

Tēnā koutou ngā kaiārahi o Te Whare Wānanga o Wairaka

As the integration of our Executive Teams begins and we continue to build opportunities and further enhance outcomes for our learners, your role as a leader is central to its success.

Keeping our students at the heart of everything we do, requires change. Change can be challenging and your teams will have questions about the reasons for change and what the process will involve.

To help provide more clarity as this work progresses, we've considered some of the questions that will be asked and provided some information to support your conversations.

As the process continues, more questions will be asked and further information will be provided. In the meantime, if you can't find the answers you need in what has been provided please refer any further queries to Gus or an ELT member.

## Key Messages

### ***What do we want to achieve with the integration of the leadership teams?***

The teams at both MIT and Unitec have been challenged by the Board to build a seamless Vocational Education and Training strategy for Tāmaki Makaurau that leverages and builds on the strengths of both institutes. The first step towards enabling this mahi was the appointment of a Chief Executive for both MIT and Unitec. The next step as part of this journey is to create an integrated Executive Leadership Team for Tāmaki Makaurau that will sit across both institutes.

The new integrated executive leadership team will help embed mahi kotahitanga (collaboration) and ngākau māhaki (understanding) across both institutes, and provide a seamless Vocational and Educational Training solution for learners, employers and our communities across Tāmaki Makaurau Auckland. This will help ensure our students are offered a much broader range of options and stronger provision and support. Better collaboration and a united approach will help us improve where and how we deliver to students.

The new model will help implement a collaborative roadmap, focused on keeping our learners central to our decisions. Critically, it will help us evolve for growth, with many more opportunities to develop our people.

An integrated ELT will allow us to:

- Focus on the needs for all learners for all Tāmaki Makaurau
- Ensure targeted solutions for local communities and employers
- Provide parity across groups
- Continue to improve our financial viability
- Provide more opportunities for growth and development for our employees
- Increase collaboration and improve delivery to students through a more unified approach

***Why can't we keep the organisations as they are, operating individually?***

The purpose of institutes like MIT and Unitec is to support the success of learners and their communities. Bringing the two organisations together helps strengthen the offerings and leverage existing strengths, ensuring they are shared across Tāmaki Makaurau and ultimately increasing the value we provide.

While there will remain two separate entities, achieving an integrated leadership team will drive efficiencies through working together, improving quality, delivery and enabling the collective strengths each institute brings.

The other reason is to improve financial sustainability for both institutes. Having improved financial sustainability will mean we can continue to invest in new initiatives and upgrades to our campuses ensuring we deliver best practise and fit-for-purpose facilities.

***How does the creation of Te Pūkenga affect the way we operate and are they in support of this change?***

Te Pūkenga is aware of the proposal to integrate the Executive Teams at MIT and Unitec. This work is a precursor that will align to Te Pūkenga's strategy and operating model as they are developed and rolled out.

***What impact will this new model have on how MIT and Unitec operate?***

Each institution will continue to build on their own unique and important identity, and culture. However, the integrated Executive Team and roadmap developed will weave an increased focus into both MIT and Unitec to create more connections with each other, identify opportunities for collaboration and the development of a joint Tāmaki Makaurau strategy.

***Will my job be affected?***

As we design the Executive Leadership Team and the connected priorities, there may be some changes to reporting lines. In the new year, once the new Executive is in place, they will advise if there are to be any further changes.

***How will our systems and processes be affected?***

We will review the key processes that operate across the organisations, with a focus on continuous improvement and finding the simplest, most user-friendly ways of working and collaborating for teams. Te Pūkenga is looking at some of the core processes across the country and we'll work closely with them to ensure consistency between what happens in Tāmaki Makaurau and the rest of the country.

***What is the timing for implementing this new structure and model?***

Our focus is on building a long-term strategy for Vocational Education and Training (VET) in Tāmaki Makaurau ensuring we are collaborating in all the key areas that affect our learners, employers and community. We are eager to gain momentum in the areas that will bring the most value.

It is our intention to have a confirmed structure for our Executive Leadership Team by the end of the year. The next step is creating an integrated roadmap that will encompass the supporting strategies from both institutes. This work will be ongoing and include Te Pūkenga mahi across the industries and the country.

***How will we be kept up to date on progress?***

We will use all our internal communication channels, including face-to-face meetings.

We will update these FAQs and make sure all the information you need is available as we develop our new Executive Team structure.

# Change Management Tips for Leaders

Leaders play a critical role in helping employees adjust to change in the workplace. People react to change in different ways, but reaction to change is ALWAYS personal. Individuals will react on different timelines, and those reactions will vary based on:

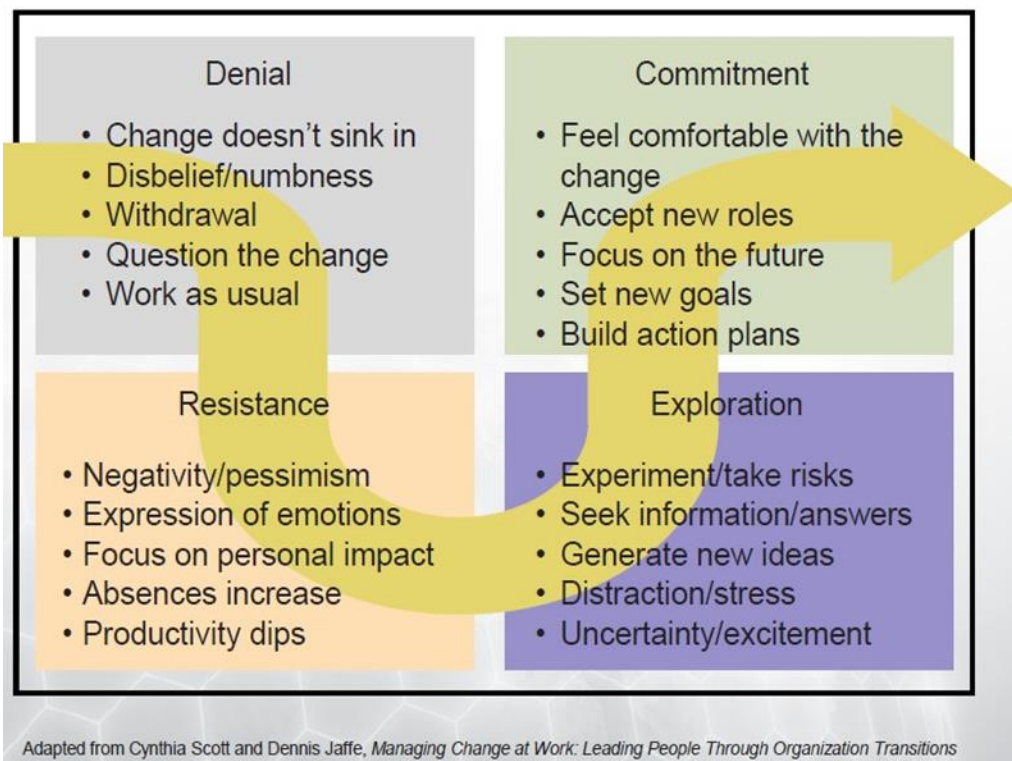
- How they perceive the change
- What else is going on in their life currently
- Past success or failure in dealing with change
- Their sense of control and influence.

No matter how the change is perceived (whether as an opportunity or with fear) ... There may be a **feeling of loss**.

No matter how competent people are . . . There may be a **sense of confusion**.

These things may have an initial impact on **productivity**.

The characteristics of the “Change Curve”, below, can help leaders better understand how employees may feel when experiencing and dealing with change:



How leaders respond to employees at different stages of the curve can help them navigate the change successfully:

