

ERATOR
EXCEL



Hillary Leadership Programme

For senior New Zealand leaders



THE UNIVERSITY
OF AUCKLAND

BUSINESS SCHOOL

The Hillary Leadership Programme is a leadership development opportunity for senior New Zealand leaders.

As part of creating a truly national programme that develops senior leaders in all spheres of activity, we wanted a name that was uniquely New Zealand and captured the distinctiveness and spirit of what we have worked hard to create.

We believe that the personal qualities that New Zealanders admire in Sir Edmund Hillary such as integrity, modesty, determination and consideration for others provide an ideal set of standards for the leadership we are looking to create.

With his Nepalese Sherpa, Tenzing Norgay, Sir Edmund became the first man to climb Mt Everest in May 1953. He remains an inspiration to us all, not only because of what he achieved on the mountain, but because of his commitment to growth and development spanning a much longer period. For him, the summit triumph was the start of a journey. For the following 50 years he devoted himself to environmental and humanitarian efforts that have had a huge impact on Nepalese and New Zealand people and communities. He is a leader who leaves a great legacy.



"Leaders have had a dramatic effect on the lives of New Zealanders and our country is full of great leaders who are transforming their local businesses, schools, teams and communities. Their leadership talents contribute greatly to New Zealand's growth and prosperity and provide a catalyst for effective and positive change, helping to improve all our lives.

However, New Zealand needs more leaders in all fields from business and the professions, through to education and community development. Let us work to provide the leadership our country needs."

- **Sir Edmund Hillary** Patron: *Excelsior* (1919–2008)

We are honoured to have had Sir Edmund Hillary's support for our Institute as our founding patron, and we will honour his memory by continuing to strive for excellence and aspiration.

Who can I be as a leader?

The fact that you are reading this signals you are serious about leadership. You know the difference leadership can make and its importance to organisations, families, communities and our country.

At Excelerator, we are committed to developing leadership in New Zealand across all sectors in order to effect positive change and outstanding performance.

For those who are serious about developing and extending their leadership, the Hillary Leadership Programme is an unparalleled opportunity.

This unique programme will help you recognise more fully the impact you have on others and the potential you have to make an even greater difference.

It will stimulate you with new ideas and viewpoints that add clarity, innovation and greater possibility to your life and work.

Read on to get a deeper understanding of the programme, and then get in touch to discuss how the programme might work for you.

The Hillary Leadership programme is

- * A development process that works and grows with you.
Not a pre-packaged training programme.
- * Development that supports, stimulates and sustains your growth over time.
Not a one-off, short-term "quick hit".
- * Interaction with a network of like-willed people from a variety of backgrounds, industries and communities to challenge and stimulate your thinking.
Not talking to the same people within existing networks.

The differences that make a difference

We have identified key elements critical for effective leadership development and the Hillary Leadership Programme is the first publicly available programme in New Zealand to incorporate all of these.

1. Sustains development over time - not a one-off development event.

"How can a three or five day programme have a significant impact in terms of developing lasting [leadership] skills? Clearly it cannot" (Jay Conger - international leadership expert). The Hillary Leadership Programme provides an 18 month development process to ensure that leadership changes stick and are sustainable.

2. Creates a strong and trusted network of senior leaders from business, government, and community organisations that foster leadership growth.

Supportive networks of peers have been shown to significantly increase the application of leadership lessons learnt in organisational settings. A trusted and diverse group of peers will support and stimulate your leadership development both during and beyond the programme.

3. Connects strongly with the leadership challenges you are facing.

The programme allows you to learn from, and apply your learning to your everyday leadership context. It helps you identify the hidden potential in what is happening in your organisations and communities.

4. Combines reflection with action.

Increased awareness that doesn't lead to renewed action is fruitless. Equally, constantly taking action and not stopping to reflect and learn from the experience is ineffective. During the programme, time and space is created to move beyond the day-to-day pressures to create a longer-term perspective and to release deeper insights and energy for leadership.

5. Builds emotional intelligence (EI), not just analytical or technical skills.

The soft side of leadership is hard work. The programme is intellectually challenging and stimulating while also engaging the whole person - values, assumptions and emotions.

6. Develops your effectiveness in developing others leadership.

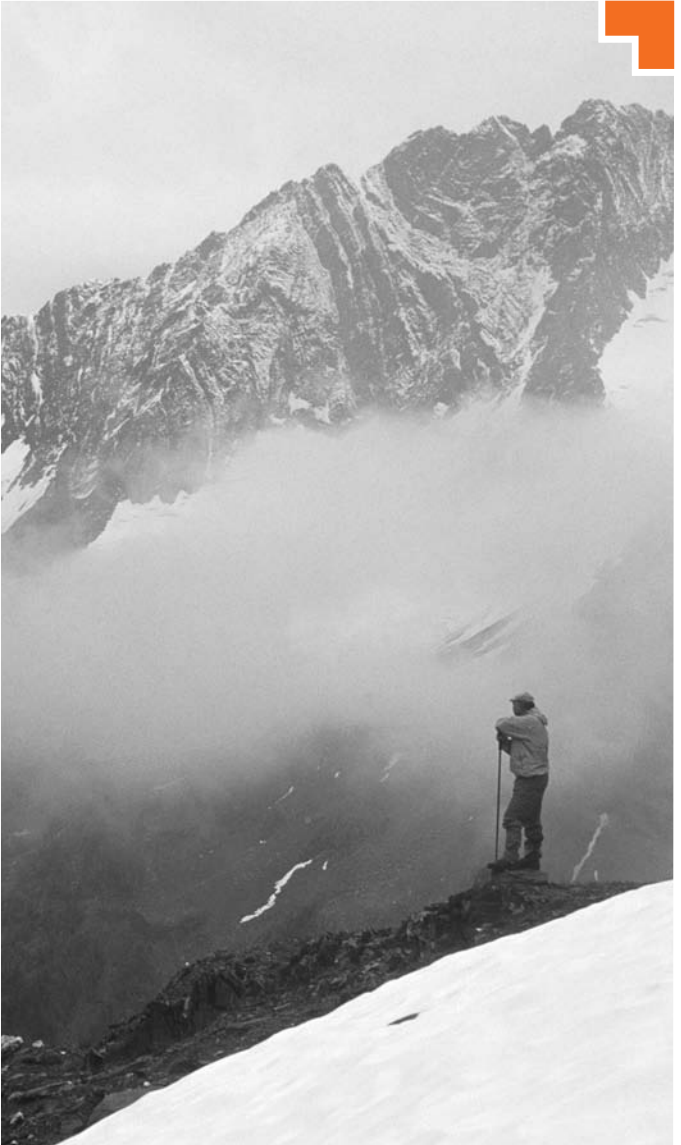
One of the enduring legacies you can leave is an organisation that has leadership at all levels. This programme pays particular attention to your role in growing the leadership of others and your organisation.

7. Combines the strengths of an internationally recognised University Business School, with those of seasoned practitioners.

Exclerator has created a unique fusion where leadership development and leadership research are intimately linked to each other. This provides leaders with access to relevant real world experience plus the very latest leadership research and resources.

8. Offers learning and growth through processes that mirror real-world leadership interactions.

This includes face-to-face interactions, large team and small peer groups, virtual discussions and individual reading and reflection.

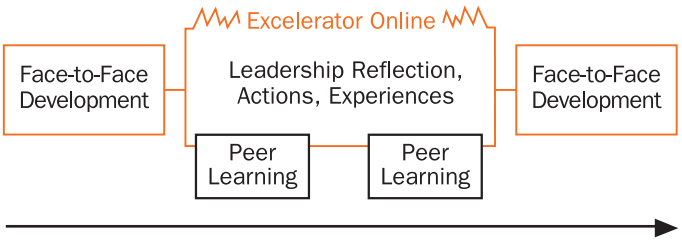


What the programme looks like

The schematic below provides a snapshot of the development process. There will be a number of face-to-face development sessions interspersed throughout the 18 months. Between these sessions you will take part in online development discussions, read and reflect on leadership articles and undertake activities linked with your everyday environment.

You will also engage with your peer learning group between sessions, and reflect on your leadership in your journal. Throughout the programme, participants will be encouraged to translate this leadership learning into action.

Example of a typical 8-10 week block



The key elements of our development process:

*** Face-to-Face Workshops**

The face-to-face sessions will provide highly interactive ways of stimulating deeper leadership insights and more powerful leadership actions. The workshops not only provide innovative opportunities to learn, they also create a safe environment in which to practice new ways of leading. There will be 18 days of workshop time interspersed over the programme.

*** Excelerator Online**

Excelerator Online allows the leadership learning to be continuous over the 18 months and enables a wide variety of ways to interact.

*** Peer Learning Conversations**

Participants will engage together in pairs or small groups to share leadership learnings, and to stimulate and support one another's leadership growth. Peer learning also provides a strong forum for building key leadership skills (such as coaching).

*** Reflection**

Participants will be guided to embed a robust reflective process that will support their leadership and thinking.

*** Leadership Readings**

Participants will have access to The University of Auckland Library databases and therefore the latest thinking and research into leadership.

*** Leadership Action Plans and Experiments**

Throughout the programme, people will be encouraged to take "leadership experiments" that foster their growth. By creating a leadership mindset, and embedding this through action, enhanced and sustainable leadership capacity is developed.

While much of this programme activity can be undertaken at times that suit the participants, it will require a regular weekly commitment of approximately 3–4 hours.

Key dynamics of the development process

The Hillary Leadership Programme will focus on these three dynamics of leadership.

| Self | Relational | Contextual |
|--|--|--|
| <ul style="list-style-type: none"> * Understanding one's own drivers and identity as a leader. * Identifying personal aspirations for one's leadership. * Building personal disciplines that foster leadership effectiveness. * Building personal creativity and innovation. | <ul style="list-style-type: none"> * Understanding patterns of interaction between individuals and within teams. * Changing and sustaining organisational cultures. * Engaging people with the future. * Building the leadership capacity. | <ul style="list-style-type: none"> * Embodying strategic leadership in your organisation and beyond. * "Excelerating" leadership action within New Zealand organisations and communities. * Building a critical mass of leadership. * Releasing the hidden potential in your organisation, industry and community. |
| <p>"We must be the change we wish to see in the world"</p> | <p>"The essence of leadership is in the relationships"</p> | <p>"Leaving a legacy that lives on long after you have gone"</p> |



Selection criteria

The programme is targeted at people at senior levels within New Zealand organisations and creates a unique and powerful peer learning environment.

This is a senior leadership programme with ambitious goals. The programme's success depends on the quality and motivation of the participants. It is therefore important that participants:

- * Be prepared to actively contribute to the development process (sharing their own experiences, fears and hopes).
- * Have a strong openness and willingness to learn.
- * Be committed to experimenting and applying the lessons learnt in their organisations, lives, and communities.
- * Have the necessary time and energy to commit to all aspects of the development process.

Cost

Costs for the Hillary Leadership Programme can be found on our website www.excelerator.co.nz

Special deals on accommodation and meals will be negotiated on behalf of the programme participants.

Next steps

For further information or application details, please contact the Programme Manager Philippa Collins by email on philippa.collins@auckland.ac.nz, by telephone 09 373 7599 ext 88807.

About Excelerator: The New Zealand Leadership Institute

Excelerator is a national leadership development and research institute. It was established by The University of Auckland Business School in partnership with organisations and trusts committed to building leadership in all walks of New Zealand life – arts, education, business, community, sport, politics, health, charity and the public sector.

Our purpose is:

To enhance the understanding of leadership in New Zealand and take action to ensure the country has creative and talented leaders and outstanding leadership that will develop, guide and advance our organisations and communities.

Excelerator's research agenda is designed to enhance the quality of our leadership programmes, discover unique elements of leadership in New Zealand and seek out relevant global leadership thought. In the leadership development area, we use a variety of research activities to help us understand how leadership is developed most effectively and then apply these learnings to our programme design and beyond.

Internationally we enjoy strong collaborations with highly regarded Leadership Institutes at Wharton Business School at The University of Pennsylvania, INSEAD, Fuqua Business School at Duke University and the Gallup Institute at the University of Nebraska with whom we share knowledge, undertake collaborative research and support each other's leadership development initiatives.

There is no doubt that New Zealand has a large pool of potential leadership talent, but it needs to be identified, nurtured and developed to its true potential. Excelerator has been established to provide the impetus for this to happen.

A mind that has been stretched will never return to its original dimension.

Albert Einstein

Excelerator Team and Contributors

Our team brings together individuals with a wealth of experience from different aspects of the leadership and learning domain. All of the Excelerator team contribute to various parts of the Hillary Leadership Programme.

Excelerator's research and development connections with international leadership centres and academics mean that the Hillary Leadership Programme can utilise the talents of respected international visiting faculty to supplement its New Zealand based team.

Excelerator believes that the combined input of development professionals and experienced practitioners provide the most effective learning outcomes. For this reason, the Hillary Leadership Programme uses experienced business and community leaders to add to the development experience.

Dr Peter Blyde - Lead Facilitator



Peter leads the Hillary Leadership Programme for Excelerator.

For nearly 15 years, Peter has been consulting in the areas of leadership, executive coaching, emotional intelligence and strategy clarification with a wide range of both public and private organisations in Australia and New Zealand.

In addition to his role at Excelerator, Peter is also a Director of CATALYST4 Ltd, a strategic business consultancy.

Peter has a Ph.D which examined Executive Perceptions of Leadership in New Zealand and Australia.

Dr Lester Levy



Lester is the Chief Executive of Excelerator and Adjunct Professor of leadership at the University of Auckland Business School.

A graduate of Medicine and an MBA, he has extensive management experience across both private and public sectors having been Chief Executive of South Auckland Health, The

MercyAscot Hospital Group, The Western Bay of Plenty Area Health Board and The New Zealand Blood Service. He is the author of the successful book *Leadership and the Whirlpool Effect*.

He actively researches leadership with a particular focus on perceptions of leadership, concepts of leadership and the difference between management and leadership.

Lisa Markwick



Lisa is lead facilitator of Exceleator's Community Leadership and Future Leaders Programmes.

She is a Consultant Leadership Psychologist and Facilitator. She has managed a private consultancy for over 14 years and is currently the Principle of Mindful Adventures Ltd. Lisa consults to senior executives and business owners in the corporate, private and public sector.

Loretta Brown



Loretta's role at Exceleator works across all programmes in development, facilitation and research.

As Founding Director of The New Zealand Mentoring Centre, Loretta has been involved with providing professional, ethical and accountable Leadership Mentoring services for over 7 years. Loretta has a Masters from Massey University, Department of Social Policy and Social Work.

Joline Francoeur



Joline is the overall Director of Leadership Programmes at Exceleator.

Joline has been involved with leadership development for 25 years and has developed in-house corporate leadership programmes for several successful New Zealand organisations. Joline has a Masters degree in Education from the University of Colorado.

Dr Brigid Carroll



Brigid is a senior research fellow and lead facilitator at Exceleator. She is also currently a senior lecturer in the Department of Management and International Business at The University of Auckland where she teaches organisation theory, organisation studies, management and leadership.

Brigid has a BA, MA (Hons) and PhD from the University of Auckland and a MBA (Hons) from Fordham University, New York.

Regena Mitchell



Regena is a facilitator on several of Excelerator's leadership Programmes including Hillary. She has extensive experience with MBA leaders in the USA and NZ. She has been the Director of both Otago University's Executive MBA and the University of Auckland's Executive and Management MBA programmes.

Regena holds a PhD in Management and Organisation Theory from Claremont Graduate University.

For further information regarding the Excelerator team and contributors go to www.excelerator.co.nz



Participant Testimonials

The current participants of the Hillary Leadership Programme are all senior leaders from a wide variety of industries and backgrounds who are taking part in the programme to create new leadership opportunities for themselves and their organisations.

Comments from several of these past participants are featured below. To hear from more of our Hillary Programme participants please go to our website www.excelerator.co.nz

Stephen Bell - *CEO Youthline*



I wanted to be in a situation where there were people in my type of role but from many different worlds in order to try and understand my role in the context of the wider world. That has been a very strong and valuable part of my experience in the Hillary Programme.

My work feels less cluttered, now that the interface between my role and others has become more clearly defined and I can now focus on supporting the teams in their responsibility for specific areas.

As I get clearer about the areas that I'm operating within and the relationships with my senior team, the team also get clearer about their own development edges, what they do well and what they're struggling with.

Carmen Bailey - *Owner/Operator, Emergent*



As a SME business owner you can often feel quite isolated.

The Hillary Leadership Programme has provided me with a very talented and supportive network that has assisted me with some major decisions in my business and has really opened my eyes in terms of what leadership actually is.

The programme has been challenging, confrontational, fun and incredibly rewarding.

Brett Aspden - *Group Commercial Manager, AA*



One of the really successful and unique things about the Hillary Programme is that people within the group are willing to share openly and be prepared to act as a catalyst for each other. That is of real value and something quite different from just networking, you just would not get the level of disclosure, honesty and the depth of conversation in any other forum.

When you start talking to others in the programme who sit across a myriad of different organisations you find that they have similar challenges that they're dealing with. You can utilise their understanding and experiences to enhance your sense of the potential opportunities or pitfalls within your own environment. Being exposed to those kinds of ideas with a diverse group of people allows for real shifts in thinking.

Roman Rogers - *General Manager, Hudson NZ*



The obvious difference between this programme and other programmes is the length. It is 18 months long and has more of a 'slow burn' as opposed to a 'sheep drench' philosophy. In this programme, there is ongoing space and time to learn and to consolidate that learning. There is the opportunity to continue to play and practise with particular ideas back in the real world.

When I think of my role in the senior leadership team of the organisation, the nature of the conversations we are having now are more effective. Has my involvement in the Hillary Programme played some part? I think it has been one of the catalysts to get us to talking more courageously.

Excelerator Contact Details

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