



Unitec Leadership Competencies

Development Ideas

<u>Fosters a Student Centred Whānau</u>	<u>Demonstrates Ongoing Commitment to Treaty-Based Partnership</u>
<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal	<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal
<u>Engages with Difference</u>	<u>Collaborates</u>
<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal	<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal
<u>Ensures Accountability</u>	<u>Builds Trust</u>
<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal	<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal
<u>Develops Self-Awareness and Reflective Practice</u>	<u>Cultivates Curiosity and Innovation</u>
<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal	<ul style="list-style-type: none">> 70% On-the-Job> 20% Social> 10% Formal



Fosters a Student Centred Whānau

Building strong customer* and student relationships and delivering solutions to the Unitec whānau

- Recognises all Unitec stakeholders as part of the Unitec whānau
- Seeks insight into student and customer needs
- Identifies opportunities that benefit the student and customer
- Contributes to the building and delivery of holistic ecosystems that meet student and customer expectations
- Establishes and maintains effective student and customer relationships
- Balances the integrity of institutional and academic requirements with a student-centred focus

**Customer in this context means all Unitec stakeholders – colleagues, internal and external customers, Māori, industry, professional bodies, broader community and other stakeholders as applicable to the situation.*

70% On-the-Job

- Take opportunities to interact with students around campus
- Volunteer to help out with Graduation/other student events
- Know your stakeholders - do stakeholder map/stakeholder analysis
- Create opportunities to elicit feedback from your students/customers - listen & act on it
- Understand the end-to-end student experience & know how your role contributes to it
- Incorporate a regular values discussion in team meetings - how are we demonstrating student/customer focus?

20% Social

- Utilise professional/industry association memberships & external networking opportunities Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert
- [Graduation](#) (April and September)
- [Gradfest](#) (November)

10% Formal

Unitec Internal Offerings	<ul style="list-style-type: none">• Supporting Distressed Students Workshop• Learning & Teaching 101: The Learner's Perspective• Cultural Awareness: Bridging the Gap Series• Teaching Competencies Development Activities• ALLY Network Training
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	<ul style="list-style-type: none"> • Engaging with Religious Diversity • Intro to Treaty of Waitangi / Te Tiriti o Waitangi
Unitec Library Subject Guides	<ul style="list-style-type: none"> • Pacific Subject Guide (Curated Pacific resources) • Te Tiriti o Waitangi (Curated Treaty resources) • Mātauranga Māori (Curated language / culture resources) • ‘Your Unitec Induction’ Module
Key Unitec Documents / Resources	<ul style="list-style-type: none"> • U Matter Survey - information on our student population • Māori Success Strategy • Pacific Success Strategy
<p>Lynda.com</p> <p>(Don't have an account? Click here to sign up)</p>	<p>Curated Playlist:</p> <p>Fosters a Student Centred Whānau (Duration: 5h 55m)</p> <p>Courses within Playlist:</p> <ul style="list-style-type: none"> • Stakeholders (1h 1m) • Customer Advocacy (1h 9m) • Design Thinking: Customer Experience (34m 8s) • Customer Service Foundations (1h 57m) • Leading a Customer-Centric Culture (12m 42s) • Serving Internal Customers (43m 4s) • Listening to Customers (16m 49s)

FYI Book

A useful competency-based development resource. Talk to your [HR Business Partner](#) or contact [Learn and Develop](#) to borrow a copy.

Refer to following chapters for related competencies suggestions:

- | | |
|-------------------------|----------------------------|
| • Customer focus | • Collaborates |
| • Global perspective | • Builds networks |
| • Balances stakeholders | • Manages conflict |
| • Business Insight | • Communicates effectively |
| • Organisational savvy | |



Demonstrates Ongoing Commitment to Engaging in Treaty-Based Partnership

Taking responsibility as a partner in living Te Noho Kotahitanga

- Gains insight into the place of Te Noho Kotahitanga within Unitec
- Understands own role in living Te Noho Kotahitanga
- Explores opportunities to appropriately contribute to Māori flourishing
- Applies “treaty thinking” to practice
- Demonstrates commitment to building own knowledge, understanding and practice of te reo, tikanga & mātauranga Māori, and “treaty thinking”

70% On-the-Job

- Review and take action on Student NPS Survey Feedback
- Open / Close [meetings](#) and classes and [bless food](#) with appropriate karakia and tikanga
- Learn [waiata](#) as a [team](#)
- Learn your pepeha and use it to introduce yourself to your class
- Read and apply Te Kete Ipurangi's (TKI) [Guide to Māori Students](#)
- Develop and implement initiatives contributing to Māori Success Strategy
- Attend pōhiri – and help set up / pack down!
- Use appropriate [te reo in correspondence](#)
- Participate in weekly Karakia (Mondays 8.30-9.00am, Mt Albert: Wharenui, Waitakere: 510-4005)
- Partner with your Kaihautū when introducing Māori concepts and language into your practice to ensure appropriateness
- Engage with Māori Academic Development Lecturers
- Build in an iwi connection when setting up projects outside of Unitec
- Identify Māori students and ensure correct pronunciation of student names
- Organise wānanga for classes and hold on Te Noho Kotahitanga marae
- Use the Māori keyboard to [incorporate macrons](#) into written te reo
- Partner with Marae whānau and Kaihautū to include Kaupapa Māori activities at student orientations
- [Whakawhanaungatanga: Building Positive Student Relationships](#)

20% Social

- Invite Kaihautū to your team meetings to talk about their mahi
- Have coffee catch-up with your Kaihautū
- Invite the Whai ake Coordinator to your space to share understandings of how the Whai Ako scholarships support Māori staff
- Know and engage your Mātauranga Māori Champion
- Participate in Te Wiki o te Reo Māori (Maori Language week) and Matariki events
- Attend Whānau Day – Māori and Pacific Family Day at Mt Albert campus
- Support UPC initiatives such as Polyfest and Waitangi Day celebrations at Hoani Waititi Marae
- Attend Whaikōrero Wānanga
- Attend Karanga Wānanga

For Māori staff

- Join Te Roopu Mataara (Unitec Māori Staff Network) and participate in Network events / huihuinga
- Get involved in Timata Orientation (Māori Student Orientation)
- Get involved in Kahurangi (Māori Graduation)

10% Formal	
Te Rito Workshops (Unitec Internal - enrol individually or organise as a team)	<ul style="list-style-type: none"> • Introduction to Tikanga and Mātauranga Māori • Introduction to Te Reo • Introduction to the Treaty of Waitangi • Living Te Noho Kotahitanga – contact Veraneeca Taiepa
Unitec Research Workshops	<ul style="list-style-type: none"> • Kaupapa Māori Research • Non-Māori Researchers Engaging Māori - contact Research Office
Unitec Internal Offerings	<ul style="list-style-type: none"> • Supporting Distressed Students Workshop
Unitec's Māori Success Strategy	<ul style="list-style-type: none"> • Review and consider how you can contribute to outcomes • Arrange a Māori Success Strategy workshop for your team – contact Toni Rewiri
Unitec Short Courses	<ul style="list-style-type: none"> • Kura Pō – Te Reo Māori Evening Classes • Mātauranga Māori Electives
Unitec Library Subject Guides	<ul style="list-style-type: none"> • Te Tiriti o Waitangi (Curated Treaty resources) • Mātauranga Māori (Curated language / culture resources)
Te Kete Ipurangi (TKI)	<ul style="list-style-type: none"> • Guide to Supporting Māori Students
Ako Aotearoa Resources	<ul style="list-style-type: none"> • Māori Learner Success – Cultural Capability Resources • Māori Learner Success Report • Māori Cultural Centredness Pathway (free but requires registration)
TEC Resources	<ul style="list-style-type: none"> • TEC Focus Area: Boosting Achievement of Māori • TEC's Research about Māori learners • Tū Māia – TEC's Strategy to lift achievement of Māori learners
CoreEd	<ul style="list-style-type: none"> • Culturally Responsive Practice (Video Playlist)
External websites / resources	<ul style="list-style-type: none"> • Māori Dictionary https://maoridictionary.co.nz/ • Māori Language Learning Resources: https://resources.tewhanake.maori.nz/ • Sign up to receive <i>He Kupu o te Rā</i>: https://kupu.maori.nz/ • For waiata & karakia: Youtube Channel: Talk Māori • Te reo learning programmes on Māori Television



Engages with Difference

Harnessing the value that different perspectives and cultures bring to Unitec

- Seeks out multiple perspectives
- Contributes to a work climate where multiple perspectives and cultures are valued and supported
- Includes others' diverse experiences, styles, backgrounds, and perspectives to add value
- Is sensitive to cultural norms, expectations, and ways of communicating
- Utilises Te Noho Kotahitanga as the model for engaging with different perspectives and cultures
- Creates an environment that enables people to bring their whole self to Unitec

70% On-the-Job

- Get involved in "cross-functional" initiatives/projects
- Participate in team kaupapa development
- Participate in Equity & Inclusion initiatives
- Incorporate a values discussion in team meetings - how are we demonstrating generosity of spirit?
- Broaden your relationships - prioritise engagement with people from diverse backgrounds & cultures
- Ensure you are inviting & including multiple perspectives when considering new initiatives/projects
- Reflect on your biases; examine how they might be influencing how you work/who you engage with
- Ask for feedback from diverse stakeholders; reflect on what their perceptions mean for how you are engaging
- Take every opportunity to learn more about the diversity around you
- Think about how you might need to adapt your style/approach to meet the diverse needs of your stakeholders
- Acknowledge diversity - recognise that it can lead to differences of opinion that can be valuable
- Create an action plan for engaging with diversity in your workplace - and action it!

20% Social

- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert
- [New Staff Orientation](#)
- [ALLY network initiatives](#) eg. Pride Parade

10% Formal

Unitec Internal Offerings	<ul style="list-style-type: none"> • ALLY Network Training • Intro to Treaty of Waitangi / Te Tiriti o Waitangi • Understanding the Pacific Workshop • Engaging with Religious Diversity Workshop • Cultural Awareness: Bridging the Gap Series • Countering Bullying & Harassment - for Staff • Managing Bullying & Harassment - for Managers • Learning & Teaching 101: The Learner's Perspective • Teaching Competencies Development Activities • Belbin Team Roles Workshop (email: learnanddevelop@unitec.ac.nz)
Unitec Short Courses	<ul style="list-style-type: none"> • Kura Pō – Te Reo Māori Evening Classes • Matāuranga Māori Electives
Unitec Online Resources	<ul style="list-style-type: none"> • Library Guide – Pacific (Curated Pacific resources) • Unitec Pacific Fanau – Video (5m 42s) • ‘Your Unitec Induction’ Overview
Key Unitec Documents / Information	<ul style="list-style-type: none"> • Inclusive Excellence Policy • Gender Affirmation Policy • Countering Bullying and Harassment Procedure • U Matter Survey - information on our student population
Lynda.com (Don't have an account? Click here to sign up)	Curated Playlist: Engages with Difference (Duration: 6h 49m) Courses within Playlist: <ul style="list-style-type: none"> • Diversity, Inclusion and Belonging (51m 57s) • Designing for Diversity (1m 45s) • Appreciating Diversity (5m 23s) • Managing a Diverse Team (1h 21m) • Communication Foundations (2h 5m) • Communicating with Empathy (1h 14m) • Effective Listening (1h 8m)

[Return to menu](#)

FYI Book

A useful competency-based development resource. Talk to your [HR Business Partner](#) or contact [Learn and Develop](#) to borrow a copy.

Refer to following chapters for related competencies suggestions:

- **Values Differences**
- Balances stakeholders
- Collaborates
- Builds networks
- Manages conflict
- Interpersonal savvy
- Communicates effectively
- Builds effective teams



Collaborates

Building partnerships and working collaboratively with others to meet shared objectives

- Partners with others across the organisation to explore and achieve shared objectives
- Represents own interests while being fair to others and their areas
- Credits others for their contributions and accomplishments
- Develops healthy and enduring relationships that are mindful of treaty partnership
- Actively listens to others with intent to understand
- Adapts communication style and approach to meet the needs of the situation and the audience
- Shares knowledge and information with others in a timely manner

70% On-the-Job

- Use [Values Based Leadership](#) tools for collaboration (PROBED, 5Ps, Partnering tools)
- Get involved in cross-functional initiatives/projects
- Represent your team at cross-functional meetings
- Get involved in [team alignment](#) workshops (kaupapa/diamonds/action plans)
- Incorporate a values discussion in team meetings - how are we demonstrating being enterprising?
- Make sure you acknowledge collaborative effort - recognise others' input and share the credit
- Introduce & use collaborative tools/technologies (eg. Office365/OneDrive/eTools) to share information & collaborate on new projects/new initiatives
- Recognise that people respond to different modes of communication & adapt your style & medium accordingly
- Take opportunities to develop your communication skills - volunteer to present/facilitate at workshops/events
- Build action debriefs into your collaborative activities - what's working, what's not, what you can do to collaborate more effectively in future
- Avoid using jargon/acronyms - choose clear language in written/verbal communications
- Giving a presentation? Practice it first with "friendlies" and invite feedback
- Developing written communications? Have an "expert" review your draft and give you some pointers
- Develop a communications plan for key initiatives

- New to the organisation? Create a relationship map & plan to build relationships across the organisation

Volunteer:

- Sign up to become an eco-rep to help drive environmental sustainability
- Become a Health & Safety rep for your Network/Pathway

20% Social

- Build knowledge sharing into team meetings
- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert
- Get feedback from those you have partnered with or collaborated with - and consider it for your development
- [New Staff Orientation](#)
- Attend pōhiri to welcome new staff/students and build networks
- Attend Unitec Women in Leadership network functions (for women)
- Utilise professional/industry association memberships & external networking opportunities
- Build your networks across the organisation - take opportunities to engage in collaborative activity
- Use [LinkedIn](#) to keep track of your networks
- Use [Yammer](#) to keep in touch with internal contacts
- Expand your horizons beyond your team - visit other teams to understand what they do & find opportunities to align/collaborate

10% Formal	
Unitec Internal Offerings	<ul style="list-style-type: none"> • Teaching Competencies Development Activities • Belbin Team Roles Workshop (email: learnanddevelop@unitec.ac.nz)
Unitec Online Resources	<p>Values Based Leadership Module and Tools including:</p> <ul style="list-style-type: none"> • Collaborative Planning • Problem Solving • Colleague / Team Partnering
External Online Resources	<ul style="list-style-type: none"> • Office365: Microsoft 'Work together' Training
Internal Conferences / Symposia	<ul style="list-style-type: none"> • Learning and Teaching Symposium (TBA) • Research and Enterprise Symposium (Oct)
<p>Lynda.com</p> <p>(Don't have an account? Click here to sign up)</p>	<p>Curated Playlist: Collaborates (Duration: 8h 47m)</p> <p>Courses within Playlist:</p> <ul style="list-style-type: none"> • Leading and Working in Teams (25m 8s) • Building Business Relationships (1h 23m) • Interpersonal Communication (37m 7s) • Communication within Teams (1h 8m) • Building your Professional Network (50m 32s) • Communication Foundations (2h 5m) • Having Difficult Conversations (2h 17m) <p>Curated Playlist: Office365 Collaboration (11h 58m)</p> <p>Courses within Playlist:</p> <ul style="list-style-type: none"> • Team Collaboration in Office 365 (2h 32m) • OneDrive for Business Essential Training (54m 13s) • Skype for Business Essential Training (2h 37m) • Yammer 2016 Essential Training (2h 26min) • OneNote for Team Collaboration (1h 12m) • Office365 for Educators (2h 15m)

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Refer to following chapters for related competencies suggestions:

- | | |
|-----------------------------------|----------------------------|
| • Collaborates | • Manages conflict |
| • Communicates effectively | • Interpersonal savvy |
| • Builds networks | • Builds effective teams |
| • Balances stakeholders | • Organisational savvy |
| • Customer focus | • Values differences |
| • Persuades | • Situational adaptability |



Ensures Accountability

Holding self and others accountable to meet commitments

- Takes personal responsibility for decisions, actions, and mistakes
- Makes things happen by managing time and resources effectively and accessing support where needed
- Sets challenging and attainable goals and pursue them with effort and perseverance
- Upholds broader accountability to Unitec whānau/communities

70% On-the-Job

- [Performance Partnering - ADEP Planning](#)
- [Performance Partnering - Regular Check-ins](#)
- [Performance Partnering - Review of Achievements](#)
- Participate in team alignment workshops (kaupapa/diamonds)
- Use the online [Manager's Toolkit](#) for people management processes
- Incorporate a regular values discussion in team meetings - how are we demonstrating being accountable?
- Take responsibility for resolving outstanding issues/problems in your work area
- Model accountability - turn up on time and do what you say you're going to do
- Make your meetings accountable and productive - be clear about the purpose, send out agendas beforehand and stick to them
- Make your meetings accountable and productive - document & circulate decisions & actions so there is absolute clarity about what was agreed
- Make sure your project/action plans are clear on what will be done, by who and by when - and communicate them so everybody knows what they need to do
- Not a planner? Get someone to help you with structure your projects/initiatives
- Feeling overwhelmed by huge accountabilities? Break them down into smaller tasks and plan for progressive achievement

20% Social

- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert

10% Formal	
Unitec Internal Offerings	<ul style="list-style-type: none"> • Teaching Competencies Development Activities • Fire Warden training • First Aid training • Countering Bullying & Harassment (for Staff) • Managing Bullying & Harassment (for Managers) • Intro to Treaty of Waitangi / Te Tiriti o Waitangi • Everything the Beginning Researcher Needs at Unitec
Unitec Online Resources	<p>IMS Reference Guides including:</p> <ul style="list-style-type: none"> • IMS General Guides • Microsoft Guides • PeopleSoft Guides <p>Values Based Leadership Module and Tools including:</p> <ul style="list-style-type: none"> • Collaborative Planning • Problem Solving • Colleague / Team Partnering
Key Unitec Documents / Information	<ul style="list-style-type: none"> • Manager's Toolkit on the Nest • Policies & Procedures on the Nest
Lynda.com (Don't have an account? Click here to sign up)	<p>Curated Playlist: Ensures Accountability (Duration: 8h 0m)</p> <p>Courses within Playlist:</p> <ul style="list-style-type: none"> • Holding Yourself Accountable (36m 50s) • Building Accountability into Your Culture (33m 33s) • Defining and Achieving Professional Goals (33m 6s) • Getting Things Done (1h 32m) • Managing Your Time (11m 7s) • 5 Ways to Control Your Time (1h 35m) • Overcoming Procrastination (18m 57s) • Making Decisions (11m 31s) • Leading Productive Meetings (1h 22m) • Getting Work Done in Office 365 (1h 50m)

FYI Book:

A useful competency-based development resource. Talk to your [HR Business Partner](#) or contact [Learn and Develop](#) to borrow a copy.

Refer to following chapters for related competencies suggestions:

- **Ensures Accountability**
- Customer focus
- Drives results
- Directs work
- Plans and aligns
- Resourcefulness
- Action oriented
- Manages ambiguity



Builds Trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity

- Follows through on commitments
- Is seen as open and transparent
- Keeps confidences
- Practices what he/she preaches - shows consistency between words and actions
- Takes responsibility to uphold the principle of reciprocity and the mana of self and others through words and actions

70% On-the-Job

- Regularly revisit/discuss team kaupapa
- Incorporate a regular values discussion in team meetings - how are we demonstrating generosity of spirit?
- Use [Values Based Leadership](#) tools for partnering discussions with colleagues/teams
- Take on informal/formal mentoring

20% Social

- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert

10% Formal

Unitec Internal Offerings	<ul style="list-style-type: none">• ALLY Network Training• Engaging with Religious Diversity• Countering Bullying & Harassment (for Staff)• Managing Bullying & Harassment (for Managers)• Intro to Treaty of Waitangi / Te Tiriti o Waitangi• Belbin Team Roles Workshop (email: learnanddevelop@unitec.ac.nz)
Unitec Online Resources	Values Based Leadership Module and Tools including: <ul style="list-style-type: none">• Colleague / Team Partnering
Lynda.com	Curated Playlist: Builds Trust (Duration: 6h 25m)

<p>(Don't have an account? Click here to sign up)</p>	<p>Courses within Playlist:</p> <ul style="list-style-type: none"> • Building Trust (1h 0m) • Establishing Trust (4m 55s) • Establish and maintain trust (3m 13s) • On Trust (3m 41s) • Leading with Emotional Intelligence (1h 46m) • Communication Foundations (2h 5m) • Effective Listening (1h 8m) • Improving Your Listening Skills (29m 2s) • Body Language for Leaders (51m 45s)
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FYI Book
<p>A useful competency-based development resource. Talk to your HR Business Partner or contact Learn and Develop to borrow a copy.</p> <p>Refer to following chapters for related competencies suggestions:</p> <ul style="list-style-type: none"> • Instills trust • Balances Stakeholders • Manages conflict • Interpersonal savvy • Communicates effectively • Values differences • Courage



Develops Self-Awareness and Reflective Practice

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses

- Reflects on activities and impact on others
- Willingly seeks, receives and explores feedback and uses it constructively to improve practice
- Admits mistakes and learns from them
- Knows strengths, weaknesses, opportunities and limits
- Takes ownership of professional and personal development and continually seeks opportunities to grow

70% On-the-Job

- [Leadership Competencies Self-Evaluation \(for ALL Staff\)](#)
- [Teaching Competencies Self-Evaluation](#)
- [Research Competencies Self-Evaluation](#)
- [Performance Partnering - ADEP Planning](#)
- [Performance Partnering - Regular Check-ins](#)
- [Performance Partnering - Review of Achievements](#)
- Use [Values Based Leadership](#) tools for action debriefing meetings/activities
- Participate in team kaupapa development/discussions
- Incorporate a values discussion in team meetings - how are we doing, living the values?
- Undertake post-project or post-implementation reviews
- Use [myPortfolio](#) to capture & reflect on achievements/learnings
- Use [myPortfolio](#) to gather feedback from others on your work
- Course evaluation (for academic staff)

20% Social

- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert

10% Formal	
Unitec Internal Offerings	<ul style="list-style-type: none"> • ALLY Network Training • Engaging with Religious Diversity • Intro to Treaty of Waitangi / Te Tiriti o Waitangi • myPortfolio training • Teaching Competencies Development Activities • Belbin Team Roles Profile - Individual (learnanddevelop@unitec.ac.nz)
Unitec Online Resources	<p>Values Based Leadership Module and Tools including:</p> <ul style="list-style-type: none"> • Action Debriefing
<p>Lynda.com</p> <p>(Don't have an account? Click here to sign up)</p>	<p>Curated Playlist:</p> <p>Develops Self Awareness and Reflective Practice (Duration: 13h 8m)</p> <p>Courses in Playlist:</p> <ul style="list-style-type: none"> • Leading Yourself (54m 14s) • Developing Self-Awareness (1h 0m) • Developing your Emotional Intelligence (1h 10m) • Leading with Emotional Intelligence (1h 46m) • Discovering your Strengths (55m 36s) • Building Resilience (41m 25s) • Building Self-Confidence (21m 27s) • Learning from Failure (28m 59s) • Developing your Leadership Philosophy (1h 24m) • Giving and Receiving Feedback (48m 58s) • Delivering Employee Feedback (1h 7m) • Creating a Culture of Learning (1h 13m) • Managing your Career (41m 10s) • Managing Stress (20m 58s) • Creating an Amazing Life (22m 50s)

FYI Book:

A useful competency-based development resource. Talk to your [HR Business Partner](#) or contact [Learn and Develop](#) to borrow a copy.

Refer to following chapters for related competencies suggestions:

- **Demonstrates self-awareness**
- **Self development**
- Interpersonal savvy
- Being resilient
- Nimble learning



Cultivates Curiosity and Innovation

Recognising a world that is constantly changing, identifying opportunities and evolving practice to create new and better ways for the organisation to be successful

- Examining the status quo, identifying opportunities and introducing real world solutions for improvement
- Scanning the environment for new skills, knowledge, capabilities or technologies that can benefit business or personal performance
- Building new knowledge through asking questions, challenging assumptions, making new connections, and critically evaluating information from multiple sources
- Open to trying new ways of doing things & supporting and encouraging others to do so
- Deals constructively with problems that do not have clear solutions or outcomes

70% On-the-Job

- Incorporate a values discussion in team meetings - how are we demonstrating being enterprising?
- Use [Values Based Leadership](#) tools for collaborative planning/problem solving (PROBED/5Ps)
- Facilitate brainstorming sessions to generate ideas for developing opportunities or finding solutions
- Get involved in new product (course/programme) development initiatives
- Get involved in piloting or prototyping new processes/systems/technologies
- Introduce & use collaborative/social technologies in new ways - to share information or collaborate across teams
- Get involved in cross-functional initiatives/projects
- Want creative ideas? Try out different or creative tools - storytelling, storyboards, mind maps - for brainstorming:
- Make sure you consider multiple and diverse perspectives when evaluating ideas
- Who are the "creatives" (plants/ideas people) in your team? Know who they are and work with them/get them involved!
- Think about what's preventing you & your team from being innovative - can you remove the restraints?
- Be alert to the phrase "but that's how it's always been done" - interrogate those processes!
- Try to avoid micro-managing - allow people the freedom to be innovative
- Look at mistakes as opportunities for innovation/improvement - what can you do differently next time?

- Engage more broadly - ask your customers/key stakeholders how you can be more innovative.
- Embrace complexity & ambiguity - don't be too quick to move to a solution; allow space for creativity

20% Social

- Seek out a formal/informal mentor or coach
- Work with or shadow a recognised expert

10% Formal

Unitec Internal Offerings	<ul style="list-style-type: none"> • Kaupapa Māori Research • Poutama Workshop (Curriculum Development) • Learning & Teaching 101: The Learner's Perspective • Teaching Competencies Development Activities • Everything the Beginning Researcher Needs at Unitec • Non-Māori Researchers Engaging Māori - contact Research Office
Unitec Online Resources	<p>Values Based Leadership Module and Tools including:</p> <ul style="list-style-type: none"> • Colleague / Team Partnering <p>Research Online Courses:</p> <ul style="list-style-type: none"> • Successful Postgraduate Supervision (Moodle) • Writing a Successful Grant Application (Moodle) • Managing a Research Contract (Moodle)
Key Unitec Documents / Information	<ul style="list-style-type: none"> • Tuapapa Rangahau – Research and Enterprise • Library Services for Staff
Internal Conferences / Symposia	<p>Learning and Teaching Symposium (TBA)</p> <p>Research and Enterprise Symposium (Oct)</p>
<p>Lynda.com</p> <p>(Don't have an account? Click here to sign up)</p>	<p>Curated Playlist:</p> <p>Cultivates Curiosity and Innovation (Duration: 10h 13m)</p> <p>Courses in Playlist:</p> <ul style="list-style-type: none"> • Developing Resourcefulness (29m 22s)

	<ul style="list-style-type: none"> • Critical Thinking (1h 6m) • Jeff Dyer on Innovation (1h 1m) • Building Creative Organisations (41m 13s) • Strategic Thinking (38m 6s) • Creative Thinking (47m 22s) • Managing Team Creativity (19m 46s) • Solving Business Problems (38m 59s) • Embracing Change (11m 34s) • Leading with Innovation (1h 31m) • Learning Brainstorming (43m 2s) • Creativity: Generate Ideas in Greater Quantity & Quality (1h 2m) • Creativity & Learning: A Conversation (1h 1m)
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FYI Book:

A useful competency-based development resource. Talk to your [HR Business Partner](#) or contact [Learn and Develop](#) to borrow a copy.

Refer to following chapters for related competencies suggestions:

- **Cultivates innovation**
- Strategic mindset
- Global perspective
- Manages complexity
- Business insight
- Tech savvy
- Nimble learning