



**TECH  
LEADERS**  
EXECUTIVE.

TECHNOLOGY LEADERSHIP  
for a prosperous New Zealand

# Digital Principles

A COLLABORATION FROM THE TECH LEADERS WITHIN NEW ZEALAND'S LARGEST ORGANISATIONS

CONNECT  
PROMOTE  
ADVANCE

A woman with dark hair and bangs is focused on working on a complex robotic assembly. She is using a blue-handled screwdriver to adjust a component. The background is a workshop with shelves of blue storage bins. The text is overlaid on the left side of the image.

**TOGETHER**  
**WE SEE A**  
**PROSPEROUS**  
**FUTURE FOR**  
**NEW ZEALAND**  
**UNDERPINNED**  
**BY TECHNOLOGY.**

# About TechLeaders

**TECHLEADERS IS A NETWORK OF INFLUENTIAL TECHNOLOGY LEADERS FROM MANY OF NEW ZEALAND'S LARGEST ORGANISATIONS, WHOSE AIM IS TO DRIVE POSITIVE ECONOMIC AND SOCIAL CHANGE THROUGH COLLABORATION.**

Collectively, we see a prosperous future for New Zealand underpinned by technology. TechLeaders is a not-for-profit membership organisation supported by NZTech.

Our key purpose is to actively contribute to the prosperity of New Zealand through influencing positive economic and social change. We provide an independent platform for leaders across industry and government to collaboratively address national issues and opportunities presented by rapidly advancing technology.



DAVID KENNEDY  
Tech Chair



ALAN HESKETH



ALLAN LIGHTBOURNE



ANDREW CAMELL



ANDREW GOODIN



ANGELA NASH



ANGUS ARMSTRONG



CRAIG COLUMBUS



CRAIG WARD



DAVID GODFREY



DAWIE OLIVER



DIANE EDWARDS



DIANNA TAYLOR



GERBEN OTTER



GLEN WILLOUGHBY



KEITH CHELEK



LIZ GOSLING



MARK DENVIR



MATTHEW COCKER



MATTHEW WRIGHT



NICKI RAISTRICK



ROGER JONES



SONYA CROSBY



STUART WAKEFIELD



# Purpose of the Digital Principles

**IT IS OUR STRONGLY HELD BELIEF THAT THE PROSPERITY OF NEW ZEALAND IS INEXTRICABLY LINKED TO HOW WELL OUR ORGANISATIONS EMBRACE A DIGITAL FUTURE AND HOW WELL THEY EVOLVE DIGITALLY.**

The purpose of these Digital Principles is to support New Zealand's transformation to a more digitally competitive nation. By helping New Zealand businesses and government agencies commit to digital transformation in alignment with these principles, efforts can be focussed on areas which will make the most difference.

The current digital revolution will change, redefine and disrupt almost every sector of our economy. By supporting each other and co-ordinating our digital transformation, we can rise to the opportunities these changes present and turn challenges into advantages for New Zealand.

## **WHAT'S NEXT? THE DIGITAL PRINCIPLES HOW-TO GUIDES**

The Digital Principles are the first step toward providing a useful guide for organisations going through a digital transformation. Beginning with a set of principles, these "we will" statements create the framework for focusing on what is needed to successfully transition an organisation.

The TechLeaders are continuing to collaborate and share their experiences to identify and make available their combined insights into what is working (or not working) for their organisations. The next phase of this initiative will be the publication of a set of guidebooks covering the "how to" for each principle.

## Digital Principles

- 1 BE PURPOSEFUL**
- 2 SEEK TO IMPROVE**
- 3 ACTIVELY COLLABORATE**
- 4 FOCUS ON VALUE**
- 5 BE PEOPLE CENTRIC**
- 6 COMMIT TO LIFELONG LEARNING**

A COLLABORATION FROM THE TECH LEADERS WITHIN

# New Zealand's Largest Organisations

## PRODUCED BY



## SUPPORTED BY



## ENDORSED BY



A person wearing a white short-sleeved shirt and a necklace is sitting at a desk, working on a laptop. A smartphone is visible on the desk next to the laptop. The background is slightly blurred, showing an outdoor setting with greenery.

**WE PROVIDE AN  
INDEPENDENT  
PLATFORM FOR  
BRINGING TOGETHER  
LEADERS ACROSS  
INDUSTRY AND  
GOVERNMENT.**

# 1

## BE PURPOSEFUL

WHILE HAVING A VISION IS ESSENTIAL FOR EVERY BUSINESS, IT IS CRITICAL FOR DIGITAL TRANSFORMATION. WE WILL COMMUNICATE A CLEAR PURPOSE AND VISION FOR DIGITAL TRANSFORMATION WHICH EXPLAINS THE NEED FOR CHANGE, ITS IMPLICATIONS AND STEPS TO ACHIEVE SUCCESS.

We will actively listen to make sure all voices are heard, working together so we can benefit from both the ideas and skills from all levels within the business.

### THIS APPROACH WILL

- generate better ideas, keep everyone engaged in the change process and produce faster, more sustainable results, regardless of the size of business or government organisation.

### THIS PRINCIPLE IDENTIFIES

- what a new digital vision should look like and why it is important.
- the importance of inclusive communication styles, especially ‘listening to and engaging with your next generation’. This will help many companies adapt to changing needs faster.



**“WORK TOGETHER  
TO CREATE A CLEAR  
PURPOSE”**

## 2

## SEEK TO IMPROVE

**KIWIS ARE GREAT AT SOLVING PROBLEMS IN NEW AND INNOVATIVE WAYS. WE WILL EMBRACE CREATIVITY AND AMPLIFY THIS CULTURAL ADVANTAGE BY CONSTANTLY TRYING NEW THINGS IN OUR ORGANISATIONS TO MEET DIGITAL OPPORTUNITIES.**

Every day we will ask ourselves how we can adapt and think differently. We will foster working habits, approach and mindset to allow new thinking to flourish, identify opportunities and test ideas to improve ourselves and our environment every day.

### THIS APPROACH WILL

- show what 'good' looks like and how this will provide benefits. It will connect our culture to success and show how change and improvement need to be unwaveringly relentless.

### THIS PRINCIPLE IDENTIFIES

- requirement for new ways of working to be embraced such as growth mindset and design thinking.
- ways to encourage the culture development required to support a creative, determined and relentless approach to doing better every day.



**“SEEK OUT OPPORTUNITIES TO IMPROVE EVERY DAY”**



### 3 ACTIVELY COLLABORATE

**WE WILL ACTIVELY PROMOTE CREATIVITY AND FRESH THINKING BY ENCOURAGING COLLABORATION, BOTH INSIDE AND OUTSIDE OUR WORKPLACES.**

We will support this with environments and working styles that break down barriers and create better connections.

We will work across industries, departments, communities and with customers to listen, collaborate and find innovative solutions to meet and exceed the needs of our customers.

#### **THIS APPROACH WILL**

- encourage organisations to embrace creativity and divergent thinking through collaboration.

#### **THIS PRINCIPLE IDENTIFIES**

- that this may be perceived as a big change for some, but will drive real results as it can be more effective for developing solutions for your market or problem.
- that wider external collaboration has the potential to create strong networks and ecosystems which will drive substantial change for New Zealand.



**“COLLABORATE  
TO FIND NEW  
SOLUTIONS”**

## 4

# FOCUS ON VALUE

**WE WILL THINK CAREFULLY ABOUT HOW WE FOCUS OUR EFFORTS AND WORK ON ACTIVITIES WHICH BEST CONNECT TO OUR DIGITAL PURPOSE AND VISION.**

We will develop a culture that empowers teams to focus on providing the most value they can and encourages constructive challenge to enable this.

We will actively prioritise activities based on the value and positive impacts they will create. This value and impact could be commercial outcomes, employee needs, broader social purpose or customer outcomes.

### THIS APPROACH WILL

- connect and align an organisations vision to day to day activities.

### THIS PRINCIPLE IDENTIFIES

- that impacts from change are considered and planned for.
- that while many organisations are consumed by everyday busyness, this guidance will raise awareness of and reduce wasted effort and investment.
- that encouraging constructive and respectful challenge will help increase employee engagement as people see their insights are valued and action is taken when appropriate.



# “FOCUS EFFORTS ON VALUE AND IMPACT”

# 5

## BE PEOPLE CENTRIC

**DISRUPTION HAPPENS WHEN A THIRD PARTY ENTERS THE VALUE PROPOSITION BETWEEN AN ORGANISATION AND THEIR CUSTOMERS, DELIVERING NEW VALUE. DIGITAL TECHNOLOGIES ARE ENABLING THIS DISRUPTION ON A GLOBAL SCALE.**

We will ensure our products, services and processes are focussed on the needs of the people who use them. We will make the transition easy for everyone, so we can better focus on the outcomes we need to successfully defend our market position.

### THIS APPROACH WILL

- connect and align an organisations vision to everyday activities.

### THIS PRINCIPLE IDENTIFIES

- that the evolution to people centricity requires a full understanding of a problem and its impact, being experienced by customers, citizens or suppliers.
- that this understanding will help identify opportunities for growth, by improving overall offering or identifying under served adjacencies in the market.



# “PUT PEOPLE AT THE CENTRE”

## COMMIT TO LIFELONG LEARNING

**THE DIGITAL REVOLUTION WILL CREATE NEW JOBS THAT WILL REQUIRE DIFFERENT SKILLS AND WAYS OF THINKING.**

For New Zealand to meet this demand at the scale required, we need to be adaptable and flexible. We can help achieve this by creating a culture where everyone, at all levels is continually learning.

We can also be flexible in our approach by supporting non-linear career paths, 'hiring to train' and encouraging diversity.

We will commit the resources, support and time required to actively uplift skills and provide the engine for digital transformation.

### THIS APPROACH WILL

- help organisations proactively address one of the most significant issues they are starting to face; finding digital talent.

### THIS PRINCIPLE IDENTIFIES

- a hiring approach based on aptitude, attitude and mindset that will enable organisations to select from a wider talent pool.
- a focus on continuous learning will enable organisations to develop their existing talent.



**“CREATE A CULTURE OF CONTINUOUS LEARNING AT ALL LEVELS”**



**THE PROSPERITY  
OF NEW ZEALAND  
IS INEXTRICABLY  
LINKED TO HOW WELL  
OUR ORGANISATIONS  
EMBRACE A DIGITAL  
FUTURE.**



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