

LEADERS



LOOK TO THE HORIZON

MIKE BOLAND, FRANCES VALINTINE,
AMANDA JUDD AND NICOLA SEMENOFF TALK
AWAKENED LEADERSHIP IN THE FUTURE OF WORK

Issue 14 | Winter 2018



CONTENTS

CHAIR'S FOREWORD 1

NICK ASTWICK

AWAKENED LEADERSHIP 2

MIKE BOLAND, FRANCES VALINTINE, AMANDA JUDD, NICOLA SEMENOFF

GRADUATION 2017 9

PHOTO ESSAY

MEET THE CLASS OF 2018 10

THE NZ LEADERSHIP PROGRAMME 11

MANA MOANA EXPERIENCE 18

CREATIVITY AND EMPATHY 22

PARTNER PERSPECTIVE

2018 PROGRAMME LAUNCHES 24

MANA MOANA EXPERIENCE

THE NZ LEADERSHIP PROGRAMME

ALUMNI CONNECTIONS 26

JADE TANG-TAYLOR

STEVE FERGUSON

SINCERE THANKS 28

CALL FOR APPLICATIONS 29

DISCLAIMER

The opinions expressed in this publication do not necessarily reflect the views of Leadership New Zealand, its members or the publishers. While every effort has been made to ensure the accuracy of the information, no responsibility can be accepted by the publisher for omissions, typographical or printer's errors, inaccuracies or changes that may have taken place after publication.

All rights reserved.

LEADERS 2018

VISION

Enriching New Zealand through active leadership in a connected community.

MISSION

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.

VALUES

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

PUMANAWA KAIARAHĪ O AOTEAROA

LEADERSHIP NZ TRUST

PO Box 5061
Wellesley Street, Auckland 1141
+64 9 309 3749
info@leadershipnz.co.nz
leadershipnz.co.nz

LEADERSHIP NZ STAFF

Sina Wendt	Chief Executive
Louise Marra	Programme Director
Annette Bartlett	Programme Leader
Judy Whiteman	Network Connector
Tania Hack	Communications Co-ordinator
Nicola Campbell	Programme Facilitator
Cecilia Vakameilalo-Kioa	Mana Moana
	Programme Manager
Dr Karlo Mila	Mana Moana
	Programme Director

EDITORIAL TEAM AND CONTRIBUTORS

Sina Wendt, Jennie Vickers, Judy Whiteman, Eddy Royal, Kimberly Rees, Darren Lee, Annette Bartlett, Tania Hack, Curative Ltd

THE PEOPLE

We thank the following people for their generous support of Leadership New Zealand

LEADERSHIP NZ TRUSTEES

Nick Astwick	Chair, Leadership NZ; Chief Executive Officer, Southern Cross Health Society; Alumnus 2010
Christien Winter	Executive Director, Sheffield
George Riley	Trustee, Te Tii Waitangi (B3) Ahu Whenua Trust; General Manager, Māori Economic Development Northland Inc.; Alumnus 2009
Hilary Sumpter	Chief Executive, Kerikeri Retirement Village; Alumna 2010
Neville Pulman	Programme Director, Be. Accessible; Alumnus 2006
Penny Hulse	Waitakere Ward Councillor, Auckland Council; Alumna 2008
Peter Garnett	Company Director
Steve Ferguson	Programme Director Visa 2020 Immigration NZ, MBIE; Alumnus 2013
Tara Pradhan	Director, Government International Relations, Greenstone TV; Alumna 2007
Teresa Tepania-Ashton	Chief Executive Officer, Māori Women's Development Inc; Alumna 2006

LEADERSHIP NZ ADVISORY TRUSTEES

Sir Bob Harvey	Chair, Advisory Trustees; Champion for Auckland – Overseas Investment, Auckland Council
David McGregor	Deputy Chair, Advisory Trustees; General Counsel, Envirocounsel
Jo Brosnahan	Founder, Leadership NZ; Company Director
Chris Laidlaw	Wellington Regional Councillor; Writer
John Hinchcliff	Emeritus Vice Chancellor, AUT University; President, Peace Foundation
Louise Marra	Director, Spirited Leadership; Programme Director, Leadership NZ
Peter Kerridge	Director, Kerridge and Partners Ltd
Suzanne Snively	MD, More Media Enterprises; Company Director
Tim Miles	Company Director
Tony Nowell	Director, Valadenz; Company Director

PATRON

Lady Beverley Reeves

CHAIR'S FOREWORD

LOOK TO THE HORIZON WHEN OTHERS ARE LOOKING
AT THE WAVES LAPPING AT THEIR FEET.



This small but insightful advice from Sir Tipene O'Regan to my 2010 Leadership NZ class has shaped the leader I am today. For me, the NZ Leadership Programme experience was the genesis of my 'awakened leadership' journey, this year's theme for Leadership NZ.

Great leaders, from my perspective, share three things.

They are self-aware, reflective and purposeful. For me, these are the DNA traits of awakened leaders. Awakened leaders are aware of changing circumstances and think more broadly. Awakened leaders learn to unlearn, lead with heart, not just head, they nurture a mindset of mutuality and togetherness and they deeply understand the human dynamic. As a result, they create greater overall understanding, greater collaboration, less resentment and increased vision. They are 'best dressed' to thrive in a world of volatility, complexity and uncertainty.

"Managers do things right. Leaders do the right things" was the famous quote from Warren Bennis. The right thing surely, for today's leaders, must be to lead in an awakened way. Awakened leadership is not only right for the times but it is critical to counterbalance the leadership vacuum that exists in many positions of power and influence across the globe today.

In the words of our very own accomplished and awakened leader and CEO, Sina Wendt:

"We live in a world fraught with complexity, volatility and rapid change, and as leaders, it can be a huge challenge to keep up with innovation and technology developments and predict what is required moving into an unknown future. In particular, we are curious about how we prepare ourselves, our people, and our organisations to adapt and respond, or indeed drive the change. This year we are exploring how we can become more "woke" in our leadership! How do we move beyond fear and lead with abundance, leadership with an enlightened, awakened human spirit and energy?"

In my day job, as CEO of Southern Cross Health Society, the need for us to reimagine our organisation, to ensure we remain relevant to Kiwis and New Zealand in the future, demands us to lead in an awakened way.

This is my first forward as the Chair of Leadership NZ. Firstly, a big thanks must go to Peter Garnett, our outgoing Chair, who served Leadership NZ both professionally and devotedly. It is great that Peter's experience and contribution won't be lost to Leadership NZ as he stays on as a Trustee.

As an Alumnus of Leadership NZ and a Trustee for the last 6 years, it is a great privilege and responsibility to take the reins as Chair. For me, and my fellow Trustees, our service and success lies in ensuring we not only have propositions that remain unique, relevant and valued in the eyes of New Zealand leaders, but a Leadership NZ organisation that is sustainable and thriving.

Finally, I want to acknowledge all the people who make up the Leadership NZ family, our wonderful partners - the supporters who help power us up - and the Leadership NZ team that drives the work that we do to shape an awakened leadership culture fit for the 21st Century: Sina, Judy, Annette, Louise, Nicola, Tania, Avril, Karlo and Cecilia.

Nick Astwick
Chair, Leadership NZ

COVER STORY

AWAKENED LEADERSHIP IN THE FUTURE OF WORK

We live in a world fraught with complexity, volatility and rapid change, and as leaders, it can be a huge challenge to keep up with innovation and technology developments and predict what is required moving into an unknown future. How can we prepare ourselves, our people, and our organisations to adapt and respond, or indeed drive the change? **Jennie Vickers**, Alumna 2007, sat down with four awakened leaders to discuss the challenges and opportunities ahead.

50% OF CURRENT WORK ACTIVITIES ARE TECHNICALLY AUTOMATABLE BY ADAPTING CURRENTLY DEMONSTRATED TECHNOLOGIES

In January 2016 the World Economic Forum (WEF) published “The Future of Jobs - Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution.”

Many of the discussions in Davos that year were focused around the threats and opportunities presented to jobs and work by technology such as Artificial Intelligence (AI). Twelve months later, the World Economic Forum event convened again at Davos. In the intervening period, there was worryingly little deep public discussion in New Zealand about this research and its ramifications for our country and our way of life.

By January 2018 these challenges featured in the World Economic Forum “The Global Risks Report 2018.” With this increasing noise on these issues in the period between January 2017 to now in mid-2018, the subject is finally starting to appear more regularly on agendas and discussions, where it should have been in the past years. The New Zealand Government National Security Handbook issued by the Department of Prime Minister and Cabinet (DPMC) describes National Security as “... the condition which permits the citizens of a state to go about their daily business confidently free of fear and able to make the most of opportunities to advance their way of life. It encompasses the preparedness, protection and preservation of people, and of property and information, both tangible and intangible.”

The research which now comes out on a regular basis is predicting seismic shifts in the employment landscape as a result of automation. The McKinsey Global Institute Report “Jobs Lost, Jobs Gained: Workforce Transitions in a time of Automation” from December 2017 has figures like “50% of current work activities are technically automatable by adapting currently demonstrated technologies,” and “6 of 10 occupations have more than 30% of activities that are technically automatable.”

All of this should be enough to awaken every leader in New Zealand to think about the implications of these changes on them and on their people. This sounds like a threat to the aim of national security to allow people to “go about their daily business confidently free of fear and able to make the most of opportunities to advance their way of life.”

The WEF Global Risks Report is a bit of a nightmare read, which should also make everyone happy to wake up and then focus on what we need to do individually and collectively, to manage these risks and seize the opportunities they also present.

To tackle this topic head on, Leadership NZ selected four local thought leaders to share their perspectives on these challenges and opportunities. All four are awakened leaders in their own very different way and model the proposition that awakened leadership can be found in the widest range of roles, ages and backgrounds.

MIKE BOLAND

Mike is Principal Scientist at the Riddet Institute of Massey University. Mike has 46 years' experience in scientific research, research management, research outsourcing and technology planning. He describes himself as 'an intrapreneur in the closing straights of his career' and characterises himself as a leader who has been operating around the edges in the realm of ideas and vision.



Over the past 46 years, Mike Boland has been modelling how an awakened leader needs to be, patiently waiting for the rest of the world to wake up.

Our conversation quickly hit on the topic of the speed of change and skills needed to maximise the opportunities presented. Mike identified that the big shifts over time have, and will continue to come, from people working together, but increasingly in different ways. Noting the December 2017 PWC Report "Human Value in a Digital Age" Mike emphasised that "we need to recognise that digital transformations require emotional agility. And emotional agility will continue to come from people and not machines."

Quoting the words of Bill Gates from his book *The Road Ahead*, Mike reminded us,

"WE ALWAYS OVERESTIMATE THE CHANGE THAT WILL OCCUR IN THE NEXT TWO YEARS AND UNDERESTIMATE THE CHANGE THAT WILL OCCUR IN THE NEXT TEN. DON'T LET YOURSELF BE LULLED INTO INACTION."

"Organisational structures that continue to incentivise safe and traditional linear process-driven approaches and that value output over outcomes are seeing a decline. Purpose-led and values-driven organisations that dare to dream and aspire ten years ahead are already outperforming solely profit-focussed firms." The PWC Report calls these the "Firms of Endearment."

As an intrapreneur, Mike's work at the Riddet Institute gives him the opportunity to lead and work with virtual teams connecting his own team with those from other research teams and commercial entities.

One example, the project "Foods in a Digital World" brought together Fonterra, Zespri and The Lean Hub. The team came together as a result of identifying individuals with an interest in pursuing a common goal. In encouraging the formation of this team, he recognised that we can get more done together than separately.

However, in the absence of there being a common employing organisation with an old-school command and control or hierarchical structure, a different approach is needed for forming and maintaining the project team.

It was clear in conversation that Mike's most successful virtual teams over the years were formed to pursue a specific vision and purpose and then naturally finished and folded when the objective was delivered. These teams sound like the sort of collaborative mechanism many are advocating for as future workplace models. Fixing on a goal and accepting that things may change along the way needs to be a non-negotiable, as is picking people with potential and developing them, rather than fixating on finding perfect technical skills.

Mike's view is that for a successful virtual team the leader's job is not leading from out front but directing, with a clear vision of where the team is going, but not mandating how it is going to get there. However, anyone who has watched "Survivor" on TV will have seen the challenges faced where there is no designated or mandated leadership.

Wrapping up, we discussed the challenges facing New Zealand and the world around food security. On the positive side, work by teams involving or led by Mike, are already demonstrating that the work styles, character and behaviours advocated in reports such as the PWC Report, are already well embedded in parts of New Zealand and focused on solving critical food problems. They are proving a success because they capitalise on the cognitive skills of smart people, who are driven by a purpose and an outcome and who bring their creativity to bear in everything they do.

"CREATIVE OUTPUT ONLY HAPPENS OUT OF THE CREATIVITY OF CREATIVE MINDS."



FRANCES VALINTINE

Frances Valentine CNZM is an education futurist from New Zealand. She has won numerous awards for her educational programmes and is the Founder and Chair of The Mind Lab by Unitec and Tech Futures Lab. In December 2017 she was appointed a Companion of the New Zealand Order of Merit for her services to both education and technology.

Frances Valentine is worried about the number of people in New Zealand already choosing to disengage with modern technology, preferring to leave it to children or grandchildren.

For a person in their 50s, this could be signalling a desire or acceptance of disconnection from the world they will operate in for the rest of their lives. The average life expectancy for New Zealanders is currently 81, so some are consciously choosing to get left behind for 30 years. Frances suggests a lack of curiosity is particularly a problem in New Zealand, stemming from a weak learning culture within our organisations. Elsewhere in the world, life-long learning, professional development and a burning continuing curiosity, help people advance and adapt.

How many of these “tech pillion passengers” who want the benefits of technology, but with no desire or curiosity to learn the driving mechanisms, will find themselves statistics of AI in the next 5-10 years?

Frances believes before this lack of curiosity, comes a stage of not knowing what you don’t know, fostered by environments devoid of intellectual challenge and enquiry. This is a systemic issue which we cannot rely on the Government to solve. We should all play a part in igniting curiosity in ourselves and others.

97.3% of businesses in New Zealand are SMEs, yet many of those in sectors like retail have their retirement funds invested in their businesses, not grasping the significance of technological impact which will make the realisation and release of these funds on retirement unlikely. Historically, New Zealanders have been able to trade with each other and earn a comfortable living. The shift of global trade to boundary-less global markets leaves the incurious ill-equipped to evolve their business to succeed in a shifted environment.

While AI could bring a number of advantages to us, Frances is concerned that much of the discussion around AI seems to be predicated on the importance of maintaining our privacy as if we have a choice and a say. “The reality is that we gave away our privacy already and the energy would be better directed to ensuring we have the systems and structures in place for meaningful management of how our private information is used.”

Our discussion turned to culture and traditional organisational structures. Frances is coming across a surprising number of organisations which still maintain a status quo of age and seniority, tracking in step.

“WITHIN A FUTURE-FOCUSED ORGANISATION, IT SHOULD NOT BE POSSIBLE TO DISCERN SENIORITY FROM AGE.”

As we evolve our organisations to introduce new jobs and see the elimination of others, technical skills will be surpassed by qualities like EQ, which can just as easily be found in a younger person as in an older person. It is only by seeking out the views of all groups and teams that solutions and creativity are often found and this does not always happen in hierarchical arrangements.

The question of character and character qualities is intriguing. For too long the poor cousin of strategy, it is now re-emerging in the digital age as one of the essential elements which adds value to automation. Discussing the PWC Report’s findings around the shift from cognitive skills to character qualities, Frances explained how she describes this increasingly important set of skills. In Frances’ mind, purpose is what gets people out of bed and enthusiastically into work. An understanding of our own unique set of personal values enables us to understand and describe our driving purpose.

An awakened leader will take time to understand their people’s own unique value sets and therefore the purpose that drives them. The awakened leader’s role is to create an environment that supports, not ignores, those personal values. Purpose and values-driven people are more resilient and are more likely to have the curiosity needed moving forward. An awakened leader can see what they need to do and, importantly, not do for people.

Her advice for awakened leaders looking to embark on a digital transformation: “If you want to adopt any transformation you need to understand that digital has absolutely nothing to do with technology, it is about a mindset, about processes, it is about how you collaborate, it is about how you organise structures, it is about whether you are focused on agility and flexibility.”

AMANDA JUDD

Amanda Judd is CEO of Kai, a social enterprise on a mission to regenerate our food system using systems science, human centred design and creation of technology. Amanda is well known as the founder of LoveNotes and proponent of “Purpose and Profit” as an alternative to a social enterprise model which fails to make a profit nor deliver on social outcomes.



Amanda Judd’s personal awakening happened 10 years ago. She realised she had a great job, money in the bank but did not feel purposeful and therefore did not feel whole. Michael Jackson’s ‘Man in the Mirror’ playing on the car radio triggered a realisation that change needed to start with her. This required some hard decisions about work, money, stuff and purpose, which has led her to her current mission.

As CEO of Kai, her passion for regeneration of the planet, of our organisations, of our food sources and ourselves, is kicking up a notch. A recent trip to observe a food forest in New Zealand has demonstrated to Amanda the importance of understanding the architecture of everything we create, the interconnectedness of living organisms and how that architecture serves the guiding purpose of an endeavour, whatever the endeavour may be.

“When we reconnect with the forest we can integrate with the opportunity and recreate our whole presence on the planet.”

In discussing the elements of culture, Amanda’s view was that no one piece of the culture puzzle pieces of values, behaviours, systems and practices was more important than the others. It does, however, in Amanda’s view provide a good analogy for the bind we have got ourselves into in organisations, because we have become good at specialisation and focusing on one piece of a giant puzzle but we need to get much better at holding a view of the whole in our minds, which may have in the past seemed unnecessary, as we beavered away finessing our little bit of the puzzle.

Digital transformation and technology are now forcing a holistic view because when we create AI we are forced to consider the whole of the machine and the system.

Organisational values have always been there, but in the past, it was easier not to manifest them. Now we need to see them so we make their role what they should always have been. Awakened leadership has the chance to make values really matter.

Considering questions around character Amanda said, “This is the most important question of the century. My peers in Gen Y are all really tuned into the need to go on a mission and have a purpose but may be oblivious to the character needed here and now to achieve it. They are so stuck chasing the purpose dream they can forget to take baby steps and not cut corners.”

“Looking at my grandparents’ generation I see the Rotary Club. It is full of amazing people with remarkable character, but with no drive to go on a mission to change the world. The solution is we need to combine the drive of the Gen Ys with the character of the Boomers and Pre-boomers and work together to achieve this necessary change.”

Michael Josephson said, “People of character do the right thing, not because they think it will change the world but because they refuse to be changed by the world.” Maybe he was thinking about Amanda’s Rotary Boomers.

We switched the conversation to the role of love and ‘loving’ your colleagues. Both of us mentioned Frank Olsson. Previously a Leadership NZ Trustee, Frank was for both of us, the first senior executive we heard talk about love and happiness as an essential part of successful organisations. Clearly ahead of his time, his philosophies are now in vogue and an important issue for an awakened leader to grapple with. Amanda commented, “We need love to be a fundamental part of values, structures, behaviours and processes.”

Our final topic for discussion revolved around efficiency versus effectiveness. “Digitisation is causing a need to re-think everything about our team.

“A TEAM MADE MORE EFFICIENT IS NOT THAT USEFUL, BUT A TEAM MADE MORE EFFECTIVE IS VERY USEFUL.”

“Give robots the routines and free up time to allow people to learn and work towards their purpose, use technology to give us more of the social value of the system. Get robots to do the mundane tasks. Humans should be using purpose, meaning and intellect.”

Looking back 40 years we can see a big previously missed opportunity. Time and motion studies were in vogue back then and aimed to achieve more efficiency.

Imagine where we would be now if the decision had been made then to give people time for meaningful thought.



NICOLA SEMENOFF

Nicola Semenoff is a Future of Work Enabler at Spark New Zealand. She is also an experienced PMO & Portfolio Manager and a Certified Scrum Master. With 10 years business analysis experience, specialising in business process management and lean thinking, her process management ethos has always been driven by her passion for improving the way we do business and making life simpler.

Nicola Semenoff is deep in thought, preparing for the next session of the 2018 New Zealand Leadership Programme.

Conveniently, 'The Future of Work' is the focus of the retreat, and as the Future of Work Enabler for Spark, Nicola is often engrossed in thinking about the challenges to come.

"Converging technologies will change everything, but our brains aren't wired to understand that level of exponential change, so it's hard to grasp the extent of the impact. We think we're good at coping with change but we're untested on this scale. In our lifetime we've only experienced linear or incremental change, so we tend to think things like "It will take years." But development practice is so quick today and the convergence of technology is already happening. The years we think are needed for change to occur have already happened. Tech innovation has been bubbling away unleashed, we just haven't seen it surface." So what can we do, as leaders, to help organisations and individuals adapt to this changing world?

"To prepare ourselves as employees we need to ensure our head is in the space of being ready to act, pivot, expect disruption when it lands. Honing an adaptive mindset, adopting an everyday curious attitude and committing to lifetime learning all help in our preparation for the future of work.

"THERE IS NO ESCAPING THAT WE WILL NEED TO KEEP BUILDING AND CHANGING OUR SKILLS SETS. LEARN TO BE A SHAPESHIFTER. ADAPT OR BE TRAPPED."

"As leaders, in most cases, we are nowhere near as change fit as leaders ought to be, and we should be looking at what we're doing to prepare our people and lead them into becoming highly adaptive future-ready workers. We need to be comfortable in constant states of volatility, uncertainty, complexity and ambiguity. In my work, I've had to get comfortable making decisions with little information or indicators at the outset. Taking the first step into the fog and trusting that step will make it clearer for the next. The days of trying to plan perfectly before starting are well behind us. As a former analyst and planner, it

was difficult to let go of that security blanket, but embracing agility requires us to accept we don't know the answers at the outset and we can't predict the endpoint with any real certainty from the beginning. We can't control change, we need to embrace it and pivot around it."

"To turn towards your people as your number one focus above all else is a seismic shift. The war for talent will likely force this issue into mainstream conversation as people seek out more purposeful work and the rise of social enterprise begins to attract existing top talent and the best emerging talent. Organisations will have to do much more in the 'loving your people' game; the courtship will be fascinating."

Amongst all these challenges, though, comes opportunity. "One of the great opportunities I hope is realised, is for us to dream more, spend more time and energy in imagination and creativity so that innovation emerges. I heard Sir Ken Robinson say recently that innovation is not a super-power that only a few possess, it is part of the toolkit of humans. It was a great way to articulate that we all have the power to innovate. When we direct more time to imagining and creating, innovation emerges.

"THE FUTURE OF WORK FOR HUMANS IS BRINGING YOUR HUMAN TO WORK."

As part of the process of awakening, Nicola has been wrestling with questions like "Who am I being for others, what do I stand for and what value do I bring?" She's had to accept that her intelligence and technical expertise are not her greatest offerings.

"I've had to draw a line... and confirm to myself that the rest of my career is about being in service to others, not myself and using my skills to help solve wicked problems."

"I see so much possibility for NZ, that leading in the future is an exciting prospect. NZ's inequality crisis does overwhelm me at times, so I try to break it down into manageable thoughts and see the issue as a complex network. There are great people all over NZ working on their nodes, if I can light a few more nodes in the network and each one solves an inequality problem then there is real hope we can solve this issue together."

FINAL THOUGHTS

The role of leaders in the future has never been so important or so different. Exciting times for those who are fully awake, fully present and ready for the challenge of a thought leadership and people leadership, combination.

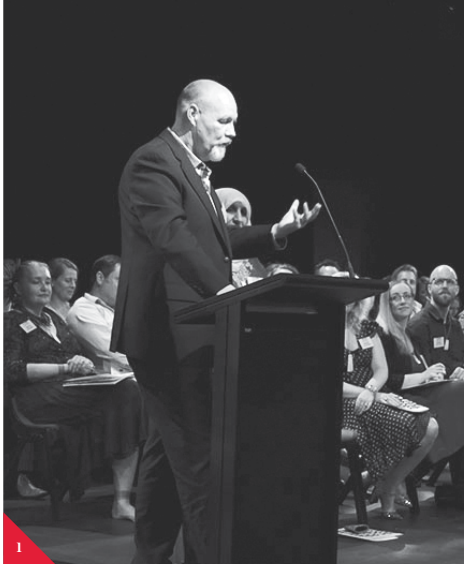
THE HIGH-PERFORMANCE TEAM OF THE FUTURE WILL BE DISTINGUISHED BY THE STRENGTH OF CHARACTER AND INCLUSIVE BEHAVIOURS OF ITS PEOPLE, RATHER THAN THE SUM OF THEIR IQS.



Panelists interviewed by Jennie Vickers, Chief Executive of the New Zealand Defence Industry Association, Principal of ZeopardLaw and Chief of Everything (COE) for her consultancy ZeopardThink. Jennie is a 2007 Alumna of Leadership NZ. She has for the last 15 years combined interests in technology, thinking skills and building better commercial relationships into all the work she does, regardless of whether she is giving legal advice, doing business development, writing or conference keynote speaking.

THE FUTURE IS BRIGHT

1. We can get more done together than separately;
2. My future is not somewhere I am going to, it is something we are going to design;
3. When we attribute work fairly and honestly, individuals collaborate better and academic organisations thrive;
4. Reaching out and connecting activities will help me find the people I need to achieve my vision;
5. We can design a future in which we have fulfilling and purposeful work roles;
6. No one has all the answers so we can gather a reasonable amount of information and take the first step;
7. People can and will surprise and delight me if I let them;
8. I relish lifelong learning and have the time for it.



GRADUATION CEREMONY 2017

1. Pieter Tuinder gives his Graduand Speech
2. Justice Joseph Williams
3. Guests at the Graduation celebrations
4. Anjum Rahman gives her Graduand Speech
5. Isabella Moore, Albert Wendt, Sina Wendt
6. The 2017 Cohort
7. Louise Marra
8. Rebecca Sinclair, Sina Wendt, Morehu Wilson, Louise Marra
9. The 2017 Cohort stand together
10. Sina Wendt and Justice Joseph Williams



The background of the entire image is a grid of approximately 60 small, square portraits of people of various ages, ethnicities, and genders. All portraits are tinted in a solid red color. The text is centered over this grid.

MEET THE

Class of 2018

THE NEW ZEALAND LEADERSHIP PROGRAMME





ANDREA BREWSTER

Director,
Brewster + Associates

I am a communicator, strategist, feminist and adventurer. My professional background in communications and stakeholder engagement has taken me from the Christchurch rebuild to the Beehive. I have a long history with purpose-led organisations, working for NGOs in both executive and voluntary positions. In 2018 I started my consulting business, focused on communications, strategy and change projects. I am a co-founder of the SYNC Collective and a current trustee of Trade Aid Christchurch, Catapult Employment Services and YWCA Christchurch. I live in Christchurch for the great entrepreneurial community, innovation opportunities, outdoor lifestyle and proximity to the mountains.



ANYA SATYANAND

Executive Officer,
Ara Taiohi

Over the last two decades, I've worked for and with young people in loads of different contexts - Aotearoa, South London, schools and the community sector. In my education and youth development work, the need for a coherent, connected, interdisciplinary, collaborative approach to work with young people has become increasingly apparent to me. I'm especially interested in rights-based, innovative, restorative and ethical approaches that amplify young people's agency, voice and strengths. I bring a fierce belief that we've got to work together to create the environment where our young people will reach the stars that belong to them.



BRIARLEY BIRCH

Heartland Projects,
Te Ora Hau Northland Inc

This place I stand today feels the most right, feels the most progressive and forward moving, that only took four decades! My whakapapa is deeply rooted to Te Raki and strong Irish links. I am fortunate to love both my Māori and Pākehā lineage, which are shared by my mother's and father's way of living. I am a mum to a delicious girl and wife to a beautiful husband, they ground and grow me. I work, serve, engage and grow for Te Ora Hou, an organisation that tirelessly gives of spirit and heart to our community, our people.



CARL REAICH

Manager-Consular Division,
Ministry of Foreign Affairs & Trade

My family started arriving in New Zealand in 1842. Those early immigrants worked hard to help build our country as surveyors, journalists, soldiers, cleaners, shopkeepers, parents and public servants. For my part, I've worked as a commercial lawyer, a Crown prosecutor, a UN legal adviser, and as a diplomat and trade negotiator in MFAT here and overseas. It's a huge privilege to represent New Zealand offshore and, in my current role, to help Kiwis who need consular assistance around the world. I've been incredibly fortunate to have my wife Diana, and our three fantastic children, participate in these adventures.



CATHERINE REDMOND

Associate Director of Research Operations,
AUT

I am the Associate Director of Research Operations at AUT. My team helps researchers find funding for their work. My aim is to help grow AUT's research culture and maximise its research impact by increasing external recognition and funding. I love working for an institution that can have a positive and significant impact on the lives of so many people. I spent 12 years in the UK where I worked as a Senior Commissioning Editor for Oxford University Press. I recently completed an LLM (Hons). I have two fabulous sons and a toy poodle called Rafa.



CHLOE HARWOOD

Manager - Strategy, Planning & Evaluation,
Foundation North

I was born in England, attended school in Christchurch and I now call Waiheke Island home where I have lived for the last ten years with my family. An opportunity to work for Britain's National Endowment for Science, Technology and the Arts (NESTA) in London introduced me to the power of innovation and creativity to change the world. I have been fortunate to work alongside a dedicated and passionate team of people at Foundation North where collectively we are working to find innovative ways to create positive impact for the communities of Auckland and Northland.



DALE HARNETT

Programme Planner – Business Transformation,
Ports of Auckland

I am a proud New Zealander – born, raised and still living in Auckland's west. My professional qualification and early career was as a Chartered Accountant. My current role focuses on ensuring programmes contribute to strategic goals and on business improvement. I also have an interest in developing and training across our organisation and take pride in being part of organisational transformational change. I lived and worked in the UK for 10 years which gave me exposure to different sectors including social housing and the charity sector. The New Zealand Leadership Programme has strengthened my resolve to make a positive difference and give back to my community.



DAMIAN WILLEMS

Programme Manager Market Research,
New Zealand Trade & Enterprise

What brought me to this wonderful country five years ago was aroha, and I could not be any happier to call it my home. There is something really special about New Zealand that makes it an amazing country to live in with its beautiful scenery, diversity and can do attitude.

Most of my career has been spent working within the public sector for international business development agencies helping businesses realise their international growth potential. I am very passionate about this field and proud to help our big and small Kiwi companies make a difference and succeed internationally.



DAN NEELY

Manager – Community Resilience,
Wellington Region Emergency Management Office

Born and raised in the Sonoran Desert of Arizona, I am at home on the South Coast of Wellington with my wife and two little girls. As the Manager of Community Resilience at WREMO, I am part of a team that is reshaping how Emergency Management empowers communities to be better connected and prepared for disasters. I love my work because it is meaningful, fascinating and ripe for innovation. In a past life, I worked in humanitarian aid, was a Peace Corps Volunteer, guided white-water rafting expeditions and advocated for community housing. Also, I know a good taco when I see one.



DAVE RICHES

Manager – Business Excellence,
Auckland Council

Growing up in a small town in the King Country, I had an appreciation for people's talents and strengths and the effect they had on the community. My current role in Auckland Council allows me to link with policy-makers, the front-line and service-people who share the same collective goal of bettering the lives of our communities and citizens. I have a passion for innovation that's achieved through the collaboration of others, understanding their life experiences and worldviews. We have the potential to achieve great outcomes if we share a common vision and persevere.



DESI RAMOO

Research Technology & Innovation Practice Lead,
Ministry for Primary Industries

I hold a PhD in theoretical physics and was offered and accepted a role as a Building Physicist in New Zealand 2008. My wife and I immigrated to New Zealand from the UK with our two sons and we currently live in Paraparaumu. Prior to obtaining my degrees, I held roles in construction, catering, started three businesses and toured North American by motorcycle for a year. My diverse background has provided the opportunity to develop my technical and soft skills. In my current role, I am able to identify late-stage research which may be transferred from the lab to solve real-world problems to protect and grow New Zealand's primary industries.



DICKIE HUMPHRIES

Director,
Tū Moana

I consider my upbringing in Mangere South Auckland as my greatest qualification. After a "Road to Damascus" moment at university, I left my place in a conjoint degree to enter into youth work. My youth work practice grew to include community development and community action with particular success in connecting marginalised voices to policy processes. A growing passion for brokering conversations of change and drawing insights from differing worldviews, led me on a path to explore indigenous approaches to personal and professional learning. It was through that passion that I co-founded the social enterprise Tū Moana.



EMILY HARRIS

Events & Sponsorship Manager,
EcoMatters

I've worked in the community sector for the past eight years as part of non-profit and social enterprise organisations. In my role with EcoMatters I have the pleasure of creating unique experiences to connect Aucklanders with our environment, and inspire and support them to make sustainable choices. I enjoy the challenge inherent in working in a non-profit, of trying to achieve big change with little resource, and how that encourages creativity and resourcefulness.

I'm excited to take on a new leadership role this year while completing the New Zealand Leadership Programme, by becoming a mother for the first time.



EOGHAN WALSH

Development Consultant

It took me ten years to realise the corporate IT world was not for me, and I switched careers to work in international development, fulfilling a childhood promise to myself. Over the last 15 years, I have worked in Cuba, Ireland, South East Asia and the Pacific for a wide range of development organisations. I met my Kiwi wife in Timor-Leste, who took me via several waka to Solomon Islands, Tonga and finally New Zealand. I continue to work as a consultant to several development projects focused on employment, and use simulations to teach students of development how to manage aid projects.



FIONA SISTERN

Regional Manager Customer Care – Hamilton,
Earthquake Commission

I was born and educated in the heart of the Waikato. I have travelled, living and working in the UK for 10 years before returning home to family and friends. The majority of my career I have worked in leadership roles within the insurance industry. I love working with teams creating a culture that motivates and inspires people to achieve our shared vision. My current role is at EQC, where I engage with a variety of people, teams and organisations across the country building relationships and helping New Zealanders get their lives back together and recover from a natural disaster.



GEOFF LEWIS

Director,
KPMG

I'm originally from Wellington, with home now being Auckland with my wife and two girls. I have spent most of my career with KPMG, working across a range of service lines in Auckland with a short stint in Brussels. I also spent time in London with GSK, integrating the finance function of a large acquisition. I am currently an Audit Director, working primarily with growing entrepreneurial NZ businesses. I also provide specialised advisory services to the construction sector, including co-leading the sector for KPMG. I'm passionate about working alongside my clients to help them achieve their strategies, ambitions and purpose while growing capability and passion in people.



GILLIAN VAUGHAN

Chief Executive,
Pinnacle Life Limited

I am the recently appointed CE of an insurance company as well as Chairperson of Pūkoro Miramira Naturalists' Trust, an environmental organisation focussed on shorebird conservation. My volunteer work with shorebirds in China has really deepened my understanding of the importance of connections, between individuals, groups and landscapes; between practicalities and ideals. I'm always interested in how to better build or deepen those connections.



HEATHER CLARK

General Manager Human Resources,
Presbyterian Support Northern

I am a proud New Zealander who began her working career in Nursing and then transitioned to the area of Human Resources. This HR experience embraces over 25 years within fire and emergency management and the not-for-profit sector. My focus in leadership is to breathe life into a values-driven work environment; to deliver innovative service provision in all areas of the business whilst building productive relationships with a wide range of stakeholders.



ISHULA STUART

Group Lead – Data Science,
Inland Revenue

I am a qualified accountant and intelligence professional with experience working in the corporate and government sector in the UK and New Zealand. My career spans across corporate finance, intelligence and data science. I have successfully motivated and had the privilege to lead multiple teams of highly technical staff and am particularly passionate about growing our human capability alongside technological innovation. I am very much a “one-eyed Cantabrian” living in beautiful Christchurch with my husband and two young children.



JANNINE MULLANY

General Manager – People & Performance,
Youthtown

I began my career as a physiotherapist specialising in the treatment of work-related injuries. I then traversed through Health & Safety into generalist Human Resources roles where I have worked in a variety of businesses. My major areas of interest lie in organisational development, change management and developing leadership capability. I am passionate about creating inclusive work environments, where diversity is embraced and people are supported to grow. I am also passionate about youth development, and my current role has allowed me to combine this interest with my career. I am mum to two “tween” girls – a role which continues to be my greatest youth development challenge!



JOHN COLE

Area Manager,
Building Construction Industry Training Organisation

I immigrated to New Zealand after serving in the South African Navy for 18 years. Since arriving in 2001, I organised and managed business conferences for six months. Then took the plunge and ran my own coaching business for four years. Out of coaching and into animal nutrition sales, which led me to Fonterra where I managed ice cream sales in South Auckland and the Waikato. I also had a stint at Focus Improvement in the ice cream manufacturing process. Currently, I manage a team of tradesmen who assess skill and knowledge across all building and construction trades.



JOHN DOOLEY

Utilities Asset Performance Manager,
Auckland Airport

I was born and raised in West Lancashire, UK. I fell in love with New Zealand whilst on my OE in 1993 and emigrated here 3 years later with my wife as newlyweds. Our children, Eva and Finn, now study in Auckland.

In the UK I trained as a quantity surveyor and gained experience in building and civil engineering mainly in Liverpool and Manchester. In New Zealand, I retrained in civil engineering, and in 1999 joined Auckland Airport. My airport experience has progressed from project management through to utilities asset management.



KRISTINA COOPER

Quality Assurance & Policy Manager - Aeronautical,
Auckland Airport

I was born in Taumarunui where both sides of my family farmed next to the Whanganui River either side of town. Ko Whanganui toku awa. Growing up experiencing rural and semi-rural NZ I strongly identify with helping New Zealand grow. I have been privileged to do this through working with Auckland Airport and its international airline partners for the past 16 years. Spending time with my family growing strong sons has also been an extremely important part of my life. Looking forward, I want to enable others to have the same educational opportunities I was fortunate to experience.



LINDA TRACEY CLAY

Chartered Accountant,
Māori Women's Development Inc.

I whakapapa to the Eastern Bay of Plenty tribes of Ngāti Pukeko and Te Whakatōhea but grew up and live in Wellington.

I'm a Chartered Accountant with 15 years experience. I was able to align my personal values and my professional life five years ago when I took on my current role as the Accountant at Māori Women's Development Inc. My role includes managing the loan portfolio of the organisation and working directly with clients and their whānau. I am passionate about hauora and have completed a number of triathlon events in New Zealand and abroad with Ironman New Zealand 2016 being one of them.



MATALENA LEAUPEPE

Chief Advisor – Pasifika,
Ministry of Business, Innovation & Employment

In my role, I am responsible for leading the development and supporting the delivery of the Pacific Economic Strategy and Action Plan at MBIE. My goals are to grow the pipeline of Pacific People in policy roles and to look for innovative ways to improve the inclusion of diverse perspectives into the development of government policies.

A graduate of Victoria University, I have worked in the public sector for over 10 years starting out as a policy advisor at the Ministry of Pacific Island Affairs (now Pacific Peoples), then Careers NZ, and the Department of Labour which included a short stint as Private Secretary for the Hon. Minister Tariana Turia.



MOHAMMED KAUSHAR

Acting Charge Nurse Manager,
Counties Manukau District Health Board

My nursing career began in February 2013 at Waitemata District Health Board, after completing my Bachelor of Nursing Degree at Manukau Institute of Technology. I worked at WDHB for one and half years and moved to Counties Manukau Health in 2014, after securing a role in the Renal Department where I have been for the last 3 years. I have gradually grown in my role to be the Acting Charge Nurse Manager of the Acute Renal Ward. With the ever-changing world of nursing, I am currently in the process of completing my Post Graduate Diploma in Advanced Nursing, while continuing on the pathway of becoming a Nurse Practitioner in the coming years.



NICOLA SEMENOFF

Portfolio Planning & Work Transformation Lead,
Spark

I am both tangata whenua (Te Rarawa) and tau iwi (Croatian and Russian descent). Leaving the Far North to study IT opened a pathway to a 25-year career across NZ, UK and Australia. For 10 years I've specialised in Portfolio Management directing strategic investment and managing programme offices (PMOs) in a range of sectors. Since 2016, I've been exploring the Future of Work for humans and prototyping new ways of working.

My brain is wired for business but my wairua is connected to our people. A child of Te Tai Tokerau, I am passionate about dedicating the next chapter to unleashing the potential in our rohe.



NISHA BLANCHARD

Director - Tax,
KPMG

I'm a Kiwi, born in Palmerston North and raised in Auckland, where I live today with my husband and two children. My current role is Director in KPMG's tax team, a team I've been part of for the past 13 years. No two days at KPMG are ever the same and tax itself is constantly evolving – which keeps life interesting! In my role, I'm fortunate to connect with many inspiring leaders, as well as many extremely bright and passionate people in the early stages of their career.

Outside of the office, it's being outdoors with my family, languages and travel that are my not-so-secret passions!



PAUL GIMBLETT

Head of Workplace Safety & Levy,
ACC

I am currently head of Workplace Safety & Levy at ACC and have worked in the organisation for 13 years. My current role is one I value, as I am able to bring strong analytical skills and a strategic outlook to my work. I am passionate about being able to empower society to make real differences.

For me, giving back has always been an important goal, particularly in helping communities manage their own wellbeing. The New Zealand Leadership Programme takes me to my learning edge and has enabled me to refocus myself, my values and my views on some of the current issues facing New Zealand and its society today.



SANDRA ALOFIVAE

Barrister Sole

The best part of my legal career has been advocating on behalf of vulnerable families with a focus on children and young people in the Family and Youth Courts. More recently I have developed a practice for people struggling with addictions and their experiences in the criminal justice system.

I balance my family law practice with corporate governance work. Being able to apply relevant insights at Board level to influence better outcomes is something I am very passionate about. I am a mother of four, married to an exceptional man and proud owner of a very big tabby cat.



SARA JANE ELIKA

Director,
Elika Consulting Group

I'm an admitted Barrister and Solicitor to the High Court of NZ and director of a consultancy in creative enterprise, education and entertainment. For over 15 years my passion for contemporary Pacific music has gained national and international recognition including published academia in ethnomusicology. My career has evolved to include governance with current trusteeships: National Pacific Radio Trust (Ministerial Crown appointment), NZRL League 4 Life Foundation and Community Law Services South Trust in South Auckland. My key strengths include stakeholder engagement, employment relations, policy and cultural intelligence. I love life and enjoying balance alongside my husband and four young kids.



SCOTT FORD

General Manager – South Island,
Downer NZ

I have worked for Downer NZ for 18 years inclusive of a two-year sabbatical working in the UK. I started working as a general operative and progressed through supervision, contract management before becoming a General Manager over three years ago. I am responsible for Transport Services in the South Island. Being a Chartered Professional Engineer for more than a decade I have a unique blend of technical, practical and people leadership skills. I have been a board member for the TRU for over 2 years and this has given me valuable experience and helped develop new skills and insights.



SIMON WHITTAKER

Head of Collection Services,
Museum of New Zealand Te Papa Tongarewa

I was born in wonderful Aotearoa and raised in Pōneke, Wellington. I studied science at Victoria University, graduating with a postgraduate degree. My career in museology was more by accident than design, and hence I feel incredibly privileged to have worked at New Zealand's national museum, Te Papa, for the past 18 years. I have held various positions over that time and today have responsibility for a specialist team who care for our natural history and humanities collections. I love seeing people reach their full potential and getting excited about their work, particularly when connecting people, taonga and stories.



TRACIE SHIPTON

Director,
The Dingwall Trust

I'm Director of Dingwall Trust and passionate board member of VOYCE Whakarongo mai. I have worked in the social sector (NGO) for many years and have sought to have the voice of children in care heard in the system and reflected in practice. Reducing stigma and creating involved communities of care for children makes me get up each day! I have the privilege of working and living with children in care so my leadership journey has been a rewarding, hands-on experience.

Creating hope for a better future for tamariki is my mahi.

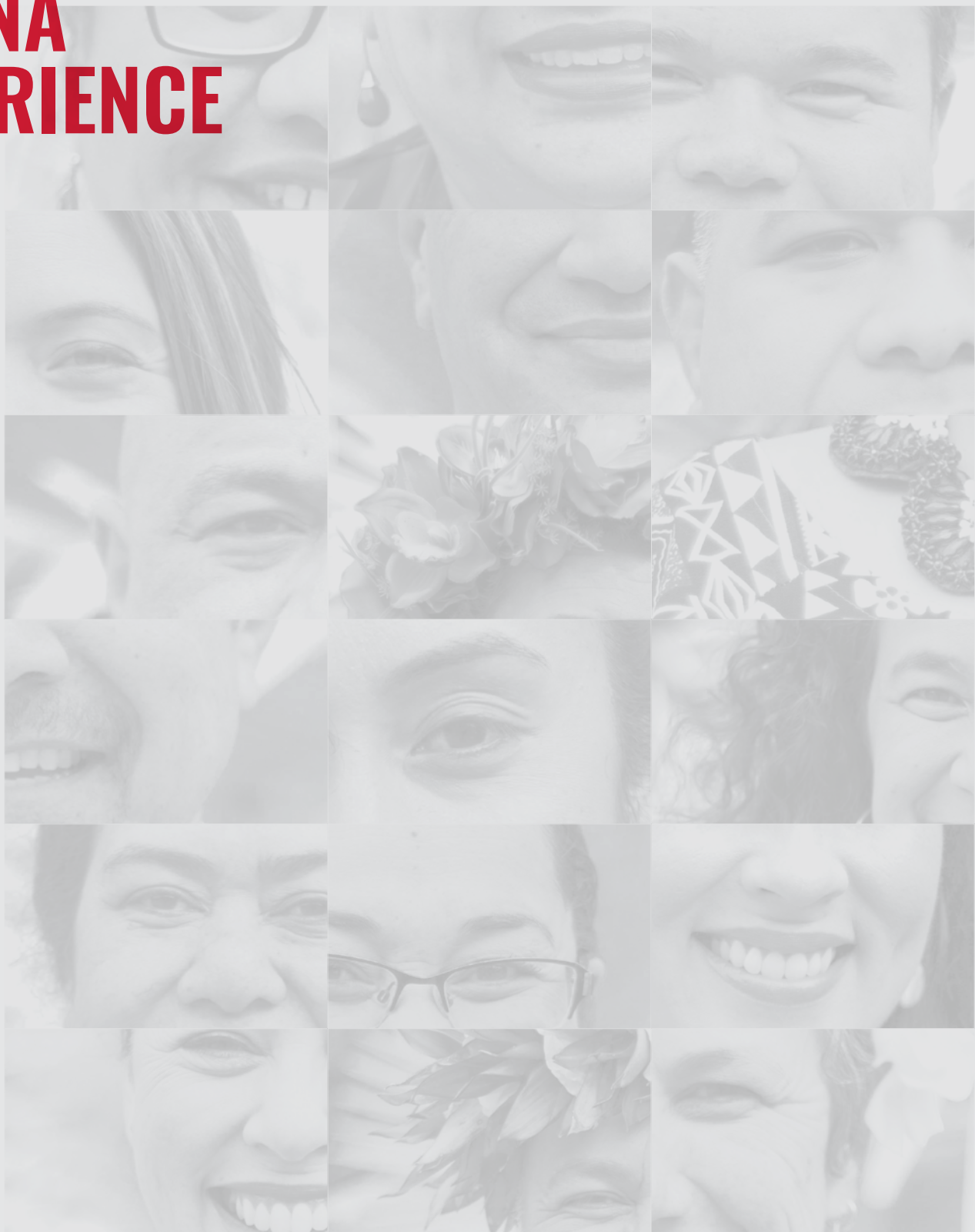


VICKI HAWKINS

Regional Development Manager – Upper South Island,
SCOUTS NZ

I was raised in Whangamata, a tiny, isolated, yet beautiful place. That left me with a strong sense of community and whanau. Due to this I have spent a lot of time volunteering and working in the youth development sector. My role with SCOUTS NZ has offered me a platform to provide opportunities for other young New Zealanders to help them thrive. My youth was cluttered with a treasure chest of opportunities, and I feel a strong calling to give back in any way I can. To get away, I love to go on hikes or take a book to the beach.

THE MANA MOANA EXPERIENCE





CHRISTINA EPATI FA'AVAE

Whānau Practitioner,
The Salvation Army

I am a first generation Samoan, born and raised in Newton Central and West Auckland. Coming from a line of teachers and preachers and being eldest of eight, I am a natural born leader. I am a firm believer in Servant Leadership; most of my roles have been with not-for-profits. I started as a volunteer receptionist at The Salvation Army. I now consider myself to be an experienced Community Whanau Practitioner, dedicated to sowing positive seeds into the youth of today, as well as creating a space for families to understand some of the processes our young people are navigating today.



CHRISTINE NURMINEN

Chief Executive Officer,
Pasifika Education Centre

I was born in Auckland to Tongan parents who instilled in me the value of honouring one's heritage and embracing education as a means of seeing and changing the world. Following my university studies, I have built more than 15 years of my career centred on improving outcomes for Pacific peoples starting with policy roles in Wellington to management roles in government agencies to being the CEO of the Pasifika Education Centre.

As Aotearoa continues to understand its wealth of people and diversity, my interest continues to be about improving outcomes for Pacific peoples, Tangata Whenua and other ethnic groups in the areas of education, community action and leadership.



DUANE STANLEY

Senior Service Delivery Manager,
Microsoft NZ Limited

My career began in the call centre for Tranz Rail, where I worked with my little sister, Lili, until graduating from Victoria University. With no prior technology experience, I was offered a role in an information technology project. From then on, my whole view of the world and technology changed. I have had the opportunity to work in many countries with some incredibly talented people. I have appreciated the diversity and innovation that those individuals and cultures have provided. Now with my wife Marietta and my sons Rashad, Preston and Seron, I am based in Auckland working for Microsoft NZ. I am determined to expose our Māori and Pasifika youth to the challenges and opportunity provided by information technology organisations.



GINA TUALA

Operations and Finance Manager,
College Rifles Rugby Union Football and Sports Club

I am a daughter of Samoa (Leauva'a, Fagaloa, Safune, Sataua). Leaving high school, I dove straight into the workforce. I was blessed to become sports administrator at College Rifles Rugby Club, looking after finance and operations at our multisport complex. I love seeing our young Pasifika people excel, am a huge advocate of Pasifika faces in sport, on the field but more importantly as administrators, coaches and management. I am excited about the pathways opening up for women in this male-dominated sport. I'm the proud mother of a 12-year-old boy who is my sidekick, diving into all the adventures and challenges I take on, it also encourages him to give everything a go.



IANI NEMANI

Trades Career Advisor - Pasifika,
The Competenz Trust

I am a Tongan-born New Zealander with Fijian whakapapa. I migrated with my family to Palmerston North in the 1970s when I was ten. Coming from a large family, service was in the blood so I naturally studied Social Work at Massey University which saw a humble twenty year career spiral across grassroots community, economic development and policy in local and central government. These days, I continue working in the community but more importantly, I am focusing on supporting young Pasifika into high growth, high skill, high-income occupations.



JOHN TUAMOHELOA

Founder and Consultant,
Activate'n'Inspire Services

I was born in Tonga and raised in West Auckland. My wife Maria and I are proud parents of our twin boys. My early life experience, witnessing the sacrifices my parents made and the role of Aotearoa in realising opportunities, has shaped my passion for community development. At the conclusion of my professional sporting career, I returned and re-entered University, determined to give back through creating opportunities for our community to be inspired in the pursuit of self-determination, sustainable and healthy lives. This became a reality when my brother and I founded Activate'n'Inspire Services delivering, facilitating and supporting initiatives for people across a range of sectors.



MANASE LUA

Disability and Pacific Workforce Manager,
Te Pou O Te Whakaaro Nui

I was born in Tonga, raised in Aotearoa. I am married with four beautiful children. I was a child of the dawn raids. I have lived in Kaikohe and Grey Lynn but grew up in South Auckland. I am the product of hard-working, loving and God-fearing parents. I studied at University of Auckland, gaining a BA and MA in English. I have worked for ten years in the Public Service, worked as a consultant and for Pacific NGOs. I am a member of the Executive Leadership team at Te Pou o te Whakaaro Nui, where I have worked for ten years.



MAY SEAGER

Manager Fale Pasifika,
Northland Pacific Islands Charitable Trust

Ko Kuki Airani me Papa'a au. I was born and raised in Tamaki Makaurau, have lived in various parts of New Zealand and have called Te Tai Tokerau home for the past 22 years. My previous occupations have centred on communications and relationships. My current role is no different. As manager for the only Northland-based organisation aimed at supporting and empowering the Pacific Islands community living in Northland, I am constantly advocating for our community at all levels of society. It is the most fulfilling role I have had so far. I love our people! I am supported by my husband, Brian, four children and my wider family, friends and communities.



MELE HOLA

Centre Manager Akoteu Tengai Musita,
Lifewise

Ko e 'Otua mo Tonga, Ko Hoku Tofi'a. I was the Tongan girl with dreams restricted to the small village of Manuka, Tongatapu. I now have moved towards new pathways and the horizon. I grabbed the opportunity with no hesitation and explored higher education, which gave me more passion about further goals. Proud of my identity, my heritage, and my Fonua. My language lives through my actions, and my actions are practiced to maintain my language. My grandparents and ancestors treasured me with words of wisdom about how to live a successful life using whatever resources we had at home. I feel and I know, I am blessed.



NORA SWANN

Fashion Stylist, Director,
Mentor Dressed in Confidence

Being an entrepreneur has been exciting, challenging yet rewarding. There has been so much growth, self-development as well as a hunger to learn more. I was given an opportunity to become a Fashion Stylist so I grabbed it and ran. From running wellness workshops working with girls, to pioneering fashion shows, to directing the largest high-end Pacific fashion show in New Zealand — I have been allowed to do so much for my community. I have learnt the importance of serving my Pacific community and I am grateful for every opportunity that helps mould me into a better person while doing what I feel immensely passionate about.



PETRINA TOGI SA'ENA

Program Leader,
Tautai, Contemporary Pacific Arts Trust

I graduated from the University of Auckland (BCom, DipCom) and my career has been in music and the arts, beginning at APRA where I worked for 20 years. I have also worked at the NZ Music Commission, been a Trustee for Crescendo Trust of Aotearoa and am a co-director of Soulnote Agency.

I am a Trustee of the Pacific Music Awards Trust and the Event Producer for the Pacific Music Awards, celebrating Pacific music and artists. I currently work at Tautai Contemporary Pacific Arts Trust, which supports and develops Pacific art and artists, as the Program Leader.



RUFO PUPUALII

National Cultural Partner- Pasifika,
Emerge Aotearoa

I am responsible for providing effective cultural advice, professional supervision and operative assessment tools to support the organisation's management and staff, to meet the needs of Pasifika Service Users. I migrated with my family to NZ and continued working in the field of addiction (mainly gambling harm minimisation), applying both the public health and clinical backgrounds for another 10 years. I am a recipient of the Aotearoa Scholarship Award in 2000, the Ministry of Social Development recipient to the NGO Study Awards, and a recipient of the Kiwibank Local Heroes Medallist in 2012. I hold a B. Ed, B.A, Postgraduate Diploma in Social Work and MA in Applied Social Work.



STEPHANIE ERICK

National Manager,
Hapai te Hauora Tapui

Skilled in national advocacy, media and research, I am a Pacific leader with expertise in designing, leading and managing tobacco control programmes. I enjoy working in public health, health promotion and Pacific health projects and joined Hapai te Hauora, the largest iwi-owned public health organisation, as a Senior Advisor managing national workforce development for minimising and preventing gambling harm. I am a proud mother of Faith, Elijah and newborn Isaac who are of Niuean, Samoan and Cook Islands Māori descent.

“It is a privilege to grow leadership and enable critical thinking among our youth – it must be done properly.”



SUSANA GUTTENBEIL

Editor,
Manukau Courier

I have been a journalist most of my working life. I have held roles in presenting and anchoring television news and current affairs, producing and reporting across a range of media platforms and have held executive roles in strategic communications. I am currently the editor of the Manukau Courier, owned by Stuff (formerly Fairfax), the fourth largest newspaper in New Zealand that has one of the largest distributions to Pacific communities in the world. I have a Master's degree in Media Studies from the University of Auckland, and a diploma in journalism. Auckland born and raised, I am of Samoan and Niuean heritage and love to travel about the South Pacific.



SUSANA LEI'ATAUA

Founder and Director,
Onehunga Gallery

A geophysical outline equal parts ocean and sky with stretches of horizon to focus on, take off from and land, is my sense of the world.

I was born in Wellington, and New York City has been my long-time home. Aotearoa informs my relationship with New Zealand, and I'm always drawn to what it means to be local. As a creator, a presenter, an administrator my work crosses multiple platforms with words, with sound, with images – still and moving, in a team and solo.

How to weave the handmade practices of our forebears with the frontier technologies at our fingertips, this is our timing.



TAPU TUISUGA

Pasifika Services Coordinator,
Stopping Violence Services

Born and raised in Samoa, I moved to New Zealand in 2002. Samoa is a special place to me but I now consider New Zealand my home. My journey in social services started in the islands. The community lifestyle living, involving navigating people skills and building relationships contributed to what I now do professionally. Working with people has always been my passion and I have now been a counsellor for 10 years. In my current role, I mainly work with Pacific Island families, couples and individuals, affected by domestic violence. This role has taken me right back to where it all started – working and journeying alongside the Pasifika community.



TEOKOTAI PAITAI

Creative Architect,
Independent Freelancer

Of Cook Islands descent, I have been involved in the Performing Arts scene here in Aotearoa New Zealand for over 20 years.

Weaving stories through movement, I have been blessed with working alongside and for many Māori and Pacific artists who continue to navigate our journey, telling our stories.



THERESE MANGOS

Director,
Pacific Vision Aotearoa

Kia orana. I am a Cook Islander born here in Aotearoa. I have always been keen to work with my own community and our Oceanic neighbours here in Auckland to build a sense of mana tiaki (protection) of our beautiful world. This has led me to explore and learn more about our ancestral and cultural knowledge in order to best ignite, support and sustain behaviour change within our Pacific communities. My current work is founded on two decades working in the NZ film industry, publishing a book, and voyaging the 'big blue' ocean to my homeland Rarotonga. Now I am the proud navigator of my own waka that builds health and resilience in our communities.

PARTNER'S PERSPECTIVE



EMPATHY AND CREATIVITY

THE FUTURE OF LEADERSHIP

Eddy Royal, Founder and Director of Curative, and 2014 Leadership NZ Alumna, shares her thoughts on being part of the Leadership NZ whānau and what she believes is important for the future of leadership.



Leadership NZ came into my life in 2013. I didn't realise then how formative it would be to my own thinking, or to that of our purpose driven creative agency; Curative.

In 2013 we were only in our second year of operating. I'd left a well-paid career in the commercial world of advertising to establish an agency that worked solely on projects to help make the world a little bit better. There was a lot of work to be done. And a lot of learning to be done too.

We had a small team, and together we were all exploring some heavy themes: suicide prevention, minimising sexual violence, reducing drug related driving harm - the list goes on. We were well armed with our creativity, but questioning how to look after ourselves and each-other, how to do this work with heart and care, how to create genuine connection, and how to navigate the challenges of social change.

So, when Sina came and knocked on our door to ask if we would help to transform the annual leadership dinner into an experience that stirred something inside of people, and confronted some of the same questions we were asking ourselves, we were pretty quick to say yes. With a theme of disruption, the first Dinner with a Difference was born, and so too was a meaningful partnership between Leadership NZ and Curative.

As part of our partnership, myself and some of the team have already completed the New Zealand Leadership Programme. And while there is no doubt that the year pushes you to your edges and challenges you to think about yourself and the world in new ways, the ongoing value really comes in exploring a new theme of leadership together each year as we prepare Dinner with a Difference.

With each theme we deepen our thinking about what leadership means. We read relevant articles, discuss our own thoughts, debate ideas and imagine ways to bring each theme to life.

Each experience needs to feel exciting and inspiring; creating new awareness, and truly living the Leadership NZ values of diversity, active leadership, connection, conversation and leadership that makes a difference.

This year, our 6th Dinner with a Difference, explores the theme of Awakened Leadership in the Future of Work.

The framing of this year's theme names the complexity, volatility and rapid change that we're currently facing, and that as leaders, it can be a huge challenge to keep up with innovation and technology developments and predict what is required moving into an unknown future.

So, how do we we prepare ourselves, our people, and our organisations to adapt and respond, or indeed drive change in the face of automation, AI and unknown technological advances?

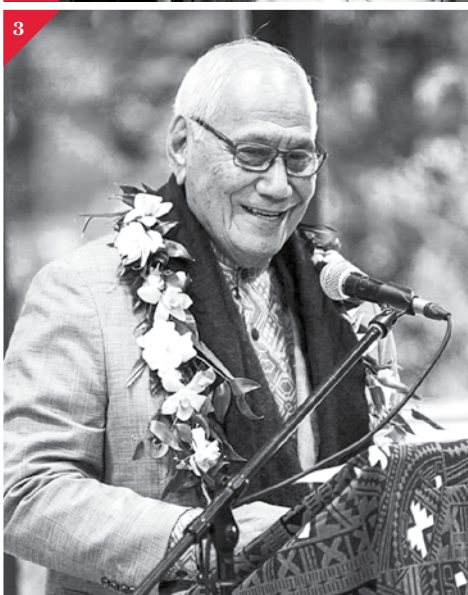
I believe, we have to start thinking about what it is that makes us human; what can we bring into this world that can't necessarily be automated or pre-programmed? How do we turn off our own personal autopilot function and live in this world fully, with our eyes open and our hearts wide? How do we make sure that we feel as much as we think? How can we practice empathy and deepen our creativity?

Of course, we don't have the answers. But these are the sorts of questions that we ask ourselves regularly at Curative as we try to smash assumptions and challenge norms. As we imagine what could be, and then work with the change makers and the brave to make it so. As we relentlessly pursue new ways of being that are more fair and equitable to everyone.

EMPATHY AND CREATIVITY – TO US THIS IS THE FUTURE OF LEADERSHIP.

Curative is the creative partner to Leadership NZ. Together, we design materials and experiences like our annual Dinner with a Difference to help unpack what leadership means.

Find out more about the work that Curative does at curative.co.nz



2018 LAUNCH OF THE MANA MOANA EXPERIENCE

1. William Pua, Cecilia Vakameilalo-Kioa, Sina Wendt and Karlo Mila
2. El-Shadan Tautolo (Alumnus 2016), Stephanie Erick, Jannitta Pilisi, Christine Nurminen, Nora Swann
3. His Highness Tuiataua Tupua Tamasese Ta'isi Efi
4. The Mana Moana Experience Participants 2018
5. Teokotai a Tearuru Paitai, Therese Mangos, May Seager
6. Lyn Lim
7. John Tuamoheloa, Natapu Tuisuga, Duane Stanley, Iani Nemani
8. Reverend Ali'itiasi Salesa
9. Masiofo Filifilia Imo, His Highness Tuiataua Tupua Tamasese Ta'isi Efi, Peter Garnett, Elaine Mead
10. Morehu Wilson & Ainsleigh Cribb-Su'a (Alumni 2015)





11



12



13



14



15



18



16



17



19



20

2018 LAUNCH OF THE NZ LEADERSHIP PROGRAMME

11. Nicky Vella (Alumna 2017)
12. Peter Garnett, Godfrey Boyce
13. Dickie Humphries
14. Some of the 2018 Participants
15. Jo Brosnahan, Peter Garnett
16. Alison Taylor (Alumna 2011)
17. Judy Whiteman, Godfrey Boyce, Sina Wendt
18. Annette Bartlett, Louise Marra, Karlo Mila, Sina Wendt, Chris Carrington
19. The New Zealand Leadership Programme Participants 2018
20. Sandra Alofivae, Nicola Semenoff, Karlo Mila (Alumna 2013), Matalena Leaupepe

JADE TANG-TAYLOR

LEADERSHIP NZ ALUMNA (2015)



Jade Tang-Taylor encountered the New Zealand Leadership Programme in 2013 when she was asked to share her insights as a young social entrepreneur, for a session on creative leadership.

“When I arrived, I immediately felt comforted by the warmth of the group and it was a great experience. The participants asked such interesting thought-provoking questions! It made me see the depth of discovery the Programme provides and I immediately thought ‘One day... I want to do what these people are doing and be part of the Programme!’”

Two years later, not yet 30 years old and already Co-Director of a successful Auckland creative agency she’d co-founded a few years prior, Jade did just that, joining the 2015 cohort as a participant.

“It was so much more than I ever could have imagined. Participating in the Programme has enhanced my life immensely both on a personal and professional level.”

Before joining the Programme, Jade had mapped out a meticulous 15-year plan for herself, something she now admits was, “A little bit dorky and unrealistic. The Programme showed me that if I were to stick to my original plan, it was going to limit my potential. Instead, there is greater value in embracing and enjoying the uncertainty of the journey of life.”

“I have learned to open up and trust myself much more, to appreciate and embrace change. It reminded me that I don’t always have to be in control. It awakened my potential and I’m definitely more mindful and mellow now.”

It’s hard to imagine Jade before she adopted this ‘more mellow’ disposition, as the first

thing you notice about her is her high-energy. Her exuberance is admirable given she is the mum of a one-year-old and juggles a number of professional positions and projects.

Jade stepped out of her role as Co-Director of Curative in December 2016 and Co-Host of CreativeMornings/AKL in early 2017 to enable her to take on more challenges. Currently, she is Deputy Chair of Auckland Council’s Ethnic People Advisory Panel, a Design Lecturer at Auckland University of Technology, running her own independent design consultancy working with University of Auckland’s CAI and Foundation North’s GIFT, and part of social innovation ventures and creative side projects such as Leadership Mastery, CareerMum, The 100 Mums Project and OnTheGrid.

When asked how she keeps her energy up Jade reflects, “I take time out and purposely create a space to think, feel and reflect. This was one of the most important aspects I learned from the Programme as it creates the space and time for you to stop, to reflect, to digest and think about the bigger picture in a strategic and systematic way. I’ve incorporated that practice into my life now. I’ve learned to value myself, my time and my energy, to be thoughtful, intentional and not so reactive to external pressures. I also realised that I have an absolutely incredible support network... My husband, my family, my friends, even our neighbours... It takes a village to raise a kid after all.”

A turning point for her in the Programme came through the session that focused on ‘Worldview Reflection.’

“As a designer, meeting different people and understanding different perspectives have always been important to me. However,

that session prompted me to look at my own unconscious biases, my cultural history, how it developed into who I am and what I bring to this world. I learned that I’m not only what I do, but who I am and how I am is just as important. I want to be open for new things to emerge, creatively adapting to the new challenges by bringing my whole-hearted self to the world now.”

For Jade, awakened leadership means, empathising with the people and community you serve, developing authentic, deep and vulnerable relationships, cultivating a culture of creativity and embracing change, working hard, staying humble and being kind.

She seems comfortable to go wherever the current might take her, referencing the famous Heraclitus quote - the only constant is change.

“IN THESE TIMES WHEN THINGS ARE CHANGING SO QUICKLY, YOU CAN EITHER EMBRACE THE UNKNOWN, TRY TO ADAPT, LEARN AND GROW FROM IT, OR NOT, AND THEN GET LEFT BEHIND.”

Jade is unlikely to be left behind. A strong leader, committed to the field of ‘design for social good’, we are lucky to have her in these changing times, a shining role model of awakened leadership that we can all learn from.

Interview by Kimberly Rees



STEVE FERGUSON

LEADERSHIP NZ ALUMNUS (2013) AND TRUSTEE

Most Leadership NZ alumni have a story to tell about how the New Zealand Leadership Programme has changed their lives in some significant way. However, Steve Ferguson's personal tale is pretty impressive.

He experienced the familiar and very real sense of loss as the Programme drew to a close in 2013 and he wondered how he would fill the gap in his leadership learning journey. Within two months he found himself a million miles away from his role at Kiwibank and in the slums of India.

As he tells it, Steve found his Leadership NZ experience to be a cathartic and insightful crystallisation of a journey already under way, which helped spark a new chapter in his life.

His social conscience ignited, he has since joined the Board of VOYCE – Whakarongo Mai and entered the unfamiliar territory of New Zealand's public sector.

In talking with Steve, the energy is palpable. His passionate banter is broken only by the occasional pause for considered thought before he's back into his effervescent flow again.

His career choices since leaving the Programme seem to be reflective of the courage nurtured by Leadership NZ combined with his natural disposition to sit at the edgier end of the risk spectrum. It's also no surprise that his recent public sector gigs have challenged him in completely different ways.

As we talk about challenges more generally, Steve segues into how Leadership NZ has not only helped him with his corporate roles but also that of being a father to twin teenage girls – a concept that resonates as I fleetingly

mention it happens to be my own teenage son's birthday. He talks about the leadership lessons that his daughters teach him in the same breath as he recalls his impactful Leadership NZ experience of the wardens in Glen Innes and the lengths they go to protect their local youth.

Steve's view on awakened leadership is one of perspective and being open to a different leadership frame. He cites the current geopolitical landscape, and in particular the reality TV show that is the current US political scene as being an example of where new leadership is required to respond to a very different political administration. For him this means being open to new ideas and learning from others, especially young people.

I ask about his own personal philosophy on leadership. He pauses at length before proffering "quiet leadership" as a response.

He elaborates, "It's about putting others in the limelight and letting them shine – more of a coaching/mentoring approach, a much more nuanced leadership style." This, of course, means embracing human diversity at a deep and rich level, seeing and enabling people for who they really are. He observes that many organisations seem to struggle with this. I concur.

When thinking about awakened leadership, it can be easy to drift into ideological rhetoric and global humanitarian goals that are admirable, but yet feel quite nebulous. Steve however, seems to keep it real; he refers back to his daughters again and how you need not look beyond your own children for some of the most important leadership lessons.

Themes of youth and 'giving back' have peppered our conversation. His advice for future leaders:

"HAVE THE AUTHENTICITY AND WILLINGNESS TO REVEAL YOURSELF. LEARN FROM AS MANY PEOPLE AS YOU CAN, THEN STIR UP YOUR OWN MIX. JUST GIVE IT A GO. BE CURIOUS."

As our interview draws to a close, Steve demonstrates a very personal level of awakened leadership. Despite me mentioning only fleetingly that it happened to be my son's birthday, he remembers and wishes me well for the evening. Although I am interviewing him, he is totally present in the conversation.

It's only a small thing. But small things are real. And small things count.

This is awakened leadership at the most human of levels.

Interview by Darren Lee

OUR SINCERE THANKS...

KEY PARTNER



Te Kaporeihana Awhina
Hunga Whara

SUPPORTING PARTNERS



CREATIVE PARTNER



DINNER WITH A DIFFERENCE EVENT PARTNERS



COMMUNITY PARTNER



PROGRAMME EVENT PARTNER



SCHOLARSHIP PARTNERS

Special thanks to the following who assist to ensure that diversity continues to be achieved across the New Zealand Leadership Programme and the Mana Moana Experience through the generous funding of scholarships:

- Counties Manukau Health Diversity Scholarship
- Andrea Needham Leadership Charitable Trust

EVENT HOSTS & SPEAKERS

Special thanks to the following who have assisted us in providing event venues, donated goods/ catering or valuable time:

- Rebecca Sinclair for being MC at The New Zealand Leadership Programme Graduation for 2017
- Morehu Wilson for his mihi whakatau at The New Zealand Leadership Programme Graduation for 2017
- Justice Joseph Williams for his inspiring speech at The New Zealand Leadership Programme Graduation for 2017
- His Highness Tuiataua Tupua Tamasese Ta'isi Efi for his keynote address at the Mana Moana Experience launch for 2018.
- Reverend Ali'itiasi Salesa for opening the evening and leading us in prayer at the Mana Moana Experience launch for 2018.
- Morehu Wilson (Ngati Paoa) for his mihi whakatau, and Ainsleigh Cribb-Su'a (Ngati Maniapoto, Ngati Tamatera, Ngati Kauwhata) for her karanga at the Mana Moana Experience launch for 2018.
- Kim Wright and Huei Min (Lyn) Lim of Foundation North for reflecting on their support as our key community partner at the Mana Moana Experience launch for 2018.

- Fale Pasifika - University of Auckland and Associate Professor Damon Salesa for hosting the Mana Moana Experience launch for 2018.
- KPMG and Godfrey Boyce for hosting The New Zealand Leadership Programme launch and cocktail party for 2018
- Nicky Vella for being MC at The New Zealand Leadership Programme launch for 2018
- Anjunm Rahman, Kirsty Marlow, Mark Langdon and Natalie Morris for helping at the cocktail event
- Chris Carrington for his mihi whakatau at The New Zealand Leadership Programme launch for 2018
- Alison Taylor for sharing her leadership journey and thoughts at The New Zealand Leadership Programme launch for 2018

NZ LEADERSHIP PROGRAMME AND MANA MOANA EXPERIENCE HOSTS AND SPEAKERS

Aimee Barwick
Annette Bartlett
Dr Aroha Harris
Auva'a Unasa Enosa
Sir Bob Harvey
Dave Wild with NZTE Better by Design
Deidre Otene
Edna Novak
Essendon Tuitupou
Greg Hartwell
Jannitta Pilisi
Jay Williams
Jo Brosnahan
Judy Whiteman
Kaan Hiini
Dr Karlo Mila
Louise Marra

Manoj Ragupathy
Manu Sione
Maulaivao Professor Albert Wendt
Moana Leilua
Moe Jackson (Ngati Kahungunu, Ngati Porou)
Moe Milne (Ngati Hine)
Nicola Campbell
Pat Snedden
Peter Garnett
Pieter Tuinder
Shona Meyrick
Sina Wendt
Tania Hack
Kaumatua Ted Wihongi and the whānau at the wonderful Kohewhata marae, Kaikohe
His Highness Tuiataua Tupua Tamasese Ta'isi Efi

SPECIAL THANKS TO THE FOLLOWING

- All invited authors, contributors and people who gave their time to be interviewed for this publication
- The editorial team (listed on inside front cover)
- The team at Curative – for editing and publishing of this magazine, and development and support of our new Programme marketing material
- Leadership NZ Alumni who gave their time, talents and energy at various events, alumni activities and Community Engagement & SkillsBank projects (listed on our website in Paying it Forward)
- Leadership NZ Trustees, Advisory Trustees and Funding Partners - for their ongoing support and invaluable advice
- Simon Telfer, Appoint – for support advertising SkillsBank board vacancies
- KPMG – for annual audit support

A CALL TO LEADERS



ARE YOU READY TO TAKE THE NEXT BRAVE STEP IN YOUR LEADERSHIP JOURNEY?

Many of our Alumni simply state that their journey with us has been 'totally transformational'. Our programmes are intensive, supportive, inclusive and experiential. We embrace innovation and are constantly evolving to offer our participants the best possible leadership experience. Each year's cohort selection is a carefully curated process to ensure diversity across sectors and experiences which forms part of what makes our programmes a premium experience.

Over 10 months you will take part in immersive and experiential retreats across Aotearoa, taking yourself to your learning edge. The retreats converge dialogue, conversation, critical inquiry, reflection and skills development.

The programmes are grounded in New Zealand context. Diversity is a key enabler to achieving ever higher levels of societal engagement, creativity and innovation. Along with retreats, seminars, guest speakers and debates help form more carefully crafted learning experiences as part of your journey. Our programmes are unique in developing personal leadership skills and awareness while addressing key issues that New Zealand faces. You will continue to connect with your cohort beyond the 10 months in our 6-month review retreat, and with all 400 Alumni across our many events and connection opportunities.

We have two programmes to select from. Our signature New Zealand Leadership Programme, and our Mana Moana Experience for Pacific leaders.



GO TO YOUR LEARNING EDGE!

With Leadership NZ you will;

- ▶ Examine and test values, worldviews and assumptions
- ▶ Build leadership capabilities to meet 21st Century challenges
- ▶ Broaden horizons through unique personal and professional approaches
- ▶ Explore new ways of thinking, developing the cultural intelligence needed by leaders of tomorrow
- ▶ Build networks beyond professional practice and 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
- ▶ Be able to reflect on your personal values, creating changes in value set, strengthening existing values and understanding the relationship between your own values and how you want to lead
- ▶ Grow a greater confidence in growing others
- ▶ Expand self-awareness, resilience, creativity and an action focus
- ▶ Tap into unique cultural legacy and harnessing Pasifika ancestral wisdom for contemporary leadership (Mana Moana)

TAKE THE NEXT BRAVE STEP. APPLY NOW.

To find out more, go to leadershipnz.co.nz
or call 09 309 3749
or email info@leadershipnz.co.nz



KEY PARTNER



Te Kaporeihana Āwhina
Hunga Whara

CREATIVE PARTNER



COMMUNITY PARTNER



FOUNDATION
NORTH
Te Kaitiaki Patea o
Tamaki o Tai Tokerau

SUPPORTING PARTNERS

