
2019 New Zealand Leadership Programme Application Form



Leadership New Zealand Trust
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Leadership New Zealand – About Us

Founded in 2003, the Leadership New Zealand Trust is driven by a collective of prominent New Zealand leaders, passionate and committed to enriching New Zealand through actively developing, nurturing and connecting the future generations of our nation's leaders.

Our mission is to build an exceptional leadership culture that develops and celebrates resilient, courageous, 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
- Build and transform organisations, communities and effect positive social, economic and cultural change across society.

Leadership NZ aims to ensure that New Zealanders in positions of influence are equipped for the challenges of leadership. We are champions of diversity, crunchy conversations and developing resilient leaders. We believe that diversity is a key enabler to achieving higher levels of engagement, creativity and innovation and have a proud legacy of educating on the basis of diversity of thought and perspective.

We nurture and connect leaders through our leadership development programmes, thought leadership events and our community engagement activity. The focus of these activities is to bring leaders from every generation and every sector of New Zealand together, to connect them through conversation and to challenge them with making a difference for the better in the communities in which they live, work and play.

The New Zealand Leadership Programme

The New Zealand Leadership Programme (the Programme) is focussed around immersive and experiential two and three day sessions over a 10 month period. It provides a uniquely respectful, open and honest arena for debate, real challenge and deep learning.

We challenge our participants to take themselves to their learning edge, to be honest with themselves, to develop their self-awareness and societal-awareness, and to step forward in their organisations and communities to lead change for the better.

Diversity is a key enabler to achieving ever higher levels of societal engagement, creativity and innovation. We are proud of our legacy of excellence and innovation in educating on a basis of diversity

of thought and perspective. We take participants on a journey so that they can become the best leader they can be. Our participants and speakers represent the diversity of leaders across New Zealand.

Through experiential individual and group activities and a wide range of tools and resources (including creative and design thinking methodologies, critical thinking, tools for increasing resilience and managing stress, leading through coaching and much more), participants develop unique insights, build greater confidence, self-awareness and emotional intelligence.

The Programme is grounded in the New Zealand context. It is unique in developing personal leadership skills and awareness while addressing the key issues that New Zealand faces and has been designed for participants to:

- Increase their understanding of New Zealand issues
- Deepen understanding of self, and increase ability to critically reflect and build resilience
- Exhibit leadership behaviours and values, respecting, valuing and engaging diversity, broadening thinking and leadership mindsets
- Feel ready to take their place in New Zealand and globally to engage actively in community-building initiatives

Organisations benefit through participants coming back from the Programme with a stronger sense of who they are and a stronger sense of what they have to contribute. They are more focused leaders, more able to deal with complexity and ambiguity. The return is better delivery of the strategic objectives in their role in the whole organisation. They are more focused on delivery – through pace, collaboration, alignment and a much greater awareness of what it takes in order to deliver.

We are searching for leaders to take responsibility for New Zealand's future...

- Are you prepared to lead in our rapidly changing world?
- Are you ready to examine and test your values, worldviews and assumptions?
- Are you prepared to challenge and be challenged?
- Are you prepared to step up and lead positive change – with and without formal authority?
- Are you striving and motivated to build your leadership capabilities, to meet twenty-first century challenges?
- Are you seeking to broaden your horizons through a unique personal and professional approach?
- Are you willing to step outside your comfort zone and be open to new possibilities?
- Are you committed to exploring new ways of thinking, developing the cultural intelligence needed by the leaders of tomorrow, building new networks beyond your area of professional practice, and applying your leadership to make a difference in your organisation and the community?

If this is you, to help you determine if this Programme is for you, consider the following:

Participants are carefully selected as mid-career leaders from a diverse range of sectors across New Zealand. We seek individuals who:

- Are talented leaders with at least 10 years' experience in their sector
- Care about New Zealand and its future
- Are in a position of strategic influence
- Have demonstrated leadership capacity

- Have senior executive support from their organisation
- Are able to commit (the Programme spans 10 months across NZ and attendance is essential)
- Are committed to continuing their leadership growth after the Programme via community involvement and/or volunteering for Leadership NZ's community projects
- Are residents of New Zealand

Each cohort is drawn from diverse backgrounds and sectors of the community to reflect a balance of profit/not-for-profit, private/public leaders, a range of ages, gender, ethnicity and regional representation, and are selected based on merit via an interview process. Places are limited to a maximum of 36 participants each year. Some scholarships are available to assist community leaders who would not otherwise be able to participate in the Programme.

Experience has shown that when candidates have a critical mass of the criteria noted above, they are likely to gain more from and contribute more to the learning experience. They are also more likely to transfer their learning to their organisation, community and beyond in a way that is mutually beneficial.

Our Programme graduands join their alumni peers as New Zealand leaders who make a difference. At the beginning of the 2018 year, there were 404 Programme Alumni and a further 35 participants starting their journey to graduation. These leaders hold knowledge that enables them to harness the diverse intellectual capital of their organisations and build this into a competitive edge. They join the next generation of leaders creating richer solutions for the complex challenges that New Zealand is facing in every aspect of our society.

We are proud of our place in being servants to wider community good. Through our SkillsBank Programme, wider community engagement strategy, and through their own contributions, our alumni are continually giving back to the communities in which they live, work and play. It is part of who we are to stimulate and lead the bigger conversations that become the catalyst for change – personal change, organisational change, community change, societal change and global change.

Applicants must have the full support of their organisation and the application must be signed by both the applicant and their CEO/Sponsor. Given the time commitment of the Programme and to be fair to the applicant, their family and employer, it is unlikely that the panel will select an applicant who is enrolled in a formal course of study. It is possible that qualified candidates may not be chosen for the next Programme year because of the size restrictions of each year's group and the need for diversity in class composition. However, individuals who are not selected are strongly encouraged to reapply in subsequent years.

New Zealand Leadership Programme Application & Selection Process

Completed and signed applications are to be emailed to judy.whiteman@leadershipnz.co.nz. Our overall approach is to accept enquiries and expressions of interest from May each year and **we look to receive applications through to early September**. Applications received after this are considered where appropriate to assist in building our diversity of participants which is at the core of our Programme. If you need more time to consider an application please contact us as soon as possible.

Formal interviews will be conducted by a diverse panel of Leadership NZ alumni, whanau and staff. Interviews will be conducted in Auckland, Wellington and Christchurch during the months of September, October and November 2018.

Successful applicants will be advised around mid to late November 2018. Timing will be advised during the interview.

New Zealand Leadership Programme Fees

Leadership NZ gains its financial support from all sectors: public, private, not-for-profit and social enterprise. The Leadership NZ Trustees are strongly committed to the selection of participants with diverse professional backgrounds. Within this philosophy, it is appropriate that both participants and their organisations contribute to Programme fees. Present levels of these contributions are:

Personal Fee	\$1,000 plus GST
Organisation Fee	\$14,500 plus GST

New Zealand Leadership Programme Scholarships

Leadership NZ's Trustees agree that there should be no unreasonable economic barriers for any individual or organisation to participate in the Programme. There may be individuals or organisations that are unable to meet these contribution amounts and Leadership NZ is happy to confidentially discuss any such circumstance.

Leadership NZ is a registered charitable trust and our financial operation is not-for-profit. We rely upon the generosity of others to allow us to provide scholarship places for individuals who might not normally be able to access the Programme. Given this dependency upon others to fund scholarship places, their availability fluctuates from year to year, usually with the highest contribution being 50% of the organisation fees. It is the expectation that all Programme participants pay their Personal Fee component themselves. In return (in addition to being available for SkillsBank) it is expected that all scholarship recipients will write a reflection of the year and value of a scholarship. They may also give back to Leadership NZ in a variety of other ways e.g. speaking, contributing to events and activities, and assisting with associated Partner activities.

If you wish to apply for a scholarship to cover part or up to 50% of your organisational fees, include these steps in your application process:

- Provide a separate letter with your application, outlining the rationale for your scholarship request and ideas for potential sources to fund the balance of Programme costs;
- Include a letter or testimonial from a personal sponsor who will support your application and who is prepared to support you through the scholarship process, which may include being a referee or assisting you to source other funds to put towards your Programme costs.

New Zealand Leadership Programme Attendance & Participation Policy

In order to maximise the benefits of involvement in the Programme, it is important that all participants are present at each of the 8 sessions. Each session includes a mix of group activities, syndicates, peer coaching triads, self-reflection and presentations from and discussions with guest speakers. The sessions take place throughout New Zealand to ensure the diversity of perspective that is vital in building a real understanding of key leadership issues.

There is a requirement to travel to meet the Programme agenda and there is an opportunity to link in business at either end of each session.

Participants will be provided with a comprehensive reading list at least two weeks prior to each session and there is an expectation that participants will come prepared for each session.

Proposed dates for 2019 are posted on our website as part of the application process to enable potential participants to determine if they will be able to schedule their activities to meet the attendance requirements. Confirmation of being able to meet the attendance requirements will be discussed during the interview process.

New Zealand Leadership Programme Sessions

The Programme spans ten months of the year (23 days that require attendance). The sessions are a mixture of two or three days. Refer to the **2019 Programme Dates** for the details of the specific dates and planned locations.

Attendance is mandatory for all the sessions. If a participant cannot attend the sessions, they may not be able to participate in (or graduate from) the Programme. If a participant is unable to attend an event due to an emergency, the Programme Leader should be contacted as soon as possible. Please note that missing half days and late arrivals/early departures are discouraged.

Leadership NZ will review the viability of an individual's continued participation in the Programme if absences are such that the attendance requirement is at risk. There is an expectation that chosen participants will commit to the Programme and delegate work responsibility around the confirmed Programme dates. Participants who are unable to achieve this are encouraged to withdraw prior to the commencement of the Programme. Early notice of such withdrawal (and possible deferment to a later year when the attendance requirements can be fulfilled) will enable one of the 'reserve' candidates to be offered a position in the Programme. It is, however, Programme policy not to replace withdrawals once the Programme year has commenced.

New Zealand Leadership Programme Refund Policy

By accepting a place on the Programme, a participant enters into a contract with Leadership NZ. This contract means that there is an obligation to pay the fees due for the Programme at the date specified on the invoice.

As Leadership NZ is not able to replace a participant who withdraws from the Programme once it has commenced, no refund will be given if a participant withdraws after the Programme has commenced.

Other

By completing this application, you are indicating that the Leadership NZ Trust vision, mission and values are meaningful to you and that you are prepared to take another step in your leadership journey. We welcome your application and look forward to engaging with you through the selection process.

In completing this application, I have (please tick):

- Read the information on the New Zealand Leadership Programme pages of the Leadership NZ website together with the above information
- Checked that I can attend the 2019 session dates
- Ensured that sections 7 & 8 are signed

1. Personal Details

Full Name (First name, Middle name, Surname)

Preferred Name

Date of Birth

Gender

Ethnicity

Iwi Affiliations (if applicable)

Language/s Spoken

Contact Details

Mobile

Work Phone

Home Phone

Work Postal Address

Home Postal Address

Work Email

Home Email

Preferred Email for contact

Personal Interests/Hobbies

How did you hear about the New Zealand Leadership Programme?
(ie CEO/employer, website, colleague/friend, LNZ Trustee, LNZ Alumni, magazine etc.)

Have you attended any Leadership NZ events? If so, which one/s and when?

2. Employment/Experience

Current Employer/Organisation

Current Position

Length of Employment

Brief Description of Role (i.e. responsibilities, challenges, budget, staff, etc.)

How many days per month are you required to travel out of your town/city (if applicable)?

What do you consider to be your highest career achievement to date?

Previous employment (from most recent) covering at least the last 10 years

Employer
Title/Responsibility
Date Employed
Reason for Leaving

3. Education

Education History (from most recent)

Institution
City/Town
Years From/To
Qualification
Major Studies

Institution
City/Town
Years From/To
Qualification
Major Studies

Institution
City/Town
Years From/To
Qualification
Major Studies

Extracurricular/leadership activities during education?

Special awards/honours/prizes?

Leadership training/courses/subjects you have completed via studies, employment or voluntary work?

Will you be enrolled for any training/studies next year? If yes, please specify.

4. Activities & Organisations

What are your current major community interests? (NB: not having any community interests does not preclude you from being considered for the Programme)

Please list, in order of importance to you, up to five community, civic, religious, social, cultural, sport or other organisations of which you are, or have been a member/volunteer, indicating any positions of responsibility.

Organisation
Dates of involvement
Position(s) Held

How much time each month do you currently commit to the above organisations or equivalent activities?

What do you consider to be your most important achievement in *one* of the above organisations and why?

What have been the major barriers to you becoming involved, or more involved, in community activities to date?

What kinds of community activities would you like to pursue in the future?

5. Community Awareness

What do you feel are the two most significant problems facing New Zealand today?

1.

2.

What do you feel needs to be done about *one* of these issues?

What are the two most exciting opportunities available to New Zealand?

1.

2.

What do you feel needs to be done to develop *one* of these?

6. Personal Insights

What are your reasons for applying for the New Zealand Leadership Programme?

What do you bring (i.e. particular strengths/experiences) to the New Zealand Leadership Programme and why do you think you should be selected?

How do you expect New Zealand/your local community/organisation to benefit from your successful completion of the Programme?

Which leaders are you most inspired by and what is it about them that inspire you?

Describe yourself in a couple of sentences.

What is one thing about yourself (that you are comfortable sharing) that many people would not know about you?

7. Employer Support

To be completed and signed by the applicant's CEO/Sponsor

This candidate has my full support to participate in the New Zealand Leadership Programme, which will run from February to November 2019. I am aware of the time commitment (18 week days, 5 weekend days and some project time) and Organisational Programme Fee (\$14,500 plus GST) which is to be paid prior to the Programme commencement in February 2019, as well as any associated travel and accommodation costs (as appropriate).

Name
Position Held
Organisation
Date
Signature

8. Personal Commitment

To be completed and signed by the applicant

I have read and understood the information provided, including the FAQs document. I understand the goals and time commitments of the New Zealand Leadership Programme (18 week days, 5 weekend days). I understand that if selected, I will devote the required time, and will pay the Personal Programme Fee (\$1,000 plus GST) prior to commencing the Programme in February 2019.

I agree to conduct myself in a manner consistent with the Leadership NZ values and will not engage in any behaviour during the New Zealand Leadership Programme that may damage the reputation of Leadership NZ. I understand that I am committing myself to lifelong membership of the Leadership NZ alumni and increased involvement in the community upon graduation from the Programme.

Date
Signature

9. Referees

Please list two people (other than your CEO/Sponsor) who are able to comment on your leadership performance and potential.

Name
Position Held
Organisation
Relationship to you
Length of time known
Phone Number
Email Address

Name
Position Held
Organisation
Relationship to you

Length of time known
Phone Number
Email Address

10. Are you applying for a scholarship?

YES NO

If YES, please indicate which scholarship you are applying for:

1. Full Scholarship (Value is 50% of the Programme Fee) \$7,250
- OR
2. Partial Scholarship (a nominated value) \$_____

I have attached:

1. Letter covering my rationale for applying for a scholarship
2. Letter/testimonial from my personal sponsor

I have a draft plan to enable me to pay the remainder of the Programme Fee and will share this plan as part of the interview process.

11. Privacy Policy

The personal information provided by you to Leadership NZ will only be used for the purposes for which it was collected. Personal information and email addresses will not be disclosed to other organisations and measures will be taken to prevent unauthorised access or disclosure other than with your consent. As part of Leadership NZ's commitment to evaluation of the impact of the Programme, we do from time to time use participants' feedback from throughout the year. No personal information is disclosed to other organisations as part of this evaluation.



NZ Leadership Programme 2019 Programme Dates

2019 Dates	Days	Session	Theme	Location
Thu 14 – Sat 16 February	3	1	Opening Retreat: Connecting and Tools for the Journey	Auckland (Silverdale)
Thu 14 – Sat 16 March	3	2	Treaty of Waitangi & Te Ao Māori	Waitangi & Kaikohe
Wed 10 – Fri 12 April*	3	3	Rural Immersion & the Sacredness of the Land	Flock Hill, South Island
Thu 9 – Sat 11 May	3	4	A Civil Society	Auckland
Thu 27 – Sat 29 June	3	5	Our Environmental Crisis	<i>Location tba</i> , North Island
Thu 15 – Sat 17 August	3	6	Governance and Global Issues	Wellington
Wed 2 – Fri 4 October*	3	7	Leadership – Deep Dive	Waiheke
Thu 14 – Sat 16 November	3	8	Closing Retreat: Integration & Connection the Threads	Auckland (Waitakere)
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***Note that these sessions run from Wednesday to Friday**

Additional Dates (Please note that there could be minor amendments to these programme dates, and flexibility may be needed):

Thursday 14 February		Programme Launch – Cocktail Evening		Auckland
Early July		NZ Leadership Week event		
August/September (tbc)		Sir Paul Reeves Memorial Lecture		
Saturday 16 November		Leadership Programme Graduation Celebration Evening		Auckland