



**A PATH TO REALISING
LEADER POTENTIAL
IN AOTEAROA NZ'S
FOOD AND FIBRE SECTOR.**

- One in seven of New Zealand's workforce is employed in the Food and Fibre sector (359,000).
- Food and Fibre exports are expected to reach \$54.3bn by June 2024.

- Statistics on stress, burnout, injury are high.
- The Food and Fibre sector has a talent turnover rate of 71% in the first three years.
- It is often said employees come for the job, but leave because of their leader.

A challenging context

- 84% of New Zealand's total workforce live in urban areas.
- The diversity of the Food and Fibre workforce is fast changing.
- VUCA



● Strengthening rural leadership capability addresses the underlying cause of sector churn and equips leaders for accelerating change.

- Even a 1% lift in exports would bring an additional \$543m to New Zealand's economy.



So our proposition is this,

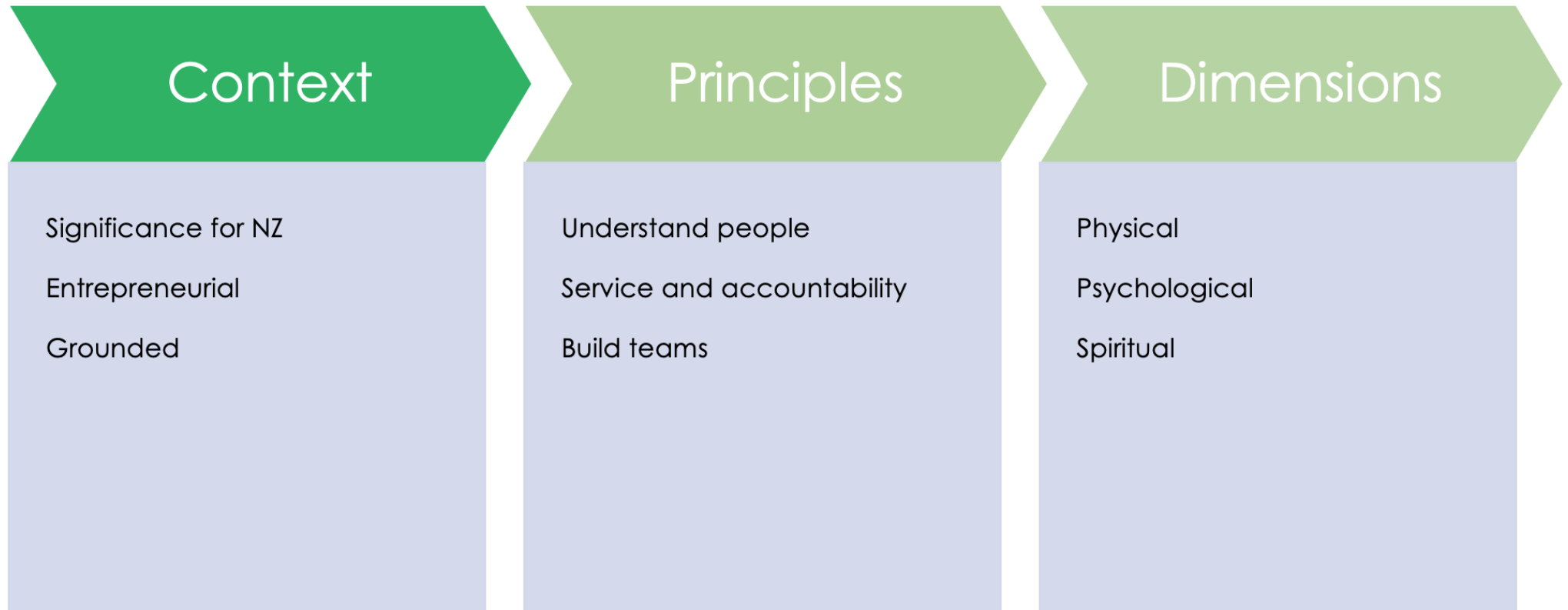
- The Sector needs leadership progression pathways that embrace its diversity, scale, and rate of change.
- Supported by a capability development framework.

A lush green forest scene with large ferns in the foreground and misty trees in the background. The text is overlaid on the left side of the image.

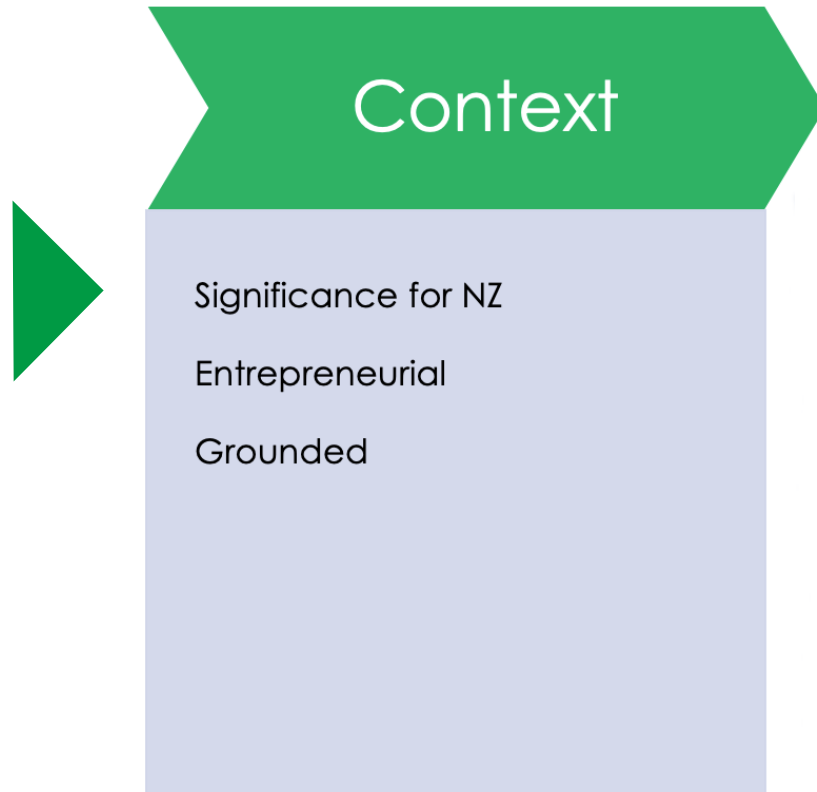
There is a need to move beyond,

- The leadership culture of the past.
- Our ad hoc way of developing leadership to something more systemised.
- There is a need to embrace our bi-cultural foundations.

Principles-centred leadership model

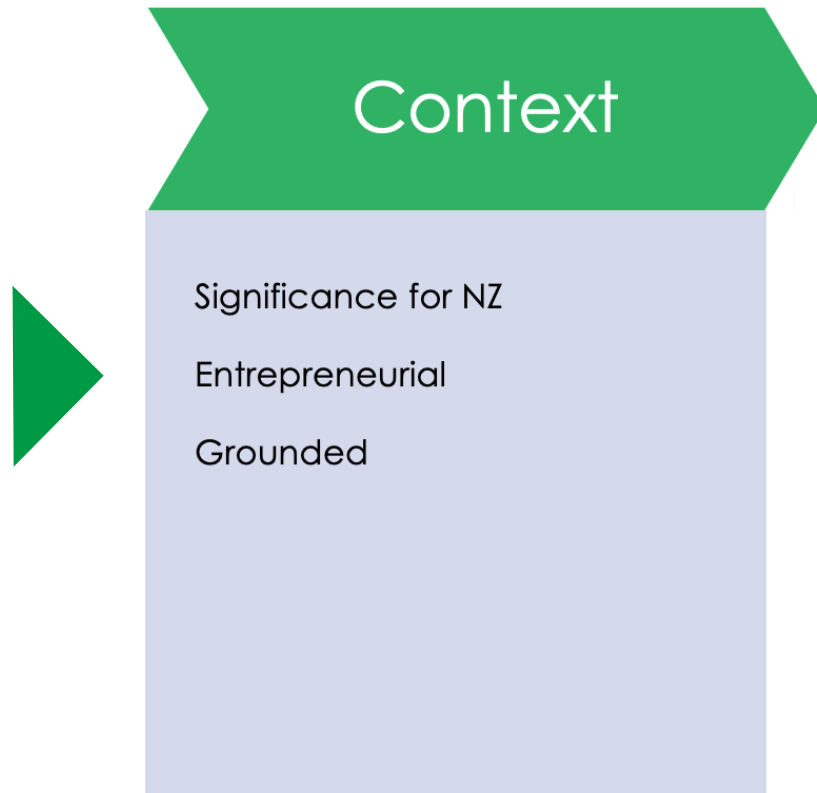


Principles-centred leadership model



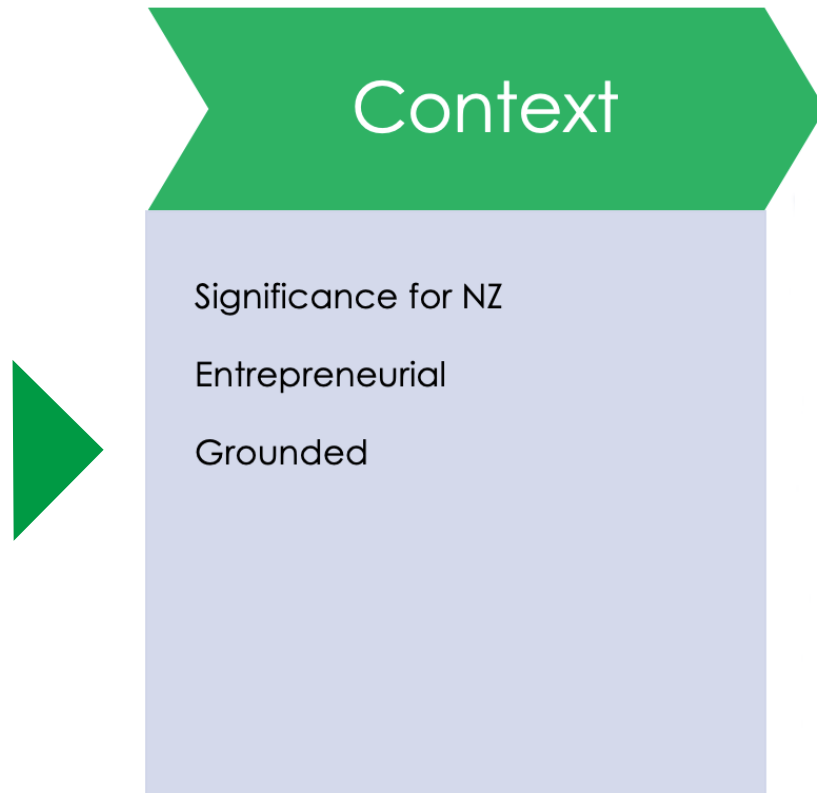
- Potential for lift in wealth and wellbeing of NZ.

Principles-centred leadership model



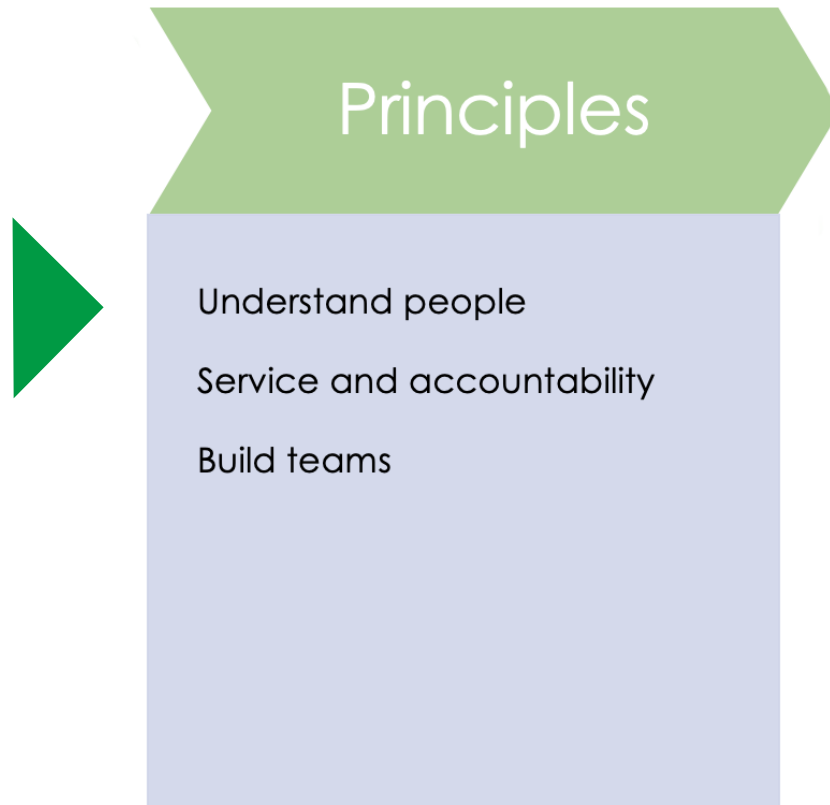
- Entrepreneurial leadership skills create enhanced social Value.

Principles-centred leadership model



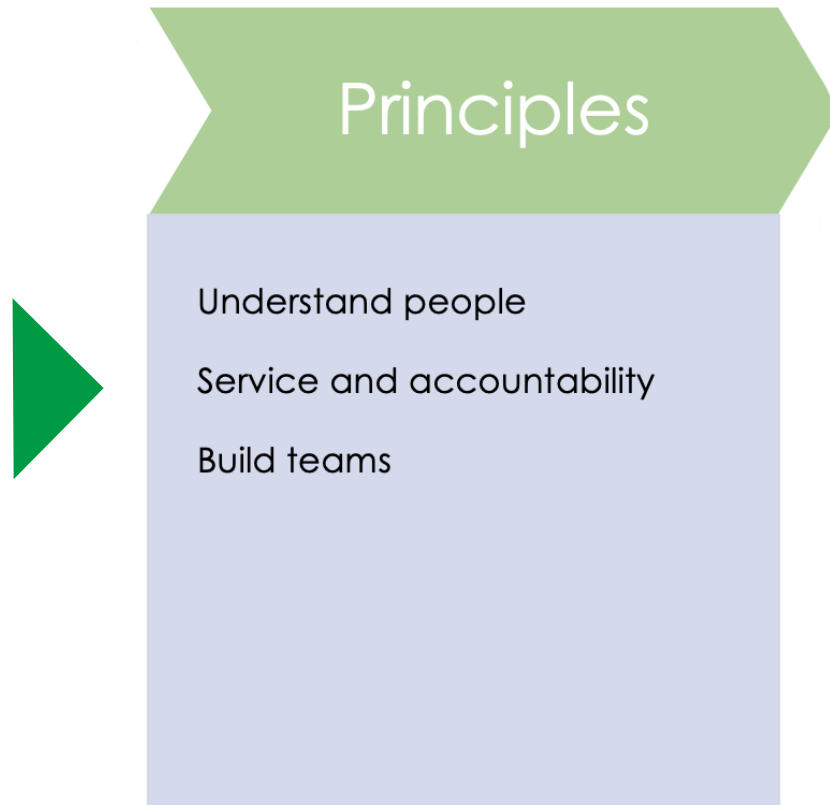
- Grounded – practically, naturally, culturally attuned, community-minded.

Principles-centred leadership model



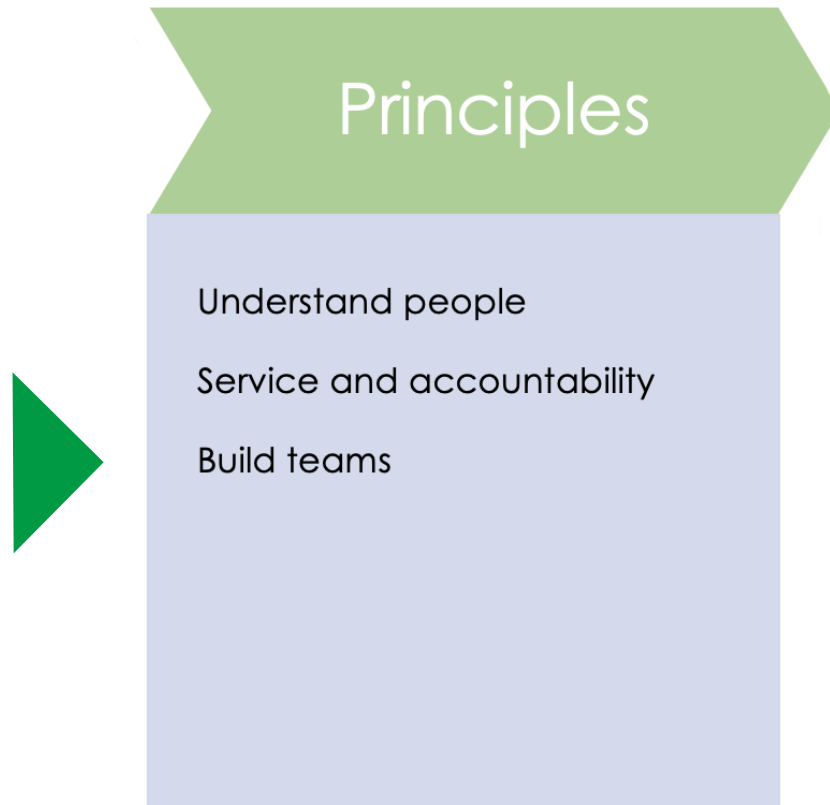
- Knowing others starts with knowing yourself.

Principles-centred leadership model



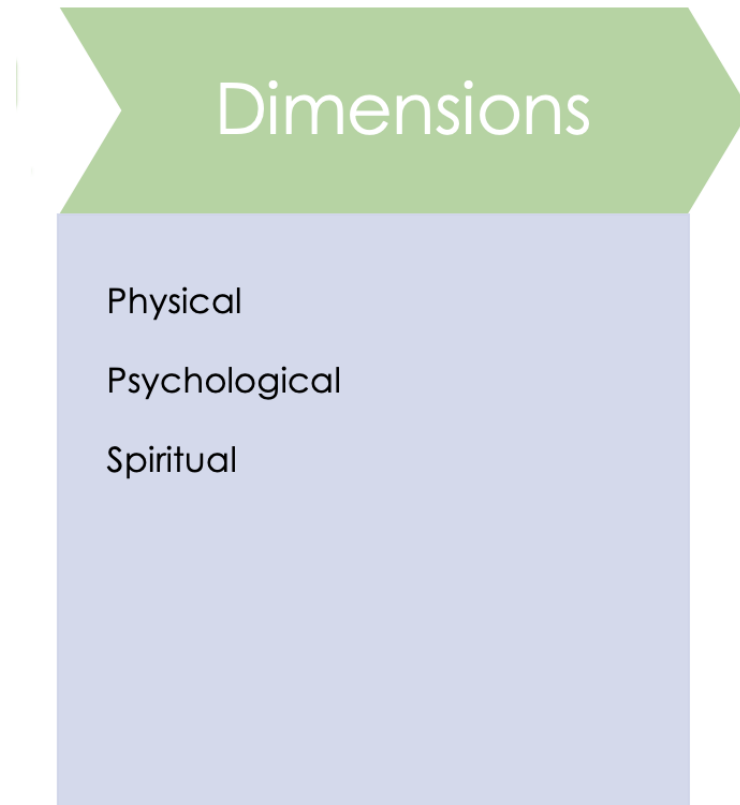
- Putting others first and serving a greater purpose.

Principles-centred leadership model



- Foster cultures where people can be authentic, can have autonomy and know their work matters.

Principles-centred leadership model



- Physical – managerial, transactional.
- Psychological – EQ, IQ, drive.
- Spiritual – Instinct, intuition.

- The Sector has asked for a leadership ecosystem that produces a flow of capable leaders.
- Foundations laid for what we as a sector mean by ‘leadership’, and what expect from our leaders.
- To get somewhere, we need a map.

A photograph of two people in outdoor gear standing on a wooden deck. The person on the left is wearing a dark blue jacket, a light-colored cap with sunglasses on top, and blue shorts with yellow accents. The person on the right is wearing a dark blue jacket, a grey cap, and has a tool belt. They are both looking towards the camera. The background shows a corrugated metal wall and a green, hilly landscape.

The Leadership Development Ecosystem

- Progression pathways
- Leadership landscape
- Capability framework

Progression pathways

- Freedom to choose a path between generalist and specialist progression.
- Includes three broad levels of leadership: field, operational and strategic leadership.

Leadership landscape

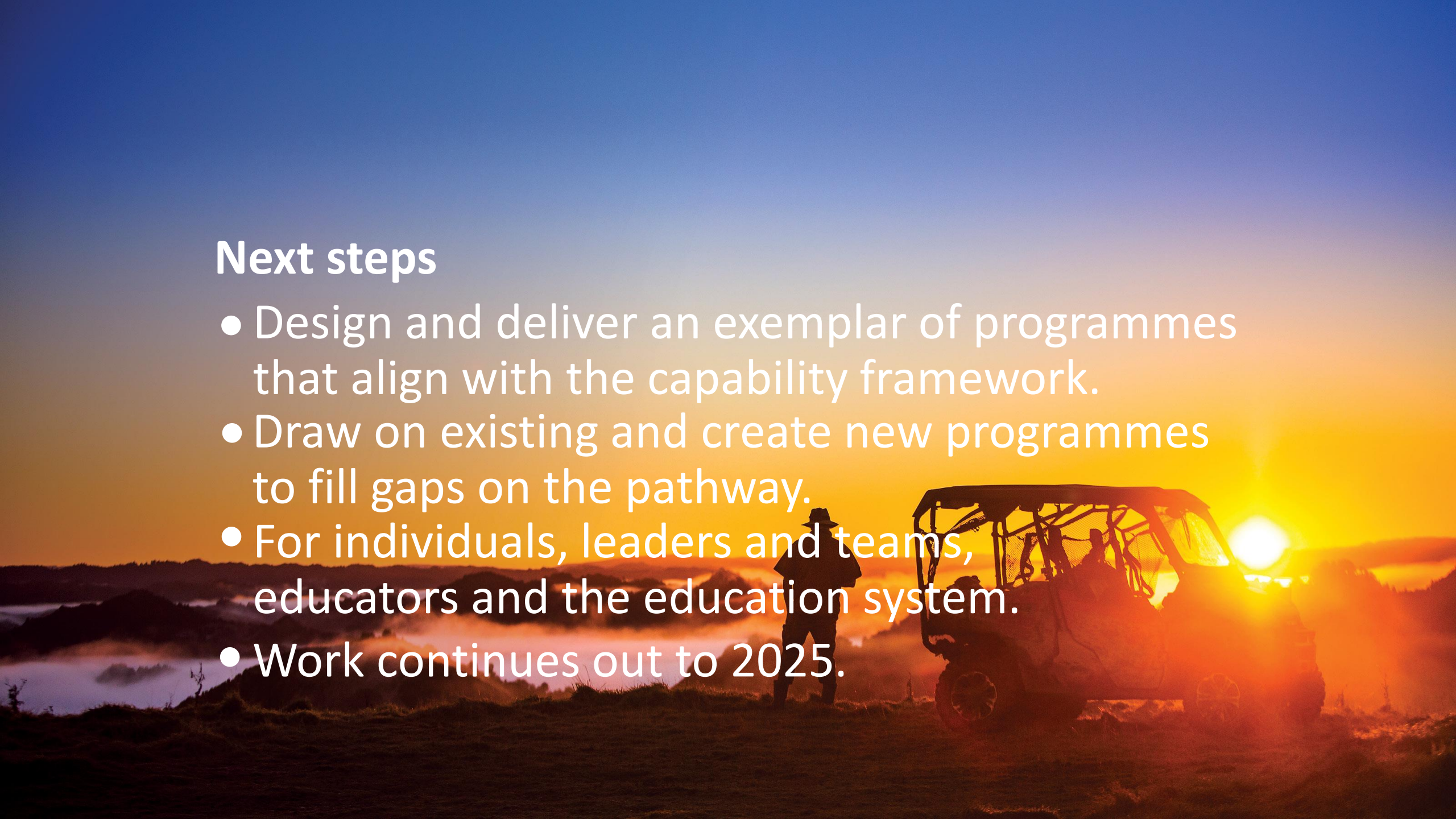
- Field leadership:
Team members and team leaders.
- Operational Leadership:
Operational leaders and general management.
- Strategic Leadership: Executive leaders and directors/trustees.

Capability development framework

- The **capability development framework** is based on the Principles-centred Leadership Model.
- The framework distils capabilities and behaviours in terms of levels and learning outcomes.
- It is for individuals, leaders and teams, educators and the education system.

Next steps

- Design and deliver an exemplar of programmes that align with the capability framework.
- Draw on existing and create new programmes to fill gaps on the pathway.
- For individuals, leaders and teams, educators and the education system.
- Work continues out to 2025.



What if?

- We looked to credentialise leadership, bringing it to the forefront of people development in the Food and Fibre sector.
- We grew ever better workplaces.
- We realised the true potential of our sector's leaders.



Thank you