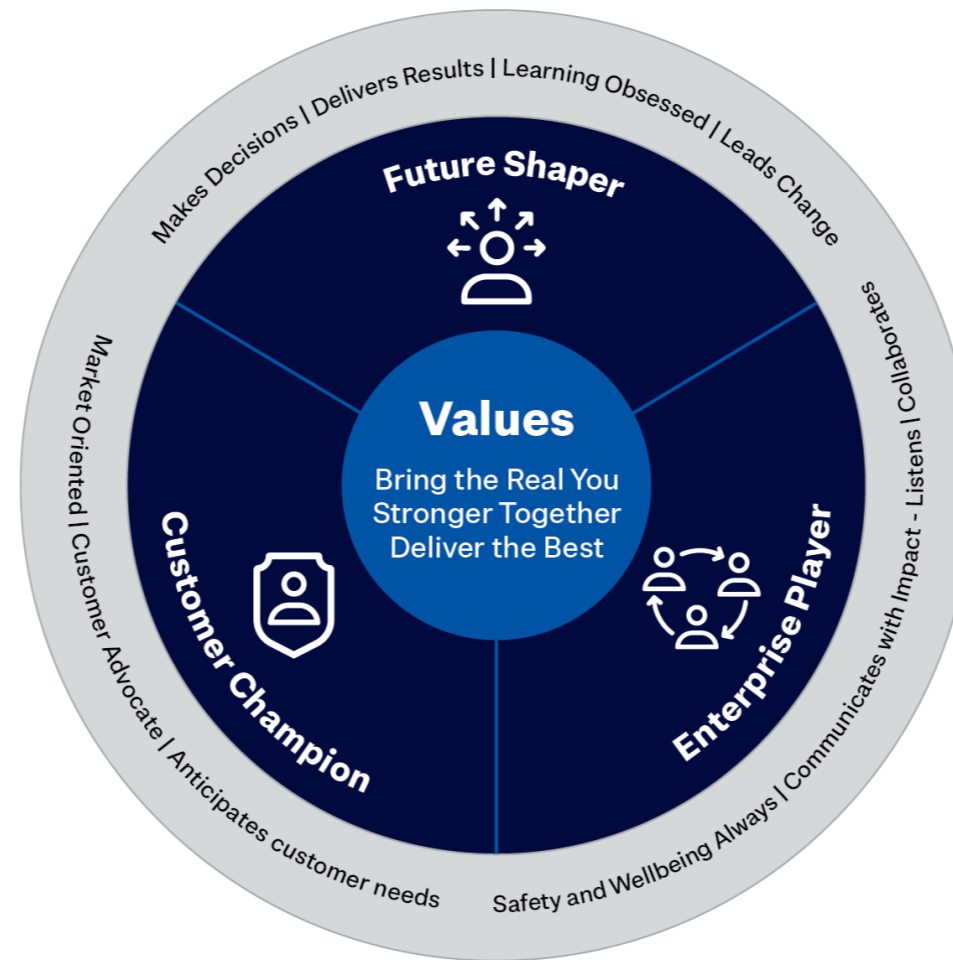


NZ Post leadership framework

This leadership framework outlines the capabilities we see you, our leaders, needing to develop/enhance to deliver on our strategy and get us to the NZ Post of the future.



Leadership Mindset

How we think about our leaders and how they think about themselves

Leadership Skill set

What leaders need to be able to do

Our Values

Sit at the heart of who we are, driving how we operate and how we treat each other.

Leadership practices

Describe what our leaders need to focus on doing to deliver our strategy and lead NZ Post in to the future.

Leadership capabilities

Sit under the practices and describe the skills, capabilities and behaviours required of our leaders

Why leadership practices?

The leadership practices will be used:

- in job descriptions to ensure we are onboarding the right people
- in performance and development discussions so we know people are focussed on development on the right things
- to inform leadership development programmes so we know we are building the capabilities that we need




Leadership Practices and Capabilities

To be future ready, leaders require a continuous focus on their development. We have identified ten capabilities to set our leaders and NZ Post up for success. Individual leaders may identify other areas where they need development, however these are the areas that we will prioritise for enterprise development programmes and for capability building through LEARN.

How to use the practices

The shading indicates the level of expertise [novice, competent, expert] required for the leadership role you are in. The lighter the shading the less experienced you need to be. The darker the shading the more experienced you need to be. Some of you will have strengths in areas where we have not identified them for your level, which is great, that just means you can prioritise development in other areas.

You are not expected to develop in every area all at once. Going through a self-assessment of what is expected at each level will help you determine where you need to prioritise your efforts. It will also be valuable when you are having performance and development conversations with your leader.

		Leadership Level			
		Leaders of Self Individual contributor	Leaders of Teams Leaders of individual contributors ¹	Leaders of Leaders Leaders who lead other leaders or senior professional staff ²	Leaders of Function Senior leaders of organisational functions ³
Leadership Practices	 Future Shaper <i>Thinks systemically/sees the big picture</i> <i>Shapes change</i> <i>Creates high-performing teams</i>			Leads Change	
				Makes Decisions	
				Delivers Results	
				Learning Obsessed	
	 Enterprise Player <i>Builds trusting relationships</i> <i>Empowers others</i> <i>Has a "one NZ Post" approach</i>		Collaborates		
			Communicates with Impact - Listens		
			Safety and Wellbeing Always		
	 Customer Champion <i>Knows the customer</i> <i>Collaborates on outcomes</i> <i>Obsessive about service</i>		Market Oriented		
			Customer Advocate		
			Anticipates customer needs		

¹ e.g. Team Leaders, SDM, CCC TL, Project Managers/Leaders, Product Owners

² e.g. Regional SDM, Processing Centre Manager; People Services Manager, Area SDM, Processing Operations Manager, Chapter Lead, S&W Manager, Customer Care Manager

³ e.g. BLT, GM, Head of

Capabilities to deliver on the Leadership Practices

	Novice	Competent	Expert
Future Shaper			
Makes Decisions	<ul style="list-style-type: none"> Makes decisions in the context of ‘the known’ – seeks support for decisions with ambiguity or risk associated. Seeks affirmation of decisions. Understands the cost or revenue impacts of any decision. 	<ul style="list-style-type: none"> Prepared to make a call; not just go round and round. Understands decisions may impact systems. Solves the important business problems with decisions aligned with the changing environment. Is adaptable within the current reality. Enables effective decision-making within the team. Looks beyond obvious/available data, actively identifying the information from a wide range of sources including risk factors. Determines value generated and costs incurred and considers profitability in all decision-making. Moves beyond just using data to understand what data is telling us. 	<ul style="list-style-type: none"> Actively monitors external trends to future proof decision-making. Navigates the complex stakeholder environment, politically astute in shaping decision making. Identifies the organisational risks and proactively plans to respond. Recognises where and how decisions impact on whole systems. Demonstrates robust problem solving to ensure continuous improvement. Shows commercial edge, robustly calculates tangible value created and quantifies intangible benefits. Determines full direct and indirect costs incurred over the full lifecycle.
Delivers Results	<ul style="list-style-type: none"> Works with people leader to identify appropriate targets. Makes realistic commitments. Accepts personal responsibility. Is deadline driven. Provides regular feedback, manages performance and develops clear objectives for individuals and teams. Manages cost within budget and operates within the delegated authority framework. 	<ul style="list-style-type: none"> Provides information to the team to connect to NZ Post plans and priorities. Creates clear action plans with stakeholders. Is clear about the organisation’s vision and goals, and how they apply to their area of responsibility. Ensures alignment between organisation, team and own individual goals and activity. Takes action, consistently striving to achieve great results without being limited by the need for everything to always be perfect. Can see beyond obstacles, framing challenges as opportunities. Builds a team with defined complementary skills to maximise performance and delivery. Effectively delegates so can spend time focusing on the right things. Champions inclusion, equity and diversity Creates a safe environment to share ideas. Meets all financial targets and KPIs and delivers benefits associated with projects and initiatives within their responsibility. 	<ul style="list-style-type: none"> Demonstrates high levels of personal accountability and an urgency to resolve issues quickly. Names inconvenient truths and reframes issues so positive outcomes are achieved. Inspires others towards achieving challenging targets and discretionary effort. Achieves extraordinary results with an uncompromised focus on being the best we can be. Determines changes based on an improved customer experience. Understands deeply the tacit or implicit context. Sees opportunities to create unique solutions. Generates alignment between organisational, team and own goals, intuitively considering the big picture. Takes a broader view when considering financial performance, looking wider than own remit to optimise enterprise financial outcomes.
Leads Change	<ul style="list-style-type: none"> Focused on quarter ahead – one to three months. Thought leader in specialist area. Seeks to understand the rationale for change. Acts as change agent in the business. 	<ul style="list-style-type: none"> Focused on current and subsequent Financial Year. Challenges the status quo and can identify the need for change. Seeks to understand and align with change. Initiates and drives strategic change programs. Remains steadfast and aligned to the end-goal. Pursues critical issues. Communicates the ‘why’ to take people on the change journey. Help others be catalysts for change. 	<ul style="list-style-type: none"> Oversees and drives change at a Steering Committee level. Usually focused on longer term – 3, 5 and 10 years. Builds flexible strategy so the business can adapt to multiple scenarios. Understands complexity and frames issues simply for others. Sponsors Change – champions the future state with an uncompromising focus on what is important. Strongly advocates change even in the face of opposition. Finds practical ways to overcome barriers. Inspires and motivate people with their own positive energy and commitment to improvement and progress.

			<ul style="list-style-type: none"> Active in shaping the culture required to achieve the strategy.
Learning obsessed	<ul style="list-style-type: none"> Focuses on learning to upskill in current role. Seeks feedback at a general, unstructured level. Seeks support to build new habits. I provide people with answers when problem-solving. 	<ul style="list-style-type: none"> Takes responsibility for own learning; focusing on active learning, seeks feedback. Uses failures as valuable learning opportunities. Learning is aligned to/supports the changing needs of the business. Embraces problems as opportunities. Encourages and supports team to take personal responsibility for own development/ learning through doing. Generous with own knowledge. Self-aware and understanding of others and actively creates an environment of transparency and trust that will help them succeed. Provides development opportunities to extend individual's capability. Actively contributes to the development of individuals and growth of talent through effective coaching and mentoring. Recognises and acts on opportunities for providing regular feedback. 	<ul style="list-style-type: none"> Curious about future opportunities and proactively undertakes learning to seize the opportunity, creating the environment to 'fail fast' and continuously improve. Is the driver of feedback for self and work, having skillfully built feedback systems to support action learning. Builds a culture and environment where feedback and learning is an integral part of the way of working for myself and team. Coaches peers and teams to ensure people build capability and resilience. Active in supporting the development of their people and has a clear succession plan. Facilitates groups to surface diverse ideas and encourages people to share their voice. Proudly shares stories of success and is open about failures to amplify organisational learning.

	Novice	Competent	Expert
Enterprise Player			
Communicates with Impact - Listens	<ul style="list-style-type: none"> Connected to company communication channels Includes customer feedback in team communications Shares relevant key messages as received. Listens to and acknowledges different points of view, uses active listening skills. 	<ul style="list-style-type: none"> Demonstrates attentive questioning, listening and empathy to generate alignment and understanding. Seeks information that would generate alignment and understanding then communicates this to the team. Directs people to relevant information Use stories, tailors approach. Shows empathy and addresses causes of distress. Clearly articulates the problem to be solved. Listens to understand. Skilled in courageous conversations. Demonstrates presence. Is physically, mentally and emotionally engaged in meetings. 	<ul style="list-style-type: none"> Communicates clear leadership purpose that aligns with NZ Post's direction. Understands complexity and frames issues simply for others. Shares their thinking in a way that takes people with them. Demonstrates attentive questioning, listening and empathy to build trusting relationships. Paints a compelling vision of the future the strategy is taking the organisation towards
Collaborates	<ul style="list-style-type: none"> Seeks opportunities to connect to the wider NZ Post whanau. Participates in cross-functional problem solving as directed. Collaborates with others with a 'real engagement' mindset, genuinely seeking a mutually beneficial outcome. Seeks input to define the problem trying to solve. Shares information and knowledge. 	<ul style="list-style-type: none"> Connected to peers to join the dots and see interdependencies across the business. Understands how the various business units connect. Collaborates across the enterprise to solve problems and for root cause analysis. Brings appropriate cross functional representatives together at the right time to address the right issues. Prepared to have robust and creative debate, accepting that alignment is the outcome. Able to see other's perspectives. Does not unreasonably hold on to their view. Designs alternative scenarios and business models for wider group consideration. 	<ul style="list-style-type: none"> Systemic in their thinking. Joins the dots and sees interdependencies across the business. Finds systematic ways of sharing knowledge that exists in critical talent and contractors. Has impact and credibility with peers, management and other senior stakeholders across the enterprise. Anticipates the need for cross functional collaboration and leads groups to solve significant business issues. Self-awareness and understanding of others enables adjustment to my approach to influence others. Responsive to taking on new ideas or information. Knows when to change course.

		<ul style="list-style-type: none"> Seeks enterprise outcomes, best thing for NZ Post over self/own business area. Builds wider capability for cross functional collaboration, skilling others during the process. 	<ul style="list-style-type: none"> Navigates complex strategic environments involving cross-enterprise integration.
Safety and wellbeing Always	<ul style="list-style-type: none"> Leads and promotes safe working practices and personal wellbeing. Role models safe behavior understanding how poor choices could impact others safety. Empowered to stop when things aren't safe. Takes care of self, prioritises individual needs, asks for help if things aren't going well for them. 	<ul style="list-style-type: none"> Role models safety compliant and inclusive behaviours. Seeks active participation from the team in safety decision-making, empowering everyone on the team to take personal responsibility for safety Recognises and rewards team members based on their demonstration of effective safety behaviours. Daily activity consistently includes own wellbeing activities and encouragement of others (takes lunch, takes breaks, goes home on time, asks for help) Leaders understand safety and wellbeing trade-offs and raise/manage to provide safety always. Enables others to have the power to stop when things aren't safe. Uses and promotes wellbeing tools to understand own level of wellbeing and resilience and what works best for them. Understands wellbeing of others and where to seek help. Builds resilient teams Develops effective coping strategies. Creates an environment where people can speak up and feel heard (psychological safety) 	<ul style="list-style-type: none"> Actively walks the talk and demonstrates the vision for safety. Empowers and enables the team to achieve safety and wellbeing vision and excellence through motivational and encouraging communications and personal behaviours. Challenging team members to think about safety issues and scenarios in ways that they might not have considered before. Intervening if team member wellbeing challenges are identified. Ensures there is a 'no blame' culture and accepts human variability and use learning to improve our systems. Understand what goes right, learning from all the work in the safety space rather than only learning from the errors. "Leads loudly" in the space of their own wellbeing.

	Novice	Competent	Expert
Customer Champion			
Customer Advocate	<ul style="list-style-type: none"> Reacts to customer needs and takes responsibility for making change. Dedicated to meeting service levels and customer expectations. Promotes actions that are aligned to our (external and/or internal) brand and customer strategy. 	<ul style="list-style-type: none"> Co-designs with customers to create pragmatic solutions that add commercial value. Prioritises customer over process or internal barriers. Collaborates across the organisation to deliver customer change and to ensure service levels are met. Demonstrates the importance of customer experience to each team member and shows the value of each of their roles. Makes it easier for our people to deliver good customer experiences. 	<ul style="list-style-type: none"> Establishes shared customer goals across the organisation. Influences others in the role they play to deliver for customers. Underpins customer experience vision with service principles that guide employee behaviour to deliver on vision. Ensures everything about our organisation is pointed to customer success. Empowers teams to be responsive to customer needs. Creates clarity, structure and process which supports us in meeting our customers' needs.
Market Oriented	<ul style="list-style-type: none"> Reviews category, customer and competitor information to understand the market and suggest opportunities. Understands the priority markets, customer strategy and key priorities. Familiar with the brand strategy and how it will help us succeed in the market vs competitors. I put myself in the shoes of the customer to understand needs. 	<ul style="list-style-type: none"> Identifies opportunities from market, customer and competitor intelligence. Anticipates and articulates customer needs and pain points. Understands the end-to-end customer journey from a customers' point of view. Recognises market threats that require action. Contributes to brand and customer strategy. 	<ul style="list-style-type: none"> Looks at the organisation from the outside in vs an internal view. Looks externally at customers, competitors and market dynamics to inform the business strategy. Understands the market environment and future opportunities. Works across the organisation to have an agreed understanding of the market and customer needs. Promotes and builds an understanding of future customer needs.

			<ul style="list-style-type: none"> ▪ Defines how our customer experience will be unique and different in the market and aligned to our brand strategy. ▪ Understands the strategic value and commercial impact of positive customer experiences.
Anticipates customer needs	<ul style="list-style-type: none"> • Familiar with different sources of customer information. • Understands how we obtain and build customer insight - research, voice of the customer, visits to customers, data etc. • Reviews customer data from the Voice of Customer programme • Understands our Brand metrics and market Net promoter score (NPS) performance • Spends time with front line and their role with customers. • Seeks to understand customer feedback and recognises the value of complaints. 	<ul style="list-style-type: none"> ▪ Uses different levels of customer data to assist with decision making and to define customer needs & pain points. ▪ Regularly spends time in the front line to understand customers and their needs. ▪ Regularly reviews Voice of Customer insights to inform their work ▪ Regularly tracks how their work is impacting customer NPS and brand metrics. 	<ul style="list-style-type: none"> ▪ Combines multiple sources of customer and commercial data to make decisions. ▪ Recommends and inputs to customer research programmes to improve customer insight. ▪ Has ongoing connections with the market and the customer. ▪ Actively connects our people with the customer. ▪ Drives the dissemination of customer intelligence across the organisation setting targets for brand metrics and market NPS.