

EMERGING LEADERS PROGRAMME

Develop the tools, skills and mindset
to lead with confidence



OVERVIEW

The 2020-2025 Strategy for Horticulture New Zealand outlines the vision for the Industry as "Creating an enduring environment where growers thrive". As outlined in the Strategy document "People are a priority to ensure the achievement of this vision", specifically:

- Supporting horticulture to care for our people
- Creating stronger career pathways and attracting talent
- Meeting industry labour capability and skills needs
- Celebrating success and diversity

THE CHALLENGE

The industry, like others within the Primary Sector, is undergoing significant, stressful change due to a labour shortage. It is vital that those working in leadership roles across the sector are empowered to work through this change, and therefore have more engaging and fulfilling workplaces and careers.

To develop solutions to address this, HortNZ engaged Emerge and Transform Coaching to design and deliver a pilot programme that focuses on developing leadership skills and emotional intelligence at a supervisory level.

The overall aim of the pilot was to test a blended e-learning approach to build leadership capability and emotional intelligence in 2ICs, team leaders and people managers. A key outcome of the Programme was to create a practical, context-driven toolbox for leading themselves and their team.

ABOUT US

The Emerging Leaders Programme originated in the Dairy sector as part of a Workplace Design research programme to engage team leaders and 2ICs in soft skill and leadership development.

Emerge and Transform coaching specialises in the design and delivery of programmes to develop emotional intelligence, and core leadership competencies in front line leaders.

The organisation supports leaders across Australasia. For more information, visit the website: www.emergeandtransform.com



SOLUTION

Emotions underpin all the decisions we make and they are the number one driver of human behaviour.

The Emerging Leaders Programme centers on using Emotional Intelligence to help deal with challenges in and out of work.

Over a 3 month timeframe the programme focuses on creating 6 "shifts":

- Mindset
- Relationships
- Perspective
- Focus
- Skillset
- Confidence

The Programme is delivered using:

- daily bite-sized app based learning modules (60 lessons)
- online, peer to peer workshops for learning and discussion
- 360 feedback survey to increase self-awareness and
- personalised coaching sessions to embed the learning in a practical way at work
- short reflective assignments to consolidate the learning



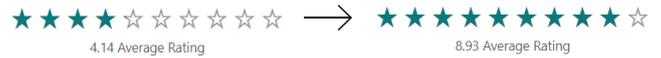
"This programme has given me the skills to stop managing and start leading." - Phill

RESULTS

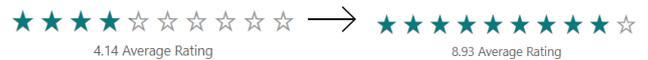
A total of 23 participants undertook the training over two cohorts. The group was a mix of supervisors, QC's, pack house heads, foremen, research technicians and cool store managers.

Before and After Participant Feedback

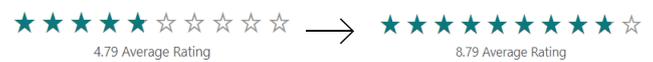
Understanding the importance of Emotional Intelligence



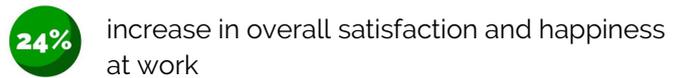
Confidence to lead others



Knowledge of leadership tools and strategies



Although it wasn't a direct aim of the pilot, participants also experienced:



PARTICIPANT FEEDBACK

How has this learning helped you to be a better leader?

"It has plucked out where I was weakest and I am able to adapt due to this to be a better leader." - Brent

"It has increased my confidence, made me look at myself and the things I do" - Sam

"I have learned about how to look at myself and control/not be reactionary to my emotions" - Emma

