explore its biggest story of time, its history! This retreat opened the portal of discovery of Aotearoa, New Zealand’s most important historic site, Waitangi, and reconnected me to the founding document of Aotearoa, Te Tiriti o Waitangi. The Treaty connects us to history - to a series of events and signings in 1840, to the subsequent events which unfolded and led to what is present today. The journey to the North was revealing and immersive. It was my first visit to the birthplace of this nation, Waitangi, and also my first stay at a marae.

Our Retreat unfolded several stories: Some were narrating the birth of the nation to its present, some describing the tipuna and atua carved beautifully on the walls of the marae to the individual stories which connected us and brought us to the very place and time. This retreat has further exposed me to the Tikanga and Te Ao Māori. It reminds and reinstates the value of culture in guiding the identity and living of individuals and groups.

As I embark on this Mana Ōrite journey with Leadership New Zealand, I return from this retreat with more questions than answers. How can we understand the present and glimpse in the future if we cannot understand our past? How would we know who we are and who we want to be if we don’t know who we were and how we got here? How and where do we take it forward from here? In this present day and climate, how do we move from blame and shame to responsibility and respect? What will we do in 19 years when the Treaty is over? How do we move from the Treaty being a constitutional obligation to an active commitment and responsibility of everyone? How will tika, pono and aroha guide us there?

As we progress and move from the bicultural landscape of the 1840s to the multicultural land of the new era, a number of areas arouse my curiosity: How do we build Aotearoa hou within a nation firmly forged in the past? How can we create a future where everyone lives equally and equitably as intended by the Tiriti in 1840? I’ve begun to imagine an Aotearoa where everyone honours each other, respects their differences, acknowledges their commonalities and embraces each other. Only then (I believe) can we give rise to a true Aotearoa as Tangata Whenua and Tangata Tiriti.

I am curious and excited in the quest to seek these answers. I am building the courage to face and ask the tough questions and even more to step out of the comfort zone to find braver solutions. I am ready to rumble and grow in this endeavour to seek the true north as leaders of Aotearoa hou.



A MULTI-CULTURAL DESIRE TO CO-EXIST

WRITTEN BY VINNY LOHAN, EMERGE INSTITUTE

It has been my observation that for learnings to be deeply integrated into our being and for them to seep through in our world view, it takes time. I feel that my Leadership New Zealand journey had arrived at a point by Retreat 3 (A Civil Society – Our People, Our Land) to have absorbed enough about the dynamics between Tangata Whenua and Tangata Tiriti, to be able to now see the impact of colonisation across a whole complex web of social and personal scenarios. We have been slowly and gently embedding ourselves in the living understanding of Mana Ōrite.

This retreat was personally very challenging for me due to the nature and the extent of the horrible facts we learned about the methods of forceful colonisation of the indigenous people around the world. Being of indigenous roots myself, I felt the pain of other cultures that have suffered and continue to do so. Although I was going through this pain, my being was uplifted slowly as I tuned into a bubbling authentic desire in the room full of leaders from across our country to bring about systemic transformation of the domination that still goes on. I learned that so many of us are just not educated in the history of our lands and our people, and this lack of education has led to many not realising the depth of the issues we face. This Retreat made us all realise that we exist in a fabric of interwoven relationships that need to be honoured and nurtured.

One of the key dialogs of this Retreat was uncovering of what is the role of different groups of people in bringing about an equitable society, be it the immigrant and ethnic minorities, Māori, Pasifika and Pākehā. This process was very healing in its nature as we got to hear each other's perspectives with further details of culture, gender, economic situation, family dynamics all adding to a rich and diverse interwoven understanding. This honest learning from each was possible due to the safe environment where you can voice your current understanding with the freedom to be allowed to change and evolve your views as new ideas and perspectives are shared. I personally saw people growing, though the process of confronting our inner biases is painful and many can turn away from it, many in our cohort are not shying away from this journey despite the inner challenges. This gives me hope for the future, because I am seeing first-hand that people care about each other when they get to connect and hear the stories that have shaped the people around them.

As my journey with The NZ Leadership Programme progresses, one thing is for certain: I have a grounded realisation that there is a multi-cultural desire to harmoniously co-exist and grow in this nation. The diverse group of leaders that have brought their full selves and come together on this transformative process are a testament to the possibility of a true partnership between people who celebrate the beauty of our different cultures and identities, yet at the same time see the common thread of humanity that runs through and connects us all.





MY IMMERSION IN OUR PEOPLE AND OUR LAND

WRITTEN BY FIONA PARRANT, MASH TRUST

As I walk to the venue, on a beautiful frosty Christchurch morning, thinking about what lay ahead, walking past beautiful old English buildings knowing that the next few days were going to be special, powerful and full of learning. The introductions showed growth in all of us, like seeing old friends; with the first message received with authority by a wāhine toa was, “Stand up in your Kōrero, with mana.” That strong message set the scene for the whole of The NZ Leadership Programme Retreat 3 (A Civil Society – Our People, Our Land).

Days start with meditation, time to get into your being, inner self, feel the strength of the team, focus and understand how ‘you show up.’

Lynne-Harata Te Aika (Ngāi Tahu) set the picture, the landscape, the history of where we were, Christchurch, and the journey of mana whenua over the centuries, as they settled Kaiapoi during the 16 - 1700s.

One of the messages I heard from Lynne, as an effective and authentic leader, you need to build relationships with the local Mana Whenua/iwi and hapū and know their history. It is important to know who you need to engage with, make it real; we walk into the future with our backs so we know the past - how the past affects the future.

We looked at, discussed, the past, the present and the future. How do we take this knowledge back to our workplace? The main theme - Mana Ōrite: any decision affecting Māori, they need an equal seat at the table, and position - in a mana-enhancing way; this needs resourcing and not relying on good will.

Later that day, we got to see, to feel the sights of Central Ōtautahi on a city walk with Joseph Hullen (Ngāi Tūāhuriri/Ngāti Hinematua). We saw some areas where mana ōrite is happening, others where it is not. For example - around the Queen Victoria statue are 6 Po, the six signatories. At the other end, Te Pae as it is named, another name was gifted by Ngāi Tahu, but was not taken up by the Crown or the Council, they felt it was too hard to pronounce!

Dr. Karlo Mila took us through an exercise with string to represent the Va – the energy between individuals, groups, and how that ‘looks’ when the energy is flowing positively, with effective communication and relationships. Conflict was then added into the energy, into the space, the Va and the string became a tangled mess! As a leader, what do you do? The usual approach can be restructure the entanglement out, but what can you do as leader, into the future – restoration?

Karlo then took us on a journey, as we got a taste of our leadership challenge in a global context, through the understanding of the ‘Doctrine of Discovery,’ where she went through a timeline from the 14th Century to now, and how the decisions, values and thinking through time, created colonisation around the globe, where some cultures were wiped out, and some ethnic groups not thought to be human – the questions were asked, what is the work of our time? How do we go forward with this? What can we heal? This is heavy, but vital work - our homework.

The next day, we spent time leaning into the Doctrine of Discovery, the collective trauma, healing the hurt. How, as leaders, feeling the past trauma; acknowledging the trauma and feeling it is healing; we are all born into trauma of the past, the entanglement of the past. Moving to asking yourself – what can I do? To ‘I am the system, I can change - I am the system changing.’ There is no place for shame, we need to bring the shame, the entanglement, to the surface, to heal.

As a leader, it is my role to lead the change, support others to ensure a culturally diverse organisation, prepare for Mana Ōrite, the entanglement of Māori – know the narrative. On a personal level, know my mokopuna’s story, history of Muaūpoko (Otago Peninsula), talk about it, and support her connection to her whakapapa.

We then changed the energy with the incredible duo of Daisy Lavea-Timo and Dietrich Soakai where they took us through a poetry journey, to be inspired to write our own poem – a highlight, fun, laughter and energy with incredible outcomes. I had the privilege to read my poem, “Doctor Karlo Mila.”

The incredible line up of speakers continued, with Hussain Hanif, Diversity and Inclusion Manager at Mainland Football/Canterbury Cricket.

It was a privilege to listen to Hussain, as he reflected on his role where sport is a vehicle of connection for all, creating an inclusive environment through sport with the aim to achieve a socially cohesive community in Christchurch through sport. He comes from a background of taking the Australian Special Olympic hockey team to the Games; if you can get to hear him speak, I highly recommend.

The third day saw us all on a bus to visit Castle Hill - Kura Tāwhiti, an immersive experience of sacred sites. It was pouring with rain and cold. However, this didn’t stop us as we ventured out to see, touch and feel the huge boulders and rock formations made from limestones with historical significance, that Māori appreciated as a place with special magic.

The final day, we had a choice of three things:

Transformation from the inside out – deeper inner work

Transformation from the outside in – applied active work

To see the incredible film Cousins, where the inspired and talented Tanea Heke had a question-and-answer session.

All three groups had a fabulous experience.

I choose to work on my inner self, to continue to look at the “Essential, Regressive and Super Ego” model. I observed the essential self, my being while identifying my super ego and know how to redirect and remove the superego without engagement. Practicing listening, leaving the gap, and reflection.

Thank you, Leadership NZ.

A close-up portrait of Natalie Barker, a woman with long brown hair, wearing a dark green top and a necklace with a green stone pendant. She is looking slightly to the right of the camera with a gentle smile.

OUR ENVIRONMENT, OUR SYSTEM

WRITTEN BY NATALIE BARKER, SOUTHERN CROSS HEALTHCARE

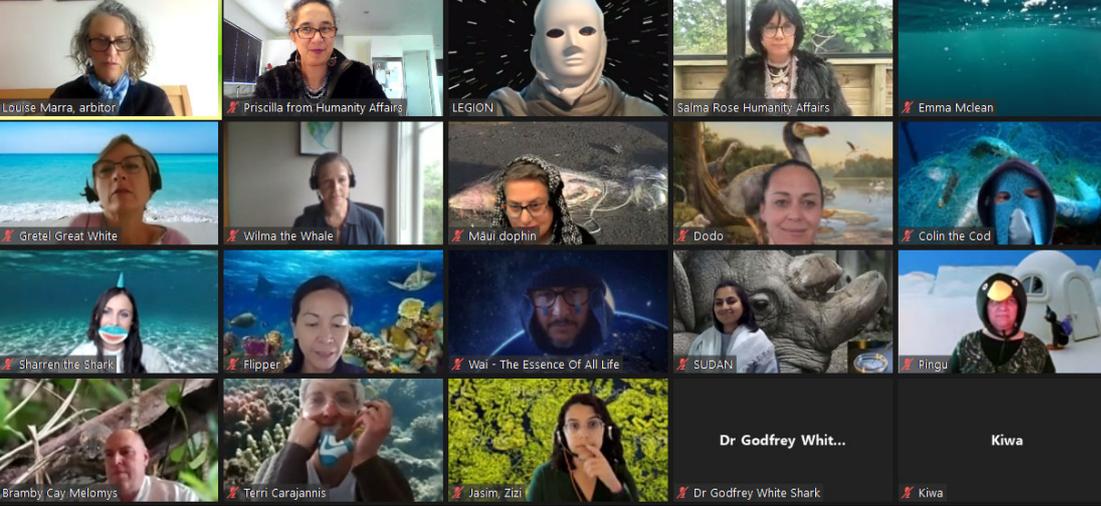
I'm glad of the opportunity to reflect on my journey with the Leadership NZ programme so far, because it's been difficult to sum up what I've been learning and how it has impacted me. Several times since our first retreat in February, I've referred back to the programme brochure for help choosing the words to describe the programme, and to be honest it hasn't helped, because the experiences, insights and wisdom I'm gaining are so deeply personal that no brochure could do them justice.

Over the last few months, hearing about the world from perspectives different to my own, connecting with my essential self, exploring the concept of Mana Ōrite, and understanding the relationship between people, place and the environment, has challenged me to consider how I choose to live and the difference I'd like to make as a leader.

Thanks to Covid-19, our most recent retreat (Our Environment, Our System) was held online rather than in Raglan as planned, but was no less engaging than our time together in-person. For me, the kaupapa was possibly the most impactful so far because, I'm ashamed to say, I give my relationship with the environment very little thought day to day. I was inspired and tested by the panel of my peers, sharing the work they do to protect the environment, educate society and create positive change.

Our group was privileged to meet Zane Wedding, now with Greenpeace Aotearoa, who spent 64 days last year living in a tree to protest of the destruction of a stand of ancient and endangered rākau. He challenged us to ask ourselves how far we're willing to go, what we would sacrifice to stand up for the change we want to see. Our next guest, Professor Basil Sharp, had a similar message. Given that household consumption drives 71% of carbon emission, what are we willing to do to slow climate change, what change are we up for?

That's probably the theme of what's shifted in me this year - as a person, as a leader and as a New Zealander. I'm asking myself what change I want to see. What world do I want to lead? How am I effecting system change? The Leadership NZ programme hasn't just given me new tools to develop my personal leadership, it has expanded my thinking about what leadership even is. By spending time exploring the challenges our country faces, I am so much more mindful of the difference each one of us can make, at work, in our communities and with our whanau. Being part of Leadership NZ hasn't given me the answers, it's pushed me to ask myself much bigger questions.



Reflections

THE CLASS OF 2021 SHARE THEIR JOURNEY ON THE NEW ZEALAND LEADERSHIP PROGRAMME



**ADELENE
LYNCH**

Partner, Executive Search
Kerridge & Partners

AUCKLAND

I am a Singaporean who has called Aotearoa home since 2013 with my Kiwi husband and kids. As an executive search professional, I am passionate about building the right leadership skills into our country both for now and for the future. As a mother of two teenagers, I care deeply about raising great human beings who will become values-based leaders of the future. Hence why the vision and purpose of Leadership NZ really resonates with me.

Skills Offered: Development; HR; Leadership Development; Mentoring People; Organisational Development

The NZ Leadership Programme has been a deeply reflective, soul-searching journey for me. It has nudged me to ask myself questions on topics I have never considered fully and I have got to know myself at a much more profound level. The relationships I have forged in the past year with my LNZ team mates have been amazing and have changed the way I view relationships, people and my purpose in life. It has also given me the courage to make a stand on issues I care about. I now can see how a community of individuals with a common passion can make a real impact in the world.



**ADRIENNE
GIRLING**

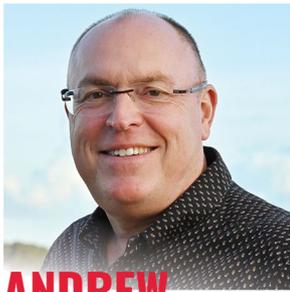
Manager, Culture and Inclusion
Ministry of Social Development
Te Manatū Whakahiato Ora

WELLINGTON

I came to Aotearoa in 2008 to pursue a PhD in CrossCultural Psychology, focusing on the impact of cultural diversity on national identity in my home country of Canada. Since 2014 I have worked across two central government departments in the field of diversity and inclusion to put theory into practice. I am also a proud member of the rainbow community and led the creation of Wellington Pride Festival Tū Whakahihi e Te Whanganui-ā-Tara to achieve greater visibility of the community, and stronger engagement and connection within the community. I live in Lower Hutt with my partner Stephanie.

Skills Offered: Community Engagement; Cross-cultural Understanding and Capability; Organisational Development; Relationship Management; Strategic Planning

When I learned of the NZ Leadership Programme I knew I needed to join. I was seeking to connect deeply to the heart of Aotearoa, Te Ao Māori and Te Tiriti o Waitangi, and to evolve my practice of diversity and inclusion. I found the heart in a group of thoughtful leaders driven for a better, more connected and decolonised Aotearoa. What I've learned this year has grown my own leadership practice far beyond a work context. I have learned to push myself into the uncomfortable and to be comfortable with the uncomfortable and vulnerability. We started as a group of strangers and have become whānau in a deep way. COVID tried several times to interrupt our journey but I am grateful for the dedication of the LNZ team and my peers to find ways to connect in deeply personal ways despite the challenges of distance and lockdowns. I look forward to continuing the journey for a stronger Aotearoa.



ANDREW TOOP

General Manager Commercial
Counties Energy Limited

PUKEKOHE

I grew up in Christchurch where my father taught biology and weekends were field trips. In this environment I gained a love of knowledge which reflected in me completing a degree and a diploma in science and a Master of Commerce at Canterbury University, and later part-time studies at a number of universities. This drive has supported me personally as well as with my family and work. In particular, in my work I have enjoyed a range of analytical roles within the government and private sector covering airports, roading, telecommunications and energy. This broad range of utility knowledge and skills has been critical in my current roles as General Manager Commercial at Counties Energy, with Counties Energy diversifying into areas such as windfarms, solar farms and electric vehicle chargers.

Skills Offered: Financial; Public Speaking; Relationship Management; Strategic Planning

The Leadership NZ course was confronting, thought-provoking and insightful. Insight I gained from speakers and attendees talking about personal experiences that provided perspectives not found in the mainstream media as well as self-reflection and group activities. I was introduced to inter-generational trauma, internal reflection, listening without judgement and spiritual awareness. This has enabled me to understand people and societal issues from a new perspective that allows my personal viewpoints to be reframed. This is important for me as online communities and personalised online information are polarising both myself and society so there is a need to challenge your views and beliefs. In so doing, the Leadership NZ journey provided me with skills and learnings that I know will be with me through the rest of my life.



ANN IBRAHIM

Implementation Manager Domain
Commission

WELLINGTON

I joined the Domain Name Commission around two years ago and I love being committed to keeping the .nz country code top-level domain fair for everyone and to dig deep into other internet-related issues. I have lived and have worked overseas for years and I have always been passionate about the internet's impact on people's lives and societies.

Skills Offered: Business Improvement; Process Improvement; Relationship Management; Strategic Planning

Joining Leadership NZ when I was new to New Zealand was a really big experience as I got to feel and see things differently. Coming from the Middle East, it was a deeper lens to leadership. I am very grateful to the Domain Name Commission (DNC) for the opportunity and the support.



ANNA FRASER

Operations Director
Christians Against Poverty

AUCKLAND

My working life has centred on contributing in the not-for-profit sector, working with organisations seeking to support transformational change in people's lives. I have been blessed to have spent the last 13 years with VisionWest Community Trust who have an amazing mahi outworking their vision of transformed lives and healthy communities. I have recently joined Christians Against Poverty and am excited to be supporting their mahi towards releasing people from the unmanageable debt that is pulling them into poverty. I have a passion for seeing individuals supported to thrive and succeed and have recently furthered my training in professional coaching to strengthen my skills in this area.

Skills Offered: Coaching; HR; Mentoring; People Development

This year I have begun a journey that has seen me rise up out of the forest to stand on the side of the mountain. From the mountain I look out across the landscape of my life with greater perspective - a growing clarity enabling me to have a greater understanding of myself, what has shaped me, who I am and where I want to go. I have a deeper sense of what is uniquely me, what I contribute to the world around me, as well as what I need to thrive. It has very much been a year of inner exploration; however, this in turn enables me to contribute in a richer, more intuitive and effective way to the environments I participate in. Although my year with Leadership New Zealand is coming to an end, my journey continues and what I have learned this year has significantly impacted on my direction, confidence and sense of purpose for the next stage of my life. I would like to acknowledge the deeply significant contribution that the leaders of LNZ, the amazing 2021 cohort and guest speakers have had in my journey of growth this year.



AVINESH ANAND

Deputy Chief Financial Officer
Counties Manukau Health

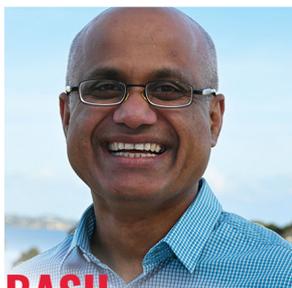
AUCKLAND

With ancestral connection to India, birth roots in Fiji Islands and now Aotearoa as my home, I have had the privilege to continually learn and evolve. After ten years in commercial sector, I have worked in healthcare for the last 15 years, which has allowed me to make positive contributions in public service. I am very aware of the role I play in serving the community and the responsibility of not only being financially accountable, but also financially sustainable. I am passionate about health, leveraging my financial and problem-solving skills to deliver improved and cost-effective outcomes for our communities. I like to foster collaboration and build high-performing teams as well as supporting my teams so they can grow in their careers. I believe in imparting

and sharing knowledge. I support charities that help the communities and I am supporting the lower decile schools' students in enhancing their education experience.

Skills Offered: Business Improvement; Change Management; Financial; Process Improvement

I was apprehensive about taking on The NZ Leadership Programme, but did so to challenge these thoughts and deepen my leadership experience. What a journey into the unknown! I am grateful for being nominated for this opportunity to see and appreciate things differently. I am also deeply grateful for the whānau that I have journeyed with and for, everyone is unique in their own way – the deep connections and friendship we hold strong in order to support and challenge each other. The differences in views, opinions and backgrounds make The New Zealand Leadership Programme truly unique and the programme pushes you out of your comfort zone.



BASIL FERNANDES

Manager, Population Health
Programmes
Counties Manukau Health

AUCKLAND

Having studied Medical Physiology, Nutrition, Social Work and Public Service Management, I have worked in the areas of Medical teaching, Mental Health and Public Health since 1995. Moving from academics to community health a few years ago, I am excited about the leadership journey ahead. I am hugely passionate about health equity and have been fortunate enough to be working with Counties Manukau District Health Board leading an awesome team of high-performing population health practitioners and leaders. I enjoy spending time outdoors running, cycling or swimming.

Skills Offered: Change Management; Leadership Development; People Development; Project Management; Strategic Planning

The NZ Leadership Programme has been a great opportunity for me not only to enhance my leadership skills, but has made a massive difference in my personal development. I joined the programme with the hope of learning new leadership tools and networking with the leaders of various sectors, but have completed the programme with so much more, including reflection on my personal journey, making life-changing decisions, gaining lifelong friends. Storytelling, poetry, meditation, deep listening, enquiry, creating brave and safe learning spaces, leading through coaching, te kete tikanga Maaori tools have enhanced my confidence and emotional intelligence to be a better leader. I am truly blessed and grateful to LNZ team as well as my fellow participants who all have been part of transformational personal and professional journey.

Current Community Involvement: Committee member – Mt Roskill Swim Club; Committee member - NZ Mangalorean Association; Volunteer - Physiology, Nutrition and Fitness Coaching



BRIONY MCTAGGART

Head of Legal
Earthquake Commission

CHRISTCHURCH

At the Earthquake Commission my role is to provide advice to the organisation to enable it to achieve its mission to reduce the impact on people and property when natural disasters occur. It is hugely rewarding to work for an organisation that assists communities to recover. Prior to this I have worked in both private practice and government agencies. I currently live in the beautiful Port Hills with my partner and children, spending our time exploring the hills and the sea.

Skills Offered: Governance; Legal; Policy Development; Strategic Planning; Tax and Financial Management

As a new leader I was so excited to be accepted into the Leadership NZ Programme. From the first retreat I was taken completely out of my comfort zone with my learnt and lived beliefs and understandings challenged. The Leadership NZ programme has helped me understand and embrace perspectives that I had never explored before, reimagining what leadership is and myself as a leader. A huge thank you to the Leadership NZ Team and my cohort for supporting me on my journey, I am truly grateful.



DAREN GROVER

General Manager
Project Jonah

TĀMAKI MAKĀURAU

In my first life, I was a professional Risk Manager in insurance in London for 11 years. In 2006, a change of direction took me to Aotearoa. A further plot twist saw me move out of insurance in 2012 into my current role. While never trained in marine biology, my experience in risk has set me up well to manage whale and dolphin strandings throughout Aotearoa. Here's a little secret, it's not the whales that need looking after, it's the people! I also love teaching and run public classes around the country, presenting to schools and tertiary institutes and engaging people and businesses from all walks of life to take action to protect our environment.

Skills Offered: Community Engagement; Fundraising; Risk Management; Training

Know thyself! The biggest learning The NZ Leadership Programme has taught me is to listen to and trust my instincts. The best decisions in any given situation might not be the popular ones and it often requires courage and self-belief to make these decisions. The programme has provided building blocks, new techniques and voices of experience to help channel and shape my thoughts. The retreat in Northland gave me a much deeper understanding of tangata whenua and opened my eyes to the troubled history of European colonisation and the misinterpretations of the Treaty of Waitangi, misinterpretations that have led to institutional and cultural biases that still play out today in so many ways. The societal changes needed to honour Mana Ōrite coupled with the growing impacts of climate change are huge and seemingly overwhelming. But with the support of my cohort and the tools and techniques learnt on the programme, I feel ready to step forward with hope and confidence to face into and tackle the challenges we all face. "Maintaining the status quo is not leadership" - JimBolger.



DOANA FATULEAI

Pacific Health, General Manager
Counties Manukau Health

AUCKLAND

I started my career in Ōtautahi Christchurch as a part-time community nurse. After a number of years working in Primary Care, I worked my way into a Service Manager role for one of the Pacific providers. In order to make changes to Pacific health I needed to have courage to take on roles that require uncomfortable and challenging discussions and decision-making. Today I serve as a General Manager for Pacific Health in Counties Manukau Health DHB, where the largest Pacific population in Aotearoa resides. I have a chance to make a difference together with the Pacific team, Pacific staff and all peoples working with Pacific communities - this cannot be achieved by one person; it takes a community/village approach to make an impact.

Skills Offered: Event Planning; Facilitation; Mentoring; People Development; Youth Leadership Development

His Highness Tui Atua emphasised, "True leadership for our (Pacific) peoples requires having pride and vision, the courage of conviction, and a belief in ourselves, in our Pacific heritages and in the need to protect that heritage." My experience in The New Zealand Leadership Programme focusing on Mana Ōrite helped me reflect on my life journey to where I am today. The word 'reflection' was used quite often and there were many ways of doing this e.g. writing my first poem, hugging a tree, pausing, taking deep breaths and slowing down, and confiding with my newfound group friends who are similarly experiencing challenges in their roles, life and just the busyness of being a leader. NZLP introduced me to retreat, back up and take a look at what I can change to be an effective leader by understanding the history of Aotearoa, the Treaty of Waitangi and its principles and values for mana whenua and tangata whenua. It helped remind me to value my Samoan and Aotearoa heritage as a leader, not only in my current role, but what I can also contribute in the community.

Current Community Involvement: Youth Leader, The Church of Jesus Christ of Latter Day Saints; Board Member, Pan Pacific Nurses Association



EMMA MCLEAN

CEO & Founder
Works for Everyone

AUCKLAND

I am a mother of three children, a proud New Zealander and an impatient optimist. I grew up believing "girls can do anything" and while this is true, we can't do everything. Throughout my career, I have seen colleagues 'off-ramp' themselves out of the workforce because it got too hard. And then as a working mother, I started to realise that it was the system that was broken, not women. I wanted to become an agitator for change, so I founded Works for Everyone, a working parent advocacy firm that supports employers and individuals through consultancy, workshops and coaching. It is a huge privilege to support NZ's working parents at one of the hardest times in their careers.

Skills Offered: Coaching; Facilitation; Organisational Development; People Development; Public Speaking

When I reflect on my experience in the programme, it is the discussions in our retreats that stopped me in my tracks. They made me feel uneasy at times but sitting in this feeling of discomfort is where the goodness is. It helped me to cultivate curiosity, to stay away from defensiveness and to listen to understand. It helped me to see that connection happens best when we truly meet people as who they are. If we want different outcomes in Aotearoa, then we can't keep doing the same things. Easy to say, but hard to do. This programme has opened my eyes to new ways of thinking, new systems and new hope. The fabulous cohort this year however has been the real magic for me; people I may never have met had it not been for this experience and will be a source of collective strength for me in the future. When faced with complex challenges, it can be easy to think that one person cannot make a difference. But I draw inspiration from the opening retreat whakatauki shared by Anya, "Ehara! Ko koe te ringa e huti punga! Yes, yours is the arm best suited to pull up the anchor!"



FIONA PARRANT

General Manager - Mental Health, Addiction and Disability Support

MASH Trust

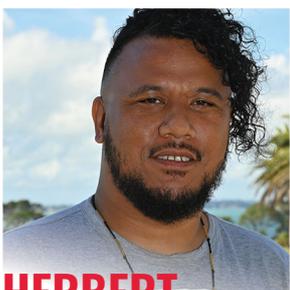
NAPIER

I say it best through poetry: LNZ - the impact on me has been significant. I learnt what my strengths are, to listen more, don't fill the gap, let the power be. I learnt what the Va is, what connectivity looks like. I learnt what the consequence of colonisation is, the impact is real, feel it, know it, do something about it. The Doctrine of Discovery. I understand the Model of the Essential Self, Regressive and the Super Ego. What my worldview is, was, the now. Mana Ōrite – equal power, so meaningful. Reinforces my leadership, the reason why – equity. The gems: times are urgent, so let us slow down. Listen to understand, not to respond. Maunga of aroha, awa of courage, moana of kindness. The triad, wow, most powerful. The role of tangata whenua and tangata

Tiriti, with mutual respect. Pepeha. Guest speakers sharing wisdom. Inquiry and homework.

Skills Offered: Community Engagement; Leadership Development; Organisational Development; Relationship Management; Strategic Planning

Who gets homework to 'go hug a tree?' Leadership NZ! Now which tree will it be. I do know deep down, but trying to fight the instinct. Someone suggested Steve's kowhai tree at school. No, no - not in front of students, a camera and far away. Laying in bed, I could see it, it's saying 'it's me.' Yes it is you, I love you tree. You are beautiful, many years old, pink magnolia bringing joy to all. Now I need to build a relationship with you, or have I already, not knowing? You hold the bird seed that feeds the messages from Steve. You hold the Christmas lights we enjoy so much. You provide shade on the hot days. You provide a place for nests. But most of all now, you provide me a friend. Someone who knows my soul. Answers my questions. Talks to me. Thank you. My tree.



HERBERT BARTLEY

Creative Director Pacific Toi Rauwhāangi, The College of Creative Arts, Massey University

WELLINGTON

I am of Tokelauan, Samoan, Tuvaluan and Cook Islands descent. Growing up, my parents told me stories about my many ancestors, which always inspired me. I have worked in the creative arts and community sector for over 23 years. Currently I work within Te Ranga Tai Kura, at Toi Rauwhāangi. I lead the College Pacific portfolio and am the Pacific College Executive for the Toi Rauwhāangi's College board. My first job was as a Peer Support Worker at 17 at Hutt Valley Youth Health Service. Here I learned the art of activism, the injustices of Tiriti o Waitangi, to speak up for all social injustices and the importance of supporting communities lead themselves. In every role I have held, I will always be that Hutt boy

pushing for a better world. I am a fiercely proud Fa'afafine and gay married to a beautiful Kanaka Maoli husband for eight years.

Skills Offered: Community Engagement; Event Planning; Facilitation; Mentoring; Relationship Management

I have learnt so much from my peers in the programme. I am grateful for the discussions and friendships with people that I would not otherwise have met. I have reflected on my own leadership in the past year; I had never aspired or desired to be in any leadership role but now know the importance of advocating and giving voice for Pacific peoples at any table. NZLP has re-affirmed the importance of this. I am grateful to the many kaumatua who generously came in to share their wisdom with the group.



KEYUR PATEL

Project Accountant
Tamaki Regeneration Company

AUCKLAND

In my role as a Project Accountant for Tamaki Regeneration Company (TRC), I provide strategic financial advice for delivery of social and economic regeneration programmes across Glen Innes, Point England and Panmure. The key programmes I have supported are the implementation of a Shared Equity and Rent to Buy programme and expanding the number of Transitional Housing places. Previously, I was the Finance Manager at TRC where I helped establish the finance function for the company in its infancy including hiring the finance team, implementing the financial management system and establishing the reporting framework.

Skills Offered: Business Improvement; Crosscultural Understanding and Capability; Financial; Tax and Financial Management

What an amazing journey I went through this year. It was one of the toughest years of my life with the impact of COVID-19 and the inevitable struggle that comes from the depth of transformation that The Leadership New Zealand Programme provides. The programme is structured to allow us to feel the most vulnerable we've probably ever felt which facilitated transformation from the inside out. In our second retreat, we went to Kohewhata Marae near Kaikohe. This retreat was incredibly eye-opening on the impacts of colonisation on Maori and how this has led to systemic racism. I also realised my true nature of being a Gujarati (Indian) living in New Zealand as opposed to a "New Zealander." My cultural identity and connection to both lands allowed me to offer a unique perspective on Mana Ōrite which I will carry with me in my ongoing leadership journey. I've learned to be kind to myself and lean into the crises and issues in my life to solve problems head on. I have formed amazing friendships along our collective journey which I will always cherish. Thanks to both Leadership NZ and to Tamaki Regeneration.



LISA RIDEHALGH

Communications Manager
Foundation North

AUCKLAND

Having emigrated to Tāmaki Makaurau from Manchester in 2008, I live with my husband and our three 20-year-old 'kids' in Torbay, North Shore. I am motivated by 'doing good in places with a good vibe,' and have spent many happy years in not-for-profit marketing roles in two of the best cities in the UK: Liverpool and Manchester. Raising triplets continues to be my steepest learning curve and biggest life achievement - I have learned not to compare my situation to others and to (try to) accept offers of help. On coming to NZ, I held a marketing role at a community environment centre in Glenfield and since June 2017 I have led a small but mighty communications team at Foundation North, the community trust for Auckland and Northland: living the dream and proof that you can land your dream job when you're the wrong side of fifty!

Skills Offered: Communications; Cross-cultural Understanding and Capability; Marketing

This LNZ journey has definitely grounded me further in who I am as Tangata Tiriti and has motivated me to continue learning how I can be a good ally with mana whenua. I was already starting to explore this at work, so the mahi we have done on this at LNZ has woven in really well. The NZ Leadership Programme has coached and encouraged me to hold a mirror to myself and held safe spaces for me to reflect on a deeper level, actively listen, share courageously and engage in brave conversations. I am clearer about my values and have developed more of an internal radar to recognise the gold that often lurks in doubt and discomfort. I feel very proud and thankful to be a member of the 2021 cohort - what an amazing collection of humans! Even in a hugely fragmented year, our connections have just got stronger and will continue to develop in the future.



MATT DAGGER

General Manager
Kaibosh Food Rescue

WELLINGTON

I am the General Manager of Kaibosh Food Rescue, which operates in Wellington, the Hutt Valley and the Kapiti and Horowhenua regions. I grew up in Auckland but have called Wellington home since coming here over 25 years ago. I live on Wellington's South Coast with Chloe and our six-year-old son Marl. Working in community development over the past ten years, I think there can be nothing crazier in this world than quality surplus food being thrown away when people don't have enough to eat. I see Kaibosh's food rescue service as an important contribution to community groups that are working hard to help the less fortunate whilst minimising needless food waste.

Skills Offered: Community Engagement; Governance; Organisational Development; Relationship Management; Strategic Planning

This past year with The New Zealand Leadership Programme has given me the opportunity to share my leadership journey with a diverse, vibrant and fascinating group of incredible people. I have been challenged in ways that I had previously never imagined and have been exposed to different worldviews, beliefs, cultures and ways of operating that lie far outside of my usual everyday experience. The COVID-19 pandemic has thrown all sorts of new challenges and difficulties at leaders and I leave the year with a new set of skills and understandings that will continue to assist me on my own leadership practice. This is a time where the bravery to provide the tools and resources in pursuit of genuine equity and social justice is imperative in Aotearoa New Zealand - I feel that many of the experiences gained through The New Zealand Leadership Programme experience have put me in a far stronger position to deliver on this. It has been a privilege and an honour to be a part of the 2021 cohort.



MAUREENA VAN DER LEM

Manager,
Commercial Performance
The New Zealand Treasury

WELLINGTON

I'm a proud Southerner who resides in Wellington with my two phenomenal teenage sons. I first started working in the Treasury as a new graduate over 20 years ago. It was a formative time for my career as I got to utilise my economics degree as well as develop robust analytical, policy, financial and commercial skills. This foundation enabled me to further develop my experience by translating my skillset from the public to the private sector where I worked in the United States for ten years, firstly in corporate finance in New York City and then secondly in my own property business while being based in New Jersey. I returned to New Zealand in 2009 and have had the fortunate opportunity to lead projects and manage teams in four

public sector agencies – always with a focus on performance. Being able to lead, mentor and assist the development of careers, plus deliver projects that influence the wellbeing of New Zealanders, has been an exceptionally rewarding experience.

Skills Offered: Business Improvement; Coaching; Financial; Governance; Strategic Planning

Leadership NZ offered me the opportunity to reflect on myself – it was a freedom to have the time to explore my motivations, instincts and ambitions. It was often challenging. It disrupted my worldviews, not to mention my mindset, a number of times. But with challenge comes growth. I thank the New Zealand Leadership Programme team as well as my fellow colleagues of the class of 2021 that went on this journey with me: your insights, courage and resilience is formidable as well as inspiring. Thank you.



MICHAEL BORECKY

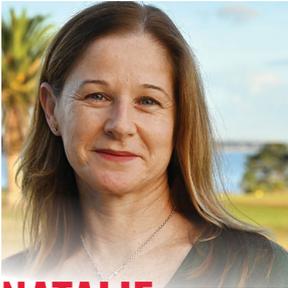
Director, Audit and Assurance
KPMG

AUCKLAND

I was born and raised in Czech Republic, educated in England and came to New Zealand on a two year secondment in 2012. The two year placement turned into a permanent stay as my wife and I decided to make Aotearoa our home. My career in the professional services spans 14 years with a primary focus on audit and assurance, particularly in the manufacturing, automotive and technology sectors. As a Director in KPMG, my involvement in both day-to-day accounting and strategic planning helps clients define their business and financial goals, and achieve them. My role also includes internal leadership responsibilities as well as training and mentoring future chartered accountants. I am a proud father, husband, son and brother.

Skills Offered: Financial; Governance; People Development; Process Improvement; Risk Management

It has been an absolute privilege to be part of the New Zealand Leadership Programme. While the contents, discussions and activities can be confronting and uncomfortable at times, they were also immensely uplifting, rewarding and mind-opening. Prior to joining the programme, like most of my cohort, I was uncertain of what the experience over the year would be. The experience was incredible and I'm extremely grateful to the whole LNZ team for navigating us through the year so delicately but with a purpose, to KPMG and my family for allowing and supporting me to participate in the programme but most of all to my cohort for sharing, crying and laughing together as we travelled through the year. I have met some wonderful people who have shown me through their humility, courage and honesty (and a healthy dash of humour) what it means to be a great human and leader. I look forward to continue together as we transition to be alumni beyond the 2021 Programme!



NATALIE BARKER

Head of Enterprise Transformation
Southern Cross Health Insurance

AUCKLAND

I'm lucky to be in a role that I love, in an organisation that I believe in. I've worn many hats across my career at Southern Cross Health Insurance, from operational to transformational, but all with a change capability focus. I'm currently part of a team enabling organisational agility and driving change delivery so that our people can do their best work for our customers. Leadership is such a critical factor in our success, so I've been privileged to experience Leadership NZ this year. Outside of work I love spending time with my whānau, watching my children grow up and seeing them become our leaders of the future.

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

I wasn't quite sure what to expect from Leadership NZ and it didn't disappoint. It was

both what I'd heard it would be and something completely different. Over the last ten months, hearing about the world from perspectives different to my own, connecting with my essential self, exploring the concept of Mana Ōrite, and considering the impact of what we carry with us through life, has challenged me to consider how I choose to live and the difference I'd like to make as a leader. I've started asking myself what change I want to see. What world do I want to lead? The NZ Leadership Programme hasn't just given me new tools to develop my personal leadership, it has expanded my thinking about what leadership even is. By spending time exploring the challenges Aotearoa faces, I am so much more mindful of the difference each one of us can make at work, in our communities and with our whānau. Being part of Leadership NZ hasn't given me the answers, it's pushed me to ask myself much bigger questions. I'm grateful to Leadership NZ, and the amazing people who've taken this journey with me, for opening me up to explore how I will choose to lead.



PAUL TANSLEY

Head of Enterprise Portfolio
Management
Earthquake Commission

WELLINGTON

My career in recent years has been centred around transformational change. I am grateful for the leadership journey I have had over my career, in both the public and private sectors. I work with organisations to establish and deliver programmes of work, that bring about positive transformational change, that help bring strategy to life, and that enable organisations to sustainably grow and adapt to rate of change we see in the world today.

Skills Offered: Change Management; Organisational Review; Project Management; Risk Management; Strategic Planning

My leadership journey this year has been greatly enhanced by being part of the New Zealand Leadership Programme. Having the opportunity to carve out time, across the year, to explore the challenges we face as leaders has been challenging, rewarding and deeply thought-provoking. The programme provided space for us as participants to deeply explore our unique and beautiful culture, Mana Ōrite, Te Tiriti o Waitangi, civil society and environmental issues. These are all important things we must navigate as leaders in New Zealand. I have learned so much from the leaders I have shared this journey with. The quality of the leadership I have witnessed throughout the year has given me sense of hope and optimism for the future of New Zealand.



RACHAEL COLE

Manager - System Impact
Tamaki Regeneration Company

AUCKLAND

Born and raised in Rotorua, I'm now living in the wonderful community of Onehunga with my family. I've spent the last two decades working across housing, justice, wellbeing and social services, challenging and reimagining the status quo, designing and commissioning services and standing up to new ways of working. I am committed to amplifying the voices of those with lived experience, including by recognising and disrupting existing power dynamics, to drive equitable change. I love working with frontline teams to help build their capability to 'flip the script' and see and influence the systems they work within. I am proud Tangata Tiriti, committed to playing my role in growing a Te Tiriti-centric Aotearoa.

Skills Offered: Change Management; Facilitation; People Development; Relationship Management; Strategic Planning

Going into The NZ Leadership Programme, I was up for the challenge to grow as a leader and as a person. I was ready to be confronted and felt like I was preparing for battle: to be bruised and battered but to come out 'better' at the end. Instead I experienced a year of the most loving tenderness. An invitation to release all the heavy things I was carrying that no longer served me. A gentle peeling back of layers, defences and patterns, to reveal that I was already everything I hoped to be. A circle of deep friendship to catch me, stretch me and value me. Leadership NZ gifted me practices that enrich my life on a daily basis. I now take the plunge into icy water on a winter's evening to feel the rush of being alive! I have a kinder, more loving relationship with myself (physically, mentally and spiritually), which feeds and enriches all my other relationships. In a year with huge waves of disruption, uncertainty and fear, Leadership NZ offered me a safe place to anchor. I am incredibly grateful for the love, support and wisdom of the programme team and the beautiful humans in my cohort.



RICHARD COTMAN

Sector Partner - Technology & Services
New Zealand Trade and Enterprise

WELLINGTON

My ancestors are rooted on the east coasts of England and Scotland, the first of them arriving in Aotearoa in the 1860s. I'm a Christchurch-born, Auckland-raised Pākehā New Zealander, and a French citizen by adoption. I now live in Wellington with my wife Anna and our young daughter Geneviève. My career has been shaped by the belief that New Zealand is a more interesting, prosperous and fairer place when we are deeply connected to - and curious about - the wider world. I've been blessed with business management experiences that have allowed me to explore New Zealand's connections and contributions to the world, and I love how my current work at NZTE allows me to live this purpose more deeply.

Skills Offered: Communications; Cross-cultural Understanding and Capability; Mentoring; Policy Development; Relationship Management

The New Zealand Leadership Programme in 2021 has helped me become more honest with myself about my strengths and potential and face up to my blind spots and weaknesses. A brain-centred introvert by nature, I've learned how to better connect my feelings and my physical self to my thoughts and actions. The programme has helped me to look at the world in new ways and to imagine alternative models for our common future in Aotearoa New Zealand. There have been real moments of discomfort and confusion as we've journeyed through the programme together and our facilitators and speakers have helped us find new ways to connect to our environment and the people around us. More than anything, I've loved being part of such a diverse, friendly and honest cohort. I'm only now starting to understand everything that we have learned from each other. NZLP has created a place for us to stand together and to better understand how we can contribute to improving our world, as individuals and as a society. We are all islanders, but none of us can live as islands! Nā tō rourou, nā taku rourou, ka ora ai te iwi.



SAANE HAVEA

Manager - Customer Information Management Team
Earthquake Commission

CHRISTCHURCH

I am a Tongan-born Kiwi, raised in Wellington. Work opportunities moved my family to Christchurch where I currently reside with my supportive, loving partner and our three beautiful children. I didn't know what career path I wanted to take; however, I took the opportunity to work at EQC over six years ago and worked my way up from the bottom. I am responsible for providing strategic leadership to ensure the operational delivery of service to EQC customers and ensure EQC continues to meet all its statutory obligations through our Official Information Act team and contact centres. I am grateful for the endless opportunities EQC has provided which have broadened my knowledge and experience in work and leadership.

Skills Offered: Coaching; Cross-cultural Understanding and Capability; People Development; Process Improvement; Relationship Management

Mana Ōrite resonated with me as a Tongan-born woman navigating life in a Western society. It immediately made me think of the Tongan proverb 'Fai'aki e 'ilo 'oua e fai'aki e ifo' (Knowing, not by tasting). This signifies the importance of knowing and understanding one's own biases, prejudices and actions of privileging. My journey has been understanding my own preconceptions, injustices and being cautious not to act hastily without fully comprehending a situation. Mana Ōrite to me is about equality and changing inherited views. I want my children to be taught honest history, not a biased version. NZLP confronted me in every way possible; the most impactful was unpacking ME and getting to the root of who I am. I learnt to embrace the good and the bad and to use these profound understandings as tools to make a difference in my leadership, work and personal relationships. I am grateful for my cohort and NZLP staff, who challenged and supported me through this emotional roller-coaster. I will forever cherish the many tears we shared!

Current Community Involvement: Coach - Halswell Netball Club



SARAH DEVEREAUX

Director of Training - Oceania Pacific
Coach Masters Academy

TAURANGA

At Coach Masters Academy (CMA), my work as Director of Training for Oceania Pacific has me leading our New Zealand and Australian branches and working closely to develop our coaching faculty who support and grow our students. CMA is a world leader in Transformative Coaching, specialising in a science-based approach to enable intentional change. We facilitate International Coaching Federation (ICF)-accredited Transformative Coaching Certification Programmes for aspiring coaches and leaders desiring to up-level their coaching skill-set. With over a decade of experience training leaders and coaches, and having personally certified over 1200 coaches since 2012, I am truly passionate about creating a ripple effect of positive change and infusing the science and art of Transformative Coaching throughout Aotearoa.

Skills Offered: Coaching; Facilitation; Leadership Development; Mentoring; People Development

The NZ Leadership Programme is not something you can engage in half-heartedly. It is the type of programme where you must be willing to let go of what you think you know and instead be willing and open to immerse yourself into the space of the unknown. This year, as we explored the theme of Mana Ōrite, I have personally cultivated the ability to elevate my perspective and look at life and leadership in Aotearoa with a new lens. A fresher, wider, more integrated lens. Adopting this lens and evolving my worldview has enabled me to experience life and work with more openness and acceptance. I am operating from a place that honours our shared history and actively is involved in creating a thriving future for generations to come. I am grateful for the way this programme has encouraged us to grow as individuals and leaders in this time. I have learned so much about myself, and the way I lead, both in Aotearoa and with our faculty across the globe. I also appreciate the transformational inner-work I have got to embrace this year. The LNZ guest speakers, coupled with the eye-opening and soul-expanding sessions with Louise, Karlo and Dan have broadened my horizons and given me the space to flourish as a leader.



SERENA CURTIS

General Manager Pacific and Community
Capability Programmes
Ministry of Social Development

WELLINGTON

Ko wai au? Who am I? I am a strong Māori/Samoan woman, born in Wellington of Samoan (Tanungaumanono, Fasito'outa and Samusu), Māori (Ngati Ranginui) and European descent. Growing up I was blessed to have had a number of strong role models in my personal and professional life who taught me to be resilient, successful and strong, never forget who you are, challenge myself every step of the way and never be content. I have a strong sense of responsibility to the communities that have nurtured me and allowed me to thrive, even through times of adversity. This is why I deliberately chose to focus my work around areas that would benefit not only my family, but the wider Māori and Pacific community and the people of Aotearoa.

Skills Offered: Community Engagement; Mentoring; Organisational Development; People Development; Youth Leadership Development

When I first decided to participate in NZLP I was going through place of adversity. The first retreat was tough, compromising and confronting, but also healing and the people in the cohort were amazing - accepting, patient and understanding. Although my participation has been hindered due to my professional responsibilities, I know that by being a part of this programme I have reclaimed myself and have a new sense of identity, a clearer understanding of who I am and what I bring to the relationships that I engage in, whether in my personal or professional life. I was able to validate me and gain reassurance that although I still have more to learn, I am on the right path. I am definitely more compassionate towards others and appreciate diversity and different voices and thought processes, and have a better understanding of how considered leadership can influence change. Lastly, the team at NZLP are amazing! It is the people that make the programme successful and I want to thank the 2021 team for their commitment to the kaupapa of the programme and the cohort.

Current Community Involvement: Board Member of Wellington Samoan Rugby Union; Mentor for MBIE Tupu Tai Mentoring Programme and MSD Koko Talanoa Mentoring Programme; Rugby Coach at Oriental Rugby Football Club



SILIGA DAVID SETOGA

Co-Director
Popohardwear Ltd

AUCKLAND

I am a Visual Artist of Niuean and Samoan descent, the son of Polynesian migrants who came to seek a better life. I am completing my studies to becoming a Visual Arts Secondary School Teacher. I am a practicing Artist and my wife and I operate a T-shirt and Graphic Design Company. My biggest achievement to date is raising our five children and making sure they're at the centre of our moves and decision-making.

Skills Offered: Communications; Community Engagement; People Development; Relationship Management; Youth Leadership Development

What I learnt in this year of Mana Ōrite is that I have real power in making decisions which affect whether I contribute positively or whether I remain paying lip service to the cause. I have always been one to understand my privileged position as Tangata Tiriti,

always been on the side of Tangata Whenua and tried to honour the space I occupy, but this is not enough. The first port of call is to speak Te Reo - how can we begin to understand Te Ao Māori when we can't speak it? 'A lei se gagana, ua lei se aganuu, a lei se aganuu ona po lea o le nuu.' When you lose your language, you lose your culture, and when there is no longer a living culture, darkness descends on the village. The New Zealand Leadership Programme shaped, shifted and stretched my thinking by identifying what my patterns were, where they came from, and what purpose they served; then challenging and dismantling those that were no longer serving me. I found my voice by reclaiming that which I had relinquished... my power. I will be forever grateful for The New Zealand Leadership Programme, not only for the courage and the tools, but more so for being a part of a cohort that triggered me, challenged me, inspired me and allowed me to grow through my uncomfortable, vulnerable and weak self with aroha at the centre. Anya, Louise, Dan, Donna, Petrina, Karlo... no words can express my gratitude. I am forever changed because of you.



SNEHA LAKHOTIA

Director Social Prism

AUCKLAND

I am passionate about catalysing positive impact in the health and social sector. I have 13 years of experience driving change and improvement in the industry with research, systems design, strategy and planning, capacity building and policy development. I work with government agencies, not-for-profits, social enterprises and communities to assess and design viable solutions and help measure and manage their impact on people and the environment. I advocate using data and stories to drive insights and translational practices. My experience growing up and working with different communities and entities across the globe shaped my curious mind, understanding of different perspectives and awareness of the challenges and opportunities to build a better world.

Skills Offered: Business Improvement; Community Engagement; Cross-cultural Understanding and Capability; Research and Policy; Strategic Planning

I embarked on The New Zealand Leadership Programme unaware of what to expect. Through the programme, I understand that leadership is a reflection of who you are. I have learned to reflect, rejoice, reimagine within and find grace. The programme pushed me to explore my authentic leadership style. It has re-instilled the courage, curiosity and compassion to appreciate, confront and explore challenges and opportunities for positive change for myself, my whānau, community, work and nation. It has helped me be more comfortable outside my comfort zone. I am grateful to my wonderful cohort and the Leadership NZ team for the aroha and holding a safe space for being vulnerable and having difficult yet essential conversations. Thank you for challenging and inspiring me and the opportunity to grow as a better leader. My leadership journey does not end as I graduate. I cherish and carry on the tools, support and connections in this journey to be a better leader.



SOLOMON SMITH

Community Engagement Advisor
Statistics New Zealand

CHRISTCHURCH

My name is Solomon Joseph Smith and through my voluntary work at th'Orchard Community Arts, I was a recipient of the Creative NZ Scholarship for the LNZ 2021 Programme. My employed role during the 2021 programme was Community Development Advisor with the Christchurch City Council. I am married and have two beautiful daughters.

Skills Offered: Community Engagement; Leadership Development; People Development; Relationship Management; Youth Leadership Development

The opportunity to join the 2021 cohort came at the end of the previous year. I had been on a journey of redevelopment and rediscovery of self. I had struggled through 2020 with

my low point dealing with depression, heavily medicated and in counselling. Joining the 2021 cohort was an opportunity to learn new tools and identify and celebrate my own strengths. I remember during my first connection with my course family introducing myself as being nothing special. Over the year the journey together, the deep questioning and understanding why I do what I do and how I view myself was very important to deconstructing many of the false narratives I held. Mana Ōrite for me paralleled the journey of how the leadership team worked with us, gave us the resources and empowered us identify what we needed from them. The highlight of the year for me was working through my own Super Ego, providing me with the tools to identify and rectify. I leave with more confidence in who I am and what I bring to the world. I am special. Thank you.

Current Community Involvement: Co Director, th'Orchard; Team Member, Rowley United



TANEA HEKE

Tumuaki
Te Kura Toi Whakaari o Aotearoa

PŌNEKE

I have been committed to upholding kaupapa Māori, mana Māori and mātauranga Māori as an actor and director for both theatre and film since the late 1990s. I have worked with and supported New Zealand literature, fine art and drama, while empowering wāhine Māori to take up positions and move into spaces in the arts sector. I was appointed Tumuaki at Toi Whakaari in 2019. I have worked as a programme manager for Taki Rua, exhibition manager with Te Papa Tongarewa Museum of New Zealand and oversaw New Zealand's participation at the Venice Biennale for Creative New Zealand. I co-founded Hāpai Productions in 2013, a Māori theatre company based in Wellington. I have had a range of film and theatre roles. I was recognised at the 2020 Te Waka Toi Awards for my contributions to development of new directions in Māori art.

Skills Offered: Cross-cultural Understanding and Capability; Mentoring

NZLP has been a challenging experience - working alongside with people 'a tinana' rather than virtually works best for me to express ideas, share breath, challenge thinking and understand nuances. So it has been tricky having so many virtual hui which have impacted on the depth and quality of our shared kōrero and the ability to tease out many of the kaupapa. Some of our hui though were stratospheric - I think about the day that Megan, Matt and Daren led the kaupapa on te taiao. Just that one hui was enough for me to be thankful for their sharing of matauranga. Te wairua ke! I am grateful to the programme for having the opportunity to meet and include these wonderful human beings in my whānau going forward - as changemakers, influencers and kick ass friends (and that includes Nadine Hura - te mareikura o te roopu nei).

Current Community Involvement: Producer: Hāpai Productions Ltd; Mentor: Māori Arts Internship Programme through Toi Māori



TERRI CARAJANNIS

Chief Digital Officer
Harrison Grierson

AUCKLAND

I am a Queensland girl who fell in love with a kiwi and this beautiful country 17 years ago. We now call Auckland home with our two beautiful children and French bulldog named Harley. My career has been vast and varied in all things digital including digital marketing, IT and strategy. What excites me most about what I do is helping my people realise their potential, empowering teams to be the best they can be and mapping the future for organisations in a fast moving and ever changing landscape.

Skills Offered: Change Management; Leadership Development; Mentoring; People Development; Relationship Management; Strategic Planning

The New Zealand Leadership Programme for me was a journey with lots of twists and turns. Our cohort dived in head first and really explored the topics with authenticity, honesty and vulnerability. There were lots of laughs and tears but what remained throughout was a genuine sense of care for each other. I enjoyed getting to know people on a deeper level, spending time really understanding who they are and what has shaped their world views; that connection being the thing that really unlocks the power of diversity particularly as we tackle the challenges and uncertainty of today as leaders in Aotearoa. I am grateful for the connections I have made and having the time and head space to really think about and explore what's possible when we have courage and embrace our differences to lead from the front for the greater good.



VINNY LOHAN

Reintegration Director - Take2 Prison
Education Take2; Emerge Institute

AUCKLAND

I moved to New Zealand in 2002. After studying robotics at the University of Auckland, I started a technology and design studio working on multiple social impact projects across education, music, mental health and my studio supports the work of UNESCO and the Gates Foundation in India. Recently I was named one of three upcoming social entrepreneurs in the world under 30 years by General Electric. I am currently engaged in building reintegration programmes based on indigenous knowledge of self-transformation, combined with developing technology skills in prison to give people a second chance upon release.

Skills Offered: Communications; Cross-cultural Understanding and Capability; Leadership Development; Public Speaking; Youth Leadership Development

for them to seep through in our worldview, it takes time. I feel that my Leadership NZ journey brought me to a point to have absorbed enough about the dynamics between Tāngata Whenua and Tāngata Tiriti, to be able to now see the impact of colonisation across a whole complex web of social and personal scenarios. We have been slowly and gently embedding ourselves in the living understanding of Mana Ōrite. I saw people growing, though the process of confronting our inner biases is painful and many can turn away from it, many in our cohort are not shying away from this journey. My journey with LNZ has made me realise one thing is for certain: I have a grounded realisation that there is a multi-cultural desire to harmoniously co-exist and grow in this nation. This gives me hope for the future, because I am seeing first-hand that people care about each other when they get to connect and hear the stories that have shaped the people around them. This grounded hope for the future is the biggest take away for me from this programme.

Current Community Involvement: Rangatahi Advisory Board - Science for Technological Innovation (SFTI); Young Leader - Asia New Zealand Foundation

It has been my observation that for learnings to be deeply integrated into our being and



ZIZI JASIM

Senior Consultant
Deloitte

AUCKLAND

I had my first birthday in a plane flying over Italy as my family migrated to Aotearoa from Libya in 1995. Our family origins are from Baghdad, Iraq but we have proudly called Tāmaki Makaurau home for the last 26 years. Over the past five years, I have worked within the health sector in various roles to help improve health outcomes through how the health system operates. My passion is building connections with my peers to create positive outcomes in our society. I am fortunate to be quite early in my career and I'm so excited to continue to learn and grow to make a positive impact on the world!

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

2021 was a weird and wild year for all of us. Leadership NZ kept me grounded through the year - with the challenging lessons, the friendships and self-reflection being exactly what I needed to grow in 2021. The message I will carry forward beyond this year is how important connection is for our society and how devastating disconnection has been and can be for the world. I truly believe that enriching our connection to our essential selves, our environment, our work and our whakapapa will be part of the solution to our world's biggest problems. This year has taught me so much and I am so privileged to be able to journey through the year with the community of people in this programme alongside me.

Current Community Involvement: Manager, College Rifles Netball Club

“THE LEADERSHIP NZ POEM I CREATED FROM OUR ONLINE SESSION AND IS WRITTEN FOR ALL OF US. IT CAPTURES OUR CONNECTION AND DEEP LEARNING. I SAY IT BEST THROUGH POETRY.”

FIONA PARRANT

LEADERSHIP NZ

A POEM BY FIONA PARRANT

A connected team of 38 we are,
 The Va is strong with us, no matter how far.
 Zoom meeting in Lockdown, leadership carries on.
 Some of us can make it, other unable – we got you.
 Some coming on nervous, anxious, distracted and even fearful, we got each other.
 We are coming together, connecting slowly for some, connecting in calm, in tune, free from the ruminations of work tasks.
 Open hand, the inadequacy and unworthiness held there, slip out through the fingers
 In a few minutes, that is all gone and there is unconditional aroha flowing, a warm beam of sunlight.
 One said “laid-back listening with a cold wind on my back.”
 Joy and positivity radiate out, felt over Zoom, cheekiness too,
 Creating an infectious sense of self, dissolving fears of rejection
 Through
 Connection, connection, connection.
 Tau, sitting with confidence, creation of freedom,
 Dissolving the me, creating the me I want to be now, our light pulses,
 Gratefully happy we are, dissolving the judge.
 The tools grow to our freedom, as our connections and relationships grow, so do ourselves.
 We dissolving toxic connections and relationships, including
 The judge and saboteur!?
 The connection is strong in us, unconditional aroha and tautoko for all,
 Let us take this energy of today and turn it into something amazing.
 Ō-tama-rākau
 That is you, that is me, that is we.
 Leadership NZ, 2021
 A team of 38
 Tāwhiwhi
 In aroha
 This is us.



LEADERS FOR A NEW AOTEAROA

Leadership NZ believes every leader can contribute their unique strength to help Aotearoa thrive - with courage, commitment and curiosity to create a better shared future.

Our leadership mahi is anchored in **Te Tiriti o Waitangi**. We recognise that a commitment to Te Tiriti is not a destination, rather a commitment to learning, reflection and co-creation. This firm intention grounds each New Zealander here in relationship with one another. We approach this transformation with open hearts and humility - knowing that this will demand something from each of us individually and collectively.

Since 2003, **our leadership programmes** have impacted more than 600 leaders from all sectors in Aotearoa by transforming the way they feel, think and imagine the world around them - so they can identify the shape of the leadership they wish to embody in their lives.

For mid-career and senior leaders, our year-long immersive leadership journeys across Aotearoa draw strength from the rich tapestry and unique intersection of contemporary, culturally intelligent and multi-sector voices (public service, private sector, not-for-profit communities).

Through the lens of **life-changing retreats, explorational spaces and deep-dive conversations**, you will explore your learning edges and how we can lead together for today and tomorrow.

On Graduation, you are connected to our nationwide Alumni Network, so you can activate your new-found leadership superpowers, engaging in opportunities that enable you to gift back and gift forward!

This is an exceptional leadership experience for those seeking to lift their leadership to the next level.

Leadership NZ gratefully acknowledges the long-standing participation of and partnerships with leading public, private and not-for-profit organisations.

THE NZ LEADERSHIP PROGRAMME (NZLP)

THIS HEARTBEAT PROGRAMME CREATES SAFE SPACES FOR DIALOGUE THAT ENABLE:

- **Retreat + Connection** - A special invitation for you to find balance and strength in your own leadership within a strong community of leaders and in this place - Aotearoa New Zealand - which carries a complicated history in which we're all magnificently weaved.

- **Coherence** - Your journey is grounded in our kaupapa that leverages our unique leadership processes, practices and tools, so you can understand yourself better, your relationship with others and where your leadership can be most impactful

- **Aroha** - Harmony with our nation and planet through exploring manaakitanga, kaitiakitanga and whanaungatanga

OUR PROGRAMME CREATES LEADERS WHO CAN:

- Bring their head and heart to leading individuals, teams and communities
- Navigate diversity and inclusion with courage, confidence and care
- Confidently engage in crunchy conversations with sector leaders to address challenges facing NZ, today and tomorrow
- Carry themselves in work and life with purpose, authenticity, empathy and self-awareness
- Be pushed beyond the comfort zone to sharpen their capacity to listen, reflect and learn
- Guide organisations to embrace transformation with readiness and resilience

WE SEEK LEADERS FOR THIS PROGRAMME WHO CAN DEMONSTRATE THEY:

- Are residents of New Zealand with at least 10 years' experience in their sector
- Are in a position of strategic influence with proven leadership capacity
- Have senior executive or Board support from their organisation or community group
- Are able to commit to 10 months of deep learning across the country
- Are purposeful to deepen their leadership growth after the Programme via our events and projects
- Are curious to engage with cross-sector perspectives

For further details contact Annette Bartlett at recruitment@leadershipnz.co.nz

PRINCIPAL PARTNERS



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