



Leading Leaders

Programme handbook



Overview

With the current changing, challenging, and complex environment we're all operating under, supporting our leaders is more important than ever.

Leading Leaders is a leadership development programme designed for CEOs, General Managers, Managers, and anyone aspiring to step up to this level.

This is the third year that Nuku Ora has run Leading Leaders, with participants coming from RSTs, RSOs, funders, councils, NSOs, government departments, as well as disability organisations, community-based NGOs, and recreation organisations across the country.

Participants will gain greater strategic self-awareness along with practical strategies for growing their influence, inspiring performance, and navigating complexity. They will benefit from the supportive network of peers who understand the unique challenges of leading sport, recreation, and community-focused work.

Limited to 15 places, the programme is a four-month in-person and digital hybrid taking place from July–December 2022. Participants will attend two in-person two-day residentials in Wellington at the start and end of the programme, with the rest of the content being delivered as a series of online mini-workshops (“leadership bites”).

Programme pre-work includes two assessments (the Deeper Signals personality and values assessment, and the Sport NZ 360) with a follow-up private debrief session with one of the facilitators. These assessments will provide attendees with clear insights into their key drivers and values, how they appear to others day-to-day, how they behave under pressure, and how others experience their leadership style.

“The Leading Leaders Programme has given me a deeper understanding of my leadership behaviours and how these impact on myself and others. This strategic self-awareness has enabled me to grow my strengths and also deliberately change some habits to increase the impact and value of my leadership.”

2019 Leading Leaders participant



Learning outcomes



In this course, you will:

- Gain deeper insights into your leadership style and strengths, as well as your impact on those you lead and seek to influence (your team, organisation, and community)
- Understand your potential blind spots, biases and mind traps, and how to avoid these getting in the way of relationships, performance and success
- Gain practical tools that are immediately applicable to your every day work, interactions with others and leadership challenges
- Explore a range of well-researched leadership models and concepts to help navigate complexity, grow your influence, and inspire performance in your teams and organisation
- Gain a blueprint for how to build a leadership culture and capability within your teams and organisation, based on the Puna Leadership Framework
- Build a powerful network of peers across a range of sport, recreation and community-based organisations.

‘Leadership isn’t about a position; it’s about behaviour and action.’

Pre-programme assessments

Pre-programme assessments fast-track your learning journey by providing valuable insights into your style and impact. This will then underpin your development plan as you progress through the programme.

Personality Assessment

Each participant will complete a short, engaging Deeper Signals assessment evaluating your core drivers (strengths) and core values. You’ll receive a personalised feedback report straight after the assessment outlining your behavioural strengths and potential risk areas, and what drives your choices and decisions.

The Deeper Signals Core Drivers Pro and Core Values assessments are modern and reliable diagnostic tools underpinned by good science and

cutting-edge technology. Feedback reports are user-friendly with built-in coaching tips and resources to kick-start self-awareness and the development journey.

SNZ 360 Report

How are you perceived by others? As leaders, reputation matters and strategic self-awareness is important to being an effective leader.

The 360 assessment provides “real-time” insights into your leadership strengths and work-ons and your impact on the team, organisation and community. The Sport NZ 360 assessment is mapped directly to the Puna Leadership Framework.

Each participant will be provided with a confidential individual feedback session with one of the programme facilitators to guide you through the results and how these relate to your Deeper Signals profiles.

Both assessments are included in the total cost of the programme and provide a strong foundation for your learning journey.

“The personality testing was really eye-opening – I had some idea of the traits specific to me but understanding the degree of them and how my behaviours impact others really led to deeper thinking and reflection.”

2020 Leading Leaders participant.

“I was not only able to apply what I had learnt through the programme at work very successfully, but found real value in the networking opportunities with leaders from other sports in the region. As we often face the same challenges, having other sports leaders to share experiences, knowledge and ideas has already had a hugely positive impact in my organisation, and in particular during the challenges we faced under Covid-19 restrictions.”

2020 Leading Leaders participant.

Programme overview

Module 1 Leadership and Personality



This module heightens self-awareness and begins your learning journey.

- Exploring your leadership style and strengths, and your impact on others
- The Puna Leadership Framework – leading successfully at all levels of the organisation
- Reflection and coaching to begin your learning journey

Module 2 Leadership and Teams



This module looks at high performing teams, applied leadership, and building trust.

- Developing and empowering others – situational leadership; difficult conversations; leader as coach
- The elements of team and organisational performance
- Communicating a vision

Module **3** Leadership and Communities



This module looks at how to lead and navigate complexity, and how to collaborate with different stakeholders.

- Understanding stakeholders through relationship and empathy mapping
- Leadership and influence
- Systems thinking and navigating complexity
- Effective decision-making and how to choose the right approach for your context

“Through the leadership programme I have realised that my lack of internal confidence is driving my perfectionism. I have learnt I have some great qualities as a leader but my lack of self-confidence is not only holding me back but also those working with and for me, and the company I am leading. I feel like I am just understanding who I am and I am really enjoying helping to empower others by delegating and trusting them and the process.”

2020 Leading Leaders participant

Dates



Thursday 28 July, online

Initial one-hour online to ‘meet and greet’ with the group. You’ll hear how the personality assessment and 360 reports work and why they’re important for your future development as a leader.

Between 28 July and 10 August, participants do the Deeper Signals personality and values assessment, as well as the 360 report.

Wednesday 17 - Friday 19 August, online

Individual online meetings are booked in with each participant to debrief on your Deeper Signals results and the 360 report with one of the course facilitators. Allow 1 ½ hours.

Thursday 25 and Friday 26 August, in Wellington

An overnight residential workshop with accommodation and catering included in the programme cost, these two days provide the building blocks for you to understand your leadership style and impact and gives you the chance to get to know each other as a network of peers and begin your leadership development journey.

If you’re from out of town, you might want to stay on in Wellington for the weekend!

Thursdays from 10am-12pm – online leadership bites sessions

Each leadership bite will include a presentation of content, breakout room discussions, reflection, and time to identify key take-outs for your leadership development plan.

1 Sept

8 Sept

15 Sept

29 Sept

27 Oct

3 Nov

10 Nov

17 Nov

Thursday 1 and Friday 2 December, in Wellington

The programme ends with another overnight residential (accommodation and catering included) and a chance to further your exploration of key leadership concepts and tools and strengthen your leadership cohort network.

Venue and accommodation



The residentials for the July-December programme will be held at Miramar Golf Club, a championship eighteen hole golf course next to Wellington Airport. We recommend accommodation at the newly completed Rydges Wellington Airport. Rydges is a 4.5 star hotel within an easy 5 minute walk from Miramar Golf Club. It offers 134 rooms, free, unlimited WiFi as well as an on-site gymnasium. Even if you live in Wellington, we encourage you to stay overnight and benefit from the opportunity to get to know the other participants better (not to mention avoid any traffic woes!).

Accommodation is not included in the programme price. Participants need to organise and pay for this and their own travel to/from the venue.



Pricing



Earlybird – Register between 23 May – 17 June 2022

Not-for-profit	\$3,250+GST per person
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Other organisations	\$3,500+GST per person
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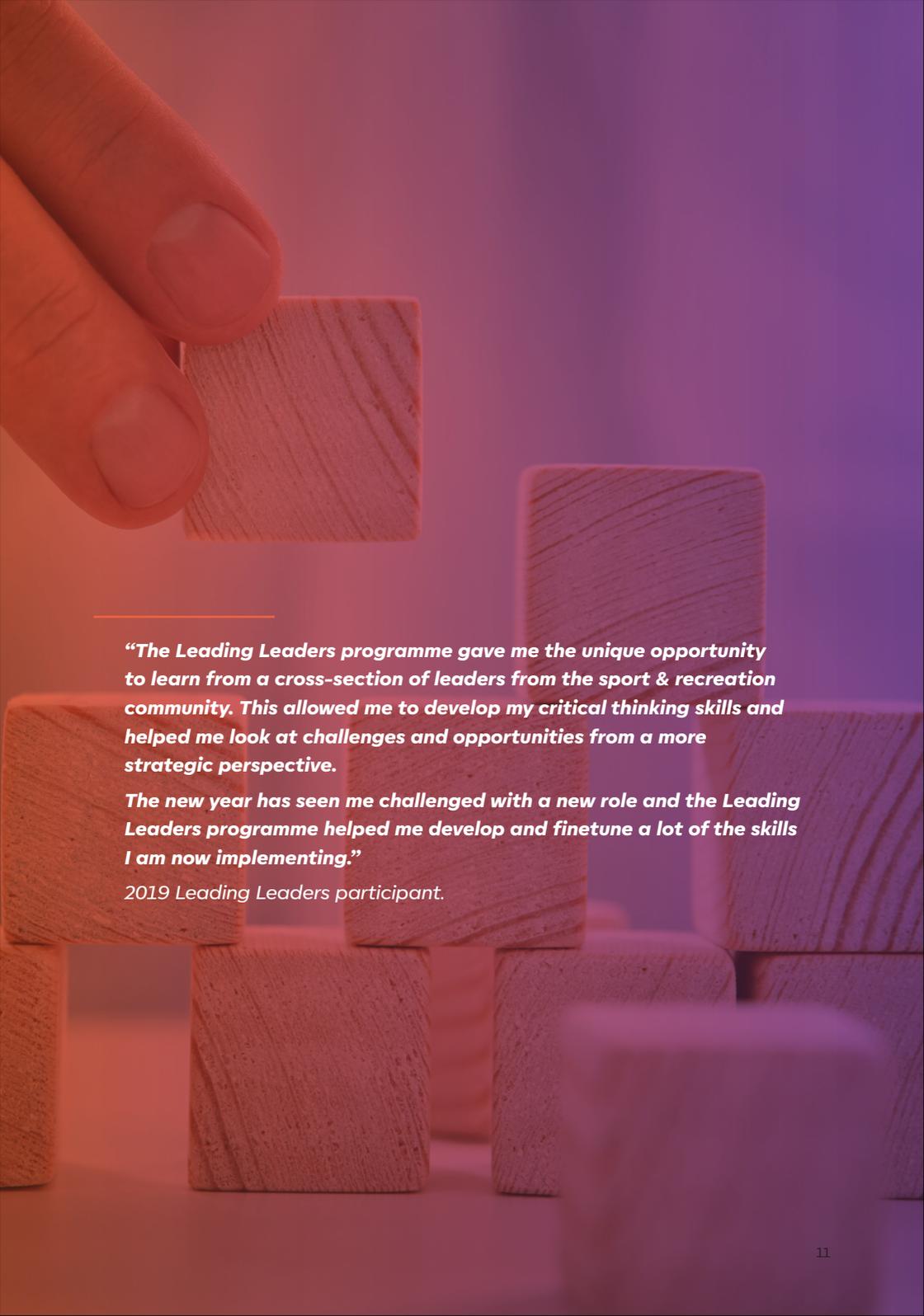
Late – Register between 20 June – 22 July 2022

Not-for-profit	\$3,650+GST per person
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Other organisations	\$3,900+GST per person
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Thank you to NZCT for providing a grant which has subsidised the cost of this programme.

To register go to www.nukuora.org.nz

A hand is shown in the upper left corner, placing a light-colored wooden block onto a stack of similar blocks. The background is a soft, out-of-focus gradient of purple and blue. The lighting is warm, highlighting the texture of the wood.

“The Leading Leaders programme gave me the unique opportunity to learn from a cross-section of leaders from the sport & recreation community. This allowed me to develop my critical thinking skills and helped me look at challenges and opportunities from a more strategic perspective.

The new year has seen me challenged with a new role and the Leading Leaders programme helped me develop and finetune a lot of the skills I am now implementing.”

2019 Leading Leaders participant.

The Facilitators



Gretchen Young

Gretchen Young Consulting

Gretchen is an IECL (Institute of Executive Coaching and Leadership) accredited coach in both individual and team coaching. She facilitates a range of leadership development programmes within the sport and recreation sector, the legal services industry, and the public sector. By style she brings significant versatility and a pragmatic, real-world approach to leadership development.

A highly experienced facilitator and coach, Gretchen has a particular interest in coaching individual and team performance, strategic workforce planning, organisational culture, and leadership development.

Prior to her consulting business, Gretchen worked for ten years at Sport NZ, helping boards and CEOs of national and regional sport and recreation organisations with their organisational and leadership development needs. Previous to this, Gretchen was as a senior commercial lawyer, practicing in two of New Zealand’s leading law firms. Gretchen has also served on several non-profit boards including, most recently, Cricket Wellington where she was on the governance committee and chaired the CEO employment committee.

Gretchen was the programme director for Sport NZ’s Chief Executive Leadership Programme and she contributed to the very successful Women in Sport Governance Programme (as the initial project sponsor, and the selection panel for scholarships, and as a coach). Gretchen was also a mentor on the “Women in Sport Leadership Programme” run by the New Zealand Olympic Committee and was part of the steering group for the initial programme set-up.



Phil Gibbons ONZM

CEO, Nuku Ora

Like you, Phil has seen the word leadership acted out in numerous ways over the years. Is it all about charisma and optimism? Appointment and authority? Is it meant only for the one or two who become the boss? Or is there a different story?

Phil is a qualified coach and mentor. With over four decades of leadership experience, coaching, and most importantly real-life experience, inside and outside the NZ Defence Force, his view is different. Phil appreciates that leadership is a moment-to-moment choice and not about title or position. Leadership is for everyone, every day.

Phil led the development of the NZ Defence Force Leadership framework and the system which has at its centre, the NZ Defence Leadership framework and the Institute for Leadership Development. He was not only the architect of the Institute but also its first Director.

Phil is known for his practical, street-savvy understanding; blend of real-life stories and his ability to connect with his audience at an individual level.

The Leadership Framework for Sport and Recreation in Aotearoa New Zealand

Leading Leaders is anchored in the Puna Leadership Framework for Sport and Recreation in Aotearoa New Zealand and is highly relevant to leading in the non-profit and community settings.

The development of the Leadership Framework was co-led by Sport NZ and Sport Wellington (now known as Nuku Ora), with strategic leadership provided by a Governance Group. More than 1,500 people who work and volunteer in sport, recreation, and community organisations contributed their leadership experiences, observations and aspirations.



“Together with two fellow participants of the Leading Leaders course, we were inspired to offer a Leading Teams programme for sport organisations across Manawatu, Whanganui and Taranaki in 2021, with the aim of sharing these insights and tools, and growing a network of sports leaders in the wider region.”

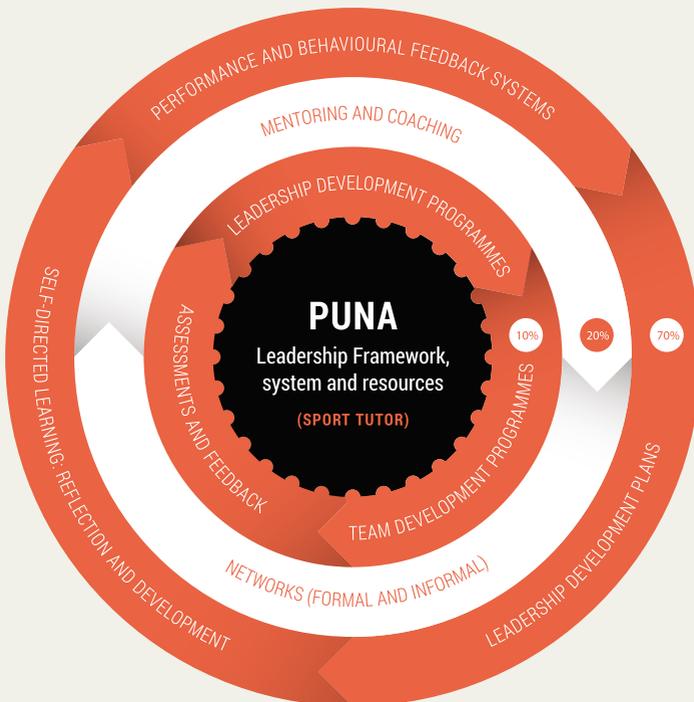
2020 Leading Leaders participant.

The Leadership Development System (LDS)

The Leadership Development System (LDS) recognises that an interconnected network of leadership development opportunities is needed to result in increased leadership capability and a culture of leadership development across the sport and recreation sectors.

The purpose of the Leadership Development System is:

- To support the process of ongoing individual and organisational growth
- To promote a culture of leadership development within the entire workforce
- To grow the leadership capability needed to deliver on the current and future sport and recreation needs of New Zealanders.



Leadership
Development
System



**Leading
Leaders**

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