

**Kiwi Ways of Leading –
How 30 New Zealand Government Chief Executives are
Encouraging Healthier Cultures**

Jane McCann

Synopsis:

How do leaders promote the development of a healthy, sustainable culture within a public sector system, achieving both organizational and societal outcomes? This chapter provides examples of how 30 government Chief Executives (CEs) in New Zealand are working to do this, all of whom I observed on the job over a twenty-year period. These Chief Executives chose to be observed and receive feedback, so the sample is biased toward leaders who are open to new ways of leading. They, like leaders worldwide, are facing complex, multi-generational, and interdependent problems which have no quick or easy solutions. In New Zealand, these issues arise against a historical backdrop of repression of Māori by the British and the modern development of a bicultural public sector and increasingly multicultural New Zealand society.

I coached Chief Executives and leaders for years, sitting across the table, listening to their stories about how they structure systems and teams to create high performance cultures of delivery. I listened and offered help in the form of frameworks, models, and leadership tools. And I was content. It was not until I went into their organizations and observed first-hand for days at a time what these Chief Executives actually did that I learned about the gap between espoused theories and real experience: what we believe we do as compared with what we actually do (see Argyris, 2000, p. 5). Suddenly, I realised that they had not necessarily been doing the things they had been describing to me! No longer content to sit across the table and hear one perspective, my role shifted when I began to go into their organisations as an observer/coach and hold a mirror to their actual behaviors (See Mintzberg, 1973).

Please follow the links for more information. www.bit.ly/CreativeSocialChange

To purchase the book:

<http://www.amazon.com/Creative-Social-Change-Leadership-Building/dp/1786351463/>

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