



Case Study: Leading Positive Work and Teams

New Zealand Intelligence Community
Te Ara o Tātāriki (Path of the Kākā/Leader)

OVERVIEW



The **GCSB** and **NZSIS** are responsible for keeping New Zealand and New Zealanders safe and secure. One critical driver of this work is capable people leaders. This led to the development of Te Ara o Tātāriki - Path of the Kākā/Leader. The multi-agency Programme sought to address key development gaps for tier 4-5 leadership. Delivery of the programme was challenged by COVID-19 complexities, which highlighted the importance of documenting programme intentions and changes to delivery. After its successful delivery over several years, the programme will be retired having served its purpose. A new Programme will be developed in its place, to ensure the ongoing development of leaders in the Intelligence Community.

Key topics

Leadership capability and development



10 MIN

read



USEFUL FOR:

Practitioners and Leaders

Want to know more?
learninganddevelopment
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WHAT IS TE ARA O TĀTĀRIKI?



The Te Ara o Tātāriki Programme is a capability programme targeted specifically at people leaders within the New Zealand Intelligence Community. It is designed to cover key topics such as leadership, strategy, change, collaboration and decision-making. Each topic included comprehensive pre-work that was delivered online through short modules and introduced learners to the content that was delivered in the face-to-face programme. During this face-to-face programme, participants were able to refer to readings which served as case studies and practical activities.

WHY WAS TE ARA O TĀTĀRIKI developed?



The unique operating environment of the GCSB & NZSIS called for the development of a systematic leadership development programme. This would provide leaders with greater access to support and ensure their development was consistent with agency and wider public sector values. It was identified that the target audience, tier 4 - 5 leaders, required more dedicated learning support on authentic leadership, leading through change, and decision-making within complex and ambiguous environments. Te Ara o Tātāriki enhanced leaders' capability to foster a positive workplace culture.



Te Tira Tiaki
Government Communications
Security Bureau



Te Pā Whakamarumarū
New Zealand Security
Intelligence Service



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MODULES

CHALLENGES

1

Leadership

Leadership was the first topic of the face-to-face programme. Delivered over two days, this topic focused on authentic leadership and leadership fundamentals.

2

Organisational change and resilience

The second face-to-face topic focused on organisational change and resilience. The one-day workshop aimed to build courage and resilience, to challenge the 'norm' and lead change effectively.

3

Strategy execution

The third face-to-face topic was strategy execution. This workshop was about developing a strategic mindset to turn vision into action and enhance the value leaders add to strategic conversations.

4

Decision making in complexity and uncertainty

The fourth face-to-face topic was decision making in complexity and uncertainty. Different approaches to decision making that leaders can use in environments (providing practical tools and frameworks for the decision-making process).

5

Teamwork and collaboration

The fifth face-to-face topic covered teamwork and collaboration. Leaders examine ways to quickly and consistently identify the best approach for working with others inside and beyond the agency.

6

Project

Finally the programme wrapped up with a closing session where leaders presented back on a project they've worked on throughout the duration of the programme. This also touched on their learnings from the programme and how they aimed to apply this.

- Operational workers struggled to commit to the duration of the programme due to the nature of their work
- Maintaining continuity in the personnel who were involved in the design and delivery of the programme.

FACTORS FOR SUCCESS

- Decisions regarding initial intent and subsequent changes to the programme were well documented to maintain continuity.
- Multiple cohorts were delivered simultaneously to offer leaders flexibility, and accommodate for their time constraints.
- Supporting online content was kept between 5-15 minutes in length to promote retention. Online content was presented in an accessible format.

FEEDBACK

- Participants particularly valued the first modules centred on leadership
- They reported, "It was effective at understanding the difference and similarities between leadership and management"
- Participants recalled their experience of the Programme as, "Valuable and easily applied in the workplace".

FUTURE OF THE PROGRAMME

Having served its initial purpose of uplifting leadership capability across a cohort of tier 4-5 leaders, after 4 years of delivery the programme has now been retired. In its place, a Manager Induction programme is being developed to provide people leaders with the knowledge required to perform their role well, specifically within the unique operating context of the Intelligence Community.