

# Personal qualities and attributes maturity matrix for a high performing Crown entity board chair and member



## Crown Entity Board Chair

|   | Personal board leadership attributes  | Not yet emerging   | Developing insight   | Strong contributor  | Expert and impactful  |
|---|---|--|--|---|---|
| <b>Achieves high performance for New Zealanders</b> |   |  |  |   |   |
| 1   | <b>Focuses the board's attention on what matters and oversight of Minister's strategic priorities</b> | Follows the chief executive's lead on agenda and entity performance                              | Controls board meeting agenda with focus on Minister's priorities. Understands the 'no surprises' principle    | Seeks feedback from Monitor on Minister's and Government's strategic priorities and legislative purpose | Focuses board on high level service and financial outcomes, and risk assessment   |
| 2   | <b>Has a strategic/long term perspective on the role of a governance board</b>                        | Short term focus and reactive. Fails to maintain the board's focus on the long-term and outcomes | Focuses board on progress with goals in the SPE but does not seek data validation of progress towards outcomes | Board agenda is future focused and occupies the majority of the board's discussion time                 | Seeks validated data to inform and leverage all board member perspectives and experiences   |
| 3   | <b>Sets and monitors a performance management plan for the chief executive</b>                        | Meets infrequently with chief executive to discuss performance                                   | Requires chief executive to report regularly on performance goals  | Ensures focused and timely performance review tied to overall trust and confidence in the entity        | Sets performance reporting expectations that best inform the board. Actively manages and works with the chief executive                         |
| 4   | <b>Is focused on the entity delivering results and achieving outcomes</b>                             | Provides no guidance to executive management on priority performance information                 | Leads board discussion on what information board needs   | Requires accurate performance reporting measures for all SPE and SOI goals                              | Ensures performance reporting from executive management focuses on what is important  |
| <b>Ensures great board performance</b>              |   |  |  |   |   |
| 1   | <b>Proven governance board chair capabilities</b>   | Manages the board primarily through the agenda   | Focuses the board's attention on relevant matters. Ensures meeting agenda enables optimal use of board time    | Recognised by government and the community as a credible board leader.                                  | A recognised board leader who fronts up for the agency when needed, can manage through a crisis and exerts a positive influence across a sector |

## Crown Entity Board Member

|   | Personal board governance attributes   | Not yet emerging   | Developing insight  | Strong contributor  | Expert and impactful  |
|---|--|--|---|---|---|
| <b>Achieves high performance for New Zealanders</b> |  |  |   |   |   |
| 1   | <b>Can focus on what matters and on oversight of executive management</b>      | Receives executive management performance information uncritically   | Seeks to link service delivery performance data with strategic goals                                    | Seeks assurance from executive management that priorities are being met. Has a good understanding of the 'no surprises' principle.    | Seeks information on performance data comparators with other entities, and evidence that entity data confirms achievement of outcomes               |
| 2   | <b>Has a strategic/long term perspective on the role of a governance board</b> | Is preoccupied with the short term and often seems to 'second guess' executive management  | Strong interest in SPE performance goals, but does not interrogate possible links to strategic outcomes | Proactive at the board table on the contribution of current achievements to outcomes  | Expects robust data to help focus on long term outcomes for the entity and opportunities for new thinking/initiatives                               |
| 3   | <b>Willing to challenge management constructively</b>                          | Receives all performance information uncritically. Little questioning of recommendations from executive management. Focused only on their own area of interest | Prepares well for meetings, reads all board papers and prepares questions                               | Questions performance information reports and links information to the Statement of Performance Expectations                          | Asks questions of executive management based on a strong grasp of performance logic underpinning the entity's planning documents                    |
| 4   | <b>Is focused on the entity delivering results and achieving outcomes</b>      | Has a poor understanding of the entity's priority service performance information  | Understands the importance of a performance information and ask questions of executive management       | Understands and questions linkage between service delivery measure and entity outcomes  | Has a good insight to and can lead discussion on performance information and what matters most  |
| <b>Ensures great board performance</b>              |  |  |   |   |   |
| 1   | <b>Proven governance capability</b>  | Has little experience in working with a public sector board and collective decision-making.  | Evidence of contribution to development of specific strategic goals in the context of public services   | Building a reputation of being a strong contributor to successful strategies and working through difficult issues and risk management | Strong contributor to a board's strategic success and/or managing a board and/or entity crisis and can act as an effective deputy chair if required |

# Personal qualities and attributes maturity matrix for a high performing Crown entity board chair and member



|   | Personal board leadership attributes   | Not yet emerging  | Developing insight   | Strong contributor  | Expert and impactful  |   | Personal board governance attributes  | Not yet emerging  | Developing insight  | Strong contributor   | Expert and impactful   |
|---|--|---|--|---|---|---|---|---|---|--|--|
| 2 | <b>Commitment to and facilitator of collective decision-making</b>                                       | Holds most decision-making control as a leadership style            | Seeks opinions of and input from other members 'offline'                                 | Facilitates a meaningful contribution from all members and that members listen  | Leads governance culture that, publicly, all members 'speak with one voice'   | 2 | <b>Commitment to collective decision-making</b>   | Makes public their disagreement with board decisions  | Maintains board confidence but continues disagreement at the board table  | Maintains board confidentiality. Accepts collective decision   | Modifies personal views to publicly support board decisions  |
| 3 | <b>Encourages and makes space for independent thinking</b>   | Does not seek views of new or minority members                      | Seeks alternate views from 'known' members. Good understanding of the entity's business  | Enables all members to challenge prevailing views in a 'good listening' environment   | Encourages thought leadership, seeks out alternate and diverse views and factors these into decision-making processes                           | 3 | <b>Demonstrates independent thinking</b>  | Tends to follow the majority view   | Expresses an independent view when confident in the subject matter and listens to others and actively learns about how the entity does its business to develop a view | Interrogates accountability documents to strengthen contribution to debate of entity performance                         | Engaged with and demonstrates a deep understanding of the entity's operating environment and context, and a strong thought leader at the board table |
| 4 | <b>Fosters diverse views in high quality debate</b>  | Uses very formal rules-based debate protocols and limits discussion | Only calls on experienced or 'known' voices around the board table                       | Committee structures reflect diversity at the board table   | Influencer who facilitates conversations to remain logical and constructive   | 4 | <b>Contributes to high quality debate</b>   | Holds back from expressing a view at board meetings   | Makes a significant contribution in areas of personal strength  | Proactively becomes informed on agenda items to enable a strong contribution to board debate across all aspects          | Strong contributor based on good knowledge of entity and Government goals, and risk awareness  |
| 5 | <b>Actively seeks diverse opinions from all members around the board table</b>                           | Operates in isolation from other members. No delegations            | Makes sure everyone has a voice at the table. Knows when delegations will assist board   | Ensures contribution of all members and provides feedback   | Values mutual respect and trust within the board. Maintains a focus on diversity of thought and opinions  | 5 | <b>Willing to hear and acknowledge diverse views and new ideas</b>                                  | Needs to focus on other members' views and experiences to enable contribution to board thinking | Factors diversity of thinking and experiences into own governance thinking  | Actively engages with other board members to better understand their perspectives  | Actively supports board debate to constructively engage with all views and 'voices'  |
| 6 | <b>Draws on the relevant experience of all board members</b>   | Draws primarily on input from the chief executive                   | Appoints members as committee chairs aligned to their skills and experience              | Fosters an inclusive style of leadership. Structures delegations to align with experience and leadership  | Consistently draws on members' skills, knowledge and experience, individually and collectively  | 6 | <b>Uses the expertise of other board members to develop their own thinking</b>                      | Focuses on own views and not engaged with other's views   | Works well on subcommittees and makes constructive suggestions  | Actively seeks out contribution of others to achieve delegated goals   | Proactively draws on other member's expertise to strengthen board debate   |
| 7 | <b>Has a commitment to good faith engagement with Māori and support for the Māori Crown relationship</b> | Engagement with Māori does not form part of leadership agenda       | Refers all issues relating to te ao Māori to the board expert or in executive management | Leads board work to develop and publicly describes a Māori policy framework to shape the entity's delivery capability. Develops or has Te Reo capability. | Proactively and visibly committed to implementing the entity's good faith engagement with iwi/Māori, application of Te Tiriti and tikanga Māori | 7 | <b>Has an understanding of, and a commitment to the Māori Crown relationship</b>                    | Has little experience of Māori engagement and te ao Māori                                       | Looks to expert on board or in executive management for understanding of te ao Māori  | Adopts a Māori policy framework and Te Tiriti to guide thinking and openly includes it in own presentations to the board | Has a good grasp of Te Reo, Te Tiriti and tikanga Māori, and actively supports quality engagement with iwi / Māori stakeholders and partners         |
| 8 | <b>Values collaboration and engages other stakeholders to bring wider perspectives to the board</b>      | Engagement with the sector a low priority                           | Understands the need to ensure sector engagement by the entity.                          | Has good knowledge of sector stakeholders and importance of planned approach to engagement  | Is highly trusted by the sector and factors its views into developing the board strategy  | 8 | <b>Values and asks for and/or reflects the views of a wide stakeholder group at the board table</b> | Has limited experience or understanding of stakeholder engagement                               | Is aware of stakeholders and their relationships with the entity  | Factors stakeholder perspectives into own views and ensures stakeholder perspectives are prioritised                     | Recognised as a credible board member serving the sector and can reflect sector views in developing the board strategy                               |

# Personal qualities and attributes maturity matrix for a high performing Crown entity board chair and member



| Personal board leadership attributes                    |  |   |   |   |   | Personal board governance attributes                    |   |   |   |   |  |
|---|--|---|---|---|---|---|---|---|---|---|--|
|   | Not yet emerging   | Developing insight  | Strong contributor  | Expert and impactful  |   | Not yet emerging  | Developing insight  | Strong contributor  | Expert and impactful  |   |  |
| 9   | <b>Develops governance expectations for all members and gives constructive feedback to all board members</b> | Expects board members to initiate and develop their own capability  | Leads annual board self-evaluation  | Leads annual board self-review, ties this to committee expectations and builds evaluation outcomes into personal leadership and board practice. | Champions self-evaluation to support a collective approach to continuous improvement alongside independent evaluations. All members have governance expectations plans. Continued focus on board culture, capability, and trustworthiness | 9   | <b>Engages in all aspects of the board's responsibilities</b>                           | Only focused on personal area of expertise. Has not yet engaged on entity's strategic aims  | Actively reaches out to other members and executive management to understand their perspectives                       | Takes on committee roles and ensures meaningful feedback to parent board. Has a strong grasp of the entity's service delivery context | Responds positively to Chair's expectations.<br><br>Proactively seeks opportunities to contribute to or lead aspects of all the board's work |
| 10  | <b>Provides and leads professional development for the board</b>   | Considers members have responsibility for their own development   | Board work programme includes professional development  | Structured board professional development tied to self-evaluation assessment  | Board members have tailored professional development expectations   | 10  | <b>Committed to professional development as a public sector board member</b>            | Takes part in governance training courses on an ad hoc basis  | Proactively works with the chair for opportunities to undertake governance training as part of the work programme     | Completes an appropriate development programme as part of agreed annual plan  | Uses personal and professional development experience enrich board thinking and debate   |
| 11  | <b>Plans for future board success</b>  | Distanced from succession planning because Ministers make appointment decisions   | Considers succession planning well before board terms end   | Ensures capability matrix is up-to-date, and proactively engages with the Minister on succession planning and recruitment of new board members  | Proactively engages the board and Minister with succession planning and recruitment of new board members, and ensures quality induction   | 11  | <b>Contributes to future board success</b>  | Contributes to current state with little focus on future state and the entity's long-term strategic goals                                     | Contributes to long-term strategic planning but with less insight to the entity's ability to serve future governments | Understands linkages between long term entity outcomes and planning and the need to meet priorities of Government of the day          | Understands the need to balance strengthening of current service delivery and the entity's long-term performance                             |
| 12  | <b>Personal leadership ego takes second place to leading collective performance</b>                          | Own status as chair is prominent at the board table and in all public events. Wider board and management contributions are not recognised | Encourages contributions from all board members but tends to favour own views as board preferred position | Expects individual board members to be at their best and avoids own personality dominating board discussion and decision-making                 | Credits the board collectively with organisational success and the critical contribution of high performing executive management  | 12  | <b>Personal ego takes second place to collective performance</b>                        | Only focused on their own contributions to board discussion and decision-making and does not acknowledge the views and contribution of others | Listens to other board member perspectives and input, and adapts own thinking to other views                          | Actively engages with other board members to enrich a wider board perspective ahead of decision-making                                | Supports the board chair to facilitate comprehensive views from all board members to strengthen collective decision-making                   |
| <b>Leads the agency as a part of the Public Service</b> |  |   |   |   |   | <b>Leads the agency as a part of the Public Service</b> |   |   |   |   |  |
| 1   | <b>Understands the need for a high trust relationship with the Minister (the owner)</b>                      | Rarely meets with the responsible Minister (as the 'owner') and does not seek meetings  | Only seeks meeting with Minister periodically to seek input to board's direction                          | Seeks regular meetings with Minister to share insights, priorities and risk. Prioritises public trust and confidence in the entity              | Actively engages Minister on critical issues in real time plus meetings. Leads entity in building trust and confidence of Ministers and public  | 1   | <b>Understands the responsible Minister's roles and responsibilities and priorities</b> | Considers Board's views ahead of Minister's priorities  | Considers Crown entity status in strategic thinking and link to policy. Understands the 'no surprises' principle      | Checks that entity performance reports provide good information on the Minister's priorities  | Assesses own contribution to board deliberation in the context of the Minister's priorities  |



# Personal qualities and attributes maturity matrix for a high performing Crown entity board chair and member



| Personal board leadership attributes |  |   |  |   | Personal board governance attributes |  |  |   |  |
|--------------------------------------|--|---|--|---|--------------------------------------|--|--|---|--|
| 2                                    | Not yet emerging   | Developing insight  | Strong contributor   | Expert and impactful  | 2                                    | Not yet emerging   | Developing insight   | Strong contributor  | Expert and impactful   |
| 2                                    | Requires regular input from Monitor on entity's role   | Checks in with Monitor on important board decisions   | Ensures decisions are soundly based on legislative function, Crown Entities Act and Public Service Act     | Board decisions respected by stakeholders. Ensures robust legislative compliance  | 2                                    | Unfamiliar with core legislative responsibilities  | Understands balance between establishment legislation and the Public Service and Crown Entities Acts   | Considers board decisions in the context of all legislative requirements  | Ensures contribution to board decisions factors in legislative responsibilities                                      |
| 3                                    | Has yet to engage with the Code of Conduct for Crown Entity Board Members  | Ensures board members have read and are committed to the Code of Conduct and managing conflicts of interest             | Models Code of Conduct, and recognises the political landscape of the day to guide actions and decisions   | Guards the entity's reputation for acting with integrity trustworthiness. Oversees management of their own and other board members' conflicts of interest | 3                                    | Has yet to engage with the Code of Conduct for Crown Entity Board Members  | Has read and is committed to the Code of Conduct and robust management of conflicts of interest  | Code of Conduct for Crown Entity Board Members expectations and the political landscape of the day guides actions and decisions. Ensures conflicts of interest are disclosed and managed in real time | Guards the entity's reputation for acting with integrity, trustworthiness  |
| 4                                    | Public service ethos (Principles and Values, and Code of Conduct) are not evidenced in board documents                 | Aims to ensure public service ethos is recognised in the board governance manual. Ensures fully compliant risk register | Chair ensures management actions reflect public service ethos. Entity risks are fully assessed and managed | Chair ensures board considers wider public service perspective in planning decisions, and maintains board's political neutrality                          | 4                                    | Makes public statements that conflict with public body's role, public service ethos and Code of Conduct                | Has knowledge of public service ethos and role of the entity in a public service context, including board integrity. Understands the principle of political neutrality | Applies public service ethos to assessment of board and service delivery reporting. Prioritises trust and confidence  | Contribution to board deliberations overlaid with public service ethos and public value                              |
| 5                                    | Rarely meets with Monitor and does not seek engagement   | Occasionally meets with the Monitor to discuss Board or Monitor issues  | Meets regularly with the Monitor to discuss sector and entity issues. Prioritises the relationship         | Proactively engages with the Monitor in real time on role clarity, risks and board effectiveness  | 5                                    | Has little insight to the meaning of public value  | Public value influences assessment of performance information and business plans   | Uses 'value for money' information to make strategic decisions about whether to commence or continue activity   | Assesses performance information and Board response in the context of public value and Minister's priorities         |
| 6                                    | Has little insight to the political and policy context surrounding a government agency and relevant to board decisions | Is aware of and attuned to signals and changes in the political and policy landscape                                    | Able to build alignment between and navigate competing interests and agendas                               | Applies good judgement to ensure the entity's and Ministers' best interests are well served by the board  | 6                                    | Has little insight to the political and policy context surrounding a government agency and relevant to board decisions | Is aware of the need to be attuned to signals and changes in the political and policy landscape  | Understands the importance of building alignment between competing interests and agenda   | Nuances own contribution to ensure decisions are focused on what best serves the entity's and Government's interests |
| 7                                    | Fails to recognise current political environment   | Seeks monitor and Minister's office advice on current context issues  | Ensures board is alert to 'hot button' topics and gets ahead of issues                                     | Seen to exercise good judgement in a role close to the responsible Minister   | 7                                    | Applies narrow risk management thinking to public sector context   | Applies a public sector risk framework to thinking about entity risk categories  | Queries the effectiveness of activities, focusing on problem solving and generating learning  | Risk aware focused on all aspects of the entity's business   |