



Continuous Learning

Leading

Takes initiative to develop the policy skills of yourself and others. Learns from colleagues, training opportunities, and on-the-job experience.

- Models effective ways of giving and receiving feedback and challenge.
- Can have courageous and difficult conversations on quality, performance, and ways of working.
- Creates learning opportunities for other staff, and upskills colleagues.
- Cultivates a culture of celebrating achievements and learning from mistakes.
- Finds new ways to build their professional development, and takes active steps to build their policy and leadership skills.

70% on-the-job learning

Think about how you exchange knowledge and practice with others.

Share your experiences and reflect on how you might have approached things differently.

Consider developing some 'show and tell' sessions where you critically deconstruct your work.

Lead policy training in your organisation or across the Public Service.

Coach less experienced colleagues, or enter into formal mentoring agreements.

Critically appraise work of your peers in a constructive and encouraging manner.

Lead or participate in your agency's quality assurance panels (e.g. for Cabinet papers, select committee material and Regulatory impact statements).

Use the Development Pathways Tool to help mentor less experienced staff on ways to develop their range of policy skills, and use Map your team's policy skills profile with the Policy Skills Framework to identify areas in which your team needs to develop.

20% learning from others

Seek review on your ideas from peers in other agencies.

Find a mentor or coach to work with on specific goals.

Participate in an expert review panel to learn from others (or allow them to learn from you).

10% formal training

Take a coaching or mentoring course (e.g. Feedback Made Easy by New Zealand Coaching and Mentoring Centre).

Take a course in inspiring, influencing and motivating others.