

ERATOR
EXCEL



Hillary Leadership Programme

For senior New Zealand leaders



THE UNIVERSITY
OF AUCKLAND
BUSINESS SCHOOL

Hillary Leadership Programme

This is a unique part-time 18 month leadership development programme for senior leaders, creating new opportunities for them and their organisations.

The Hillary Programme provides a long-term sustained approach to leadership development rather than a one-off, short-term "quick hit". It engages international calibre academic and practitioner facilitators and draws on the latest international leadership research, practice and resources.

A strong focus is on the real leadership issues participants are facing instead of a pre-packaged training programme. It develops their effectiveness in building leadership in others, recognising that an enduring legacy they can leave is an organisation that has leadership at all levels.

During the programme, structured reflection is used to assist participants to develop deeper insights into their leadership and enable action that is built on personal belief, awareness and courage.

A unique aspect of the Hillary programme is the creation of a strong network of like-willed people from a variety of backgrounds which is able to challenge and stimulate thinking and foster leadership growth.

Who Is It For?

The programme is targeted at people at senior levels within New Zealand organisations of all types to ensure that participants can experience a powerful peer learning environment.

It is for senior executives who are serious about developing and extending their leadership and its impact.

Excelerator

Excelerator is a leadership development and research institute with a national focus. The Hillary Leadership Programme is one of a number of leadership development programmes provided by Excelerator.

The University of Auckland Business School's other partners in Excelerator are Bell Gully, DB Breweries, Deloitte, Hudson, Sleepyhead Manufacturing, Tindall Foundation, Westpac and Woolfe Fisher Trust.

Further Information and Application

For application details or further information please see www.excelerator.co.nz/hillary or contact +64 (0) 9 373 7599 ext 88807.

Roman Rogers – General Manager Christchurch, 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 as the need arises.

Marc Burrage – Executive General Manager, Hudson NZ

Hillary has been an important enabler for Roman on his journey toward achieving his full potential as a leader. What we have seen in Roman is a heightened sense of self awareness, more confidence and an increased maturity and level of insight. He has enhanced his preparedness to contribute at all levels within the organisation and in his engagement with clients. He is also willing to question and challenge other views and is able to do so in a considered and meaningful way.

Gary Smith – Bay of Plenty District Commander, NZ Police



I am more aware of who I am, more open about what my faults are and more conscious of my strengths, why they are strengths and how I work with those effectively.

I realise that the returns I have gained from this programme are exponentially bigger than the investment of time over the 18 months. Whatever you put into the Hillary programme you get double back, probably more and there is the potential for those returns to continue on much longer than the programme itself.

Bob Burns – Western Bay Area Commander, NZ Police

The biggest change in Gary is his patience in waiting for things to happen or understanding why things aren't happening. He has developed systems to understand others' perspectives and constraints. Gary is listening to the issues that his managers have that he may or may not have been aware of beforehand. This team now brings issues to the table, looks for opportunities for improvement and uses all the skills around the table to thrash out a way forward.

Voices of Hillary participants and their organisations

Bennett Medary – Chief Executive, *Simpl*



The programme has reinforced that a lot of my preferences and natural inclinations in my leadership are alright. That has been a confidence boost, I am more comfortable in my own skin, I am more confident that my own skin is a good skin. So when I look at my leadership challenges and my desire to bring more to those around me, I feel I have more capacity to honour that.

I recognise that a weakness of mine is that I have always very readily compensated, augmented, filled the void in the organisation. There has been a major shift, I am much more limited about what I'll take on to make sure that I can truly perform on the most critical things.

Paul Whiston, Jodi Mitchell and Malcolm Pollock

– Management team, *Simpl*

Previously, Bennett would be involved in very transactional detail around the organisation. Now he places his effort into giving guidance around what we want to achieve rather than going to the next level around the how, why and where to. As a senior manager, I find his strategic approach more empowering and sets clearer goals for me. We are truly reinvigorated in where we are going now as a company and his role in this direction has been very much that of a leader.

Brian O'Connell – Principal, *Whangaparaoa College*



I have a lot more confidence and certainty to take on hard issues, I am prepared to have harder conversations with people than what I would have done and I take on bigger risks.

I haven't just applied simple solutions to complex problems as I would have done before. I have dealt with some major issues by addressing the cause. I'm not sure I would have had the confidence to do that before, that only came after quite a lot of reflection, thinking and discussion.

Robyn Brownlee and Brent Logan

– Management team, *Whangaparaoa College*

Brian is very reflective and open to change as a leader and has a very clear vision on what the school is about and what we want to achieve. He encourages the team to be more critically reflective of what we are doing. Our direction is leading towards higher expectations of ourselves, our team and our school.

Kaaren Goodall – Executive Director, Committee for Auckland



I went into the programme feeling that I was neither fish nor fowl, I just wasn't sure where I fitted as a leader. However, the more I listened to other people in the programme and their circumstances, the more I realised all leaders are in this position; there is no easy model of leadership for anyone. Through the programme firstly I see my own leadership qualities, which is a revelation, and secondly I am considering how I make my leadership visible.

I think the Excelerator programme team is exceptional, they are a walking embodiment of leadership.

Nick Main – Director, Committee for Auckland

I think a really significant thing for Kaaren is a huge increase in confidence and she's now got a more self reflective style. You can almost see her saying to herself 'I know this is a challenge but I can do it' and I think that is an incredible difference.

I have seen her observing different leadership styles in people and being much more sensitive and analytical about how she will interact with others. She was quite a busy person with lots to say and do and now I think she understands that much of the time you have to let things go at their pace and a few small interventions at the right time will often achieve much more significant progress.

Martin Ellis – Group General Manager, Sleepyhead



When you are in a management position, you feel like you need to be the one that people can come to for the answers. What I have realised during this course is you don't actually have to know it all or be able to predict the future, you just have to know what to do when situations arise.

Reflection rather than just acting has been a critical lesson for me, taking that little bit of time to really listen. It is so worthwhile drawing out in conversation what people really want or expect and what is really bothering them. It saves time because you actually get to the crux of the problem and consider all of the possible options rather than setting off in a less informed direction.

Tony McIntosh – Chief Financial Officer, Sleepyhead

I have noticed that Martin thinks things through more before reacting. He more often than not knows the right direction to go but now he thinks more about how he conveys that in a positive way that gains buy-in. As a result I think more about how I communicate, making sure it is constructive and aids the organisation.

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The University of Auckland Business School acknowledges the significant support provided by its partners in Excelerator

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