



He moana pukepuke e ekengia e te waka - A choppy sea can be navigated

Tips

- Accept that you will feel like you are an impostor some of the time
- If you're in the role, it is because the organisation sees that they need you in that role
- Not everyone is going to like you
- Now is the time when the parameters are unclear, or not even created. You will need to lead adaptation, and have the courage to create new rules
- Don't be over-focused on formal training: you'll grow your brand by adding your own value
- **Be** a person of integrity don't just talk about what's right
- Leadership is political
 - It only becomes a dirty word if you play dirty
 - Observe **all** of the leadership dynamics and influences within the team
 - Also observe those who do not do things well: leadership is also about what not to do
- Identify and foster positive relationships with key influencers at every level of the organisation
- Make space to think more long-term - delegate the everyday
- As well as fronting up with challenges, cultivate solutions
- Seek clear advice, guidance and intelligence on past blockers - people, structures, approaches - and what has been done to mitigate these. It may not be obvious
- Seek other Board role opportunities: it'll give you important stakeholder perspectives
- Listen, listen, listen to what is being said and what is not being said

*Waiho kia pātai ana, he kaha ui te kaha
Let the questioning continue; the ability of the person is in asking questions*

Questions

- What led to the departure of the previous role-holder; what was their legacy?
- What leadership strengths do you see in me? And my work-on's and opportunities?
- How do values show up in leadership decision making?
- What's the leadership culture and how am I expected to lead this across the organisation?
- How does the Board work; what are their expectations of the leadership team, and me?
- What support is in place for me as a senior leader, particularly when I have a challenge?
- Keep asking questions about:
 - What people do
 - What they consider is their unique contribution to the organisation
 - If they could change one thing (/straightaway), what would it be and why
 - How they wish to be led
 - How they wish to be communicated with, rewarded, engaged, etc
 - If they were CEO, what they would change, keep, lose
 - Are they proud to work here? Would they recommend it - why?
 - Whether they have (recently) considered leaving and why

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