

2019 YEARBOOK



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VISION

Enriching New Zealand through active leadership in a connected community.

MISSION

To build an exceptional leadership culture that develops and celebrates resilient, courageous and authentic leaders who:

- › Have a strong awareness of issues of significance for New Zealand;
- › Value diversity, engage in meaningful conversation, connect and work successfully across difference;
- › Building and transform organisations, communities and effect positive social, economic and cultural change across society.

VALUES

Courageous	Innovative
Generous of spirit	Apolitical
Inclusive	Celebrating diversity
Acting with integrity	

PŪMANAWA KAIARAHIO AOTEAROA

LEADERSHIP NZ STAFF

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Leanne Holdsworth	Engagement and Development Manager
Alistair Kwun	Marketing, Communications & Events Manager

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Louise Marra	Programme Director
Petrina Togi-Sa'ena	Programme Manager
Nicola Campbell	Programme Facilitator

THE MANA MOANA EXPERIENCE

Dr. Karlo Mila	Programme Director
Cecilia Vakameilalo-Kiao	Programme Manager
Pakilau `o Aotearoa Manase Lua	Programme Facilitator

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

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Peter Garnett	Company Director
Tara Pradhan	Director, Government and International Relations, Greenstone TV; Alumna 2007
Teresa Tepania-Ashton	Chief Executive Officer, Māori Women's Development Inc; Alumna 2006

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Traci Houpapa MNZM JP	Company Director



“IF I HAVE AN APPREHENSION IN NEW ZEALAND AT THE MOMENT, IT'S NOT BECAUSE WE'RE NOT SMART ENOUGH. IT'S BECAUSE WE'RE NOT COURAGEOUS ENOUGH.”

PAT SNEDDEN
2017

CHAIR'S FOREWORD

Daring Leadership was this year's theme, a theme that could not be timelier.

Daring to lead is simply not enough. In these times, daring leadership is what is required. Understanding what daring leadership is - and what it personally takes to be daring - has been 'the conversation' for our Class of 2019.

The 36 reflections from this year's Class are illuminating. It is easy to be overwhelmed, helpless and in a state of inaction when faced with enormous societal challenges such as environmental degradation, inequality, poverty, loneliness, extreme violence and the reality of our race relations. But, when confronted with the challenge of “what are you going to do?” and “how brave do you want to be?”, you can hear an awakening within the group and a confidence to act, to stand up and be daring.

Tania Wilson, from 2019's cohort, so aptly describes this conviction: “So, my future (as it is for us all) is being determined by the decisions that I make today. In this year of daring leadership, the call is becoming clearer and louder, to act, to change the status quo and to create a better future for those that follow us.”

Therefore, daring leadership is about action. It is about the willingness to step forward, to be authentic, to seek out and champion the truth in a world of half-truths and mistruths. Above all, we must dare to have courageous conversations across differing views and values to ensure democracy and our society prosper together.

As a movement of leaders across the full diversity of Aotearoa, Leadership NZ is committed to building an inclusive society in which all people feel they belong - a society in which aroha, manaakitanga and kotahitanga underpin our lives. With the tragic events of Christchurch, we believed there was an urgent call to challenge discrimination and, as leaders, deeply understand how to heal from hurt. I want to recognise the Leadership NZ team, Louise Marra and Dr. Matthew Farry for hosting a workshop with the purpose of challenging our own relationship with race, finding pathways to hold courageous conversations about it with others, thus leading with hope, courage and aroha to build a more cohesive nation.

Congratulations to The NZ Leadership Programme 2019 Graduands. You now deservedly take your place within the alumni cohort. The vision that existed at the genesis of Leadership NZ was to have a powerful force of alumni standing tall and leading purposefully for Aotearoa. We are getting there!

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

Nick Astwick
Chair, Leadership NZ



Modern leaders articulate a bold, expansive vision that looks forward not behind, shares Jim Bolger with this year's Class of The NZ Leadership Programme.

Bold decisions are required in many areas, so I have titled my remarks **"Reform Must Continue - We Can't Go Back,"** with the important subheading that, 'We must stop talking and start doing.' As already established leaders, I urge you to use your responsibilities as leaders to deal with issues, not to put them off for another day. I particularly support the concept of 'Daring Leadership,' because the issues New Zealand and the world face won't be resolved by timid decisions.

To deal with today's issues from climate change, protecting and restoring the environment, adjusting our lifestyle and work practices to cope with the widespread introduction of machines driven by artificial intelligence, to food production, we must look forward, as there are no answers to today's pressing issues by looking in the past.

The biggest current example of looking backward is of course the Brexit debate in Britain where after a campaign of lies, glib slogans, but no plans, British voters by a very small margin voted to leave the EU, the biggest and richest market in the world, so that they can negotiate new access agreements to smaller markets.

It makes no sense, but nostalgia for a dimly remembered past and the glories of an Empire long gone has proved to be an attractive and powerful motivator to many unhappy with today's Britain. This nostalgia might be explained in part by the fact that today's world population is older than at any time in history and getting older. And in general, older people don't like change.

Another major reason for this unease is that people know that the economic policies of recent decades have transferred huge wealth to a very small elite and the hard-working middle class has bluntly been cheated.

When I stated in the 9th Floor interview in 2017 that neoliberalism had failed, my mailbox overflowed with indignation - mainly from those who had added to their fortunes with those policies. Joseph Stiglitz, Nobel Laureate in Economics, Professor at Columbia University and Chief Economist at Roosevelt Institute said in a recent article, "Neoliberalism must be pronounced dead and buried." He then went on to support what he termed 'progressive capitalism' and the need to restore the balance between markets, the state and civil society. Slow economic growth, rising inequality, financial instability and environmental degradation are problems born of the market, and thus cannot and will not be overcome by the market. He concludes that, "Progressive capitalism is not an oxymoron. Rather it is the most viable and vibrant alternative to an ideology that has clearly failed. As such, it represents the best chance we have of escaping our current economic and political malaise."

How do we measure progress? If we don't, in the broad context, use the right tools to measure progress then we could be encouraging and rewarding the wrong indicators. From my perspective the world needs to dump Gross Domestic Product (GDP) as a measure of societal progress. GDP is based on the illusion that a healthy society can be organised by the single-minded pursuit of wealth. Going forward, that must change, and we need to develop a more inclusive and comprehensive index if we are to achieve the different outcomes we all want, from social cohesion to the environment.

In May this year at a meeting of the Interaction Council, a meeting of former Presidents and Prime Ministers in Columbia, I moderated a panel discussion where we explored different options to replace GDP. All wanted an index that measures not only financial transactions, but a 'genuine progress index' that also measures important issues such as adequate housing, access to healthcare and education, and broad environmental issues like moving to a low carbon economy.

Currently we undervalue or don't count important societal inputs like the unpaid work of women caring for families and the many community organisations that help make a society inclusive.

This is not suggested as a complete list but as an indication of the direction we need to take in a radical change from the way we measure progress today. It is a very complex issue and we need to take a whole of society approach and hopefully a multi country approach. That will take leadership and the good news is that a number of senior academics are now focused on this issue.

That in particular relates to action to combat climate change. I welcome the fact that we have now banned single use plastic bags. The lesson from that action is that the world of shopping has continued without difficulty and the Government must continue to take measures to further reduce the use of plastic. The fear of change was more frightening than the reality.

TO BE A DARING LEADER, YOU MUST BE PREPARED TO MAKE DIFFICULT, EVEN VERY DIFFICULT CHOICES.

In reality, we have taken a very small step when the headlines shout, "Earth's carbon dioxide levels are highest they've been in millions of years." It is easy for governments and councils to formally declare 'climate emergencies,' but I see little or no evidence of a sense of emergency in actions proposed.

I know that many people find big change somewhat frightening. That's not new. In the middle of the great depression, March 1933, President Franklin D Roosevelt delivered his first inaugural address to the American people. In urging the people to look forward he said that, "the only thing we have to fear is fear itself, nameless, unreasoning, unjustified terror - and here is the important bit - which paralyses needed efforts to convert retreat into advance."

To conclude, I circle back to my title: **"Reform Must Continue - We Can't Go Back."** You individually will have to decide where and how you might challenge the status quo but my message is that to be a daring leader, you must be prepared to make difficult, even very difficult choices.

Rt. Hon. Jim Bolger ONZ is former Prime Minister of New Zealand (1990-1997) and current Leadership NZ Ambassador. He addressed the 2019 Class of The NZ Leadership Programme in August.

LEADING IN THE NOW

THOUGHT LEADERSHIP
Rt. Hon. Jim Bolger ONZ

EMBRACING THE INNER

FROM THE PROGRAMME DIRECTOR
Louise Marra

In this year of Daring Leadership, Programme Director, Louise Marra, reflects on the inner transformation required to be healthy, effective leaders.

Sometimes in working on and in leadership I realise we do need to come back to the basics. A hard thing for me to say as I love working in the mastery and stretch areas of leadership for a new world.

So what are the basics and why are they important?

One of the things that still seems to cause confusion is the focus on the inner state of the leader.

Is it too indulgent? Is it too individual? Is it not taking into account the collective? These are common questions and barriers I encounter all the time from senior leaders.

My position on this is that the inner state of the leader matters because of how much it affects the collective! It is not just for their own sake we need this individual work, it is because many people are blindly leading without any depth of understanding of their impact and potential impact.

Often leaders think it is their intent that matters – I believe this does matter but it is only the start of the pipeline of awareness; our impact is the other end. You may be a fab leader but are you really helping others be fab too – to bring their leadership and their agency into their work?

Also, and I feel I need to apologise for this, but if you are leading without enough awareness or inner practices, almost certainly you will be operating from the ego or the superego most of the time and sorry, we don't need more of that!



We can see leaders in the world who operate from this untethered place.

It is a discipline to be a leader and not just a technical discipline. It is dedicating to growing a healthy system, a healthy organisation that contributes to that system and growing people's innate potential – you will never get 100 per cent out of your company without getting 100 per cent out of your people. We know this, but of course this is an art and a mastery art!

Also, while I am in this mode – if you are caught in the busy highway you are not operating from your wisdom. Busyness is a trauma response and a collective trauma response, and I see few leaders who can and will develop the capacity to climb out of it. Will one be you?

“Your wisest place is your most relaxed place” – how relaxed are you? Are you overheating your own nervous system and that of your organisation? If so, why? Really, why? Are you still caught in thinking that is better?

So let's come back to the basics.

Your state matters to your leadership – it matters because:

- Your state over time will dictate whether you truly live your life and purpose and not someone else's
- You affect those around you – what is your impact on the culture, wellbeing and potential of others?
- Your wisdom is severely impacted by your past patterns – are you living a new version of yourself or still living the patterns of the past, which stifle evolution?
- You will likely be coming from your own ego or superego – adding more lower consciousness into the system
- You will be overriding your own wise inner GPS system and trampling on others.

Hence my questions to you are:

- Do you matter to you?
- Do you have what it takes for the longest journey on earth – from your head to your heart?
- Do you have practices in place to keep you clean and growing – and do you have mirrors who will reflect to you your impact?

Or:

- Do you avoid the inner journey – often judging it to be ‘soft’ or irrelevant in the real world
- Do you attack those who try to mirror to you or open a deeper conversation or connect in a different way?
- Do you restructure or get rid of your people who ‘trigger’ you, or do you attend to your own hot buttons and have the integrity to clear them first?
- Do you avoid looking at where your own security and either protection or promotion is running the show?

Believe me, I know how long the inner journey is and we have to make peace with walking forever and integrating our past so we can keep freeing up our own energy and those around us to live their full gifts.

HUMILITY ISN'T SOMETHING WE CULTIVATE OR TAKE ON – IT COMES AS A RESULT OF REALISING HOW MUCH WORK WE NEED TO DO OURSELVES! BEING HUMAN REQUIRES THIS.

So what is the good news?

The good news is how enriching this journey is for you and for others as we humans learn to work through this disruptive time and into new ways of being in relationship – with ourselves, each other, diversity and the living planet.

The good news is your own joy and compassion increase and you can draw on all the intelligences you have, not being reduced to the smaller part of your brain that enabled you in the past to succeed so we keep using only that part.

The good news is that each person that switches on their own evolutionary self helps the whole system around it reap the benefits – it is like a switch that gives so much more permission for those around them, including our children.

The good news is your authenticity and your relatedness increases and you have more meaningful connections.

The good news is the more presence you have and you encourage in your organisation, the more creativity lands in that more spacious place.

The good news is you truly lead a fresh future.

GRADUANDS' SPEECH

TRANSFORMING OURSELVES TOGETHER



Moana Tamaariki-Pohe, Afoa Tevita Malolo & Matthew Gan

I TUIA AI MĀTOU I TE MAIA
TOGETHER WE HAVE WOVEN BRAVERY

I TE WAIRUA
SPIRIT

I TE ATAWHAI MĒ TE MANA
KINDNESS AND EMPOWERMENT

KIA HĀNGAIA I TE KOROWAI AROHA
TO MAKE A CLOAK THAT IS LOVE

2019 has been an amazing journey of collective and personal growth and transformation in life and leadership. We emerge at the end better equipped to lead and serve our workplaces, communities and the world.

We came together as 36 individuals from all walks of life to learn about leadership and quickly discovered that this was not your typical programme. Where were the Powerpoint presentations with tight models and strategies outlining the clear steps of how to be a better leader? This was not classroom learning.

This was a unique life experience that took us on a voyage of eight retreats across New Zealand to better understand our environment, each other and ourselves. It was a privilege to spend time in Auckland, Waitangi, Kaikohe, Christchurch, Flock Hill, Raglan, Wellington and Waiheke as we met leaders from many spheres that challenged our individual worldviews. Each retreat was wonderfully orchestrated to heighten emotions, expand thinking, stretch perceptions and to dance in chaos.

Through it all we wrestled with the question of what it means to be a daring leader. There is no textbook answer to this question. Through our journey we came to appreciate that daring leadership is about embracing vulnerability and courage in taking risks to help drive the change we hope to see in the world.

We saw this in the way our country responded to the Christchurch terrorist attacks. This tragedy transpired during our second retreat while we were experiencing the warm hospitality of the Kohewhata Marae in Kaikohe. It sent a sharp jolt of shock through our group and brought an urgent dose of reality to the courageous conversations we were starting to have about race as part of our wider discussions on diversity and inclusion. These were only heightened by the sobering opportunity to visit the Al Noor Mosque as part of our third retreat in Christchurch.

We continued to noho and talanoa (sit with and dialogue) openly throughout our year about what it means to be a daring leader in this space – encompassing the tough topics of race, ethnicity, gender, religion, privilege, and unconscious bias, amongst others. The layers and complexities of our kōrero encouraged by leaders, such as Barry Brailsford and Pat Snedden, challenged us a group in what were uncomfortable conversations. This paved the way to a broader awareness and understanding of the value in difference.

Leaders within our own group have championed messages of love and understanding that have continued to dare us to lead with authenticity, courage and resilience.

Our voyage this year took us to some places of inspirational natural beauty including Kura Tāwhiti (Castle Hill), Whaingaroa (Raglan) and Waiheke. We were encouraged to reconnect with our physical environment – something that some of us had lost. These were special times of contemplation and healing for our souls – somewhat poignant as we also paused to consider the negative impact we have on the natural beauty we sometimes take for granted.

WE REMEMBERED THE PATHS THAT HAD LED US TO THIS POINT. OUR CONNECTION TO THOSE THAT HAVE COME BEFORE US, THOSE THAT WALK WITH US NOW AND THOSE THAT WILL COME AFTER US.

We were reminded that we matter and that who we are matters. By allowing ourselves connectedness, we strengthened our own sense of place, space and purpose.

Our journey together has been a shared experience and a deeply personal one too. We were challenged in many ways to answer the question: *Who are you?* We explored the values that drove us as individuals. We dived deep to shut out our inner self critics and discover our essential selves. We were vulnerable and opened ourselves up in sharing our stories and our lives with each other.

Thank you to Leadership NZ for forging its special brand of leadership for the past 15 years through this Programme. Special thanks to Louise Marra for taking us to new places and expanding our worldview and to Petrina Togi-Sa'ena for smoothing our journey this year.

What allowed this to take place? It was the safe and sacred space (*le va*) that grew over our time together allowing deep connection. We were gentle and kind with each other. We supported and encouraged each other. We were respectful to each other.

Our year together has been a powerful and moving reminder of the power of human connection. That a diverse group of people – in many ways a microcosm of Aotearoa – can be thrown together, and by taking the courage to be open and vulnerable with each other, we now see each other in a new light.

WE SEE THE HUMANNESS. WE FEEL THE VULNERABILITY. WE APPRECIATE THE BEAUTY.

As our journey together draws to a close, the question emerges for each of us: *What will you now do with your dash?*

Each of us is running our own race. The 'dash' between the moment we are born and the moment we take our last breath. That little dash is ours to spend: to sit back in our comfort zones or to take daring leaps into the unknown, to accept things the way they are or to help forge a new way in hope, to show apathy or to display love.

This is our wero:

Let us challenge ourselves to harness our combined experiences of our Leadership NZ journey to actively lead and serve our whānau, our homes, our workplaces and our communities. Let us reach deep into ourselves and create the space for others to share their stories so that we can see each other in a new light. Let us be brave and dare to have courageous conversations in our spheres of influence in the same way we have this year. And above all, let us lead, teach, manaaki (support) and whakamana (empower) from a place of aroha (love).

**O LE ALA O LE PULE O LE TAUTUA
THE PATHWAY TO LEADERSHIP IS THROUGH SERVICE**

We are humbled to become part of the wonderful tapestry that is Leadership NZ.

*Mauri ora,
Class of 2019 - The NZ Leadership Programme*

2019

PROGRAMME OVERVIEW

FEBRUARY Creating a Community and Tools for the Journey

Northridge Country Lodge, Silverdale

Team-building; tools, inspiration and connecting; exploring leadership models.

Nick Astwick	Chair, Leadership NZ
Sina Wendt	Chief Executive, Leadership NZ; Leadership NZ Alumna
Louise Marra	Programme Director, The NZ Leadership Programme
Nicola Campbell	Programme Facilitator, The NZ Leadership Programme
Dr. Karlo Mila	Programme Director - The Mana Moana Experience; Poet, Writer, Academic; Leadership NZ Alumna
Sir Bob Harvey	Champion for Auckland
Jo Brosnahan	Founder, Leadership NZ



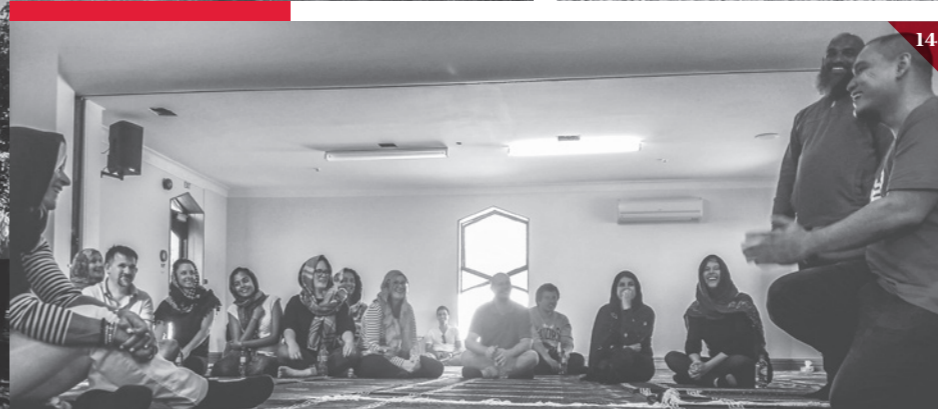
1. Nicola Campbell, Sara-Jane Elika, Dickie Humphries, Louise Marra, Dr. Karlo Mila, Chloe Harwood, Sina Wendt, Nick Astwick, Annette Bartlett
2. Elena Noyes, Moana Tamaariki-Pohe, Conrad Harvey
3. Alastair Child, Jane Sheetz, Matthew Gan
4. Catherine Redmond, Tracie Shipton, Jannine Mullany (Alumnae 2018)
5. Louise Marra, Dickie Humphries

MARCH Treaty of Waitangi & Te Ao Māori

Waitangi Treaty Grounds and Museum, Waitangi; Kohewhata Marae, Kaikohe

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

Kaumatua Ted Wihongi	Kohewhata Marae
Erena Kara	General Manager, Te Runanga-A-Iwi-O-Ngāpuhi; Director, Ngāpuhi Asset Holding Company; Leadership NZ Alumna
Ngahau Davis	He Iwi Kotahi Tatou Trust
Dr. Matthew Farry	Director, Courageous Conversation, South Pacific Institute



- 6. Dan Brown, Elena Noyes, Fiu Anae Wesley Tala'imanu, Josh Lindsay, Afoa Tevita Malolo, Matthew Gan
- 7. Exploring the Treaty Grounds
- 8. Kaikohe
- 9. Kaumatua Ted Wihongi
- 10. Kohewhata Marae

APRIL Rural Immersion & the Sacredness of the Land

Christchurch; Flock Hill Station, Craigieburn Valley

The challenges and visions within the rural sector; and our connection with the land.

Rob Kerr	General Manager - Residential Red Zone, Regenerate Christchurch; Leadership NZ Alumna
Don Miskell ONZM	Deputy Director, Christchurch Central Development Unit
Louise Marra	Programme Director, Leadership NZ; Director, Spirited Leadership
John Skurr	General Manager - Sales (NZ), Alliance Meats; Leadership NZ Alumna
Milton Munro	Head of Technical, PGG Wrightson
Dr. Barry Brailsford	Historian, Archaeologist, Author

- 11. Graham Bodman, Matthew Gan, Tania Wilson, Darragh O'Riordan, Kirsty Charles, Dr. Karlo Mila, Rosemary Fenton
- 12. Class of 2019
- 13. Alastair Child, Warren Blackman, Nick Markwell
- 14. Masjid Al Noor

MAY A Civil Society

AUT, Auckland

Exploring elements of a civil society, ethics, values, current issues, who is benefitting in our country and who isn't.

Dave Wild	Futurist, Smith & Wild
Pat Snedden	Business Advisor, Philanthropist

JUNE Our Environmental Crisis

Butterfly Creek, Auckland; Solscape, Raglan

The environment and the inner world of resilient and holistic leadership.

Rachel Brown	Founder and CEO, Sustainable Business Network
Damon Birchfield	CEO, EcoMatters Environment Trust
Michael O'Donnell	Clay Worker, Storyteller



- 15. AUT
- 16. Pat Snedden, Sefa Enari, Moana Tamaariki-Pohe, Ceciel DelaRue, Conrad Harvey
- 17. Conrad Harvey, Dan Brown, Delis Fraser, Fiu Anae Wesley Tala'imanu
- 18. (Back) Gene Rivers, Agnes Milford, Gina Williamson, Graham Bodman; (Front) Warren Blackman, Dan Brown, Conrad Harvey

- 19. Victor Rodger
- 20. Ngarunui Beach, Raglan
- 21. Kim Collins, Dan Brown
- 22. Class of 2019
- 23. (Left) Dione Joseph, Vicki Caisley, Matthew Gan; (Right) Victor Rodger, Nick Moss, Mike Byrne, Gina Williamson

AUGUST Governance and Global Issues

NZTE and College of Creative Arts, Massey University, Wellington

Insight into leadership past, present and future in Aotearoa, while continuing to explore our inner and outer experience of diversity and inclusion, the changing needs of work and workplace cultures and what we might dare to do as leaders as we head into an unknown future.

Rt. Hon. Jim Bolger ONZ

Berlinda Chin	Community Engagement Manager, Royal Commission of Inquiry into Historical Abuse in State Care and Faith based Institutions
Matalena Leaupepe	Director, Government Centre for Dispute Resolution, Ministry of Business, Innovation & Employment; Leadership NZ Alumna
Elizabeth McNaughton	Director, McNaughton & Wills
Peter Fenton	General Manager - International, New Zealand Trade & Enterprise
Mel Templeton	Chair, PledgeMe
Rebecca Smith	Director, NZ Story
Liz Te Amo	CEO, Miro
Julian Raphael	Community Music Junction
Christian Penny	High Performance Sport NZ/ Te Ārewa, Leadership NZ Alumnus



- 24. Sefa Enari
- 25. Unravelling the NZ Story
- 26. To the beat of a different drum
- 27. Peter Fenton, Liz Te Amo, Mel Templeton, Rebecca Smith



OCTOBER Leadership – Deep Dive

Onetangi Community Hall, Waiheke Island

A deep dive into this year's theme of Daring Leadership.

Dr. Karlo Mila	Programme Director - The Mana Moana Experience; Poet, Writer, Academic; Leadership NZ Alumna
Steven Hollins	Living Theatre



- 28. Head, heart and soul in unison
- 29. Nathan Beale, Petrina Togi-Sa`ena
- 30. Hope for Humanity
- 31. Journeying on the road less travelled
- 32. Polly Kareko
- 33. Darragh O'Riordan



NOVEMBER Integration and Connecting the Threads

Waitakere Estate, Waikarua, West Auckland

Visions for New Zealand - group visions and visions from the speakers; what that means for New Zealand Leadership; drawing the learning; the journey ahead.

Jo Brosnahan	Founder, Leadership NZ
Judy Nicholl	Chief Executive, Counties Power
Tui Ah Loo	Chief Executive Officer, PARS (People At Risk Solutions)
Guy Ryan	Founder and CEO, Inspiring Stories

34



35



36



37



38



- 34. Sarah Wilson
- 35. Fiu Anae Wesley Tala'imanu
- 36. Morning Vista
- 37. Ceciel DelaRue, Louise Marra,
Kirsty Charles, Petrina Togi-Sa`ena,
Nathan Beale
- 38. Class of 2019

Reflections

THE CLASS OF 2019 SHARE THEIR JOURNEY ON
THE NEW ZEALAND LEADERSHIP PROGRAMME



ALASTAIR CHILD

Director – Auckland Co-design Lab
The Southern Initiative
Auckland Council

AUCKLAND

I am passionate about and committed to public service. I believe that where public services aim to ensure that people have the opportunity to influence, shape and design the decisions and actions that impact on their lives, positive change is possible. I have 15 years' experience in the UK and New Zealand focused on public sector innovation. This spans education, child poverty, early years, place-based initiatives, governance and developing systemic approaches to innovation via innovation labs and teams. My family and I are proud to be New Zealanders and hope to give back as much to Aotearoa New Zealand as it has offered us.

Skills offered: Co-design, governance, leading innovation, strategic thinking and planning, policy development

Leadership NZ's reputation for doing things differently and challenging participants was a key motivation for applying to take part. A deep focus on leadership skills and practice has been interwoven with exploring intergenerational cultural, environmental, social and economic challenges. These issues will shape Aotearoa's future and have helped make the experience all the more profound. To have had the opportunity to do this with such an amazing and diverse group of leaders has made the learning even richer.

Their generosity, bravery, knowledge and empathy have been an essential part of the Leadership NZ experience. "Ko wai koe? Who are you?" runs through the core of the Programme. Exploring it has helped me better understand myself and what leadership means to me.

To spend 10 months with 35 other leaders asking themselves the same question and discovering some answers has been a humbling and inspiring experience.



CECIEL DELARUE

Urban Design Team Leader
Christchurch City Council

CHRISTCHURCH

Raised in the Far North, I appreciate the familiarity and contrasts with Ōtautahi Christchurch which is now home. With Christchurch City Council my role in urban design continues to provide unique challenges and inspiration as the city recovers. I'm a Trustee with Te Pūtahi - the Christchurch centre for architecture and city-making and maintain involvement in the Urban Design Forum. I feel proud to work for local government and our community and I am motivated by working alongside such talented and passionate people. We each have an important role to play in valuing and shaping the future of the places we call home.

Skills offered: Urban design and planning, relationship management, strategic planning, disaster response and recovery, local government understanding, mentoring

It's impossible to imagine 2019 without Leadership NZ and my personal and professional journey beyond without the experience and insights of the Programme. Too rarely do we allow space to pause, reflect and grow our potential, yet our world needs transformational change and that starts with each of us.

As uncomfortable as it's been at times, I've learnt to be open and enjoy the ride. I've explored my values, beliefs and biases while being both challenged and supported. I can see myself more clearly. This awareness will inform both the everyday and the future I shape and lead. The 2019 crew has provided the gift I am most grateful for; the depth of connections, truths uncovered and shared, perspectives and insights, courage and daring. Thank you.

Current community involvement: Trustee/Board Member - Te Pūtahi Christchurch Centre for Architecture and City-Making



CONRAD HARVEY

Chief Financial Officer
Counties Power

AUCKLAND

My job satisfaction comes from delivering successful projects that generate measurable returns. I like to combine my commercial acumen and knowledge of information technology to find ways to improve upon existing business systems and processes. I have been Chief Financial Officer and Company Secretariat of Counties Power since 2016, having worked previously for local and multinational companies in the airline, manufacturing and ICT industries. I am on the Board of Howick Pakuranga Cricket Club, and my interests are spending time with family and supporting my children's sports.

Skills offered: Financial, governance, strategic planning, process improvement, risk management

As an accountant I often hear that as a profession we like to have things organised and follow neatly defined timetables. That said, I have found this wonderful Programme throws timetables out the window. It is truly amazing and I feel privileged to have been selected for it.

It has explored some challenging themes and made me reflect and challenge myself on various topics and learn how to better understand and negotiate different viewpoints on topics such as the environment, race, culture and religion. It has taught me to appreciate how a room full of people from different cultures, industries and geographic regions across New Zealand can all have different (and often strongly held) viewpoints on particular subjects, yet we can all get along and form strong friendships. The experience of the Programme has set a personal challenge for me to get to know the people I encounter at work in a more meaningful manner.

Current community involvement: Chairperson - Howick Pakuranga Cricket Club



DAN BROWN

General Manager
Underground Coffee Roasters

CHRISTCHURCH

I've spent the past two decades developing professionally within the New Zealand coffee industry. I take great pride in assisting with the commercial development of others, although my real passion comes from elevating organisational culture and a collective spirit. My current appointment at Underground Coffee has taken me from a regional role in Wellington to a national role in Christchurch. During my time in Christchurch, I've grown to love the expansiveness of the South Island, especially the mountains and back country. I'm a proud father of two energetic, curious young boys. My lifelong interests are jazz percussion and cookery.

Skills offered: Change management, organisational development, sales, strategic planning, people development

I came to The NZ Leadership Programme excited to learn a variety of new concepts and tools from a stack of textbooks and a range of confrontational topics and industry speakers. Although this was explored, this Programme was much more than this and much more than I expected.

The NZ Leadership Programme journey has opened my heart, body and mind by providing a wide range of experiences that have allowed me to further analyse and understand what makes up my own actions and thoughts, in a way that's as truly unbiased as possible.

This deep dive into my own perception of self and the world around me has opened a door to a lifelong journey of self-reflection and deeper enquiry, igniting a more collective and inclusive outlook towards everyday issues and their possible solutions. Leadership NZ has left me extremely grateful for our people and our home we call Aotearoa.



DAN GERRARD

Regional Manager - Mid-Central
Downer Group

PALMERSTON NORTH

I have worked in the civil construction industry for the past 17 years, starting as a labourer and weaving my way through to my current role at Downer Group. Over this time, I have developed a passion for people development which I pursue by empowering and growing others through Māori leadership, school-based mentoring and staff leadership programmes. I believe we can all make a difference for the next generation, and my favourite saying is: "What is the most important thing in the world? It is people, it is people, it is people."

Skills offered: Leadership development, people development, project management, strategic planning, mentoring/coaching

Wow!!! What a ride, what a year, what an adventure, what an awesome journey. I arrived on day one with what I thought was an open mind to learn some leadership technical skills. Reality hit pretty quickly and I soon realised this is not what I was expecting. Where's the door was one thought!! The other was to face it front on and really open up my mind to this gift being offered to me.

Fast forward and The NZ Leadership Programme is hard to explain; everyone goes through their own personal journey and is often triggered, challenged and excited by different topics. The safety and care by fellow participants and the Leadership NZ staff is outstanding.

I'm extremely grateful to have participated in this outstanding Programme. I'm now proud to be part of the extended Leadership NZ whānau.

Current community involvement: Building Futures Youth Program; Youth mentor



DARRAGH O'RIORDAN

Group Manager - Marketing
Lifewise

AUCKLAND

I'm a non-profit leader with 20+ years' experience shaping teams and driving organisational growth. My current role with Lifewise allows me to gain an insight into the complex issues facing New Zealand as it attempts to readdress its significant societal imbalances. My desire is to see public systems, like foster care services and the prison network, work collectively with non-profit organisations to improve the lives of young Māori. I would like to be part of a generation of change that is so boldly successful that it becomes the international model for the betterment of society.

Skills offered: Governance; marketing; organisational development; youth leadership development; leadership development

I arrived into The NZ Leadership Programme 2019 rather brittle and tired. I had 'led' in community, public and private sector roles for decades and I was ready for a boost. To be told I was doing everything right. I mean, I was, wasn't I?

Not exactly. I quickly adapted to the notion that this Programme was not to boost my ego or to further my somewhat institutionalised leadership style.

Over the course of the year I unravelled and disentangled, finding the true and authentic human I thought I had created prior to this Programme. Now, I am true to myself and those around me. I am the same on the beach as in the boardroom. There is no division or divisive lifestyle. I am grateful to the people and the Programme for bringing this to my attention and for coaching me to be the very best at being me.

Current community involvement: Pillars - Board Member; AUT Student Association - Independent Director



DELIS FRASER

People Experience Manager
New Zealand Trade and Enterprise

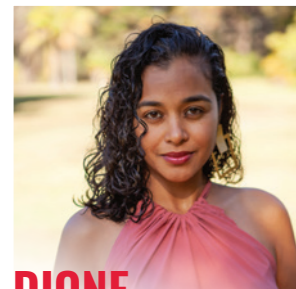
WELLINGTON

I believe in the ability for strong businesses to create a better New Zealand. I've spent a large part of my career working alongside Kiwi companies at New Zealand Trade and Enterprise to help them succeed in international markets. I'm curious about our place in the globe and the ability for us to be 'good for the world'. I'm passionate about supporting others to reach their full potential by connecting to their own voice. I'm a wife, mum and a proud Wellingtonian. I'm also committed to seeking out further opportunities to step fully into my purpose.

Skills offered: Strategic planning, leadership development, policy development, coaching, relationship management

The easier question would be to ask: What haven't I learnt on my NZ Leadership Programme journey? I feel like the Programme has helped shaped me as a leader and started me on a journey of answering "Who am I?" It's encouraged me to continue to look inward for the courage to be the leader I want to be and seek the tools to put this into practice. The theme of Daring Leadership has been so appropriate, as I work to uncover my own true potential as a leader and where I am committed to bringing this to life in real and meaningful ways.

I am also deeply grateful for the people that I have journeyed with and for – the deep connections and commitments we hold strong in order to support and challenge each other. The differences in views, opinions and backgrounds make The NZ Leadership Programme truly unique.



DIONE JOSEPH

Founder
Black Creatives Aotearoa

AUCKLAND

The life-giving power to transform, transcend and heal has enabled me to carve a creative career. I write, direct and dramaturge. My work primarily focuses on those from indigenous and ethnic backgrounds. Whether teaching theatre to indigenous youth in Canada, learning at Lincoln Center Theater's Directors' Lab or taking my stepchildren to theatre in Tāmaki Makaurau, each day offers me the opportunity to be deeply immersed in the intersections of different art forms. Black Creatives Aotearoa is creating opportunities for African, Caribbean and diaspora voices to be seen, heard and celebrated in Aotearoa.

Skills offered: Public speaker, facilitator, community and cultural consultant, strategy and policy consultant, diversity and inclusion advisor

2019 has been a huge year of personal and professional growth for me, both as the CEO of Black Creatives Aotearoa and across my multiple roles. As a creative, I don't segregate who we are and during the course of The NZ Leadership Programme, I have grown more confident in my leadership skills and grounded myself in deep listening and a commitment to leaders as healers.

To be able to verbalise and share this perspective is thanks to the facilitators at Leadership NZ and their commitment to thinking differently. I'm incredibly grateful for the time, energy and care that have gone into developing a year that allowed me to grow in ways that have already begun to yield its blessings and will continue to do so.

Current community involvement: Advocate and mentor for different arts professionals and young people of colour; Co-founder of JK Productions: He Kōrero Ngā Tahī (Telling our Stories Together) dedicated to creating paid employment opportunities for New Zealand artists



ELENA NOYES

Manager - Investment Services
Creative New Zealand

WELLINGTON

My driving force in life is to improve the lives and environment around me, from my close-knit family and community through to my work whānau and the natural environment. My values are inclusion, environmental care, creativity, making a difference and personal growth. I've been working in the arts, community development and business for the last ten years. My husband of eleven years and my little daughter are the lights of my life. I really care about New Zealand and its future. I've adopted this country as "home". It simply feels like this in a way no other place does.

Skills offered: Facilitation, governance, strategic planning, mentoring, policy development

The best way to describe what I've learned is that before, I saw the world and myself in 2k, but now it's in Full HD 1080p. Before, I was working in student acrylics, now I'm working in professional grade oils. Before, I was cooking with a Warehouse budget chef's knife, now I have a Henkel's santoku. I'm sure a seeing-beneath-The-Matrix metaphor would work here too. And maybe a Voyage-of-the-Dawn-Treader-Eustace-taking-off-his-old-Dragon-skin metaphor as well. Have I lost you yet? Before The NZ Leadership Programme, I could use leadership 'tools' just fine – it got me to where I am, after all.

But now that I've done the Programme, I feel so much better equipped to go beyond those tools into a sparkling vision of the future.

Current community involvement: Co-founder, Women in Leadership Group



GINA WILLIAMSON

Manager - Strategic Policy
Ministry of Business,
Innovation and Employment

WELLINGTON

I gain deep satisfaction in unlocking and unblocking the potential that lies in each of us. This is the contribution I seek to make, be it through my career in economics and policy, with people management or in daily interactions. I am an economist by training and a relator by nature. My career to date has been in the public sector (Reserve Bank of New Zealand, Ministry of Business, Innovation and Employment). While work is in Wellington, I remain a South Island girl at heart. Mosgiel is my anchor point, and the beaches of Dunedin ground me.

Skills offered: Policy development, relationship management, people development, research and analysis

Permission to be yourself – now that is daring. The NZ Leadership Programme has helped me to recognise, appreciate and stand firmer in who I am as a person and as a leader. Being grounded in who I am is allowing me to be more open to others and the perspectives they bring and to engage more critically with the systems and structures around me. I've by no means mastered this – I'm on a journey.

I'm grateful to Leadership NZ and my cohort of fellow travellers. As I journey on, I am privileged to know I carry this organisation, its kaupapa and this dynamic, beautiful, rich group of people with me.

Current community involvement: Volunteer/development officer – OBU Rugby Club



GRAHAM BODMAN

General Manager – Arts,
Community and Events
Auckland Council

AUCKLAND

I am a first generation New Zealander who emigrated from the UK with my parents in 1974. Raised in Kamo, I was the beneficiary of a quality state education followed by a move to Auckland in 1987 where I have studied and lived ever since. I was imbued with a strong sense of social justice and fairness in my formative years and this has translated to my career in the public sector. I am privileged to lead a creative, driven and capable team at Auckland Council focused on bringing Tāmaki Makaurau to life through the intersection of the arts, community development and place activation.

Skills offered: Change management, governance, community engagement, relationship management, people development

The NZ Leadership Programme has provided me with an unexpected and thoroughly welcome mid-life and mid/late-career jolt. It has awakened my senses and awareness around what it means to be an engaged New Zealander and citizen of Planet Earth in the early 21st Century.

This year's theme of Daring Leadership was a fitting call for unprecedented times, as we face environmental, cultural, social and technological change on an epic scale. I have been especially challenged to consciously comprehend the impact of our colonial past and to shift my expectations and behaviour as a result.

I don't expect to change the world but know I can and will lead in a more enlightened and direct way because of the insights gained this year. If we all do our bit, positive change will happen. I am grateful for the affirming and inspirational insights that Leadership NZ has provided me with this year.

Current community involvement: Trustee – Macleans College Board of Trustees, Auckland; Volunteer – Auckland Parents of Deaf Children Inc.



JANE SHEETZ

Head of Strategic Partnerships
Auckland Council

AUCKLAND

Born in Auckland, I am an energetic and motivated fundraiser and events specialist, with over 25 years of experience delivering outstanding results across public and private sectors. I have been with Auckland Council since late 2013 and started in Events. My current role enables me to build a family of business and community partners to deliver excellent outcomes for Aucklanders. Prior to that, I established PIO, a full-service fundraising agency and worked with corporates, not-for-profits, government agencies, APEC, Barcelona Olympics and Victoria Commonwealth Games.

Skills offered: Event planning, fundraising, community engagement, leadership development, relationship management

When I first began the journey with Leadership NZ, I didn't know what to expect. However, the excitement of learning and the support from the cohort have empowered me to see things differently. I have learnt new skills and cultivated new values, enabling me to appreciate the things that matter most and that I can call my own.

These include: love what you do; be empathic; be a leader with purpose - to align my values with my definition of success and achieve a sense of meaning and wellbeing in attaining my goals and sense of place; resilient leadership - the ability to sustain my values under pressure, to cope with disruptive changes and adapt and still achieve; take time to help others and do it well; show grace, kindness and humility; be open to learning and be non-judgemental.

I feel a tremendous amount of gratitude which will stay with me forever. Thank you everyone.

Current community involvement: Mentor; Volunteer for events



JOSH LINDSAY

Head of Readiness
Earthquake Commission

CHRISTCHURCH

I was born and raised in rural Southland and now reside in Christchurch. My early career focus was in the construction industry as a licensed building practitioner and project manager. After the 2011 Canterbury earthquakes, I transferred these skills to the insurance industry to support the wider earthquake recovery efforts. My current role at Earthquake Commission has a strategic lens, ensuring we have the best capability, capacity and partnerships in place to deliver effective response and recovery activities for our customers in future natural disasters. I love positive environments and working with spirited teams.

Skills offered: Change management, event planning, project management, strategic planning, relationship management

The NZ Leadership Programme has fostered growth in me while reaffirming a number of my core values. It has been an absolute privilege to be a part of this journey with an amazing and diverse group of people. The experiences shared and real conversations had have ensured our many different perspectives surfaced while we challenged judgement and perceptions of the norm.

The speakers throughout the year ensured our responsibilities as future leaders were well understood. I must admit the personal development and leadership growth in me is not what I had pictured coming into the Programme. Reflection, intuition and authentic leadership are things that will stay with me through my journey ahead. We were given an array of tools to take and help shape ourselves as leaders and for that I am grateful. I am looking forward to drawing on these in years to come as I continue my leadership journey.



KATHY DEDO

Facilitator
LINK Upper Clutha

WANAKA

“All the world’s a stage...one person in their time plays many parts,” Shakespeare was right. I am a mother of three, wife of one, friend of many, community leader and business advisor. My corporate consulting background includes organisational development, change management, communication and strategic planning in Chicago, London and San Francisco. Moving to New Zealand 17 years ago meant a shift to the community sector, where a drive to connect, engage and enable positive change runs through everything I do. At LINK, I facilitate community development in the fast-growing alpine paradise of Wanaka.

Skills offered: Community, youth, organisational engagement and communication, facilitation, strategic planning and organisational change, public speaking and MCing

To walk in someone else’s shoes, you must take off your own. Leadership NZ helped me go barefoot this year. In fact, it laid me bare to receive new understanding, relationships and worldviews. I thought I’d find answers, but instead I got questions. I expected frameworks and strategies, I received connection and self-awareness. I wanted direction, I ended up at a crossroads. I wanted to meet new people, I gained a family.

“Ko wai koe? Who are you?” was a key question for our cohort. We learned to see and value our difference, while leaning into our connection to have courageous conversations. “Ko wai tātou? Who are we?” as leaders and as a nation has become our challenge.

The wairua of Leadership NZ is unique – it has made me richer, deeper, more than I was before. Thank you to the Leadership NZ whānau for growing my kaupapa and for inspiring my next adventure.

Current community involvement: Wanaka Chamber of Commerce Board; Parenting4Life; Wanaka Alcohol Group; Upper Clutha Presbyterian Parish; Local music and theatre performer



KIM COLLINS

Project Manager -
Gulf Innovation Fund Together (G.I.F.T)
Foundation North

AUCKLAND

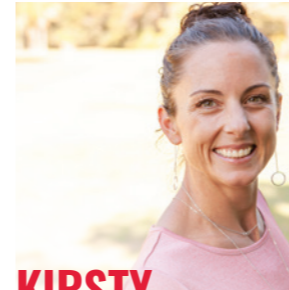
Originally from Palmerston North, I have lived on Waiheke Island since 2004. My academic background is in psychology and sociology where I developed an interest in supporting and inspiring positive community change. Through roles in local government and the not-for-profit sector I have over 15 years’ experience in grantmaking and working with community organisations. At Foundation North, I have developed a strong passion for the environment and finding ways to create a better planet for future generations. Outside of work, I can be found spending time with my son or experimenting in the kitchen.

Skills offered: Innovation, philanthropic models of practice, funding, community engagement

My Leadership NZ journey this year has been a deep exploration of “Ko wai koe? Who are you?” The thought-provoking facilitation, speakers and fellow crew have enabled me to explore who I am and my learning edges in a safe and supportive environment. I have developed a much deeper understanding of who I am, what excites me and how I can step up the impact I can create in this world.

The deep connection with the cohort is one of the most profoundly impactful aspects of the Programme. The friendships and learnings from such an amazing group of people will continue on into the future to further my leadership journey.

The tools provided enable a new way of being at work, where we acknowledge the whole person, connect at a much deeper level and co-create really strong pathways.



KIRSTY CHARLES

Strategic Relationships and
Placemaking Manager
Kāinga Ora – Homes and
Communities

AUCKLAND

I have spent my career committed to making a difference and pursuing work that I find meaningful. The Leadership NZ journey is a contribution to the wider community, not only by inspiring and challenging a group of dedicated leaders to do what they can to impact society, but by bringing us together to become a critical mass - leading with intention, understanding and conscience. I am grateful to be around such incredible people, and it gives me hope that my children will be able to voyage into leadership with fertile and careful groundwork laid before them.

Skills offered: Cross-cultural understanding and capability, relationship management, change and crisis management, strategic communications and thinking, political advisory

I was ready for Leadership NZ to enter my life and take me somewhere; I didn’t know where that was, but I decided to step into it. The moment I did, a whole new world opened up and I began my real leadership journey. Having people to walk alongside and grow with has given me the confidence to step into a stronger sense of trust in my own abilities and intuition. I have become more generous towards myself and others and more balanced as a person. I have appreciated the role of leadership in a deeper way and started to understand what it looks like in today’s world.

I am hugely grateful to the team and my new friends for the challenges, the honesty and the openness that provide the foundations for realising the change we can make in our world.



MATTHEW GAN

Director – Tax
KPMG

WELLINGTON

I work with organisations to provide practical advice that helps them navigate the ever-changing world of tax. I am thankful for experiences that have broadened my outlook, including working overseas (Hong Kong), developing tax policy with the Government, and community leadership roles. These experiences have taught me much about tax, work, and life. I enjoy helping others realise their potential and follow their passions. I am blessed to live in Wellington with my wife and two young daughters who have captured my heart.

Skills offered: Tax and financial management, mentoring, public speaking, coaching

The NZ Leadership Programme is an emotional rollercoaster that is not for the faint-hearted. Uncomfortable. Bewildering. Confronting. Painful. Eye-opening. These may not be the words that encourage you to jump aboard, but who ever said that leadership was meant to be easy? This year has been a deeply personal journey for me. I am so thankful to Louise and Nicola for creating a safe environment for us to be ourselves as we have explored life and leadership. The lessons of the year are still landing for me, but I have been particularly moved by the power of our own stories to connect us as people when we dare to be open and vulnerable with each other. We have laughed. We have cried. We have challenged and supported each other. I am blessed that you have been part of my journey and that I have been a small part of yours.



MELANIE SOLE

HSE, Risk and Compliance Manager
TAG Oil NZ

NEW PLYMOUTH

I am a Kiwi, raised on a dry stock farm in Piopio (Waikato). When I left school I moved to New Plymouth - which I thought was a big city at the time. I met my husband, Adrian, and have resided in Taranaki ever since. I didn’t know what career path I wanted to take, however had the opportunity to work in health and safety in my early working life and subsequently completed extramural study through Massey University. I’ve held a variety of health and safety roles over the last 19 years, prior to TAG Oil, I worked for Origin Energy, Contact Energy, Natural Gas Corporation/ Vector, Methanex and Fletcher Challenge Energy.

Skills offered: Risk management, business continuity, emergency management, health and safety management

The timing couldn’t have been better for me both personally and professionally to embark on this incredible Leadership NZ journey. How surprised I was to discover the theme this year was Daring Leadership – rather fitting after procrastinating on my application as I knew this was going to take me outside my comfort zone. I’ve been so privileged to be part of the most diverse cohort (and the best!) ever.

I’ve witnessed breathtaking transparency and vulnerability, thereby having the courage to do the same, both as a leader and personally. The diverse cohort as well as the facilitators and guest speakers have generously given their time and shared their authentic selves. They have all tested my worldview. I look forward to further learnings landing in the coming years and will cherish the close connections I have made in 2019.



MIKE BYRNE

Head of Business Performance and Planning
Accident Compensation Corporation

WELLINGTON

I am a Chartered Accountant who has lived and worked across six different countries - from Ireland to Singapore. I started in a professional services firm and moved on to an international investment bank. I derived pleasure from the fast-paced environment, challenges and opportunities, and it would be fair to say my career defined who I was. Being a father to three boys brought me back to Aotearoa for a Kiwi way of life and a new family focus. I love working with passionate people as well as helping individuals and businesses reach their full potential.

Skills offered: People development, financial analysis, process improvement/redesign, change management, performance management

The NZ Leadership Programme has been a real eye opener for me. After returning to New Zealand I didn't have a clear understanding of the current challenges facing our country. This Programme brought together a group of people with a variety of experiences and opinions to analyse some of these key challenges. The content and fellow members confronted my assumptions and opinions and certainly helped me identify some blind spots. These weren't just in relation to the topics we visited, but in my life at work, with family and in the community.

The way we supported each other as we explored social and personal challenges has made me feel uncomfortable, overwhelmed, frustrated, sad, supported and ultimately hopeful. Hopeful that a group of strangers can come together and agree that change is needed. We are all responsible for leading this change in our minds, words and actions.



MOANA TAMAARIKI-POHE

Owner/ Director
P3

AUCKLAND

For many years, I have managed to combine my passions and employment skills to achieve job, family and community satisfaction. I am purposeful about building sustainable communities, promoting cultural harmony and advocating for change. My work is an expression of who I am and my personal values. Working in community development and environmental awareness has provided me with the opportunity to serve my whānau, hapū and iwi, Māori and Aotearoa. All that I do is of service to community. Kaitiakitanga, Manaakitanga, Whānaungatanga are some of the values that define me.

Skills offered: Facilitation, governance, community engagement, people development, coaching

I roto I ou tātou ringaringa te rongoā. Already in our hands are the remedies.

My passion is community: Hapū, Iwi, Tāmaki Makaurau, Aotearoa. I strive to empower people to explore and discover their own self-worth and pursue self-sustainability, whilst contributing to the greater community. I actively support small business owners, Māori and youth, because I believe true equity leads to a stronger, safer New Zealand.

The NZ Leadership Programme has stretched me in many ways. I now have a more considered approach to dealing with issues and difficult situations professionally and personally. I am extremely grateful to have been chosen as a scholarship recipient. The experience is life-changing, rewarding and transformational on so many levels.

Current community involvement: Deputy Chair: Hauraki Gulf Forum; President and Co-Founder: Orakei Water Sports Inc; Māori Women's Development Inc – writer, designer and lead facilitator of HineBoss programme



NATHAN BEALE

Canterbury Regional Manager
VisionWest Community Trust

CHRISTCHURCH

Having lived half my life in Auckland, marrying my high school sweetheart and raising four children, Canterbury is now home and where I am most in my happy place. I spent 13 years working in the corporate sector before feeling a distinct calling to the not-for-profit/charitable sector. It is here that I feel I am at my best. I have been in my role for VisionWest Community Trust for the past four years and have worked to expand our services to help the disadvantaged in Canterbury. I am an avid camper, mountain biker and fan of cricket and rugby.

Skills offered: Community engagement and development, relationship management, people development, problem solving extraordinaire, operations management genius

I agreed to do Leadership NZ this year for one reason - That if I didn't, I was going to miss out on the opportunity to not only enhance my leadership, but also enhance me as a person. I spent the first three retreats resistant and quite skeptical, essentially waiting for the tools to bring change to my leadership. It was only when I let go of my insecurities and realised "I AM THE TOOL" that I was able to truly open myself to the full experience of the Programme.

What has changed for me is that I am confident in my uniqueness and quirkiness, that I am not like everybody else, that I think differently. I've also learned to be okay when others know more than me and when others' viewpoints are different to mine, this is an invitation for me to learn and listen. I am grateful for this journey that will continue post-Leadership NZ.

Current community involvement: Community and church volunteer



NICK MARKWELL

Manager - Consular Case Management
Ministry of Foreign Affairs and Trade

WELLINGTON

I manage a small, dedicated team in the Ministry of Foreign Affairs and Trade, working to help New Zealanders around the world who are in distress. The work is not always easy, but it is rewarding when we can make a difference to people's lives in challenging times. I have been with the Ministry of Foreign Affairs and Trade since 1992, including serving in the New Zealand Embassies of Moscow, Beijing and Stockholm. I live at Pukerua Bay with my partner and two teenage children. I am most happy when I am in the bush, on a mountain or beside a river.

Skills offered: Communications, project management, strategic planning, mentoring, policy development

I came to Leadership NZ expecting to learn more about New Zealand. And without doubt the Programme has provided me the rare gift of time, space and permission to investigate and think about the powerful forces that shape this country.

But what I have really learned about is myself. The Programme has asked me "Ko wai koe? Who are you?" and challenged me to think really hard about the answer. While those answers aren't always easy, the process has made me much more thoughtful and more aware of who I am, where I come from and what that means for my place in New Zealand. The NZ Leadership Programme makes me think deeply about what I value, how I act and how I lead - at home, at work and in the world.

Current community involvement: Scouts New Zealand – Youth Leader



NICK MOSS

Audit Director - Financial Services
KPMG

AUCKLAND

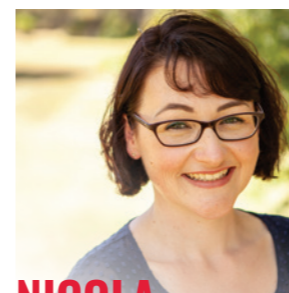
I am originally from South Africa, spent my childhood in Zimbabwe, moved to Australia for tertiary studies and settled in New Zealand in 2002. The majority of my career has been with KPMG where I've worked with many great leaders and have been supported by an amazing team. My passion is in the financial services sector which plays an important part in the success of all New Zealanders. In my spare time, I enjoy partaking in long distance endurance sports - IRONMAN, marathons and ultramarathons. My favourite event to date: a 250km ultramarathon in the Gobi Desert.

Skills offered: Financial, project management, strategic planning, mentoring, people development

The NZ Leadership Programme has been such a rich and rewarding experience and a real catalyst for my personal growth.

So much of the Programme is focused on finding and nurturing a deep connection within ourselves, an understanding of where we've come from, what we carry with us and a feeling of comfort and peace with who we are. I am so grateful for this because all our leadership journeys begin with ourselves and I'm so much better equipped as a result. A better understanding of who I am has helped me see and appreciate the difference in others.

Through the Programme we have explored so many big and crunchy topics that at a minimum deserve more conversation. I've learned that not everything needs to be 'fixed'. Often we can move forward simply by having the courage, no matter how vulnerable, to start a conversation.



NICOLA KEEN-BIGGELAAR

Chief Executive
Drowning Prevention Auckland

AUCKLAND

I admire leadership at all levels of the not-for-profit sector making Aotearoa a better place for all. I believe passionately in the dual roles we have as leaders of our families and whānau as well as the organisations that employ us - we can do both successfully. I am particularly interested in not-for-profit governance and volunteer on the Board of New Zealand Centre for Gifted Education, Helensville Women & Family Centre and Kia Timata Ano Trust. I am driven to leave a legacy with the organisations I serve, the community I live in and inside the hearts of my children.

Skills offered: Governance, not-for-profit management, relationship management

I came to Leadership NZ with a goal to find my leadership calling, to learn more tips and techniques and to 'become' an effective and credible leader. What I discovered has been enormously transformative. How I lead is who I am and caring for who I am will enhance my ability to lead others well, with heart and authenticity. Self-care has always been something that I never had time for before. I am now proud to be developing this for myself in ways that have surprised me.

I have also been able to develop a strong sense of what I want to be in service of and feel deeply privileged to be starting a new, meaningful leadership role as this Programme ends. So yes, I did find my leadership calling - and it is actually bigger and more purpose-led than I could have articulated at the start of this Programme.

Current community involvement: Director – The Centre for Gifted Education; Trustee – Kia Timata Ano Trust; Chair – Helensville Primary School



PAUL MILMINE

Governance & Risk Manager
Ports of Auckland

AUCKLAND

After gaining a Bachelor of Commerce, I moved to London where I worked as an accountant. I returned to Auckland in 2000 with an English wife. Of our two children, my son is on the autistic spectrum. He has given me a personal perspective on hidden disabilities. Since returning from London I have worked in various management roles in the corporate sector. My role at Ports of Auckland encompasses emergency and risk management, insurance, compliance, company secretary and strategy. In 2018, I became an Associate of the Institute of Chartered Secretaries and Administrators.

Skills offered: Financial, governance, legal, strategic planning, risk management

“I’ll just stand back and see what this all about, while the real leaders go first.”

Can I still do this when this year’s theme is Daring Leadership? I learnt during the year that daring leadership takes many forms, but they all begin with yourself. I have come away from the Programme with a better understanding of myself, my beliefs and values and where these come from. I’ve always known I have a privileged background, but it has been eye-opening how that has shaped me. I now see our differences and our opportunity to make positive change for New Zealand as something to value. We have to take responsibility. We know what to do, but making the first move is challenging.

I leave confident in my leadership ability and a peer within this esteemed company. I’m forever grateful to Leadership NZ and my employer for this opportunity.



POLLY KAREKO

Executive Officer
New Zealand Army

WELLINGTON

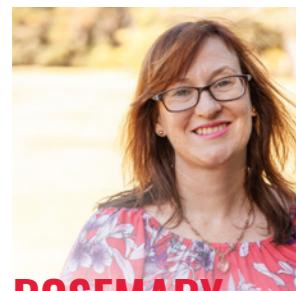
Tēnā koutou katoa, Ko Polly Kareko tōku ingoa. He uri ahau nō Te Atihaunui-A-Pāpārangī. Born and raised in Raetihi, I am fortunate enough to be from a whānau that helps ground and push me to succeed. As a civilian employee, my role at New Zealand Army supports the Chief of Army. Ngāti Tūmatauenga has been an integral part of not only my life, but also my family’s since meeting my husband over 25 years ago. I am extremely proud to be with an organisation brimming with professional and trusted leaders who lead and serve New Zealand with worldclass mana.

Skills offered: Event planning, fundraising, community engagement

I came to Leadership NZ not knowing what to expect. The last ten months have exposed me to some amazing people and leaders in Aotearoa; hearing their views and discussing the challenges facing Aotearoa today have challenged my way of thinking and left me questioning “What’s my why?” Where can I make a difference, not only for my organisation but my whānau, my community and my iwi?

Leadership starts with self-leadership, self-awareness and being clear about my purpose, my values and my contribution.

“He aha te kai ō te rangatira? He Kōrero, he kōrero, he kōrero. What is the food of the leader? It is knowledge, it is communication.”



ROSEMARY FENTON

International Development Manager
UNICEF New Zealand

WELLINGTON

My journey started as a registered nurse in New Zealand and Australia. This led to various international development and humanitarian roles in Timor-Leste, Fiji, Papua New Guinea and Vietnam. I now work as International Development Manager at UNICEF New Zealand where we partner with our country offices to deliver education, health and emergency response programmes throughout Asia-Pacific to improve the lives of children. After many years away, I am enjoying being back in this country, rediscovering it and exploring how I can incorporate the best of New Zealand into my international work.

Skills offered: Project management, facilitation, strategic planning, organisational development, relationship management

My experience of The NZ Leadership Programme was like a rollercoaster ride, with fluctuating highs, lows and an intense lack of control, flung from side to side at speed, causing vertigo and nausea as the inner me whirled around in chaos.

However, at some point on the journey, I enjoyed the rush, let go and shouted with joy as I embraced the experience. Now I have landed and as I step off and into the future, I feel greater clarity and confidence in my abilities to lead from a place of kindness and peace. Who knows what the future holds, but I trust the universe will deliver me to the place where I need to be.



SARAH WILSON

Project Lead
Curative

AUCKLAND

I have a background working for advertising and digital agencies, along with volunteering for purpose-driven NGOs in New Zealand, London, Guatemala and Fiji. I believe in the power of communication and creativity to help shape a more equitable, connected Aotearoa. I am fortunate enough to work for Curative, a design agency inspiring social change, enabling me to support amazing organisations to create magic, tell their stories and unite the do-gooders of New Zealand.

Outside of work, you’ll find me biking, running, gardening or sitting in the sun with a cup of tea and a book.

Skills offered: Project management, client management, co-design, facilitation, logistics, mentoring

I’ve always had a voice in my head telling me “I’m not good enough”. I was apprehensive about taking on The NZ Leadership Programme, but did so to challenge these thoughts and deepen my leadership experience.

Ten months on, the Programme has been a journey and one that’s challenged me to grow and be more mindful of that voice, so that I can live a more fulfilling life. I don’t think a retreat has gone by where I haven’t cried, laughed, faced a fear, had a layer peel away or been connected to people in a way I never thought possible.

I end this year challenged to think about my privilege, place and purpose. The question that had dogged our cohort “Ko wai koe? Who are you?” is bouncing around in my head. I also end this year with some big dreams bubbling away. I’m so grateful to have journeyed with 35 inspiring and beautiful leaders. I’m excited to see where we all go next.

Current community involvement: Volunteer - EcoMatters; Student Mentor - Otago University



SEFA ENARI

Director
Pacific Dance New Zealand

AUCKLAND

My parents were migrants from Samoa who settled in Auckland in the early 1960s. I have trained in and studied dance at Unitec and The University of Auckland. My current role is Director of Pacific Dance New Zealand, the national organisation for the Pacific Islands dance sector in Aotearoa. Some events under my leadership include the annual Pacific Dance Festival and the Pacific Dance Choreographic Lab. A career highlight has been receiving the Special Recognition Award for innovation and excellence in dance at the Creative New Zealand Arts Pasifika Awards 2018.

Skills offered: Mentoring, community engagement, producer, artistic director, choreographer

I took on the challenge in 2019 of The NZ Leadership Programme. The year has been one of self-discovery, reflection and shifting mindsets. It has been about looking at the way I lead my organisation and my place in advancing my workplace and my communities.

The biggest excitement for me was to be part of a mainstream programme that encouraged me to look at my current values as a Pacific Island person and artist in New Zealand. Being with people of diverse backgrounds and opinions has opened my eyes to others in the same roles with different worldviews. Though sometimes confronting, it has been rewarding, and I am glad I took the plunge. I walk away from this experience richer and wiser.



TANIA WILSON

Chief Executive
Avalon Aotearoa Charitable Trust

TAURANGA

I am always mindful of ways to broaden my worldview and connect people from all corners of the world. My energy and passion derive from the alchemy of difference, leaving no view unexpressed and a firm belief that even the smallest change can bring light to a situation. I have a firm faith that people’s untapped wisdom and ability to transform themselves are neverending, so my work will never be done. My ambition and curiosity lie in leading and supporting conversations of disruption across human services with the aim of creating social change that has impact throughout Aotearoa.

Skills offered: Change management, organisational development, strategic planning, community engagement, relationship management

This year of The NZ Leadership Programme has been truly transformative for me.

The 2019 theme of Daring Leadership has challenged and inspired me to let go of the fear and become braver and bolder. I have learned that for me daring is not just a grand gesture: it occurs within everyday interactions and decisions. My own daring leadership is to lead with vulnerability and courage, valuing diversity of opinion, cultivating trust, creating a space for others to develop, grow and reach their own potential, being clear and kind and being prepared to live into my own values.

I feel so privileged to have been gifted the opportunity for such a profound journey of learning and to have shared this experience with such an extraordinary group of people.



TAYYABA KHAN

Relationship Manager - Investment
Tertiary Education Commission

AUCKLAND

My whakapapa of forced displacement inevitably led to two decades of serving migrant and refugee communities in government and third sector roles. Having lived and worked in New Zealand, Palestine, Australia and the UK, I am deeply passionate about working with minority and faith-based communities. My interest in these demographics is posited in leveraging social justice, human rights and ethical approaches to building a more peaceful world for everyone. My latest voluntary passion includes growing the Khadija Leadership Network and representing the European Muslim League as their New Zealand Ambassador for Peace.

Skills offered: Relationship manager, leadership development, people development, organisational development, and governance

This year has been life-changing in many ways, with the added experience of our Class of 2019 being together for our second retreat as March 15th unfolded. Our roopu had no choice but to be daring with exploring, engaging and sitting with conversations around race, biases and racism.

As I look back at the year so much has changed in me, around me and for us as a country. I started knowing I wanted to be daring, listen more deeply, but also to be heard and harness an ethical leadership style. I am coming out of the Programme knowing I have started to lay a stronger foundation in my leadership journey.

Leadership NZ also helped me significantly to improve my technical skills, with positive rippling effects on my personal life. The tools in my kete now are worth every strain I might have felt through the Programme.

Current community involvement: Founder & CEO of Khadija Leadership Network; Trustee at Mixit; Board member of Belong Aotearoa; NZ Ambassador for Peace for the European Muslim League



AFOA TEVITA MALOLO

Strategic Partnerships Manager
Tāmaki Regeneration

AUCKLAND

I am a proud father of two teenage children. As a parent, you don't have many chances to experiment. What you teach and impart can have lasting effects, and in the same way leadership is about teaching others to be good citizens. I am fiercely proud of my background as a Samoan Kiwi Christian which has heavily influenced my philosophy and duty to serve others. I am proud to have served my community as a lawyer, criminal justice worker, sports management professional, youth mentor and manager at Tāmaki Regeneration. I am deeply committed to helping whānau in my community thrive.

Skills offered: Strategic planning and development, operational delivery management, diversity and cultural leadership, community engagement, coaching

The theme of Daring Leadership is so apt for the journey I have taken this year. The NZ Leadership Programme allowed me to refocus my leadership development by challenging me to be the best version of myself through self-discovery and more importantly, self-care. I feel more confident in my ability to step out, lead from a place of vulnerability, share my values and encourage others to share their story. This has also meant having hard but courageous conversations in the workplace that have challenged and asked me to lead with authenticity.

I am grateful for the opportunity to share this journey with some amazing leaders whom I now call my whānau. The diversity in both people and opinion have all shaped and extended my worldview and experience. I end this journey and start the next as a better version of myself. Fa'afetai tele lava.

Current community involvement: Youth mentor



VICKI CAISLEY

Chief People & Strategy Officer
Southern Cross Health Society

AUCKLAND

I care deeply about how businesses connect their strategy to the hearts and minds of their people, creating cultures that are fit to deliver positive business outcomes. Drawn to the intersection of health and financial services, my career pathway has traversed the not-for-profit, public health, banking, finance and FMCG sectors. I served as a Commissioner on the Board of New Zealand Fire Service and Chairperson of Campbells Bay Primary School. I'm passionate to role model service and create a better New Zealand for my children and those with whom I come into contact.

Skills offered: Change management, governance, HR, organisational development, strategic planning

I came to Leadership NZ with the preconceived notion of what a leadership programme entailed, expecting a package that would be delivered in a formal facilitated fashion with lots of frameworks and tools to implement in the workplace (or put in a bottom drawer).

Instead, I found myself. I found a more confident leader, prepared to be vulnerable, prepared to be the person I am and not try to be what I'm not. Prepared to be more daring and ask for what I need. Prepared to be more tolerant of the differences between us, see things from different perspectives and be more considered. I judged myself and others less harshly.

The incredible people on the Programme and our diverse backgrounds have deepened the rich tapestry of life for me. I leave with a different perspective on New Zealand and most certainly a newfound understanding of myself.

Current community involvement: Youth sailing



VICTOR RODGER

Producer
FCC (Flow, Create, Connect)

AUCKLAND

I have a strong agenda to promote and support Pasefika talent and an even stronger desire to see more of us represented in the top tiers of management across all sectors and industries. I believe true, meaningful change is only possible with disruption at the top. It is perhaps unsurprising that, as someone of mixed Samoan and Palagi heritage, race is an arena in which I take an avid interest. In light of the attacks in Christchurch this year, I believe this is a conversation that is more critical than ever before. Let's keep having this conversation together.

Skills offered: Creative, youth mentor, governance, PR communications, public speaking

The creative sector doesn't often get up close and personal with the business sector. Being exposed to a different way of thinking has been one of the highlights for me as a creative. I have had to face some of my personal cultural insecurities and, at the same time, become even more committed to changing the racial landscape of top tier management in Aotearoa.

My key takeaway from the Programme is the importance of CONNECTION. Soon after the Christchurch mosque massacres, I attended a board meeting with fellow board members who were essentially strangers. Driven by my experience on the Programme, I made a plea for us to connect: the chair subsequently invited everyone to her place for dinner and the connecting between board members truly began. Fa'afetai tele lava, Leadership NZ.



WARREN BLACKMAN

Works Delivery Manager –
Northern Lines
Northpower

WHANGAREI

I am a down-to-earth Kiwi. Born and bred in heartland New Zealand (Te Kuiti), I studied in Hamilton then embarked on a career in the electrical sector. Moving to Whangārei in the mid-1990s, I feel humbled to have spent 25 years across various roles with one of New Zealand's most successful electricity distribution companies. I enjoy interacting with the large team and over time have learnt much from the various staff personalities and the challenges that come with it. Playing drums for a cover band, dabbling in social sport and watching serious sport help ground me.

Skills offered: Project management, people development, risk management, people management, design and estimation

My original expectations of Leadership NZ were well and truly exceeded. My thinking has been broadened as I was pushed to step outside my comfort zone and wake up to the worldview of others and the challenges facing many that too often get swept under the carpet. My journey with Leadership NZ has shifted my predominantly technical viewpoint to now realising, understanding and respecting the passion that others dedicate to their causes and culture.

The Programme has given me a new dimension to my understanding and appreciation of the country we live in. I was blown away by the quality of speakers sharing their open and honest experiences in an environment where they felt comfortable and valued. The format of the Programme and ability of facilitators to carefully channel the group and make improvements on the fly completed this life-changing experience.



FIU ANAE WESLEY TALA'IMANU

Director of Partnership –
Pasifika Futures Ltd
Pasifika Medical Association Group

AUCKLAND

I was spiritually raised in the Ōtara Samoan Methodist Church and believe in the proverb "O le ala i le pule o le tautua - the pathway to leadership is through service". My purpose is to serve the community and reciprocate the cultural richness that has shaped who I am today. I have worked for New Zealand Police, Ministry of Social Development and Anglican Trust for Women and Children. My values focus around making a difference to society - learning from the past, producing in the present and preparing for the future.

Skills offered: Change management, facilitation, community engagement, public speaking, relationship management

I came to Leadership NZ seeking out how the Programme could help me grow in my executive director role and be more daring in uncomfortable spaces. I have not been disappointed. The Programme has awakened me on so many levels. I have gained a deeper sense of gratitude for my diversity and a heightened awareness of my blind spots as a leader. This experience has led me to take on new challenges and was influential in my decision to transition to a fresh role with another organisation - something I couldn't have imagined at the beginning of the year. The NZ Leadership Programme has inspired me to be more daring in taking charge of challenging times and to rumble with my vulnerability. I am now open to everything that leading from my heart will encounter in life - time and time again.

Current community involvement: Chairman - Auckland Catholic Preschool Trust

TAMA POTAKA

NZ LEADERSHIP PROGRAMME (ALUMNUS 2009)



Since completing The NZ Leadership Programme a decade ago, where have you journeyed?

Soon after completing the Programme, my whānau and I relocated to Waikato/ Kirikiriroa/Hamilton where we stayed for seven years. I worked as the GM Corporate Services for Tainui Group Holdings, supporting both the company and the parent entity the Waikato Raupatu Lands Trust. Ariana and I had two boys (Te Awarua and Aorangi) join their sister (Tiaria) whilst we lived in Hamilton. For circa three years I have been back in Tāmaki Makaurau and working at the Guardians of New Zealand Superannuation Fund (NZ Super Fund) as a Senior Advisor.

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

THE PROGRAMME HELPED FACILITATE BETTER AWARENESS OF THE DIVERSITY OF LEADERSHIP WITHIN AOTEAROA NEW ZEALAND.

I found it has helped enable better networks and contacts – especially around emergent corporate and community leaders.

The Programme sharpened my focus on different types of leadership and how these are needed in different projects/times.

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

Positive mental agility and attitude. More networked thinking – not necessary to know what to do for every situation. If I don't know what to do, I can network to the most effective response. A greater sense of our country's place in the world and the actual and potential locations of tangata whenua in New Zealand and the Pacific.

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

Networks – the Programme introduced a wider and deeper set of networks that can be accessed for creating value. This is more than two way. Diverse thinking – especially around putting myself in other people's shoes and seeing the world (or a complex project) differently. Step change action – especially around taking the best learnings from one area/sector and considering these in other areas/sectors.

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

In order to drive daring leadership, vulnerability must be matched by courage. Having only one of these puts sustainable change at risk. There are daily choices for each of us to cultivate change. I can't change others, but I can change the way I react to and interact with others. Viktor Frankl said: "Our greatest freedom is the freedom to choose our attitude."

If you had one piece of advice for future leaders, what would it be?

Nobody has everything, and everybody has something.

Tama Potaka is Senior Advisor, Guardians of New Zealand Superannuation Fund

NICOLA BREHAUT

NZ LEADERSHIP PROGRAMME (ALUMNA 2014)



Since completing The NZ Leadership Programme in 2014, where have you journeyed?

It would be fair to say that it took a while for the impact of the Programme to percolate and for my courage to build and translate into action. I reoriented my priorities towards my family and took the plunge, stepping out of a full time government role and into an intentional rhythm of a flexible four day working week. After a fabulous three month campervan holiday with the family through Europe in 2017, I had the opportunity to join Foundation North and enter the wonderful world of philanthropy.

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

Completing The NZ Leadership Programme and participating in Leadership NZ related activities in the years that followed (coaching circle with some of my 2014 cohort and the 2016 Alumni Retreat) massively enriched my understanding and acceptance of myself. I am much clearer on the value I have to offer and what's important to me. Consequently, this has strengthened my ability to see the connectivity between things.

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

Mindfulness, being more in tune with the messages my body is sending me, journaling (in particular noting what I'm grateful for) and a greater understanding of my own essence have all helped me through transition and change.

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

I'm motivated to make things better, at both a micro and macro level.

BEING AN EFFECTIVE CHANGE LEADER REQUIRES AUTHENTICITY, CURIOSITY, A PARTNERING APPROACH AND A BROAD VIEW.

The NZ Leadership Programme has helped me develop and enhance all these qualities.

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

Daring Leadership is humble and empowering. It's not always highly visible – although its impact is lasting.

It requires open mindedness, the courage to seize the unexpected opportunities and connections, and a passionate belief in the potential of others.

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

"It is no good looking ahead to the end. It is no good thinking about how life will get better once. You must stop hoping for change. You must simply be it." From Rachel Joyce's novel, *The Love Song of Miss Queenie Hennessy*.

Nicola Brehaut is Strategic Advisor to the Chief Executive, Foundation North

EMPLOYER PERSPECTIVE

New Zealand Trade and Enterprise

EMBRACING DIVERSITY OF THOUGHT

How did NZTE's relationship with Leadership NZ start?

Way back in 2006, I joined the second-ever Leadership NZ cohort when I was employed at New Zealand Post. Since then, I have championed The NZ Leadership Programme. In 2011, when I joined NZTE as a General Manager, I recommended Leadership NZ. Our first NZTE candidate joined the 2013 Programme, and we have been able to support an employee onto the Programme every year since then. We've maintained that relationship even as we ramped up our investment in internal programmes to develop all of our leaders over the past two years.

Why has NZTE invested in Leadership NZ?

We're here to grow companies internationally – bigger, better, faster – for the good of New Zealand. We know that the more we understand the breadth and diversity of our nation, the better we can understand and relate to our customers. Also, our diversity is our strength - we are an organisation of 600 people, based in 50 locations, working across 24 time zones and in 40 different languages. Obviously, the more culturally aware and more proficient we become cross-culturally, the more we can help our customers. The Leadership NZ Programme complements our internal leadership development work and provides our people with opportunities to engage with a diverse group of fellow leaders and learners, as well as gain exposure to the important conversations of the day for New Zealand.

What shifts in perspective have you noticed with those you place on the Programme?

The NZ Leadership Programme helps our people to properly understand their own values and drivers and to create a real connection to our traits. What we see is leaders demonstrating empathy, who are more outwardly oriented and who have a real understanding of diversity and inclusion.

These traits are important to us as an organisation, and we have been fortunate to retain our candidates (we have even attracted some new ones) in our organisation.



As we continue to build NZTE's culture around our organisational characters (Ambition drives us; Adventure teaches us; Honesty frees us; Trust binds us; and Manaaki is us), we make ourselves better for our customers and better for New Zealand.

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

When I think about internal engagement, I reflect on how we are shaping leadership at NZTE. We want our customers to benefit from our diversity of thought and ideas. To do this, we are embracing and developing an inclusive culture. At its heart, The NZ Leadership Programme creates authentic, resilient and purposeful leaders that care for the future of our country. Our people emerge from the Programme exhausted, challenged and sure of themselves. This is great for our people and, in turn, will be great for our customers.

Peter Fenton is General Manager – International, New Zealand Trade and Enterprise

COMMUNITY PARTNER**SUPPORTING PARTNERS****CREATIVE PARTNER****SCHOLARSHIP PARTNERS**

Andrea Needham Leadership
Charitable Trust

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



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