

Growing nurses into leadership roles and succession planning for committees

College and Section Induction Day 2

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Why did you decide to be on a committee?

- Luck?
- By design?
- Coercion?
- Wanting to be part of something for nursing?



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Models of Leadership



- **Te Whare Tapa Whā**
 - (holistic approach to wellbeing and teamwork)
- **Te Wheke** (collective strength, interconnection)
- **Poutama** (continuous development and leadership growth)
- **Whānau Ora** (collective responsibility, collective action)



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Your Professional Voice, Leadership & Advocacy



- Committees amplify nursing perspectives by preparing submissions, engaging in policy discussions, and representing their specialty areas at forums
- They use collective strength (industrial, professional, political) to influence public policy and employment practice



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Knowledge Sharing & Expertise

- Through structured presentations and forums, committees showcase achievements, share expertise, and identify future aspirations
- This builds collective knowledge and strengthens the professional profile of nursing groups.



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Working Together

- **Decision-making:** Committees use consensus or majority voting to ensure democratic processes
- **Delegation:** Tasks are allocated based on expertise, interest in developing leadership skill, capacity, ensuring efficiency and accountability.
- **Reporting:** Regular reporting to NZNO ensures transparency and alignment with mission objectives



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Understand Different Leadership Styles:

- **Autocratic Leadership:** A single-authority management style where the leader controls all decisions and actions.
- **Democratic Leadership:** Involves team members in decision-making.
- **Laissez-Faire Leadership:** A hands-off approach where the leader allows team members to make their own decisions.
- **Transformational Leadership:** Inspires and motivates others to achieve a shared vision.
- **Servant Leadership:** Prioritizes the needs of others and focuses on empowering team members.
- **Situational Leadership:** Adapts leadership style to the specific situation and team members.
- **Coaching Leadership:** Focuses on developing the skills and potential of team members.

<https://www.nursingworld.org/content-hub/resources/nursing-leadership/leadership-in-nursing/>



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Leadership & Collaboration

- Committees foster leadership by mentoring emerging nurse leaders and encouraging participation in bicultural and professional development workshops.
- They create collaborative cultures that respect diverse perspectives, ensuring inclusivity and alignment with Te Tiriti o Waitangi obligations.



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Tuakana – teina model of Mentorship



Tuakana-teina is a concept that refers to the relationship between an older (Tuakana) and a younger (teina) person [or vice versa]



Ex-officio mentorship for the chairperson [in the group rules?]



Member to member



Novice to expert [learning a position on the committee]



Peer to peer [identified person to look after a new committee member]



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What is Governance?

**Governance =
Strategic oversight,
accountability, and
leadership.**

Focus on **policy and
direction**, not day-
to-day management

Ensures
**transparency and
ethical decision-
making**

**NZNO Governance
Framework**

NZNO's mission:

Committees
support:

Professional
standards

Policy development

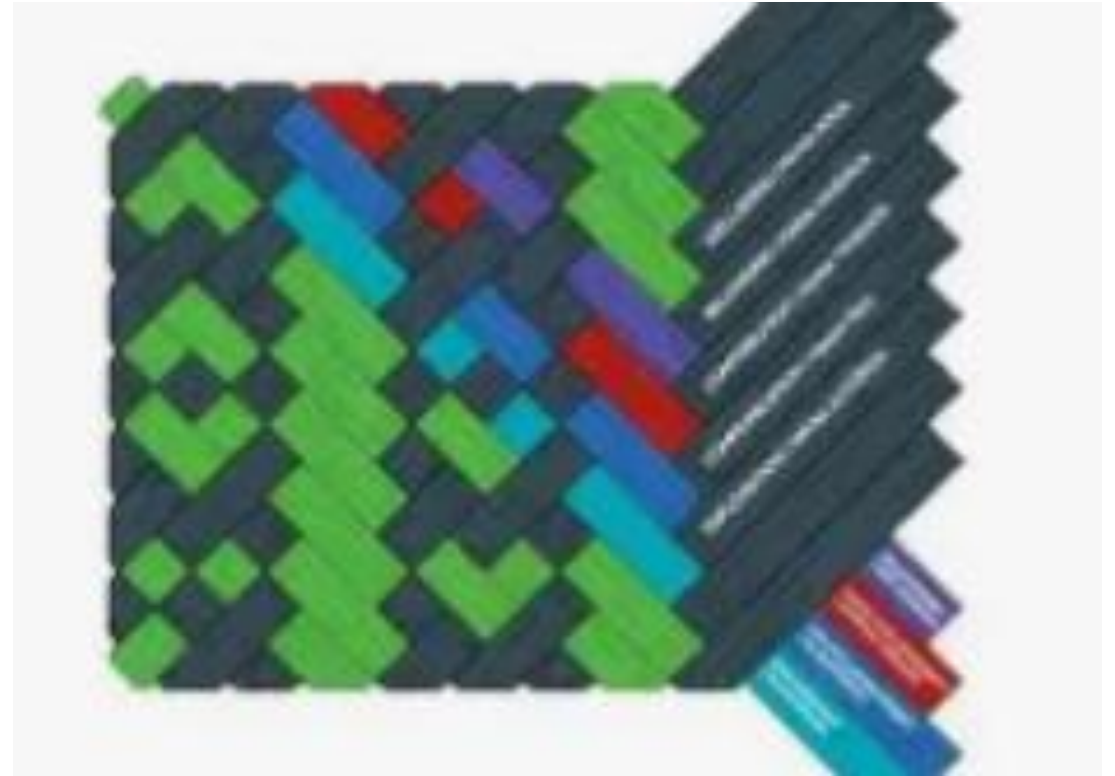
Member engagement



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Te Tiriti o Waitangi & NZNO Governance

- Rangatiratanga and Mana
- Manaakitanga
- Whanaungatanga
- Wairuatanga
- Kotahitanga
- Kaitiakitanga
- Ako



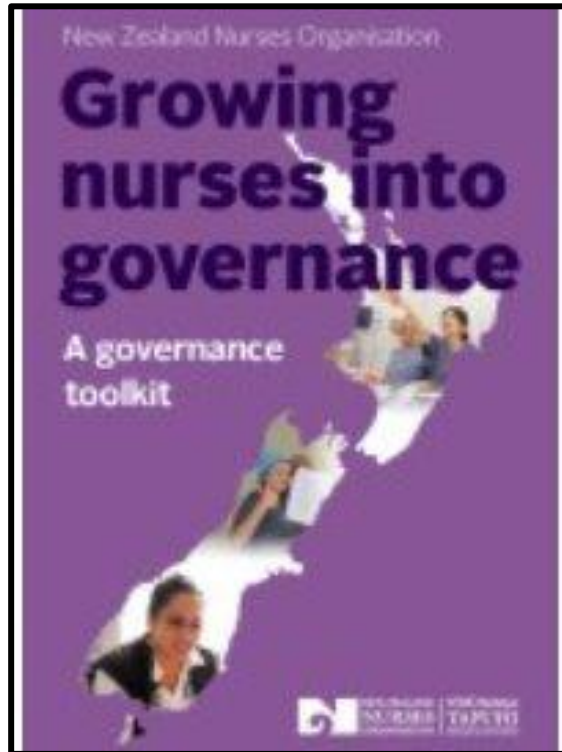
Adapted from NZNO Code of Ethics 2019 and the Massive Collective blog

The Massive Collective - How Māori Tikanga Shapes Corporate Governance in Companies



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Growing Nurses into Governance Toolkit



- Toolkit Purpose:
- Develop leadership capability
- Increase nursing representation in governance
 - Includes:
 - Governance fundamentals
 - Roles and responsibilities
 - Skills for effective governance
 - Practical tools (templates, checklists)

NB: [Growing nurses into governance, 2019.pdf](#). This publication needs updating, but is available on the website and has very useful information



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Leadership in action



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Planning for leadership roles

- Open process for obtaining the role
- Support from the committee
- Directing the flow of the committee
- Using the Professional Nursing Advisers as mentors and advisers
- Willingness to act
- Shares information and delegates the work
- Knows the sector and the key issues
- Time [organise sometime during the week]



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What we need from our leaders.....

- Organising the work and supporting others to grow and model
- Engagement and participation
- Encourage members on the committee to lead aspects of the workplan
- Speak up and take on the issues – talk to the media [support others to be the spokesperson or lead].



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On-boarding to a committee member

Knowing the purpose of the group

- Have you been a member for long?
- What connections do you have?
- Who do you know at the table?
- Timing onto the committee – previous skills and experience
- Picking up roles and responsibilities
- Active engagement and participation
- Respecting the voluntary contribution
- Finding out the resources available

College of Emergency Nurses NZ

Welcome to the NZNO pages for the College of Emergency Nurses (New Zealand) CENNZ - NZNO.

[Join the College now](#)

Mission statement

We believe that Emergency Nursing is a speciality within a profession. We aim to promote excellence in Emergency Nursing within New Zealand / Aotearoa, through the development of frameworks for clinical practice, education and research.



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Letter of Support

NZNO letter to a manager

- Outlines the time commitment, importance of the participation and support
- Those covered by Te Whatu Ora – Health New Zealand and NZNO Collective Agreement
 - Clause 21.6 Attendance at Seminars of Section Groups/ Colleges of NZNO
 - What to put on timesheet – apply for the leave/payroll – NZNO meeting



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Orientation sessions for new members on committee

- Pre – meeting zoom meeting – conversation or formal overview
- Schedule an orientation session to cover:
 - Timetable for the year – face-to-face meetings and zoom/MS Teams meetings
 - Travel tips [landing times, etc]
 - Join the committee WhatsApp group or Facebook Messenger
 - Emails and files – access to the tools to engage with
 - PNA role and connection – set up a meeting.



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Preparing for Meetings

- Confirm attendance promptly
- Arrange travel and accommodation through NZNO-approved channels
- Apply for taxi card if eligible
- Keep receipts for expense claims
- Check NZNO policy for meal and accommodation allowances
- Agenda items – put up ideas and read the papers



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What are you missing - seeing the issues

- Reset, refocus – [mini breaks]
- What's in the distance?
- What is in the middle?
- And the nearest point?
- What is my next smallest action – shine focus – feeling of accomplishment, chunk down to a singular focus?
- What kind of re-charge – rest – intentional rest?



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Conflict of interest – actual, potential or perceived

- Identify it
- Declare it
- Manage it

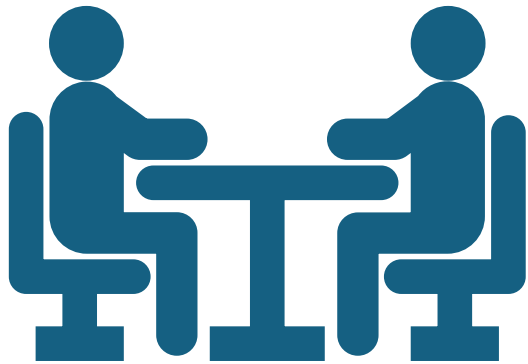
Then answer the following:

- Right to participate in discussions?
- Right to vote?
- Document the outcomes in the minutes (conflict of interest register if needed) and actions



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Having a say – claiming your voice



- Knowing what is important to your group
- Having a background in the practice domain
- Strong message - from issues into active planning and problem-solving
- Being prepared for meetings – orient to the work, the agenda and the agreed actions.
- Be ready to progress the work
- Seeking opportunities to lead



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Succession planning

ROLES ON COMMITTEES



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Committee Roles



Chair: Leads meetings, ensures decisions align with NZNO policy



Secretary: Records minutes, manages correspondence



Treasurer: Oversees finances and expense claims



Members: Contribute expertise, represent your specialty



Additional roles – portfolio holders – editors, submission lead etc.



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Succession planning - the committee – finding folk to do the mahi.

Name	Role	Term End Date	Key Skills	Desired Future Skills	Pipeline Candidate	Notes
Me	Chairperson/ Media Spokesperson	Sept 2027	Known in the sector as the leader	Might be available for other NZNO positions	Yes	Finishing at AGM
You	Vice-Chairperson/Submissions	Sept 2028	Letter writing and submissions	Wants to be a leader	Will take over Chairperson role when term ends	Has been co-chairing the national committee meetings
Them	Membership liaison and co-ordinator	[stayed on the committee to assist]	Communication Data	Interested in progressing and having media training	No	Term has finished – handover at AGM
Her	Treasurer	May 2027	Knows budget planning – excel	Roster builder the workplace – manager role	No – need a position holder asap	Taking parental leave during term
Him	Secretary	Sept 2026	Organised and the meetings to have outcomes	AI and templates, structure and timeframes	No – has had enough	Finishing at AGM
Tane	Committee member – regional liaison and newsletter/panui editor	Sept 2028	Has previous experience in talking with the media	Media work and position statements / publications editing	Yes – wants to progress to leadership	Having long service leave – May to July – need to have a backup for the newsletter
Wahine	Committee member – professional practice	New start – Sept 2027	Master's degree, advanced practice and education	Knowledge and skills framework	Wants to be involved in a leadership position in 18 months' time	Employer is not supporting the role
Us	Committee members Te Rūnanga representatives	New start but has been on previous committees Sept 2028	Bring practice to the table	Relationships and connections	Yes	Has time

Committee growth and achievement

- Recognition
- Celebration
- Attendance
- Being present and active
- Outputs – what were you involved in
- Key roles and actions while on the committee
- Navigate times of participation.



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Challenges

- Interface with politics
- Views and issues for members, not your own
- Time commitments
- Signing your interest up to the work plan [new committee taking up the baton of work]
- Personalities



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Future aspirations – how to keep engaged?



Nomination for NZNO National Executive



Education or practice leadership – leading aspects for a group



Participating in other work of NZNO



Aspirations for the future of nursing – what does it take to get there



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Leadership journey

