

# Project Director Capability Snapshot



**Sam Sample**  
**January 2026**

**CONFIDENTIAL**

# Ngā mihi, Sam

Thank you for taking the time to evaluate your capability as a Public Sector Project Director. This Capability Snapshot contrasts your evaluation with observations from your nominated Manager and SRO(s). This is intended to support you to identify your strengths and areas for targeted growth, for professional advancement and better public infrastructure project outcomes.

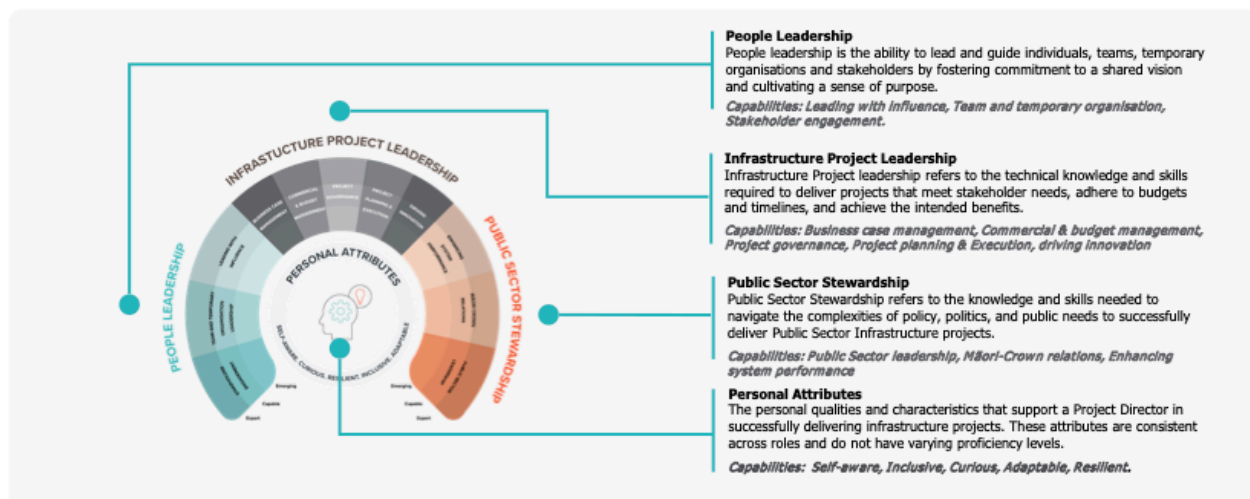
This Capability Snapshot is based on the Te Waihangā Project Director Capability Framework (PDCF), which sets common leadership standards, and promotes collaboration, consistency and capability across infrastructure projects in the public sector.

## Te Waihangā Project Director Capability Framework

Project leadership is complex. Successfully leading major infrastructure projects for the New Zealand Government demands an intricate balance of technical knowledge, organisational and sector-specific experience, as well as a strong focus on people and outcomes.

The Capability Framework comprises 16 capabilities grouped into four themes: Personal Attributes, People Leadership, Infrastructure Project Leadership, and Public Sector Stewardship.

The themes of People Leadership, Infrastructure Project Leadership, and Public Sector Stewardship are organised into three levels of proficiency—Emerging, Capable, and Experienced—reflecting a progressive increase in complexity and skill.



For more information on the [Te Waihangā Project Leadership Capability Framework](#), click [here](#).

### Contributors

- (Y)** Yourself (1)
- (M)** Manager (1)
- (S)** SRO (1)

### Confidentiality

This document is confidential and contains personal information. It will only be shared with the persons specified at the beginning of this process. We encourage you to be mindful of how you share and store it. An electronic copy will be held on Winsborough's secure cloud server.

# Capability Snapshot Sections

- Section 1.** **Your Results Overview.** A high-level summary across your attributes, capabilities, and context complexity.
- Section 2.** **Your Details Results.** A deeper dive into your results across the attributes, capabilities, and context complexity.
- Section 3.** **Comments and Suggestions.** Verbatim comments about your performance and growth opportunities.
- Section 4.** **Reflection and Goal Setting.** Prompts to support you to understand and reflect on the content of this report, have a conversation with your Manager/SRO(s), and commit to specific development actions.

Read through your Capability Snapshot once for a first impression, then again to digest more fully. It can be difficult to hear constructive feedback, even though this is where the most beneficial growth usually occurs. Feel free to put it down and come back to it again later, if that is what works best for you.

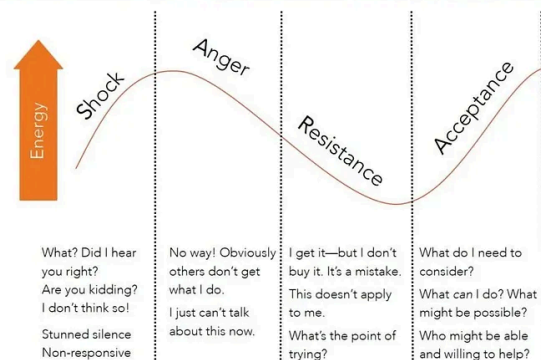
## Reactions to your Report

You may find some of the information in this report surprising. This can sometimes be difficult to read and you may even feel shock or anger at first.

That's ok, it's important that you take the time to reflect on the feedback and try to have an open-mind, trusting that those you invited to provide feedback shared insights they believed would be useful.

Remember that this report is a snapshot in time and that we can go through an emotional process when provided with feedback.

## Reactions to Feedback: SARA Model



This report averages scores from a series of behavioural statements rated on the following 5-point scales:

### Personal Attributes

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Neutral
- 4 - Agree
- 5 - Strongly Agree
- Not Observed

*Reported as Grow, Good, or Great*

### Project Director Capabilities

- 1 - Significant Room for Improvement
- 2 - Room for Improvement
- 3 - Capable
- 4 - Strength
- 5 - Outstanding Strength
- Not Observed

*Reported as Emerging, Capable, or Experienced*

Your results are shown as a comparison of your self-rating compared to ratings from those you nominated to give you feedback. When you and your contributors are:

Aligned in your perceptions, your self-rating (Y) will be positioned close to your contributors(s).

Perceived as a **strength** by you and your contributors.

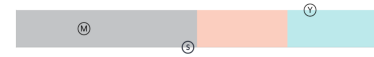


Perceived as an **area of growth** by you and your contributors.



Not aligned in your perceptions, your self-rating (Y) will be set apart from your contributor(s).

You have rated yourself higher than your contributors; a possible **blindspot**.



You have rated yourself lower than your contributors; a possible **overlooked strength**.



# Section 1: Your Results Overview

## Project Director Personal Attributes

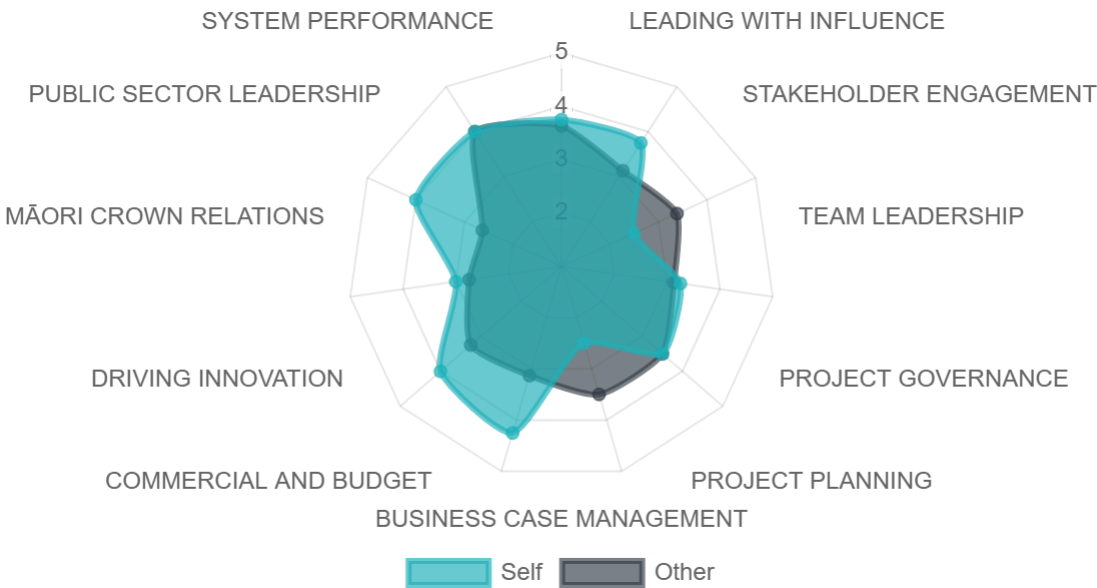
This graph shows the feedback from your Manager/SRO for the five Project Director Personal Attributes. Blue indicates significant strength (GREAT), Orange indicates doing okay (GOOD); and Grey indicates room for significant improvement (GROW).



## Project Directors Capabilities - Self vs. Other

This circumplex summarises the overall view from your Manager/SRO vs your self rating against each of the eleven Project Director Capabilities. The further from the centre the better your performance; the more circular the more balanced your performance across the capabilities.

*Look for alignment: large gaps between self and other may indicate a need for more regular feedback, or a need to pay more attention to the feedback you are getting.*



**Complexity:** Your Manager/SRO's perception of the complexity of your role and environment.



(lower complexity)

(higher complexity)

## Section 2: Your Detailed Results

Here are your detailed results by capability within each theme. This section explains each capability and shows how both you and your invited contributors perceive your performance against each capability. The section on Personal Attributes also includes personalised development tips.

### Personal Attributes

These behaviours often underpin our leadership performance overall. Addressing 'Grow' areas can make a significant difference to leader effectiveness.

Self Aware

*Has a deep awareness of feelings, strengths, and weaknesses.*

*Understands what is known and what is not, and actively seeks the right people to provide support and expertise.*

Good



#### Your results:

You occasionally ask for feedback and show some awareness of your strengths and knowledge gaps, and those of your team. However you may not consistently discuss or address them, limiting full potential for development and improvement.

#### Why you should care:

Self-awareness enables personal growth and team development and enables better decision-making; knowing when to seek expertise and support improves project outcomes.

If we misinterpret the feelings and needs of others, we risk being seen as unresponsive to feedback, insensitive, and prone to repeating mistakes.

#### Development tips:

*So how do you build and sustain self-awareness? Here are a few actions you can take:*

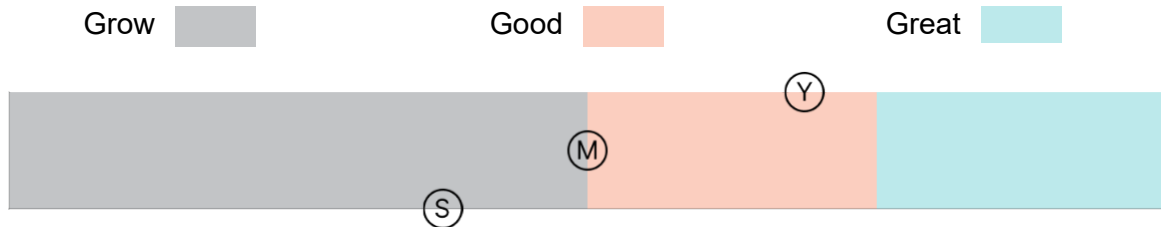
1. Map your 'go-to people' network - identify who you lean on for advice in different areas, and spot any gaps you might need to fill.
2. Proactively invite diverse perspectives when making decisions or solving problems - deliberately seek out people who think differently from you.
3. Notice when your strengths overplay - reflect on times when confidence in a strength may have limited input from others or overlooked risks.

## Curious

*Shows curiosity, flexibility and openness when analysing and integrating new ideas and information.*

*Encourages a culture of inquiry and continuous learning.*

Grow



### Your results:

You are pragmatic and practical more than you are curious or inventive. Being practical is useful, but challenge yourself by asking more questions about changes or new methods.

### Why you should care:

Curiosity and openness drive innovation and adaptability. Encouraging learning helps the team evolve, improving problem-solving and project success in changing environments.

### Development tips:

*So how do you build and sustain curiosity? Here are a few actions you can take:*

1. Instead of defaulting to what's worked in the past, challenge yourself to be more open to considering different ways of thinking and new or unconventional ways of doing things. This could be as simple as asking: "What else could we consider here?" or "What have we not thought of?" or "What's the most outrageous thing we could do?"
2. Look for examples of where the ideas are working and who excels at delivering in new ways. How might you emulate their approach?

## Resilient

*Shows curiosity, flexibility and openness when analysing and integrating new ideas and information.*

*Encourages a culture of inquiry and continuous learning.*

Great



### Your results:

You excel at balancing personal and team wellbeing with delivering against key milestones.

### Why you should care:

Achievable performance goals in dynamic environments are more motivating for your team and continue momentum towards delivery.

Clear boundaries protect wellbeing, prevent burnout, and boost team focus and performance—vital for sustained success in demanding projects.

### Development tips:

*So how do you leverage your already good resilience?*

1. Reflect on what enables you to maintain clear boundaries such that you can support others who struggle with this. This also ensures you can be aware of project aspects which may be threatening to compromise them.
2. Empower your team to set their own boundaries, fostering a culture of trust and respect.
3. Be a good colleague. Reach out to someone who is not coping and offer your support. Exercise is a great contributor to resilience and wellbeing. If you're popping out for lunch or a coffee, ask if someone would like to walk with you. It's a great time to catch up with people while also building in exercise.

## Inclusive

*Leads by example, embracing diverse perspectives, challenging biases, and fostering an environment where everyone feels valued, heard, and empowered.*

Great



### Your results:

People see you are warm, open to others and inclusive. These are great qualities that will help you lead in an increasingly diverse world.

### Why you should care:

Leaders who embrace diverse perspectives and challenge their own biases create environments where people feel valued and heard, building trust, engagement, and teams where everyone feels empowered to contribute. The resulting diversity of ideas help with problem solving and can positively impact the bottom line.

### Development tips:

*So how do you leverage your already good inclusivity?*

1. Focus on systematically embedding inclusion and empowering others.
2. Coach others in inclusive leadership behaviours - help them notice biases and actively seek diverse views.
3. Audit decision-making processes to check whose perspectives are shaping outcomes and address gaps.
4. Champion initiatives or partnerships that amplify underrepresented voices within and beyond your organisation.
5. Share stories of your own learning moments where embracing different perspectives led to better outcomes.

## Adaptable

*Adapts approaches in response to changing situations or unforeseen challenges, maintaining effectiveness in ever-changing contexts and environments.*

Good



### Your results:

You generally manage to adjust your approach when faced with new challenges, but may sometimes be slow to respond or rely on familiar methods.

### Why you should care:

Leaders who resist adapting to change risk becoming ineffective and disconnected from the needs of their team and environment. Those who stay flexible and adjust their approach build resilient, responsive teams that thrive in uncertainty.

### Development tips:

*So how do you build and sustain adaptability? Here are a few actions you can take:*

1. Strengthening flexibility and proactive problem-solving will help you navigate dynamic environments more effectively.
2. Practice scenario planning - regularly think through possible outcomes and contingency responses with your team.
3. Notice your default reactions to change - be aware of when you tend to resist and consciously test new approaches.
4. The Cynefin Framework is useful for recognising when one is in a predictable vs unpredictable environment. Take a look at <https://www.youtube.com/watch?v=ogtpxA6brGo>.

# People Leadership

People leadership is the ability to lead and guide individuals, teams, temporary organisations and stakeholders by fostering commitment to a shared vision and cultivating a sense of purpose.

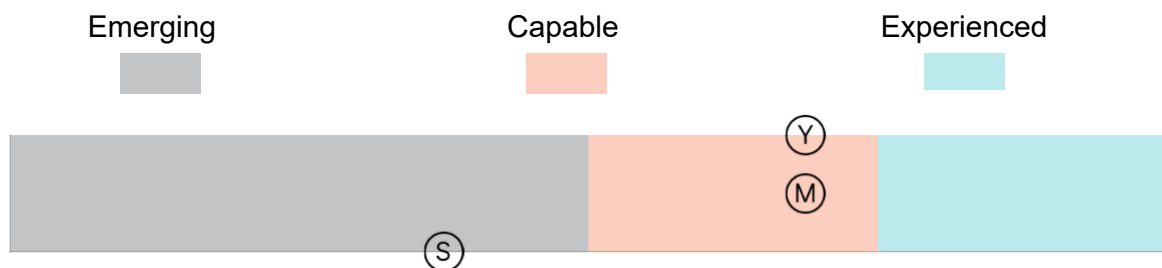
*Capabilities: Stakeholder Engagement, Team and Temporary Organisation Leadership, Leading with Influence.*

Stakeholder  
Engagement

*Recognises and values the different needs and objectives of all stakeholders, ensuring their active involvement in decision-making processes.*

Capable

*Fosters an environment where different voices are heard and considered, enhancing stakeholder buy-in and commitment to the project.*



## Your results:

You proactively manage stakeholder relationships, seek to understand their needs, and involve them in relevant decisions. You balance stakeholder interests and project goals but may struggle in high-stake or conflicting situations.

## Why you should care:

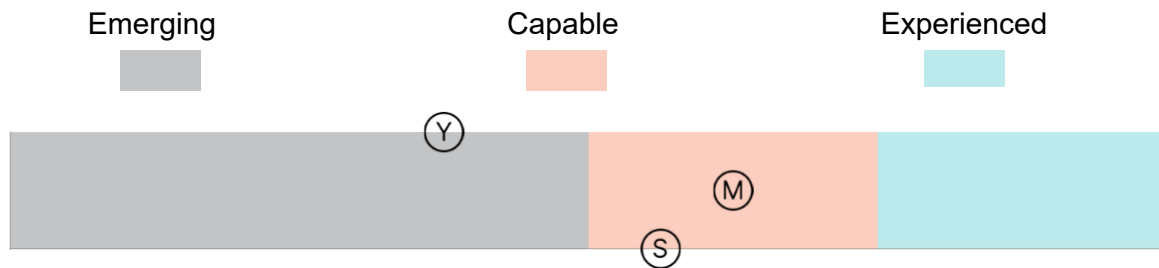
Valuing diverse stakeholder needs and involving them in decisions builds trust, improves buy-in, reduces resistance, and increases the chances of project success.

Team and  
Temporary  
Organisation  
Leadership

*Leads diverse, integrated teams, fostering a positive, psychologically safe culture. Takes ownership of team performance and development, promoting growth through coaching, delegation, and feedback.*

Capable

*Facilitates collaboration across multidisciplinary teams with clear communication to navigate change and drive high performance.*



#### Your results:

You consistently coach and mentor team members and build psychological safety where tough issues are raised. You encourage teamwork and help your team adapt to change. You possibly focus more on current team cohesion than on future leadership or culture shaping.

#### Why you should care:

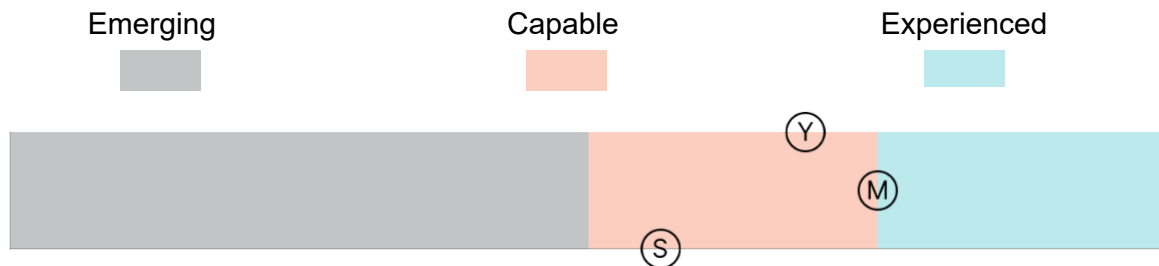
Trust fosters open communication and collaboration, reducing conflicts and delays. Innovation drives creative solutions to complex challenges, helping the project adapt and succeed. Together, they enable smoother delivery and better outcomes.

## Leading with Influence

*Articulates a clear and compelling vision for the project, communicating objectives in a way that builds trust and resonates with the Team.*

Capable

*Actively listens to feedback and fosters an environment where team members feel valued, motivated, and aligned toward the common goal.*



### Your results:

Results suggest that you confidently articulate project vision and objectives. You actively seek feedback and respond constructively. You are deliberate about building strong, collaborative relationships across team and stakeholders. You communicate clearly, tailoring messages to different audiences.

### Why you should care:

Clear vision and open communication build trust, motivate the team, and ensure alignment—key for collaboration, commitment, and successful project delivery.

# Infrastructure Project Leadership

Infrastructure Project Leadership refers to the technical knowledge and skills required to deliver projects that meet stakeholder needs, adhere to budgets and timelines, and achieve the intended benefits.

*Capabilities: Business Case Management, Commercial Budget Management, Project Governance, Project Planning & Execution, Driving Innovation.*

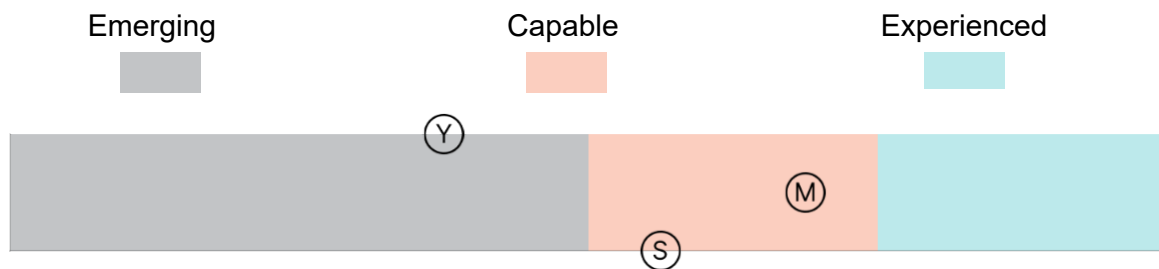
## Business Case Management

*Leads the development of robust, fit-for-purpose business cases that meet Cabinet expectations and adhere to NZ Treasury guidance.*

Capable

*Ensures projects align with organisational objectives, incorporate whole-of-life asset management considerations, and deliver sustainable, long-term benefits.*

*Revisits the investment case in response to evolving conditions to ensure continued value.*



### Your results:

Well done. You consistently lead robust business case development, meeting Cabinet and Treasury standards. You generally ensure alignment with organisational objectives, integrate whole-of-life asset management, and revisit cases proactively to maintain value and respond to evolving project conditions.

### Why you should care:

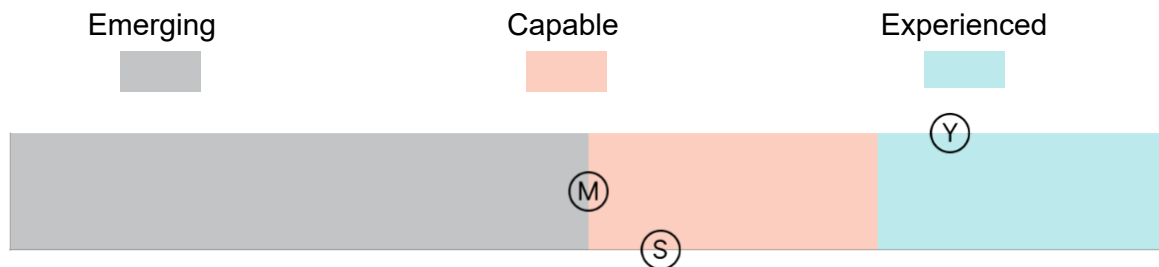
Robust business cases secure approval, align with goals, ensure sustainability, and adapt to change—key for delivering lasting project value and success.

## Commercial and Budget Management

*Manages contractual, commercial, and procurement processes, including complex supply chains, long-term service contracts and contractor relationships.*

Capable

*Oversees budget planning, allocation, and cost management to deliver value for money. Proactively manages contractor performance, identifies and mitigates financial risks, and ensures compliance with policies and funding requirements*



### Your results:

Others appreciate your independent management of complex contracts and procurement processes, where you ensure compliance and value for money. You oversee budgets, monitor contractor performance, and proactively identify and mitigate financial risks to protect project outcomes and funding requirements.

### Why you should care:

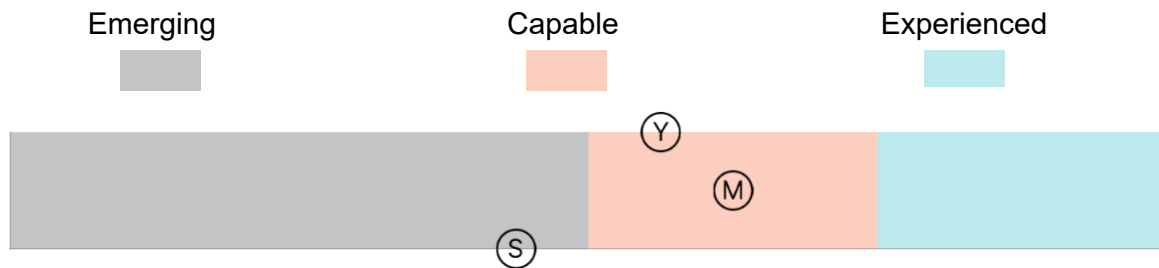
Managing contracts and budgets ensures value for money, controls risks, maintains compliance, and drives strong contractor performance - critical for project success.

## Project Governance

*Implements robust project governance frameworks with clear roles, accountability, and timely decision-making. Monitors and proactively addresses risks, issues and health & safety concerns.*

Capable

*Ensures transparent, regular reporting to maintain trust while collaborating with senior leadership to ensure governance supports long-term goals.*



### Your results:

You implement governance frameworks with clear roles and accountability. Your proactive monitoring and addressing of risks, issues, and health & safety is appreciated. You ensure transparent, regular reporting and collaborate with senior leadership to align governance with long-term objectives.

### Why you should care:

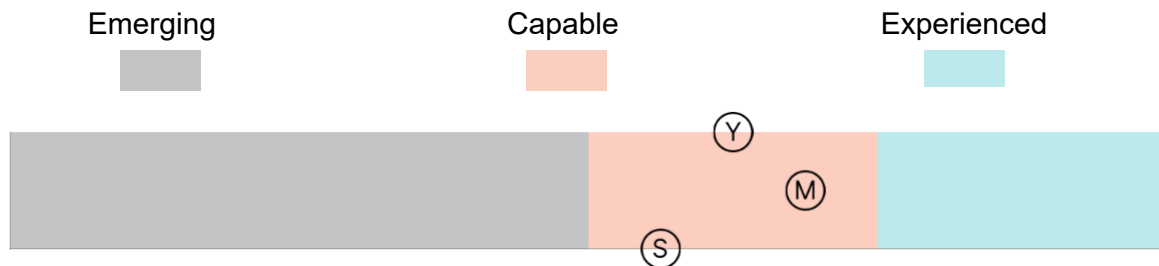
Strong governance ensures clear roles, accountability, and swift decisions, reducing risks and safety issues, and saving money by reducing delays. Transparent reporting builds trust and aligns projects with long-term goals.

## Project Planning and Execution

*Leads project planning, execution, and quality assurance by developing plans, managing resources, and tracking milestones for timely delivery within scope, to budget and with the promised benefits.*

Capable

*Monitors and proactively addresses risks and issues. Incorporates lessons learned to continuously improve and ensure high-quality outcomes aligned with project goals.*



### Your results:

You lead the refinement of project plans to ensure outcome realisation and proactively guide risk mitigation. You apply lessons learned and adjust processes, however you may focus on short-term fixes or overlook important data-driven insights.

### Why you should care:

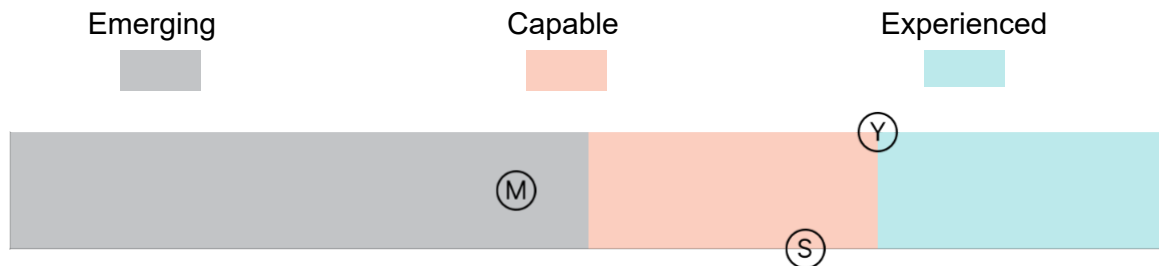
Strong planning and execution ensure projects meet scope, budget, and deadlines. Proactive risk management and learning from experience optimise the health and safety of your team and the quality of delivery for long-term success.

## Driving Innovation

*Actively identifies emerging trends and evolving contexts, adjusting strategies to address changing infrastructure and workforce needs.*

Capable

*Leads the adoption of modern design and construction techniques to enhance efficiency, sustainability and to future-proof projects.*



### Your results:

You encourage innovation within the team, but could do a little more to stretch them. You adjust strategies as trends emerge and make sound decisions with partial data. While you support modern methods you may defer high-impact changes.

### Why you should care:

Spotting trends and adapting strategies keeps projects relevant and resilient. Leading modern techniques boosts efficiency, sustainability, and ensures projects stand the test of time.

# Public Sector Stewardship

Public Sector Stewardship refers to the knowledge and skills needed to navigate the complexities of policy, politics and public needs to successfully deliver Public Sector Infrastructure projects.

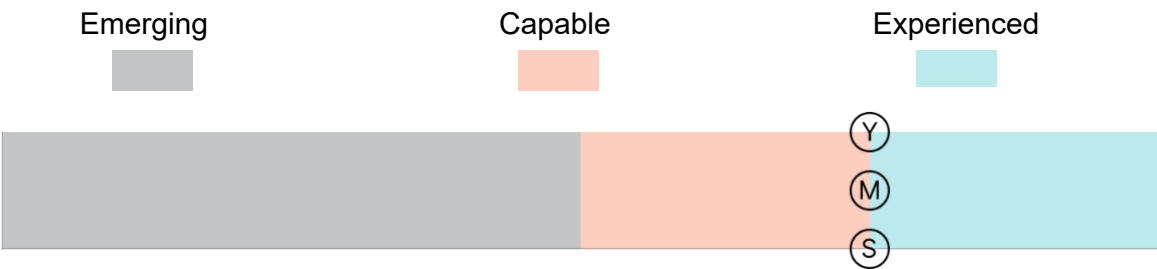
*Capabilities: Public Sector Leadership, Māori-Crown Relations, Enhancing System Performance*

Enhancing System Performance

*Leads a collaborative, cross-sector approach by leveraging strong relationships across the public and private sectors.*

*Takes a systems-focused view to address complex issues.*

Experienced

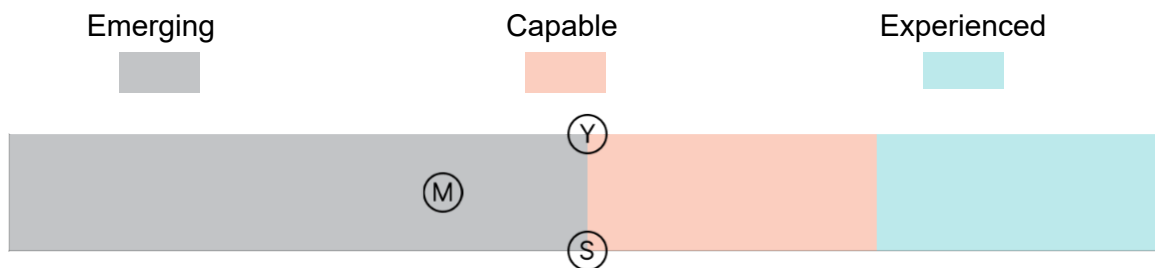


## Your results:

You excel at aligning public and private sector strategies, proactively resolving systemic issues, applying systems thinking, and fostering effective cross-sector collaboration to address complex challenges.

## Why you should care:

Collaboration across the sector ensures alignment, resource efficiency, risk reduction, and better long-term outcomes by addressing root causes, not just symptoms. It helps keep projects on track, adaptable, and connected to broader goals—key for successful delivery and stakeholder buy-in.



### Your results:

You are beginning to engage with iwi and mana whenua, seeking guidance on kawa (policies, practices) and tikanga (principles). You may need to grow your awareness of how to engage appropriately; you may listen to needs but apply principles of Te Ao Māori superficially. You require prompting to integrate Māori perspectives, and it may have limited influence on processes.

To lift your game, take a look at [Te Arawhiti Competencies](#).

### Why you should care:

Strong Māori-Crown partnerships build trust, uphold legal and ethical obligations, and ensure projects reflect and serve the aspirations of Māori communities. It's about doing what is right, for long-term project and community success.

## Public Sector Leadership

*Navigates government policy, political expectations, and public interest to deliver complex projects.*

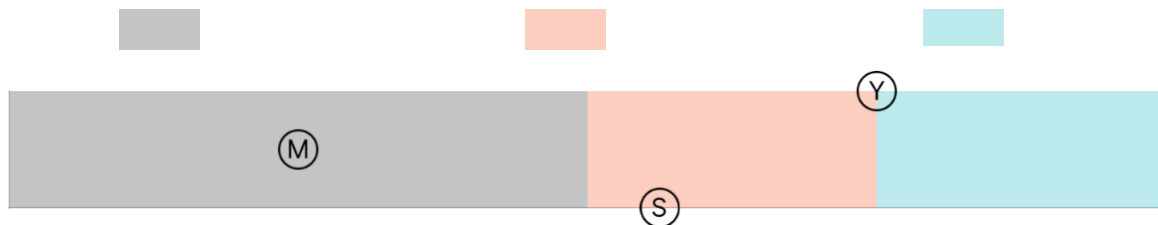
*Upholds public sector principles by prioritising transparency, responsible financial management, and social accountability, while fostering public trust*

Emerging

Emerging

Capable

Experienced



### Your results:

Your results suggests you may trip at the political interface, either because you are not understanding policies or political expectations, or you are failing to model ethical leadership or maintain public trust. Ask others to critique your performance. Shadow colleagues who are highly capable.

### Why you should care:

Navigating policy and politics ensures project success, while transparency and accountability builds public trust, safeguards resources, and upholds the integrity of public service.

## Key Strengths and Growth Opportunities

This section highlights Key Strengths and Growth Opportunities to support your reflection and development. We've also identified areas where you see yourself clearly (High Self Awareness) and areas other people notice that you might not see (Blindspots). The score displayed is the average of all contributor's scores on the 1-5 point scale (excluding your self evaluation) for the question they were asked.

### Key Strengths

(Your highest rated items)

- 5.00 Communicates clear boundaries to protect their own and the team's wellbeing.
- 4.50 Actively calls out and addresses exclusionary attitudes or behaviours when they arise.
- 4.50 Aligns project goals with both public sector priorities and private sector strategies to support a shared, long-term vision.
- 4.50 Effectively manages project scope through changing conditions.
- 4.50 Is articulate about their knowledge gaps.

### Key Growth Opportunities

(Your lowest rated items)

- 2.00 Asks questions to understand how and why.
- 2.00 Integrates Māori perspectives in project planning and delivery.
- 2.00 Number, diversity, and alignment of stakeholders; governance arrangements.
- 2.50 Aligns project goals with government policies and political expectations.
- 2.50 Balances public interest with project objectives to deliver outcomes that meet community needs.

### High Self Awareness

(Items with the smallest difference between your own and other people's ratings)

The number is the difference between the scores.

- 0.00 Applies a systems-thinking approach to understand and resolve interconnected issues.
- 0.00 Asks others for feedback.
- 0.00 Communicates clear boundaries to protect their own and the team's wellbeing.
- 0.00 Communicates with clarity and impact.
- 0.00 Decision making, reporting, governance and political sensitivity.

### Blindspots

(Items with the largest difference between your own and other people's ratings)

The number is the difference between the scores.

- 2.50 Actively calls out and addresses exclusionary attitudes or behaviours when they arise.
- 2.50 Effectively manages project scope through changing conditions.
- 2.50 Encourages others' to share ideas.
- 2.50 Shapes, refines, or updates robust business cases to serve the public interest.
- 2.00 Asks questions to understand how and why.

*Can you see any patterns across these questions, such as being able to be attributed to a particular behaviour, or to an area where you have more or less experience?*

## Complexity of Your Context



This complexity indicator is an average of contributor ratings across the following five dimensions:

### Definitions:

- **Technical** = Degree of technical design or construction challenge, innovation, or uniqueness
- **Procurement & Financing** = Complexity arising from procurement model, contracting approach, commercial risk allocation or financing.
- **Stakeholder Management** = Number, diversity, and alignment of stakeholders; governance arrangements
- **Accountability & Governance** = Decision-making, reporting, governance, and political sensitivity.
- **Scale & Interdependencies** = Scale of the project and interdependencies with other projects, systems, or programmes.

### Scale:

1 = Very Low 2 = Low 3 = Moderate 4 = High 5 = Very High

### Dimension:



*Be curious about differences between what others are observing vs. what you are experiencing. Differing perspectives will influence how they have responded throughout this report.*

*Consider how the complexity of your environment is impacting on how pressured you feel and how you are showing up as a leader.*

### Key factors that underpin the rating given:

- ① Y Our team has experienced some structural changes which impacted communication flow and project timelines. Additionally, we faced resource constraints that occasionally limited our ability to execute at full capacity. Despite these challenges, I remained focused on delivering quality outcomes and adapting quickly to shifting priorities. These environmental and organisational dynamics were important context for my performance and the ratings provided.
- ① M The organisational changes and resource constraints were significant challenges, and I agree that they influenced project delivery and team dynamics. Despite these external pressures, Sam consistently demonstrated resilience, maintained a strong focus on outcomes, and adapted well to shifting priorities. I appreciate the self-awareness shown in this reflection and acknowledge the positive impact Sam had during a demanding time.
- ① S There have been several significant factors impacting our broader organisational context during this period. We faced rapid market shifts and evolving customer demands, which required agility and quick decision-making across all levels. Additionally, company-wide restructuring introduced transitional challenges that affected team dynamics and resource allocation. Despite these constraints, Sam demonstrated strong leadership resilience and adaptability. These external factors were important to consider when assessing performance and overall contribution.

# Section 3: Your Comments and Suggestions

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These verbatim comments from your contributors provide more context and depth to the results throughout your capability snapshot. Take the time to immerse in this feedback, reflect on it, then come back and re-read it.

## What is the one thing you value most about Sam's leadership?

- (M) His ability to lead with clarity and consistency, even in times of uncertainty. Sam creates an environment where the team feels supported and empowered, while still holding high expectations and driving accountability. This balance fosters trust and motivates strong performance. Sam's calm, solutions-focused approach has been especially valuable in navigating complex challenges.
- (S) His ability to align his team's efforts with the organisation's strategic objectives. Sam consistently demonstrates a clear understanding of broader business priorities and ensures his team stays focused on delivering results that drive value. His strong communication skills and commitment to fostering collaboration across departments have been instrumental in breaking down silos and accelerating progress. This strategic mindset is a key asset for our leadership team.

## What is the one thing Sam should change to improve their effectiveness as a leader?

- (Y) At times, I tend to take on too much myself to ensure high standards are met, but I've come to see that this can limit opportunities for others to grow and reduce overall team efficiency. Going forward, I'm working on trusting my team more with ownership of key tasks, while still providing the support and guidance they need. I believe this will help strengthen team capability and improve my effectiveness as a project director.
- (M) Empowering the team through greater delegation. While Sam's hands-on approach ensures high standards and attention to detail, there are opportunities to step back more and allow team members to take fuller ownership of certain tasks or decisions. This would support team development and free up more of Sam's time for strategic leadership. I'm confident that with Sam's self-awareness and commitment to growth, this is an area that will continue to strengthen.
- (S) I believe Sam could benefit from developing a stronger focus on strategic delegation and empowerment. While Sam is deeply involved and ensures high-quality outcomes, stepping back to entrust more responsibility to emerging leaders within the team would not only support their growth but also free Sam to concentrate on higher-level strategic priorities. Cultivating this balance will be critical as Sam progresses into broader leadership roles.

# Section 4: Reflection and Goal Setting

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To get the most out of your Capability Snapshot, allow yourself time to digest the feedback and set specific, measurable goals that will enable you to plan for and measure progress.

## Next Steps

- Read the Self-Reflection and Talking with Your Manager/SRO sections below.
- Book a meeting with your Manager/SRO to share your insights from this report.

## Self-Reflection

### Review your feedback

- *Personal Attribute results underpin overall leadership performance. Identify any critical development opportunities.*
  - Look at the circumplex of capabilities (Section 1). *What sense do you make of your balance in performance across the capabilities? What experiences may have shaped your strength areas?*
  - Highlight themes in your report comments and be prepared to speak to what stands out the most.
- **Identify patterns.** Look for recurring comments or lower scores in a particular group of capabilities.
  - **Recall concrete examples.**
  - **Assess your reactions.** Notice how you feel reviewing your results and feedback - defensive, proud, curious?
  - **Draft development ideas.** Based on your reflections, jot down 2 - 3 potential actions or experiments you could try. This gives you a starting point for co-creating a development plan with your manager/SRO.

## Talking With Your Manager/SRO

Proactively integrating into your daily work and seeking support from your Manager/SRO will help you benefit from the report.

This conversation will:

- Develop an aligned understanding of the skills needed to most effectively deliver as a Project Director.
- Alignment on key strengths and performance gap.
- Allow negotiation of a development plan for optimal project delivery and/or your career.
- Provide an opportunity to discuss and agree support you require.

### Process:

1. Thank your Manager/SRO for their feedback - it is a gift.
2. Summarise your insights from the report, what was new, known, and surprising. Discuss the key 2-3 insights for your effectiveness.
3. Share short and long-term development aspirations, key steps, and support needed.
4. Agree on measures, markers and accountabilities for your development goals.

### Tips:

**Set a collaborative tone:** Frame the discussion as a partnership: “I’d appreciate your insights to help me grow.”

**Dive into specifics:** Invite your manager to elaborate on one or two key observations. Use questions like “Can you share an example of when I demonstrated this strength?”.

**Agree on follow-up:** Schedule a brief check-in in 2–3 months to review progress.

## Resources - for more information:

### • [Te Waihanga Toolkit](https://tewaihanga.govt.nz/our-work/leadership-learning/resources-and-tools)

<https://tewaihanga.govt.nz/our-work/leadership-learning/resources-and-tools>

### • [Te Waihanga Project Leadership Capability Framework](https://tewaihanga.govt.nz/our-work/leadership-learning/resources-and-tools/leadership-capability-framework-for-project-directors)

<https://tewaihanga.govt.nz/our-work/leadership-learning/resources-and-tools/leadership-capability-framework-for-project-directors>

### • [Māori Crown Relations Framework Guide](https://www.tpk.govt.nz/en/a-matou-whakaarotau/maori-crown-relations/public-sector-capability)

<https://www.tpk.govt.nz/en/a-matou-whakaarotau/maori-crown-relations/public-sector-capability>

## Goal Setting

Prompt	Reflection
What am I going to do?	
What makes this important?	
What will I stop doing in order to commit to this?	
Who is involved?	
When?	
How will I know I've been successful?	

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# Te Waihanga Project Director Capability Framework Overview Diagram

