

Ki Te Hoe – Core Capability Framework

Capabilities for people leaders

Capability		Descriptions			
		Thought Leader	Leading teams	Leading Leaders	Leading WCC
Expertise	Specialist expertise	<ul style="list-style-type: none">Provide professional leadership in your area of specialist expertise.Stay up to date with recent advances and legislation relevant to your specialist area.Provide technical leadership, mentoring and supervision.	<ul style="list-style-type: none">Understand the objectives and challenges of the specialist work performed in your team (i.e. so that you can provide direction, oversight, and support).	<ul style="list-style-type: none">Understand the objectives and challenges of the specialist work performed in your business unit at a high level (i.e. so that you can provide strategic direction, oversight, and support).	<ul style="list-style-type: none">Understand the objectives and challenges of the specialist work performed in your directorate at a strategic level (i.e. so that you can explain your directorate's work to others, and connect it with the strategic direction of the Council).
Decisions	Analytical skills	<ul style="list-style-type: none">Accurately assess situations based on limited information and/or analyses provided by others.Recognise the impact of decisions on others.Recognise and take steps to minimise biases and blindspots.Ask questions to explore others' perspectives.Support others to develop their analytical skills.	<ul style="list-style-type: none">Accurately assess situations based on limited information and/or analyses provided by others.Recognise the impact of decisions on your team and other teams.Recognise and take steps to minimise biases and blindspots.Ask questions to explore others' perspectives.	<ul style="list-style-type: none">Accurately assess business unit and organisational issues based on limited information and/or analyses provided by others.Recognise the impact of decisions on staff and the organisation.Recognise and address information gaps.Recognise potential biases in your thinking.Test and challenge your ideas.Ask questions to encourage fresh thinking.	<ul style="list-style-type: none">'Think on your feet' under pressure.Accurately assess complex and ambiguous organisational and city-wide issues.Recognise the implications of decisions for staff, organisational performance, and the City.Recognise potential biases in your thinking.Ask questions to encourage the fresh thinking required to achieve challenging outcomes.
	Making our vision real	<ul style="list-style-type: none">Anticipate the broader and longer-term implications of issues and decisions.Help others in your area to understand how your work impacts other areas of the council, our organisational priorities and contributes to our vision.Plan work that aligns with our strategy and long-term plan.	<ul style="list-style-type: none">Anticipate the broader and longer-term implications of issues and decisions.Plan work that aligns with our organisational priorities, strategy and long-term plan.Help team members see how their work impacts other areas of the Council and contributes to our vision.	<ul style="list-style-type: none">Recognise how your business unit impacts other areas of the Council, external partners, and different parts of the community.Encourage and contribute to meaningful conversations about the future which influence our strategic direction.Devise and implement robust strategic plans which align with our strategy, long-term plan, and city vision.Ensure your team can see a clear link between their work and the strategic goals of the business unit and organisation.	<ul style="list-style-type: none">Build an in-depth understanding of the Council, the external environment, the views of external partners and different parts of the community, and longer-term issues affecting the Council (i.e. adopt a 10 year and beyond perspective).Work with elected members to develop and communicate a compelling vision, strategy and long-term plan for Wellington City Council.Ensure there is a clear line of sight for all staff between their roles and how they contribute to the Council's vision, strategy and plans.
Results	Achievement drive	<ul style="list-style-type: none">Help your manager to set clear, ambitious and measurable goals for your team.Identify and act on opportunities to achieve outcomes.Show proactive leadership.Take accountability for achieving results.	<ul style="list-style-type: none">Set clear, ambitious and measurable goals for your team.Identify and act on opportunities to achieve team outcomes.Show proactive leadership.Take accountability for leading your team and for your team's results.	<ul style="list-style-type: none">Set clear, ambitious and measurable goals for your business unit.Identify and act on new opportunities to achieve organisational outcomes.Take accountability for your business unit's results.	<ul style="list-style-type: none">Set clear, ambitious and measurable goals for the Council.Identify and act on new strategic opportunities.Take accountability for leading the organisation and achieving outcomes for the city.
	Performing and delivering	<ul style="list-style-type: none">Plan ahead.Organise your workload to deliver outcomes.Lead the delivery of complex projects.Effectively manage organisational resources.Encourage innovation.Regularly review and improve business systems, processes, and ways of doing things.	<ul style="list-style-type: none">Plan ahead and organise your and your team's workload.Effectively manage organisational resources, budgets, and finances for your team.Encourage innovation.Regularly review and improve business systems, processes, and ways of doing things with your team.	<ul style="list-style-type: none">Plan and organise to ensure quality service delivery.Effectively manage organisational resources, budgets, and finances for your business unit.Lead improved ways of doing things.Create a culture of innovation and continuous improvement in your business unit.	<ul style="list-style-type: none">Build and continually improve the organisational systems required to deliver results.Create an organisational culture of innovation and continuous improvement.Ensure the organisation executes plans agreed with Council and community.
	Delegating	<ul style="list-style-type: none">N/A	<ul style="list-style-type: none">Identify the actions the team needs to take.Understand what is realistic to expect of staff.Make considered delegation decisions.Maintain oversight of your team's work programme.	<ul style="list-style-type: none">Identify the projects and work programmes your business unit will undertake, given available resources, finances, and timeframes.Understand what is realistic to expect of staff and managers.Empower your teams with authority and responsibility within their areas.Address roadblocks within your business area.Oversee business unit performance.	<ul style="list-style-type: none">Translate our strategy and vision into longer-term organisational initiatives.Empower your direct reports with responsibility and authority within their areas.Support your direct reports to address roadblocks within their areas.Prioritise resources and finances and integrate work across the organisation to deliver the best value.Maintain a 'temperature check' of how the organisation is delivering.
	Customer engagement	<ul style="list-style-type: none">Show a customer service focus with internal and external customers (e.g. by engaging with the community and co-designing services with customers where appropriate).Manage competing perspectives and needs of all customers including residents, businesses, and visitors to wellington city.Explore and address complex customer issues.Monitor customer satisfaction with the services you provide.	<ul style="list-style-type: none">Create a customer-centric culture within your team.Guide staff to understand and respond to the competing perspectives and needs of all customers including residents, businesses, and visitors to Wellington city.Explore and address complex customer issues.Monitor customer satisfaction with the services your team provides.	<ul style="list-style-type: none">Create a customer-centric culture within your business unit.Guide staff to understand and respond to the competing perspectives and needs of all customers including residents, businesses, and visitors to Wellington City.Lead initiatives to better meet customer needs (e.g. by engaging with the community and co-designing products and services with customers where appropriate).Monitor and understand customer satisfaction with the services your business unit provides.	<ul style="list-style-type: none">Create a customer-centric organisational culture.Shape and lead the delivery of the Council's strategy to achieve the aspirations of the people of Wellington.Monitor and understand customer satisfaction with the services the Council provides.

Capability		Descriptions			
Thought Leader		Leading teams		Leading Leaders	Leading WCC
Results	Managing risk	<ul style="list-style-type: none"> Understand and apply the council's risk management framework. Understand implications of broader organisational risk across the council. Take a leadership role to support the identification, assessment, management, reporting and monitoring of risks. Escalate issues if required. 	<ul style="list-style-type: none"> Understand the Council's risk management framework and how it applies to your team. Lead team discussions about risk. Monitor, manage and address operational risks and escalate if required. 	<ul style="list-style-type: none"> Understand and lead risk management practice in accordance with Council's risk management framework and relevant legislation. Lead business unit discussions about risk. Monitor, manage and address broader and longer-term risks affecting your business unit. 	<ul style="list-style-type: none"> Foster a culture of effective risk management practice. Build a comprehensive understanding of Council's broader and longer-term organisational, people, and strategic risks and ensure plans are in place to manage them.
	Health and safety	<ul style="list-style-type: none"> Encourage and support the identification, assessment, and management of health, safety, and wellbeing risks and hazards. Report health and safety incidents and risks. Escalate issues when required. 	<ul style="list-style-type: none"> Lead health, safety, and wellbeing risk discussions with your team. Monitor, manage and address risks to health, safety, and wellbeing. 	<ul style="list-style-type: none"> Champion business unit health, safety, and wellbeing risk discussions. Monitor, manage and address risks to health, safety, and wellbeing. 	<ul style="list-style-type: none"> Champion a culture of effective health, safety, and wellbeing practice. Monitor, manage, and address risks to health, safety, and wellbeing across the organisation.
	Resilience and adaptability	<ul style="list-style-type: none"> Stay resilient, calm, and optimistic in the face of obstacles, volatility, uncertainty, ambiguity and complexity. Respond quickly and flexibly to work demands. 	<ul style="list-style-type: none"> Stay resilient, calm, and optimistic in the face of obstacles, volatility, uncertainty, ambiguity and complexity. Respond quickly and flexibly to work demands. Support team members to build their flexibility, resilience and wellbeing. 	<ul style="list-style-type: none"> Stay resilient, calm, and optimistic in the face of obstacles, volatility, uncertainty, ambiguity or complexity. Respond quickly and flexibly to work demands. Build a culture that supports flexibility, resilience, and wellbeing across your business unit. 	<ul style="list-style-type: none"> Stay resilient, calm, and optimistic in the face of obstacles, volatility, uncertainty, ambiguity or complexity. Respond quickly and flexibly to work demands. Build an agile and resilient organisation supportive of staff wellbeing.
Influence	Communicating	<ul style="list-style-type: none"> Communicate with impact. Tailor your communication to reflect the needs of different audiences. Present confidently to small groups. Tactfully communicate sensitive messages even in challenging situations. 	<ul style="list-style-type: none"> Communicate with impact. Tailor your communication to reflect the needs of different audiences. Present confidently to small groups. Tactfully communicate sensitive messages even in challenging situations. 	<ul style="list-style-type: none"> Communicate with impact. Tell a coherent story. Tailor your communication to resonate with diverse audiences (including senior individuals and people outside of the organisation). Present confidently to large groups. Tactfully communicate sensitive messages even in challenging and tense situations. 	<ul style="list-style-type: none"> Communicate with impact. Tell a coherent and compelling story. Tailor communication to resonate with diverse audiences. Present confidently in public and the media. Tactfully communicate sensitive topics under public scrutiny.
	Assertiveness	<ul style="list-style-type: none"> Address differences and conflict issues with internal and external stakeholders directly and constructively. Make and follow through on tough decisions when required. 	<ul style="list-style-type: none"> Address differences and conflict issues with staff and stakeholders early, directly and constructively. Make and follow through on tough decisions when required. 	<ul style="list-style-type: none"> Address differences and conflict issues with staff and stakeholders early, directly and constructively. Make and follow through on tough decisions when required to ensure business unit performance. 	<ul style="list-style-type: none"> Address differences and conflict issues with staff and stakeholders early, directly and constructively. Make and follow through on difficult decisions in a timely manner when required to realign organisational performance with the Council's vision.
	Managing performance	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Set clear expectations for staff. Hold people accountable for meeting expectations. Explore underlying barriers to high levels of performance. Provide constructive feedback. Address underperformance swiftly and directly. 	<ul style="list-style-type: none"> Set clear expectations for direct reports, staff and suppliers. Hold people accountable for meeting expectations. Explore the underlying barriers to high levels of team or business unit performance. Provide constructive feedback. Address underperformance swiftly and directly. 	<ul style="list-style-type: none"> Set clear expectations for direct reports, staff, suppliers, and the organisation. Hold people accountable for meeting expectations. Explore the underlying barriers to high levels of people and organisational performance. Take swift and direct action to realign performance if required.
	Persuasiveness	<ul style="list-style-type: none"> Influence organisational decisions and stakeholders. Identify constructive solutions to disagreements. Bring others on the journey by informing and involving them. 	<ul style="list-style-type: none"> Influence organisational decisions and stakeholders. Identify constructive solutions to disagreements. Bring others on the journey by informing and involving them. 	<ul style="list-style-type: none"> Identify who to influence for maximum impact. Influence key stakeholders. Resolve complex and challenging conflict situations. Bring others on the journey by involving and influencing them. 	<ul style="list-style-type: none"> Make a compelling case for Council decisions and initiatives. Deftly navigate disagreements. Act as a 'circuit breaker' across relationships in your broader network as needed. Bring staff and stakeholders on the journey by involving and influencing them.
	Political acumen	<ul style="list-style-type: none"> Apply a sound understanding of the local government environment. Identify the political context for issues. Understand and balance competing community viewpoints and interests in your work. Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour). Inform councillors and provide free and frank advice. 	<ul style="list-style-type: none"> Apply a sound understanding of the local government environment. Identify the political context for issues. Understand and balance competing community viewpoints and interests in your work. Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour). 	<ul style="list-style-type: none"> Apply a broad understanding of the wider context and implications of the local government environment. Identify the political context for issues. Understand and balance competing community viewpoints and interests in your work. Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour). Inform Councillors, provide 'free and frank' advice, and establish yourself as a trusted advisor. 	<ul style="list-style-type: none"> Apply a deep understanding of the wider context and implications of the local government environment. Identify underlying political drivers and navigate sensitive political issues. Understand and balance competing community viewpoints and interests in your work. Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour). Provide astute, 'free and frank', and strategic advice to Councillors and establish yourself as a trusted advisor.
	Enabling change	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Lead and support team members to adapt to business unit, community, technological, cultural or organisational change. 	<ul style="list-style-type: none"> Lead change that allows your business unit to thrive in a changing context. Encourage staff to embrace change. Support changes or initiatives led by other parts of the Council. 	<ul style="list-style-type: none"> Drive, support and resource change across the Council. Communicate to engage staff in the case for change. Encourage staff to contribute to designing and shaping change initiatives wherever possible.

Capability		Descriptions			
Thought Leader		Leading teams	Leading Leaders	Leading WCC	
People	Connecting	<ul style="list-style-type: none"> Read 'what is not being said' in situations. Actively listen to others and reflect back an in-depth understanding of their perspectives, feelings and concerns. Establish rapport with new people. Support others and provide advice. 	<ul style="list-style-type: none"> Read 'what is not being said' in situations. Actively listen to others and reflect back an in-depth understanding of their perspectives, feelings and concerns. Establish rapport with new people. Support others and provide advice. 	<ul style="list-style-type: none"> Read 'what is not being said' in situations and deftly adjust your interpersonal approach. Actively listen to others and reflect back an in-depth understanding of their perspectives, feelings, and concerns (including in public outreach situations). Swiftly establish rapport with new people. Support others and provide advice. 	<ul style="list-style-type: none"> Deftly adjust your interpersonal approach in highly ambiguous and sensitive situations. Actively listen to others and reflect back an in-depth understanding of their perspectives, feelings, and concerns (including in public outreach situations and when tensions are running high). Swiftly establish rapport with new people (even when negotiating challenging conflict issues). Support others and provide advice.
	Collaborating	<ul style="list-style-type: none"> Build and leverage internal and external relationships to achieve the objectives of your role. Identify opportunities to collaborate with your peers and stakeholders to achieve mutual goals. Provide peer leadership in team discussions and activities. 	<ul style="list-style-type: none"> Build and leverage internal and external relationships to achieve the objectives of your role. Identify opportunities to collaborate with your peers and stakeholders to achieve mutual goals. 	<ul style="list-style-type: none"> Build and leverage a broad internal and external network to achieve organisational outcomes. Understand how the Council is perceived by external stakeholders. Work closely with your peers, stakeholders and other business units to achieve mutual goals. 	<ul style="list-style-type: none"> Connect with Wellington's communities, businesses, Central government, and internationally. Understand how the Council is perceived by key stakeholders. Leverage relationships to achieve organisational outcomes. Encourage and support staff to work collaboratively with stakeholders. Adopt a whole-of-organisation perspective. Show a united front with other ELT members when interacting with internal and external stakeholders.
	Building teams	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Build a constructive, collaborative and effective team culture with high levels of morale and engagement. 	<ul style="list-style-type: none"> Build a constructive and collaborative culture within your business unit. Motivate, inspire, and engage staff. 	<ul style="list-style-type: none"> Build a constructive and collaborative culture across the Council. Provide visible and authentic leadership that inspires staff. Support direct reports to motivate and engage their staff.
	Inclusiveness	<ul style="list-style-type: none"> Contribute to building an inclusive team environment that encourages diversity. Show a high level of awareness of the perspectives of different groups and cultures. Create opportunities to work with people from different backgrounds and with different abilities where relevant to your role. Identify and address any systemic barriers to providing services to particular groups. 	<ul style="list-style-type: none"> Build an inclusive team environment that encourages diversity. Show a high level of awareness of the perspectives of different groups and cultures. Create opportunities to work with people from different backgrounds and with different abilities where relevant to your role. Work with your team to identify and address any systemic barriers to providing services to particular groups. 	<ul style="list-style-type: none"> Build an inclusive environment that encourages diversity. Develop relationships across cultures and with others from different backgrounds and with different abilities as relevant to your role. Work with your staff at a strategic and operational level to identify and address any systemic barriers to providing services to particular groups. 	<ul style="list-style-type: none"> Build an inclusive organisational culture that encourages diversity. Adapt the way you work across cultures and with other groups. Build relationships with key iwi leaders and senior representatives of other cultures to inform organisational and city initiatives. Work with your staff at a strategic and operational level to identify and address any systemic barriers to providing services to particular groups. Incorporate a cross-cultural, inclusive perspective into the development of city assets, events, and public projects.
	Mātauranga Māori	<ul style="list-style-type: none"> Apply a sound understanding of the Council's Treaty obligations. Grow the application of te reo, tikanga and kaupapa Māori in the work that you lead. Speak te reo at the level required by your role. Encourage your team to build their skills in mātauranga Māori including te reo. 	<ul style="list-style-type: none"> Apply a sound understanding of the Council's Treaty obligations. Grow the application of te reo, tikanga and kaupapa Māori in the work that you lead. Speak te reo at the level required by your role. Support your team to build their skills in mātauranga Māori including te reo. 	<ul style="list-style-type: none"> Apply an understanding of the wider context and implications of the Council's Treaty obligations and encourage others to do the same. Speak te reo and observe kaupapa and tikanga Māori at the level required by your role. Actively work to make te reo more widely used across Wellington city. Work in a two-way partnership with Māori and across Council to enable learning in mātauranga Māori including te reo. 	<ul style="list-style-type: none"> Apply a deep understanding of the wider context and implications of the Council's Treaty obligations and empower others to do the same. Speak te reo and observe kaupapa and tikanga Māori at the level required by your role. Actively work to celebrate te reo across Wellington city. Work in a two-way partnership with Māori and across Council to enable learning in mātauranga Māori including te reo.
	Developing self and others	<ul style="list-style-type: none"> Understand your strengths and personal development areas. Set and achieve development goals. Coach and mentor others. 	<ul style="list-style-type: none"> Understand your strengths and personal development areas. Set and achieve development goals. Recognise your direct reports' individual values, motivators and strengths. Involve individual team members in work that assists their development. Coach and mentor others. Help staff to devise actionable development plans. Recognise and reward high performance. 	<ul style="list-style-type: none"> Understand your strengths and personal development areas. Set and achieve development goals. Recognise your direct reports' values, motivators and strengths. Provide direct reports with targeted development opportunities. Coach and mentor others. Engage in workforce planning. Take a purposeful approach to identifying and managing talent and building people capability. Develop successors for key roles. Recognise and reward high performance across your business unit. 	<ul style="list-style-type: none"> Display a highly developed sense of your specific strengths and areas for improvement. Practise and coach others in reflective leadership and a purposeful approach to development. Create a culture of identifying and developing talent across the organisation and prioritising time for development. Build the organisational and sector capability required to deliver the Council's strategy and vision. Recognise and reward high performance across the Council.