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## Key Themes

The five key themes below are integrated into each of the workshops of the programme and the Personal Development Plan project.

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### 1 Balance and Social Responsibility

Sustained organisational performance via balanced and socially responsible leadership is a key theme of the programme.

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### 2 A Whole Systems Perspective

Leadership is presented as a holistic entity. Sustained performance is seen as flowing from a balanced emphasis on both shareholder and stakeholder value creation. This is in keeping with the need for the organisation to see itself as part of a wider regional, national and global community and to have a strategic perspective that considers stakeholder contribution and not just its short-term financial concerns.

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### 3 Positive Values-Based Leadership

The programme has an integrating model of leadership. The tasks and skills of leadership make use of the four task model presented in *The Dance of Leadership* (Cammock, 2003), supplemented by the positive leadership concepts developed in *Positive Leadership* (Cameron, 2008). It is further supplemented by the resilience strategies of Positive Psychology and the change methodologies of Appreciative Inquiry.

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### 4 Creativity, Innovation and High Value Add

To support leaders in rising to their challenges there is a strong emphasis on approaches to strategy that are both highly creative and that draw from opportunities unique to our New Zealand heritage.

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### 5 Evidence-Based Best Practice

While emphasising balance and social responsibility, the organisation's profitability remains a key concern. The programme draws from the research literature to offer leadership concepts and tools that have an evidence-based relationship to effective leadership practice and to organisational performance.