

General Manager Strategy and Insight

Reports To:	Chief Executive
Location:	Wellington or Auckland
Direct Reports	Two
Tenure	Fixed Term, Two years
Last Reviewed	October 2016

Organisational Statement

Education New Zealand's purpose is to take New Zealand's education experiences to the world for enduring economic, social and cultural benefits.

Education New Zealand (ENZ) aims to help our industry achieve growth through our research and marketing programmes, collaboration with our international education partners, our involvement in student recruitment and business development initiatives.

Group Purpose

The purpose of the Strategy and Insight Group is to identify, lead and coordinate strategic thinking and priority projects and initiatives for Education New Zealand and for New Zealand's international education industry. The Group is responsible for the implementation of major new initiatives across the organisation, bringing together talent from across the organisation to ensure project delivery makes maximum use of organisation-wide knowledge.

This Group identifies strategic partners for the organisation and determines how we can leverage relationships with them to maximise returns.

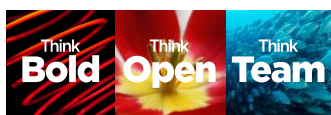
This Group also manages ENZ's intelligence function, ensuring an organisation-wide approach. The Intelligence Team, which forms parts of this Group, understands the information needs of our key stakeholders, monitors existing information sources, identifies ways of applying these to ENZ and its customers' needs and sources additional intelligence where this will add value to the development of the New Zealand international education industry.

Role Purpose

The General Manager Strategy and Insight is responsible for leading and coordinating all strategic projects relating to:

- Future state thinking
- Strategic partners
- ENZ Performance
- ENZ's Service model

A major focus on this role is to develop ENZ's value proposition. Along with the General Manager Stakeholders and Communications, this General Manager deputises for the Chief Executive as



required. As a member of the Leadership, the General Manager is expected to model ENZ's Ways of Working (WOW) to LT members, staff and external parties.

Relationship Management

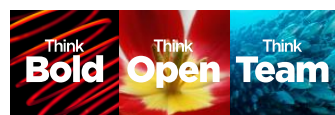
The position maintains close and effective working relationships with:

Internal	Leadership Team ENZ Board, Audit & Risk Committee All Staff
External	Minister and Ministerial staff Education sector agencies NZ Inc agencies Other key stakeholders British Council and other key intelligence sources

Key accountabilities for this position

In this position the General Manager is responsible for delivering on the following key accountabilities:

Policy Development, Planning and Implementation	<ul style="list-style-type: none"> Lead and develop new strategic initiatives to: <ul style="list-style-type: none"> grow New Zealand's international education industry improve ENZ's value proposition and its performance
Project Management	<ul style="list-style-type: none"> Identify, coordinate and oversee key strategic projects, pulling together project teams from across ENZ Deliver projects that respond to industry and stakeholder needs on time and in plain English
Research, Analysis & Reporting	<ul style="list-style-type: none"> Oversee the identification and analysis of relevant market and industry data and global trends that will inform ENZ's strategies and those of government and industry partners.
CE Support	<ul style="list-style-type: none"> Develop an in-depth understanding of ENZ's business, including issues and risks in order to be able to deputise for the CE at short notice Attend and contribute to meetings on the CE's behalf when competing priorities necessitate this.

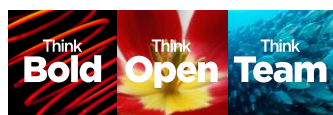


Leadership and Management	<ul style="list-style-type: none"> • Model ENZ’s Ways of Working (“WoW”) in order to build a cohesive and strongly performing Leadership Team • Effectively manage direct reports to ensure they reach their full potential and exhibit the behaviours and culture expected at Education New Zealand and deliver to a high level • Manage the budget for the team • Create and maintain corporate information to high standards to ensure we can meet our reporting obligations.
Safety and Wellbeing	<ul style="list-style-type: none"> • Take reasonable care for his or her own health and safety • Take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other people • Comply, so far as reasonably able, with any reasonable instruction that is given to them by ENZ to allow ENZ to comply with the law • Cooperate with any reasonable policy or procedure of ENZ relating to health or safety in the workplace that has been notified to staff.


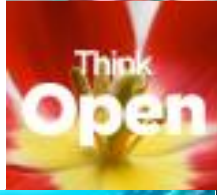

To be successful in this position

For this position the General Manager will need to demonstrate the following:

- A tertiary qualification in strategy, business management or another relevant discipline
- An understanding of the education sector and international education industry
- Experience and understanding of the New Zealand government and political environment
- Ability to demonstrate strategic abilities, including leading the development and implementation of significant organisation strategic or change projects
- Ability to demonstrate an appreciation and application of analytics and intelligence to inform strategy development and problem solving
- Ability to demonstrate a flexible and creative approach to problem solving, good judgement and a proactive, positive “can do” attitude
- In-depth leadership and management experience, with particular capability in providing thought leadership, facilitating discussions and influencing decision-making at a senior level
- Excellent communication skills, both oral and written
- Ability to demonstrate an ability to organise self and team to achieve work programme, meet deadlines and manage conflicting deadlines and requirements in a dynamic work environment
- Capability to perform effectively as part of an executive team.



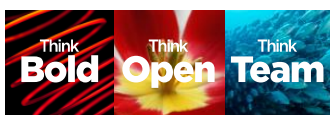
Our Ways of Working

	<p>Be rich in ideas and confident in the team’s ability to turn them in to realities. Be courageous. Constantly challenge what’s gone before and help shape what’s coming.</p>
	<p>Get involved. Be inclusive. Respect opinions, relish feedback. Listen, really listen. Discuss. Understand. Refine. You are restricted by the limitations of what you know. But, with an open mind, those restrictions disappear.</p>
	<p>Know that we are amongst the most knowledgeable, passionate and innovative people in our industry. Each of us is talented. But together, we are world class. It’s through our individual actions that we’ll find success together.</p>

Role specific competencies

The General Manager should demonstrate the following competencies:

<p>Business Acumen Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organisation; knows the competition; is aware of how strategies and tactics work in the marketplace.</p>
<p>Cross-Cultural Agility Knows how to work the local culture; is not afraid of committing to a course of action to get started; has the courage of his/her convictions; understands the need for flexibility; won’t let unresolved issues drift engages in-country locals in dialogue about how to get things done; is willing to start something and make adjustments along the way; is not afraid to try something never done before.</p>
<p>Customer Focus Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.</p>
<p>Global Business Knowledge Understands business on a global scale; understands what works in many countries; understands what’s different from country to country; understands global differences in customers; knows how capital flows and operates internationally; understands that different laws and regulations govern global business; is learning agile; understands that different approaches work in different places.</p>
<p>Innovation Management Is good at bringing the creative ideas of others to market; has good judgement about which creative ideas and suggestions will work; has a sense about managing the creative process of</p>





others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.

Integrity and Trust

Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

Motivating Others

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Peer Relationships

Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

