1. Introduction

This report aims to evaluate the critical capabilities required to be an effective manager in two contemporary New Zealand organisations, a for-profit organisation, Spark New Zealand, and a Māori owned organisation, Moana New Zealand.

Each organisation is examined using existing literature, company annual reports, and industry reports, to align the right manager capability framework (CFM) unique to them.

The report is divided into five sections. Section one briefly introduces manager capabilities and the two organisations being studied. Section two briefly presents the two CFMs, and justifies their fitment for each organisation. Sections three and four critically evaluate why the two sets of capabilities selected are essential for managers in each organisation. And, section five concludes the report with broad recommendations for both organisations.

1. Manager Capability Frameworks

Dwight (2022), emphasizes organisational performance is driven by manager effectiveness, and this effectiveness is driven by three fundamental capabilities which include problem-solving, the right skills and knowledge, and most importantly, passion for one's work visible through capabilities in one's work. Today's managers are faced with new decision-making contexts in a digital world, creating a need to transform traditional management approaches, so they are more aligned with the current environment of work (Wrede et. al., 2020). This school of thought was applied while choosing frameworks for two New Zealand organisations. The framework chosen for Spark is the *NSW Public Sector Capability Framework* (2020), and the framework for Moana, is the *Māori Crown Relations (MCR) Capability Framework* (Te Arawhiti, n.d.)

2. The capability sets within the frameworks

This section includes a brief introduction to the capability sets from the two frameworks and the next section dives deeper into how each capability aligns to each organisation.

2.1 Spark's Capability Framework

The NSW Public Sector Capability Framework (2020), describes 16 core capabilities and behaviors within four groups, expected of managers. The two capabilities chosen for Telecom and Digital company, Spark are "Manage reform and change"; and "Manage and Develop People", (The Capability Framework, 2020). Spark's purpose is "Āwhinatia ngā tangata katoa o Aotearoa, kia matomato te tipu i te ao matihiko – to help all of New Zealand win big in a digital world", (Spark, n.d), they see this as a critical priority in today's digitally accelerating

business landscape. In Spark's Annual Report (2021), they elaborate their three-year strategy till FY23 to grow in their established wireless, broadband, and cloud markets and accelerate growth in new markets, including digital health, IoT, and sport.

The first manager capability, *manage reform and change*, is not only aligned with Spark's purpose but also its goal to grow in existing and new markets through agile best practices (Spark, n.d.). This capability allows managers to empower their people with the support and resources needed (Clayton, 2021), to succeed in Spark's agile environment.

The second manager capability, *manage and develop people,* addresses Spark's challenges with labour and skill shortages, and it aids their goal to mobilise, grow, and retain talented people, while also focusing on their purpose of winning big in the digital world (Spark, n.d.). This capability enables managers to create education and training opportunities that reduce talent gaps and increase skill availability (Shah and Burke, 2003), to achieve Spark's business goals.

2.2 Moana New Zealand's Capability Framework

The Māori Crown Relations (MCR OCC) Capability Framework developed by Te Arawhiti in 2019, was chosen for Moana, keeping their business objective, key people priorities and Māori operating principles in mind. According to the UN Department of Social Affairs: *Moana New Zealand Sustainability Strategy | Department of Economic and Social Affairs*, (n.d.), "Moana is an integral part of the inter-generational Maori Fisheries Settlement with the Crown #OceanAction41003, which entails that Māori will always be involved in fisheries therefore; activities and investments have a long-term perspective that are respectful of fishing and the ecosystems they are a part of." This framework provides a more coordinated approach to capability building across the public service sector while supporting the Māori Crown relationship, which is a critical area of development as identified by Māori, and the government of New Zealand (Te Arawhiti, n.d.).

The first manager capability group chosen is *Relationships with Māori* and the capability set identified is *engagements, partnerships and empowerment*, as it aligns with Moana's Manaakitanga, a key value driver toward enabling an enduring industry. This capability allows Managers to engage with Māori in a way that is aligned with Te Arawhiti partnership principles (Te Arawhiti, n.d.). Moana's number one priority is looking after its people, and this capability alignment will allow Moana's managers to live up to its values of a zero-harm culture, whilst enabling Moana's well-being, development and support initiatives for Iwi mentioned in its *01 - Annual Integrated Report (2022)*.

The second manager capability group is *Workforce Capability*, and the capability chosen within it is *Training and Development*. Moana's (n.d.) purpose is to "contribute to the well-being of future generations by being guardians of fishing assets and focusing on value

rather than volume to increase benefits for Iwi long into the future". In their *Annual Integrated Report (2022)*, the company reported significant cost increases across the supply chain and found that improving efficiencies through innovation in manufacturing allows them greater returns from less in the future. For managers to align Iwi to Moana's sustainability and innovation goals, and to a sustainable future-focused plan, it's crucial for managers to mentor, train, and develop staff to enable innovation and skill-building through an environment of learning (MCR, 2019).

3. Spark's Manager Capability Recommendations

3.1 Manage Reform and Change

Kor & Mesko (2013), correlated manager capabilities with their importance in achieving success in the changing conditions of the business environment. Spark's environment was assessed based on its Annual Report (2021), which adopts an agile maturity model to achieve its business priorities, through a culture of experimentation and innovation. An "Agile Leaders Programme" is mentioned in the report, with focus on coaching for high performance and creating the conditions for innovation and adaptiveness. There is no evidence on the Agile program's impact to business in the report, apart from cohort completion numbers. When this is compared to Spark's Glassdoor reviews (n.d.), an excellent work environment and great people are seen as high influencers in Spark's internal environment; however, constant restructures causing job instability and impacting job security are downsides discussed in the reviews.

This indicates a need for managers to not only lead their teams towards successful agile and digital transformation practices but also find solutions in a constantly changing environment, so employees can feel supported, and brave enough to innovate, grow, and develop, while staying connected to Spark's purpose to win big in a digital world. The manager capability selected, allows a manager to champion change and assist others in engaging with change at a professional level, so they develop new ways of working and generating innovative ideas to approach challenges. A capable manager in this category also promotes change processes to staff and communicates change initiatives across the organisation, along with guidance, coaching and direction that helps them manage uncertainty and change and can tackle concerns found in Spark's Glassdoor reviews (NSW Public Sector Capability Framework, 2020).

3.2 Manage and Develop People

Spark (2021), reported labour and skills shortages, urging them to rethink how they can mobilise, grow, and retain talented people. They are already making headway with a

programme of partnerships with tertiary institutions designed to help them pave the way to the future of work and skills pathways. They are also testing a proof of concept called the Talent Marketplace to enable internal mobility across Spark. Moot (2019) insists that it is necessary for managers to understand that internal mobility is vital for an organisation's well-being, and suggests that managers understand transition pathways, and work collaboratively with other departments and L&D to drive a culture of internal mobility. This allows the author to infer that managers will play a key role in helping employees define career paths for the future in Spark's Talent Marketplace.

For a manager to develop capability and potential in others at an adept level, they will need to define and communicate clear roles, responsibilities and performance standards to achieve team outcomes. This includes work plans that consider capability, strengths and opportunities for development, while resolving team and individual performance issues, including unsatisfactory performance, in a timely and effective way with established performance development frameworks like the NSW Performance Development Framework (2020), that sets the approach for managing employee performance (NSW Public Sector Capability Framework, 2020).

4. Moana's Manager Capability Recommendations

4.1 Relationships with Māori: Engagements, Partnerships and Empowerment

Manaakitanga is a key value driver for Moana (n.d.) in its quest to enable an enduring industry, while looking after its people through a zero-harm culture. Manager dedication to employee well-being initiatives is pivotal for success (Wood & Nelson, 2017), who found that managers often feel uncomfortable and overwhelmed at promoting employee well-being as they are unsure of best practices. This can cause a significant roadblock if not addressed (Beenen et al., 2021). The MCR Capability Framework (2019) takes this into consideration through the *engagements, partnerships and empowerment* capability. To be at a capable level, managers should be able to proactively find opportunities to enable and support rangatiratanga through genuine partnerships that are visible on a daily basis. This includes partnering with Māori to develop policy, programmes and services that are aligned to Te Arawhiti partnership principles which focus on relationships first, ensuring outcomes are meaningful to everyone involved (*Te Arawhiti - Building Closer Partnerships with Māori*, n.d.). The capability also enables managers to align with Moana's Hikoi ki te Ora Wellbeing Programme which is a holistic initiative that aims to improve the safety and health of its workers (Tangata, 2018).

4.2 Workforce Capability: Training and Development

Moana (n.d.) is focused on processing innovation to achieve continuous improvement and excellence within manufacturing. This is to allow them to cope with future challenges and growth opportunities like reducing costs across the supply chain by improving efficiencies. Workforce development, therefore, is a critical capability for managers as it can drive more value through Learn@Moana, which is an internal training programme launched in August 2022. The programme has customized courses, that include monthly skill and capability-building offerings for staff and leadership (01 - Annual Integrated Report (2022). A manager at a capable level of the MCR Capability Framework, (2019), can aid the programme by mentoring Māori staff and providing them with clear development pathways to drive innovation amongst its Iwi. They can also partner with the education team, to add relevant training to the learn@moana programme to develop their staff's skills and build confidence in emerging leaders, allowing staff to innovate to keep Moana profitable and sustainable (Parsons, 2022).

5. Conclusions and Recommendations

This report evaluated the management capabilities required to be an efficient manager in two contemporary New Zealand organisations, Spark and Moana. Each organisation's business priorities, including their varied markets and environments, were analysed using existing literature, annual reports, and industry reports, to create their unique manager capability sets from two widely used frameworks in New Zealand.

Spark will benefit from managers focusing on reform and change to champion their agile best practices and achieve their business purpose. In addition, equipping managers with the capability to develop people for internal mobility through the Talent Marletplace will help Spark see success with their initiatives to address skill and labour shortages.

Moana will benefit from ongoing investments in building manager and team capabilities through the Learn@Moana programme, by assessing and developing learning tracks to drive innovation and process excellence that improve efficiencies in teams. This will allow them to achieve the culture of continuous improvement and excellence they seek within manufacturing, and help them cope with future challenges and growth opportunities.

While this report focused on two main capabilities for each organisation, it is essential to note that both organisations' needs are not limited to these two capabilities. Each organisation can use the capability frameworks studied to enhance and build their manager capability frameworks as required, keeping business objectives and challenges in mind. In conclusion, it is critical to align manager capabilities to people and organisational goals. Their capability to apply themselves in context to what their role demands of them will define a manager's effectiveness.

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