About the Leadership Capability Framework

What is a Capability Framework?
A capability framework is a means by which a professional workforce communicates the behaviours, skills and knowledge required to be effective at different levels and in different roles in that workforce. The Leadership Capability Framework sets the foundation for the design of the Response and Recovery Leadership Programme (RRLP), for assessment and eventually, for supporting the accreditation process.

Who is the Framework for?
- For our leaders in Response and Recovery: for Controllers, Recovery Managers and Response Managers, the Capability Framework gives an overview of the capabilities required to be effective in their roles and in specific situations. It helps individual leaders understand where their gaps may be and where development can be directed.
- For training providers: the capabilities set the baseline for course content, and a framework for qualification development.
- For accreditation: the capabilities will give a comprehensive framework of what is required to achieve professional standards at various levels and in various roles.
- For Continuing Professional Development (CPD): the capabilities determine the focus of CPD for individuals.

Current version of the Framework
This version of the Framework has been developed from the original draft developed by RRANZ. Work that has been done since has been to:
- Integrate information on capabilities from the sector role profile workshops (held in May/June 2019), and consultation with CDEM Controllers and Agency response and recovery SMEs (carried out February/March 2020).
- Align the framework more closely with the classification matrix in the CIMS 3rd edition.
- Incorporate a stronger Recovery focus.
- Build in some new capability domains that will be important in our future.

How is the Framework organised?
The Framework is organised into six capability “domains” or areas of capability for leaders. One further knowledge-based domain of Hazard and technical understanding (shown in the centre) is covered in another document.

Each domain has a number of sub-domains which provide more in-depth information on different aspects of the domain. Each domain and subdomain has a description and these run down the left hand column on each page. Each domain has a number of “sub-domains” which provide more in-depth information on different aspects of the capability - these run down the left hand column on each Framework includes behavioural “indicators” - as the name suggests an “indicator” is not comprehensive on key behaviours that indicate effectiveness. The main domains are:

**Capability 1: Setting Direction**
You think, analyse and set direction with long term objectives in mind, making sound decisions based on complex information where there is uncertainty, ambiguity and significant consequences.

**Capability 2: Leading People**
You build effective, capable, leaders and teams, bring out the best in your people and create a strong positive culture, shared direction and high performance.

**Capability 3: Managing relationships**
You inspire confidence and build strong trust relationships with stakeholders, engaging to identify needs, influence actions, negotiate solutions, and jointly deliver on response/recovery goals and plans.

**Capability 4: Managing self**
You are self-aware and actively manage your skills, qualities, attitudes, and emotional state. You maintain effectiveness, momentum, and stability for yourself and others when facing stress and challenges. You know your capability strengths and gaps and learn from every situation you are in.

**Capability 5: Engagement and partnering with iwi and Māori**
You build the mana, knowledge and capability to engage with iwi and Māori in an effective and valued way. You understand your role and responsibilities in relation to the Treaty of Waitangi and actively partner with whānau, hapū in Response and Recovery.

**Capability 6: Delivering results**
You translate strategy and decisions into action and plan effectively to make sure the right things happen. You focus on getting things done with and through others to co-ordinate activities and create change and benefits to meet community needs.

Order and Priorities
While the capability areas are numbered, this is just for organisation purposes. At this point in time there is no intended hierarchy and the capabilities are not prioritised or weighted in any way. While framework focuses on core leader capabilities, the importance of each area may vary according to role and job requirements. We will have the opportunity to refine this further as the design of the accreditation process gets underway.

Context and levels for capability
Across the top of each page, there are summary points on the specific context where that level of capability is likely to be used. This draws on work the Capability team is undertaking to map the capability expectations in the Framework to the matrix of incident classification and response levels contained in the CIMS 3rd edition.

Under each domain or area of capability you will see there are four different levels: Developing, Competent, Highly competent, Advanced. Each of these levels has behavioural indicators that highlight how a leader would demonstrate the capability at that level. This will enable us to identify expectations for leaders at different levels and complexity of response.

The levels reflect the variances in complexity, scope and responsibility across jobs as well as the complexity and challenge of the context in which the capabilities are used. The levels are cumulative; for example, a leader at Highly Competent would be expected to also have acquired and demonstrated the behaviours at Developing and Competent. Details at the bottom of each column identify some of the adverse indicators at each level.

Having levels in the Framework also enables individual leaders to see how expectations change at each level, and the capability pathway to increase their skills and develop their potential.

Response and Recovery
The focus on leadership means that most of the capabilities identified are relevant to both Response and Recovery leaders. Additional capability information from a workshop with Recovery Managers has been added into the original framework. Where the operating context is different and different capabilities are required, we will continue to ensure that both specific Recovery and Response related content is incorporated into the Framework.

Capability framework – Next steps
- Given how much change there is in the sector, there will be ongoing updating of the Framework to reflect new challenges and demands.
- As the accreditation process is designed, the Framework will be reviewed in order to ensure that it meets the requirements for the accreditation process.
- The references to the Leadership Success Profile (LSP) and Hogan are to provide links to cross reference to capability areas that these different capability models have in common.

Hazard and technical knowledge
Hazard and technical knowledge is covered in a separate document. This outlines key areas of knowledge and understanding for Controllers, Recovery Managers and Response Managers. The importance of each area may vary according to response classification, role and job requirements. The key areas covered in Hazard and technical knowledge are outlined below.
Leader Behaviours for Controllers, Recovery Managers and Response Managers

Context for Setting direction

- Competing demands
- Mainly operational response
- Known territory and higher level of predictability
- Short time frames
- More familiar decisions
- Increasingly unpredictable and ambiguous context
- More tactical and longer timelines
- Wider range of stakeholders to be considered
- Governance established at varying levels of familiarity
- Significant scale and complexity of problems
- Strategic focus increasing, with tactical decisions required on prioritisation of resources, alignment between levels of response
- More complex and formalised governance arrangements
- Less clarity – more conflicting views and advice
- Strong strategic focus
- Problems are novel, or intractable, without existing solutions or the solutions applied may have failed
- High stakes political interest and stakeholder involvement
- Significant resourcing issues and decisions

Developing - Indicator Behaviours

Information and Opportunity
- Applies straightforward existing models and tools to gather and analyse the information required to understand a situation, development analysis, and decision-making, creates and maximises opportunity through collaborative use of information

Strategic thinking
- Sets and adjusts strategic direction in a dynamic environment to determine wider direction

Problem-solving and judgement
- Makes effective decisions in appropriate timeframes with the environment to determine wider direction in a dynamic information and maximises opportunity

Competent - Indicator Behaviours

Information and Opportunity
- Chooses and uses analytical concepts or methods to (e.g. holistic consequence analysis, systems thinking)
- Identifies the intelligence required and sees patterns, trends or missing pieces
- Systematic about informing self - seeks out input and information from diverse sources internally and externally
- Relates situational information to the wider context

Strategic thinking
- Keeps a focus on intelligence to identify and respond to new issues as they arise

Problem-solving and judgment
- Makes deliberate and structured approaches to solving problems and making decisions
- Acts promptly and with confidence when a situation requires a quick decision
- Breaks down solution into immediate actions
- Sets priorities for actions based a sound rationale
- Makes the right “call” given what is known at the time

Agility and innovation
- Open to new information and modifies approach to deal with changes
- Generates better solutions through adjusting or fine-tuning what already exists

Highly competent - Indicator Behaviours

Information and Opportunity
- Selectively absorbs a large amount of diverse or complex information to identify both the central and underlying issues of a situation
- Identifies discrepancies, trends, and inter-relations in unfamiliar or unrelated information

Strategic thinking
- Broaders others’ strategic view and input across response or recovery, and with agencies, partners and other stakeholders
- Identifies issues not immediately obvious to others, and not learned from previous experience
- Creates heightened awareness of the changing landscape for teams, and possible impacts for direction and execution
- Gets complex analysis, views and ideas into concepts or analogies others can understand without dumbing it down
- Thinks beyond the issues and balances multiple perspectives when setting direction or reaching conclusions
- Thinks critically about broader trends (e.g. industry, international, iwi, scientific, political, stakeholders, etc.) and their implications

Problem-solving and judgment
- Identifies the implications and risks of alternative courses of action, looking beyond current solutions or boundaries
- Balances intelligence, wisdom, experience, and different perspectives when making decisions
- Identifies issues not immediately obvious to others, and not evident to stakeholders
- Chooses and uses analytical concepts or methods to (e.g. analogy others can understand without dumbing it down)
- Makes reasoned decisions even when faced with incomplete or conflicting information
- Ensures all consequences (including those not immediately evident) are considered

Agility and innovation
- Encourages new ideas and perspectives on issues
- Ready to try different approaches for new or changed situations

Highly competent – Potential derailers

- Let’s own or others personal insights or opinions take precedence over intelligence
- Sets unrealistic goals
- Too reliant on past experience, old models and precedent when addressing complex issues
- Lacks understanding about where to be strategic, and where to be tactical in their approach
- Filters out divergent thinking

Leadership Success Profile

- Leading strategically
- Leading with influence
- Curious

Links to Hogan

Links to Leadership Success Profile

- Leading strategically
- Leading with influence
- Curious

Developing – Potential derailers

- Values practical action over strategy
- Uncomfortable with uncertainty
- Doesn’t appreciate the need to constantly scan for information
- Discounts information that doesn’t line up with their existing picture
- Loses focus on purpose and goals

Competent – Potential derailers

- Does not value information and analysis
- Doesn’t see implications, make connections between disparate information, or relate it to a wider context
- Dismissive of information with no immediate application so misses opportunities
- Averts making decisions, or is reactive and haphazard in their decision-making
- Doesn’t handle complexity or ambiguity well
- Misjudges timescales and situational demands and makes decisions too swiftly or too slowly
- Shuts down different points of view

Advanced – Potential derailers

- Slow to challenge or adjust strategy once determined to deliver better results (tired and true, complacent)
- Too operational and tends to get lost in the detail and micromanage
You build effective, capable, leaders and teams, bring out the best in your people and create a strong positive culture, shared direction and high performance.

**Achieve through others**
Delegates and maintains oversight of work responsibilities and leverages the capability of Recovery/Response Management Team, governance, peers and partner organisations, to deliver outcomes for communities.

**Empowerment**
Enables others to act on initiative and develop and to improve their performance.

**Building culture**
Shapes, influences and models a culture that empowers everyone to deliver.

**Diversity**
Ensures the workforce reflects the diversity of people and develops a culture that empowers everyone to deliver outcomes for communities.

#### Links to Leadership Success
- Context for Leading people
- Developing – Indicator Behaviours
- Competent - Indicator Behaviours
- Highly competent - Indicator Behaviours
- Advanced - Indicator Behaviours

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### Leadership Behaviours for Controllers, Recovery Managers and Response Managers

#### You build effective, capable, leaders and teams, bring out the best in your people and create a strong positive culture, shared direction and high performance.

#### Achieve through others
Delegates and maintains oversight of work responsibilities and leverages the capability of Recovery/Response Management Team, governance, peers and partner organisations, to deliver outcomes for communities.

#### Empowerment
Enables others to act on initiative and develop and to improve their performance.

#### Building culture
Shapes, influences and models a culture that empowers everyone to deliver.

#### Diversity
Ensures the workforce reflects the diversity of people and develops a culture that empowers everyone to deliver outcomes for communities.

#### Developing – Indicator Behaviours

- **Achieve through others**
  - Identifies people’s strengths and capabilities and delegates responsibilities based on these
  - Understands that people may use different approaches to achieve the same results
  - Keeps leaders and teams focused on people, impacts and results

- **Empowerment**
  - Gives their people latitude to get the job done
  - Gets people collaborating to use different strengths

- **Building culture**
  - Responsive to people’s issues and problems
  - Builds trust and respect with and between people
  - Pursues their work with energy and drive, and motivates others to do the same
  - Ensures shift, rest, and rotation planning is developed, maintained, and adhered to

- **Diversity**
  - Works well with people who are different from themselves
  - Recognizes and addresses own filterbiases, and cultural preference

- **Lift team and individual performance**
  - Develops teams (different agencies, multi-disciplinary) into a coherent and integrated work unit
  - Sets clear expectations and holds people to account
  - Recognises good performance and deals with poor performance constructively
  - Ensures the practical needs of the team are met

- **Develop talent**
  - Continually acquires and applies new knowledge and developing talent
  - Actively shares knowledge among peers or offers advice to less experienced colleagues.

#### Competent - Indicator Behaviours

- **Achieve through others**
  - Changes own leadership approach to get different results and supports others to adapt to that
  - Anticipates capability requirements needed to deliver on future objectives and manages to resources and boundaries

- **Empowerment**
  - Addresses silo mentalities, builds more collaborative ways of working
  - Balances control with autonomy to get the best from their people
  - Builds teams of teams that can collaborate and coordinate without centralised control

- **Building culture**
  - Tracks the health of both formal and informal culture across leaders and teams
  - Engages both the minds and hearts of their people
  - Understands how culture needs to shift as the demands of the response or recovery change

- **Diversity**
  - Seeks out diversity and leverages what it can bring to the work
  - Role model for inclusive leadership behaviour

- **Lift team and individual performance**
  - Thinks about performance of the group as a whole and develops solutions that address
  - Diagnoses problems across teams with potential to compromise performance and acts on this

- **Develop talent**
  - Assists others to grow through feedback and coaching, even when under pressure
  - Encourages individuals to extend the influence of their skills and capabilities

#### Highly competent - Indicator Behaviours

- **Achieve through others**
  - Changes own leadership approach to get different results and supports others to adapt to that
  - Anticipates capability requirements needed to deliver on future objectives and manages to resources and boundaries

- **Empowerment**
  - Addresses silo mentalities, builds more collaborative ways of working
  - Balances control with autonomy to get the best from their people
  - Builds teams of teams that can collaborate and coordinate without centralised control

- **Building culture**
  - Tracks the health of both formal and informal culture across leaders and teams
  - Engages both the minds and hearts of their people
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  - Thinks about performance of the group as a whole and develops solutions that address
  - Diagnoses problems across teams with potential to compromise performance and acts on this

- **Develop talent**
  - Assists others to grow through feedback and coaching, even when under pressure
  - Encourages individuals to extend the influence of their skills and capabilities

#### Advanced - Indicator Behaviours

- **Achieve through others**
  - Understands the value that specific capabilities provide to the response/recovery and how these are obtained and used to best effect

- **Empowerment**
  - Trusts the knowledge, insights and skills of their leaders
  - Works with their leaders to build teams that are more goal-driven and self-managing

- **Building culture**
  - Drives a diverse and collaborative working culture which encourages transparency and open communication in difficult and pressured situations
  - Challenges assumptions, calls out outdated ways of doing things, models new behaviours and approaches

- **Diversity**
  - Gains leadership involvement and ownership from other leaders for inclusive behaviour

- **Lift team and individual performance**
  - Balances control with encouraging initiative and latitude to get the best from skilled and diverse people

- **Develop talent**
  - Coaches and mentors to provide critical feedback and support other leaders within the response or recovery context
  - Encourages individuals to extend the influence of their skills and capabilities
Leadership Behaviours for Controllers, Recovery Managers, Recovery Managers and Response Managers

Context for Managing Relationships

- Multi-agency coordination
- Known organisations and individuals
- Less likely to be formal governance
- Past history and common purpose

Developing - Indicator Behaviours

Engage with communities

- Continually communicates/collaborates to identify the impacts of actions on different parts of the community and how these will be addressed
- Determines the relationships necessary and involves the right people in the right time
- Sets up relationships with clear and shared purpose and goals

Multi-agency collaboration

- Establishes effective liaison/connection for information-sharing and co-ordination
- Collaborates to make decisions on individual and joint responsibility for specific actions

Lead at the political interface

- Aware of potential areas of interest for local and national political representatives, keeps informed when necessary

Communicate with influence

- Actively listens, reads people and situations accurately, and adjusts own tone accordingly
- Communicates factual information in the right language and tone for different settings and people (e.g. succinct, clarifying, matter of fact, preparative)
- Creates a climate where others feel they can raise concerns and issues - personally open and approachable
- Takes and responds constructively to feedback and different points of view
- Maintains communication style under pressure - calm, non-defensive, clear, direct, responsive

Social and Cultural Intelligence

- Develops reliable local information sources
- Aware of different dynamics (e.g. local politics, business, community, cultural, faith-based) and impact on relationships
- Accepts and respects that every person has their own cultural perspective and world view
- Understands the value and contribution of culturally distinct ways of addressing situations

Develop networks

- Actively nurtures relationships with other agencies
- Build two-way trust in dealing with contacts

Increasingly unpredictable and ambiguous context

- Multi-agency coordination
- High stress, escalated, emotional contexts
- More political influence increases exposure and risk

Competent - Indicator Behaviours

Engage with communities

- Uses different models for engagement, to get the right people and groups working together
- Inclusive approach to community engagement and involvement at different levels of response/recovery (e.g. vision-building, information-sharing, consultation, decision-making)

Multi-agency collaboration

- Understands and works across a range of different, conflicting agency stakeholder agendas
- Brings key players together, builds trust, identifies and works towards shared goals

Lead at the political interface

- Navigates political issues sensitively and effectively to manage response or recovery reputation

Communicate with influence

- Represents the recovery or response - displays presence, confidence and credibility with governance, team, local communities, stakeholders, media and local politicians
- Presents complex and conflicting information with clarity, adjusting for different audiences and managing high interactions

Communicates issues and goals/intentions to build trust and maintain goodwill in a context of change and risk

Social and Cultural Intelligence

- Builds a social and cultural map of stakeholders and communities of interest and understands the dynamics in and between these
- Understands and responds to diversity within a larger group (e.g. diverse needs and issues within a community) and whose collective advocacy is necessary for communities without a voice
- Ensures their team understand this, the dynamics and implications
- Seeks the expectation that response or recovery will respond to diverse needs and issues within a community
- Ensures that new vulnerabilities in communities are not built through actions

Develop networks

- Supports others in their team to initiate and maintain meaningful relationships needed to do their job well

Highly competent - Indicator Behaviours

Engage with communities

- Uses deliberate strategies to build the capability of communities/partners/stakeholders so they can contribute with impact

Multi-agency collaboration

- Manages an extended range of relationships, lateral and vertical, internal and external, multi-level
- Keeps issues to build, frames, building, information-sharing and coordination, consultation, decision-making

Lead at the political interface

- Navigates political issues sensitively and effectively to manage response or recovery reputation

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Develop networks

- Supports others in their team to initiate and maintain meaningful relationships needed to do their job well

Highly competent - Potential derailers

- Does not respond to diversity within communities
- Not concerned about building the trust of communities
- Makes assumptions about stakeholder and community world views, needs and capacity
- Tends to do no immediate or obvious benefit from relationship activities

Advanced - Indicator Behaviours

Engage with communities

- Uses deliberate strategies to build the capability of communities/partners/stakeholders so they can contribute with impact

Multi-agency collaboration

- Manages an extended range of relationships, lateral and vertical, internal and external, multi-level
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Advanced - Potential derailers

- Frustration when politics and stakeholder issues impact or slow decisions
- Inflexible
- Over-concerned with their own reputation and “fronting” - reluctant to step back, “look bad” or lose face

International relationships

- Highly dependent on external factors, particularly international levels as appropriate
- Responsible for building and maintaining long-term relationships that impact on communities
- Manages external influences for long-term outcomes

Multi-agency collaboration

- Engages CEs, political representatives, and a range of national and community stakeholders in developing long-term strategy and approach
- Uses complex strategies to influence at a systems level (context of strongly conflicting agendas, significant resources, serious risks and consequences)
- Understands collective impact and builds support for goals through coalitions - increasing value for all parties
- Develops formal partnerships to advance goals (e.g. inter-organisation, inter-sectoral, international) and facilitates formal partnership agreements

Lead at the political interface

- Trusted senior advisor to political representatives (understands Government concerns and priorities, shapes relationships, informs, advises and influences on diverse and sensitive issues, navigates between different political interests)
- Provides direction and guidance to other leaders and stakeholders on influencing in political situations
- Understands the role of political opportunities and political dynamics underpinning a particular situation, at local, national and international levels as appropriate
- Anticipates likely outcomes, based on understanding of decision-making processes and political dynamics

Links to Hogan

- Advanced - Potential derailers
- Full list of derailers and strengths
**Leader Behaviours for Response Controllers and Recovery Managers**

**Context for Managing self**

- Visible results
- Clearing roles and expectations
- High time pressure and risk
- Interactions require high clarity
- Limited opportunity for reflection
- Stressful, emotional, distracting context

**Developing – Indicator Behaviours**

**Self aware**

- Understands own capability gaps and seeks to extend own knowledge, skills and experience
- Demonstrates empathy – can relate to other people and their situation

**Curious and open-minded**

- Encourages feedback and input on decisions and actions
- Listens to alternatives

**Honest and courageous**

- Clearly takes action on challenges (steps up)
- Asks for help and support when out of their depth

**Emotional control**

- Manages own responses and reactions carefully when facing with demanding situations
- Understands own pressure points and implements techniques for managing stress and negative emotions when needed
- Attentive to others' emotional cues and prepared to respond

**Resilient**

- Maintains a high level of personal energy, motivation and self-discipline under pressure
- Able to juggle multiple priorities

**Ethics and integrity**

- Understands and works within policy and procedures
- Behaviour, actions and outcomes are honest, fair and open to account

**Competent – Indicator Behaviours**

**Self aware**

- Shows commitment to self-development and developing others
- Understands and makes significant changes to their leadership style and approach when needed to meet situational demands
- Uses understanding of self and awareness of other people to ensure positive communication, especially in difficult circumstances
- Increases own effort and focus when the situation calls for this – knows when to change gears

**Curious and open-minded**

- Seeks feedback and input from others – tests ideas and assumptions and is influenceable – takes other's thinking on board

**Honest and courageous**

- Accepts accountability for own decisions and actions
- Role models the behaviours they ask of others

**Emotional control**

- Self manages emotions even when under pressure
- Responds constructively to stress, anxiety or fear in others – maintains a positive outlook and supports people

**Resilient**

- Deals with setbacks and negative feedback well – reflects and moves on
- Readily tries new approaches appropriate for new or changed situations, does not persist with ineffective behaviours

**Ethics and integrity**

- Models ethical practices to their people
- Balances competing interests and priorities ethically in making decisions
- Manages political relationships to maintain neutrality, objectivity and independence

**Competent – Potential derailleurs**

- Limited understanding of how their emotional responses can impact on their own and others actions
- Uncomfortable with acknowledging their development areas and asking for feedback
- Finds it hard to prioritise and decide what not to do
- Finds it hard to discipline themselves to focus on work most critical to achieving objectives (rather than what they are comfortable with or see as personally important)
- Does not deal well with stressful environments
- Gets overwhelmed easily

**Highly competent – Indicator Behaviours**

**Self aware**

- Shows commitment to self-development and developing others
- Understands and makes significant changes to their leadership style and approach when needed to meet situational demands
- Uses understanding of self and awareness of other people to ensure positive communication, especially in difficult circumstances
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**Highly competent – Potential derailleurs**

- Peasemist or over-confident in their abilities
- Limited adaptive skills
- Unsure of their own judgements - avoids hard calls
- “Patch” mentality – doesn’t see their themselves as being part of a larger system
- Doesn’t step back and consider issues through ethical/values lenses
- Actively or passively resists involvement of higher levels of leadership in response or recovery
- Interprets setbacks and criticism overly personally – intolerant or “prickly”
- Doesn’t take time out to ‘look after themselves’
- Daunted by risk
- Persist with ineffective behaviours
- Struggles to address low morale or de-motivation in others

**Advanced – Indicator Behaviours**

**Self aware**

- High capacity for self-reflection; looks back at setbacks and/or failures, insightful about key learnings for self and others and puts these learnings into action

**Curious and open-minded**

- Has a high level of comfort leading in situations they don’t fully understand
- Comfortable with novel ideas and approaches

**Honest and courageous**

- Adapts approach when the situation requires (including changes in direction or tactics) without feeling as though it’s a backtrack, compromise, or damaging to personal mana and credibility
- Shows moral courage in making hard decisions with significant risks or consequences for people
- Knows when to stand firm and when to accommodate, particularly when there is a power differential

**Emotional control**

- Maintains their calm and composure even under the most extreme circumstances
- Quick to influence others to shift their emotional responses as required by changing circumstances

**Resilient**

- Continues to exercise sound judgement, considers values and ethics and make sound decisions in extreme situations
- Draws upon own resilience and self-control to manage the emotions of others during adverse times

**Ethics and integrity**

- Prepared to confront unethical actions in others
- Takes principled stands, even when these are unpopular

**Advanced – Potential derailleurs**

- Personally confident, but does not build confidence in others
- High personal standards and exacting about others performance – negative response to failure and does not use opportunities for others to develop
- Gets over-invested in their own point of view
- Does not narrow their focus unduly when under pressure
- Feels that making mistakes or changing tack makes them less of a leader
**Leader Behaviours for Controllers, Recovery Managers and Response Managers**

**Context for Engagement and partnering with iwi and Māori**

- Māori interests in the event are limited and/or iwi/Māori are not affected in any specific way
- Consultation may be needed to determine or verify any impacts or effects
- Targeted communication through different channels may be important

**Developing - Indicator Behaviours**

- **Partnership under the Treaty of Waitangi**
  - Identifies response/recovery issues that may have a specific or disproportionate impact on Māori and how they need to be involved in developing the solutions
  - Understands of Te Ao Māori
    - Understanding of Māori place-based and social structures and values (e.g., mana whenua) and where Māori are best placed to make decisions
    - Encourages others to understand and respect Māori cultural perspectives, values and beliefs
    - Thinks about what they and others do in terms of equity and freedom from bias – understands the negative side of this and where practices are “one size fits all or discriminatory
    - Acknowledges own knowledge and skill gaps in this area – knows what they don't know
  - **Engagement with iwi and Māori**
    - Confidence engaging with individual Māori representatives
    - With advice, follows best practice for engagement that reflects Māori perspectives and cultural values/ local tikanga and kawa
    - Designs and manages engagement so that expectations and solutions can be clarified and debated

- **Competent - Indicator Behaviours**
  - **Partnership under the Treaty of Waitangi**
    - Understands their role and responsibilities as a Treaty partner
    - Establishes partnerships and relationships that will meaningfully involve Māori at iwi hapū/whānau level (relevant to the situation)
    - Supports Māori expectations and aspirations to promote the wellbeing of Māori and the wider community
    - Understands where statutory regimes require active consideration of the principles of the Treaty of Waitangi, including formalised consultation or engagement
  - **Understanding of Te Ao Māori**
    - Uses greetings in te reo Māori, pronounces Māori words correctly
    - Aware of the tikanga Māori they will encounter in more formal or marae-based settings, and their role in this
    - Demonstrates an understanding of core Māori values such as mana whenua, manaakitanga, kaitiakitanga, rangatiratanga
    - Understands the importance of local context and local iwi and community in response and recovery and engages with people who hold that knowledge
  - **Engagement with iwi and Māori**
    - Leads so the response/recovery as a whole has clear processes for Māori consultation and decision-making is informed by Māori perspectives
    - Works to timeframes that allow for engagement to be effective
    - Designs and manages engagement so that expectations and intent can be clarified and debated

- **Highly competent - Indicator Behaviours**
  - **Partnership under the Treaty of Waitangi**
    - Looks for opportunities to define and focus on shared outcomes with iwi and Māori partners
    - Leads others to ensure that obligations of the Crown in relation to the Treaty of Waitangi are reflected in their leadership and met in their outputs
  - **Understanding of Te Ao Māori**
    - Open up cultural issues for discussion with the team – leads discussion on underlying assumptions, divergent values and their impacts on the work
    - Recognises and responds to different dynamics within and between iwi, hapū, and maraes
    - Knowledgeable about Treaty settlements and commitments in a given area, and how these impact on capabilities, resourcing, relationships and structures
  - **Engagement with iwi and Māori**
    - Ensures all their team understand the needs and perspectives of Māori and have the right skills, competencies and advice to engage effectively
    - Knows the landscape of key Māori organisations, their roles and relationships, and how to engage

**Advanced - Indicator Behaviours**

- **Partnership under the Treaty of Waitangi**
  - Motivates, supports, leads, and mentors others to engage effectively and appropriately through a partnership approach with Māori
  - Co-designs partnerships and activities with Māori to ensure the best solutions for Māori
  - Develops, implements, innovates and uses resources to achieve equitable outcomes for Māori and leads others to do the same

- **Understanding of Te Ao Māori**
  - Confidently uses basic te reo Māori and comfort with tikanga Māori in a range of informal and formal settings
  - Can draw on established networks with leadership in local or national iwi and Māori organisations

Links to Leadership Success Profile

- Engaging others
- Leading with influence
- Leading strategically
- Enhancing organisational and system performance

Links to Hogan

- Potential derailers
- Competent – Potential derailers
- Highly competent – Potential derailers

**Potential derailers**

- Does not acknowledge, or expresses negative opinions on the identity, language and culture of Māori.
- Makes assumptions on the resources and capacity iwi and Māori communities can contribute to response or recovery without engaging with them or responding to their needs and concerns
- Makes no attempt at correct pronunciation of common words and place names in te reo Māori

- Does not recognise the need to get and use Māori advice to support their engagement
- Resistant to the idea of doing things “differently” for Māori
- Seeks Māori input, but does not take account of this in decision-making, or leaves it too late
- Exhibits a lack of commitment to increase their knowledge of any culture other than their own
- Tolerant of low competence in engaging with Māori in their teams

- Māori interests need to be taken into account (within a wider context) in many or all decisions and actions
- There is likelihood of specific impacts on iwi/Māori and joint problem-solving takes place for critical decisions
- Māori community and/or iwi representatives are actively involved in communications

- Māori interests are affected/there are potentially significant or overwhelming impacts for iwi/Māori
- Formal engagement and/or partnership is in place, and may be reflected in different functions, or at different levels
- Many or all decisions are taken in partnership, or by iwi/Māori for implementation

**Competent – Potential derailers**

- Engages and builds meaningful, enduring relationships with Māori at, hapū or whānau level (relevant to the situation) that shape joint decisions and actions

**Highly competent – Potential derailers**

- Attends situations where tikanga Māori is observed but demonstrates no active knowledge or understanding
- Engagement with Māori and iwi organisations is ad hoc, reactive, or superficial - does not reflect the ethos of partnership

**Advanced – Potential derailers**

- Assumes they know what is best without engaging
- Frustration when cultural considerations or issues delay actions or impact decisions
Leader Behaviours for Controllers, Recovery Managers and Response Managers

Context for Delivering results

- Known territory and higher level of predictability
- May be based on SOPs, pre-planning and other procedures
- Action focus and may be informal, or contributing to a larger strategic plan
- Roles and responsibilities are more likely to be well-defined
- Deliverables may be clearer

Developing – Indicator Behaviours

Achieving ambitious outcomes
- Maintains a clear focus on goal achievement, anticipating and dealing with problems, conflicts and obstacles
- Works to standards (formal and documented)

Organisation and system performance
- Makes changes in systems and methods to improve effectiveness and performance for self and others

Leading change through people
- Builds others’ understanding of the expectations and purpose of objectives allocated to them
- Ensures coordination between teams to achieve common goals
- Purposeful about where they invest their own and others’ time and energies

Managing work priorities/Programme management
- Understands the vision and the goals they are working to
- Translates goals into achievable objectives
- Sets priorities for actions, given guidance
- Develops plans aligned with objectives, in collaboration with others
- Delegates responsibility and accountability for actions within and beyond their team
- Prioritises and plans people, time and resources to ensure that work is completed effectively and to timeframes
- Deals with conflicts in sequencing and priorities in consultation with others – decides on best approach
- Puts processes in place to check on progress against plans
- Finds ways around obstacles with minimal guidance

Resource management
- Determines resources necessary and co-ordinates their provision
- Allocates and controls resources within their area of responsibility/ scope of assignment

Competent – Indicator Behaviours

Achieving ambitious outcomes
- Sets specific objectives from strategic intentions and establishes concrete plans from identified (but incompletely defined) opportunities

Organisation and system performance
- Looks to achieve improved performance across a large area
- Understands different parts of the system fit together and the pathways to get things done

Leading change through people
- Understands models for change management and how best to align the work programme with these
- Identifies and manages resistance to change
- Maintains momentum of change initiatives

Programme management
- Pulls a range of activities into an aligned programme of work with clear priorities
- Determines the structures and capabilities needed to support delivery
- Tracks and reports on progress and outcomes across the programme of work – ‘what really matters’
- Assesses and weighs up risk exposure
- Builds adaptive capacity into planning processes to meet changing demands
- Ensures that project outcomes are sustainable and deliver benefits

Resource management
- Identifies and manages resources so these are available, invested at the right time, and focused on priority objectives
- Responsible allocates, monitors and accounts for the use of resources, following best practice

Highly competent – Indicator Behaviours

Achieving ambitious outcomes
- Understands where to adapt strategy (and objectives flowing from this) when unexpected paths and opportunities emerge
- Sets challenging goals for self and others and works to meet these

Organisation and system performance
- Prepared to challenge existing practices to increase effectiveness
- Works to achieve improved performance across different levels and teams

Leading change through people
- Facilitates agreement between groups with conflicting priorities on how to coordinate common efforts
- Knows when and how to push stakeholders to consider difficult issues they are avoiding

Programme management
- Makes reasoned decisions between methods, systems or procedures to manage and prioritise the work programme where there is limited guidance or precedent
- Integrates and aligns efforts across multiple projects that impact common groups of stakeholders
- Ensures long-term value creation underpins short-term reactive problem solving

Resource management
- Evaluates the financial and resource impact of decisions
- Ensures long term value creation underpins short-term reactive problem solving
- Provides expert advice on options for operating models, co-ordination/partnership structures and other mechanisms for supporting goal achievement

Organisation and system performance
- Works to lift performance across a wider system, including partners and stakeholders
- Provides expert advice on options for operating models, co-ordination/partnership structures and other mechanisms for supporting goal achievement
- Identifies innovation opportunities as an expectation of their role

Advanced – Indicator Behaviours

Achieving ambitious outcomes
- Takes calculated risks in the face of obstacles to reach goals
- Generates unorthodox but workable and useful solutions to difficult problems (particularly where more orthodox options have failed) to get better results
- Demonstrates courage around implementing innovative approaches at scale and takes a safe to fail approach to risk management

Organisation and system performance
- Works to lift performance across a wider system, including partners and stakeholders
- Provides expert advice on options for operating models, co-ordination/partnership structures and other mechanisms for supporting goal achievement
- Creative in how they set up structures - understands how reducing hierarchies and functional boundaries can increase innovation and potential for change
- Identifies where policies or legislation may need to change to enable delivery and gets this underway

Leading change through people
- Builds a guiding coalition that manages key organisations and a stakeholders to set direction and implement
- Achieves progress through a disciplined approach to managing directed activities (which may run counter to stakeholders’ interests) and participatory environments that support effective co-design with stakeholders

Programme management
- Uses good business and political acumen to anticipate risks, protect interests and make tough, defensible decisions on trade-offs
- Manages decisions on trade-offs
- Knows when and how they need to influence politicians, stakeholders and government leaders on how policies are set and decisions are made to unlock and allocate resources

Advanced – Potential detailers
- Struggles to build a concrete plan of action once strategy or direction is set
- Grapples with the impact of change and how to plan in a change context
- Spreads efforts too thinly, dilutes others’ impact by focusing on too many priorities
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Highly competent – Potential detailers
- Not aware of the frameworks they can use to increase performance and effectiveness
- Focuses on what is visible when designing the work programme – does not address underlying and unexpressed needs
- Not highly motivated to achieve more than is expected
- Focused on sticking to the plan and misses opportunities
- Directs and drives change when they should consult and engage (or vice versa)

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