

DIRECTOR, LEARNING AND ORGANISATIONAL DEVELOPMENT, KAIHAUTŪ WHANAKETANGA AKOAKO RŌPŪ



REPORTS TO	LOCATION	DIRECT REPORTS	GROUP
Chief People Officer, Te Tumu Whakarae ā-Kaimahi	Auckland or Wellington	4-6	Strategy, People and Partners (SPP)

“Our purpose is to grow companies internationally – bigger, better, faster – for the good of New Zealand”

“Tā mātau whai kia whakakaha kamupene – kia nui ake, kia pai ake, kia tere ake – mō Aotearoa ngā whiwhinga”

WHY IS THIS ROLE IMPORTANT? | TE MANA Ō TE MAHI?

Our people are everything. Your primary focus is to ensure that we have the right initiatives, solutions, tools and practices in place to lift the capability of our people, culture and leadership to ensure we are able to deliver on our purpose. You will build on the strengths of what’s already in place at NZTE.

WHAT’S THE ROLE ABOUT | TE NGAKO Ō TE MAHI?

The most important work of this role is to...

- Inspire, coach, guide, develop and empower your people to deliver exceptional work and reach their full potential. Ensuring you have the right team in place to meet the needs of NZTE.
- Be an active member of the People Leadership Team, contributing to strategy, achieving KPIs, challenging assumptions and/or status quo and providing a united voice to decisions.
- Design, develop, source and implement organisational development initiatives, solutions, practices and tools, with a focus on culture, leadership development, capability development, performance and talent management, employee engagement, diversity & inclusion.
- Responsible for the continuous improvement of our overall capability architecture, ensuring we are clear on the capabilities we need for the future (across the organisation and in specific roles e.g. leaders).
- Developing an integrated programme of organisational learning opportunities in priority areas of capability development, including:
 - Māori capability, including responsibility for delivery of Kia Kaha (our Māori immersion programme for new joiners).
 - Leadership capability, including responsibility for delivery of capability building through our Leadership Model
- Recommend culture and workplace practices and frameworks that will deliver our characters, embrace diversity and inclusion, and leadership through aligned autonomy.
- Our approach to performance management, talent management (including an approach for identifying highly talented individuals and providing targeted mechanisms to support their development) and succession planning.
- Induction tools and solutions, including responsibility for delivery of Ignite (our new joiner programme).
- Ensure our core tools deliver to business needs (learning management system, culture and engagement survey, performance and development) so that they meet BASIC UX principles (Beautiful, Accessible, Simple, Intuitive, Consistent).

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- Keep business as usual activities running, i.e. our culture and engagement survey, performance & development planning, learning framework, 360 feedback, ensuring our leaders understand the NZTE approach to leadership and the tools and frameworks we utilise, responding to requests for facilitation support, and ensuring learning attendance is captured.
- A close relationship with the People Advisory and Talent Team to ensure learning & organisational development initiatives are fit for purpose and they are set-up to endorse, deliver and support as required.
- Enable people leaders through the provision of tools and resources to create a culture of high performance and growth in their team.

Success in this role means:

- NZTE people are thriving as a result of opportunities to grow and develop.
- NZTE leaders globally have access to development support for themselves and their team.
- Organisational development and learning initiatives are valued as they are clearly aligned to achieving NZTE strategy.
- NPS scores from learning experiences show that our people are well prepared, and they are hitting the mark in terms of content and delivery.
- Our processes and systems are integrated and meet BASIC UX principles.
- Leading a culture of high performance in the People Team.
- Regularly demonstrates cultural intelligence and inclusivity to ensure our approach works for all our people around the world.
- Working across the business to partner on relevant initiatives.

WHAT CAPABILITIES ARE NEEDED TO SUCCEED | Ō PŪKENGA?

- **Experienced** – Bringing extensive experience in OD at a senior leadership level having successfully designed and led cultural evolution or transformation. If you have worked internationally, even better.
- **A design and systems thinker** – You'll understand the nuances and levers you can work to optimise organisational performance and build on engagement and ways of working.
- **Great at prioritising** – Spends time on what's important; zeros in on the critical, eliminates roadblocks; creates focus for self and team.
- **Committed to te Ao Māori** – Is committed to building knowledge of issues relating to te ao Māori and tikanga Māori.
- **A leader people want to follow** – Great at inspiring and motivating others and getting the best from individuals and teams. Provides challenging tasks and assignments, actively develops individuals and is a great people builder and leader.
- **Able to partner with and influence** at all levels of the organisation. You'll have great relationships and active advocacy for people; people related programmes and innovative solutions that align with business goals and deliver the desired people experience. You'll be well versed in presenting, facilitating and influencing executive leadership teams in a customer focussed commercial environment. You can garner support and resource to deliver your work programme. Able to motivate and communicate with others to get them on board with what you're trying to achieve.
- **Flexible** – Able to be proactive and reactive all at the same time, managing multiple priorities and eliminating roadblocks without being knocked off balance by the unexpected. Can effectively cope with change, can decide and act without having the total picture. Ability to be self-directed and motivated, counted on to get the job done among tight and competing deadlines.

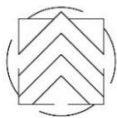
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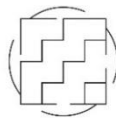
Our characters | Ō mātou uara

- **Ambition drives us** – Our ambition for our customers is high, and we always rise to the occasion. We help meet their business expectations by expecting greatness of ourselves.
- **Adventure teaches us** – Experimentation is more powerful than perfection, as only through learning from our missteps can we truly succeed. That's why 'giving it a go' is the best way to learn.
- **Honesty frees us** – We explore challenges with an open mind. Only when we ask questions and truly listen can we discover the right way forward.
- **Trust binds us** – Our people may be worlds apart, but it's trust that holds us together. Growing a nation is only possible when we keep promises and honour commitments.
- **Manaaki is us** – We celebrate the mana (strength and dignity) of each other as being equal to or greater than our own. We strive to enhance mana in everything we do through our hospitality, generosity and mutual respect.

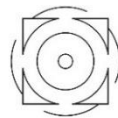
It's when these five characters work together that we truly become One Global Team – that's the real superpower of our organisation and how we achieve so much for our customers.



AMBITION
Drives us



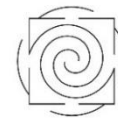
ADVENTURE
Teaches us



HONESTY
Frees us



TRUST
Binds us



MANAAKI
Is us

How we lead at NZTE | Ā mātou kawenga ki Te Taurapa Tūhono

Leadership at NZTE takes a broad definition. We see leaders as those who lead others. That can include formal people leaders, leaders through influence or those who are leading our customers. At NZTE we define leadership as "enhancing mauri to deliver impact".



NZTE is committed to uplifting the mana of Māori as tāngata whenua and recognises Te Tiriti ō Waitangi/ the Treaty of Waitangi as Aotearoa's founding document.