

General Manager Position Description

OVERVIEW:

Lake Wānaka Tourism:

Lake Wānaka a Tourism (LWT) is the official regional tourism organisation for the Wānaka region. It is an incorporated society owned, funded and governed by the commercial businesses in the Wānaka region.

LWT's core role is to shape visitor demand through marketing activity to build a high-quality destination identity, increase visitor value and spread demand to reduce the effects of seasonality.

Ongoing monitoring of the quality of visitor experience will drive a positive destination brand reputation and identify business capability requirements. Initiatives to spread demand and business capability improve the visitor experience by creating year-round jobs and wage growth through productivity and profitability gains.

LWT also has an important role to advocate to community, business and key stakeholder groups to build greater community understanding and support of tourism, and to effectively collaborate in destination management.

At all times LWT's marketing focus needs to uphold the core values of the Wānaka identity and connect our community and visitors:

Manaakitanga

Showing respect, hospitality, generosity and care for others.

Whanaungatanga

A relationship through shared experiences and working together which provides people with a sense of belonging.

Kaitiakitanga

Guardianship and protection of our natural, built and cultural resources for the benefit of current and future generations.

The principles we operate by

- Open-minded and respectful in our difference
- Inclusive in our relationships
- Appreciative of our diversity
- Innovative in our thinking
- Bold and creative in our approach

Role Purpose:

The General Manager is the face and advocate of the tourism sector for the Wānaka region and is responsible for leading a small high performing team in addition to providing effective strategic management, promotion and development of Lake Wānaka Tourism and the Wānaka I-site Visitor Centre with a focus on playing a pivotal role in defining and leading the future model of tourism for our district.

- Role Summary:**
- Leading the overall direction of the two business units in order to achieve strategic plan objectives., A commitment to establishing an holistic approach to tourism in the region by building positive working relationships through engagement, and collaboration, with the aim of delivering positive outcomes for the Wānaka region, tourism sector and community as a whole.
 - Making key decisions about how the business is run on a day to day basis and ensuring every aspect of the business is operating efficiently and optimally.
 - Understanding and complying with health and safety obligations.
 - Keeping a tight control of all expenses, while ensuring that sufficient funds are re-invested into business development.
 - Reporting to the Board.
 - Building and leading a team of people with the skills required to support the business and deliver the highest quality customer and member experience.
 - Oversee and manage customer, staff or public complaints.

Reports To: Chair of Lake Wānaka Tourism

Direct Reports (5): Media & Campaign Manager, Business Development Executive, Online Executive, Accounts Coordinator, and i-SITE Manager * for day-to-day operation

Authorities **Delegated Financial Authority:**
As specified in approved budgets, and up to \$2000 for non-board approved items.

Hiring & Firing:
All staff.

Contractual:
All partnership and sponsorship agreements.

Governance Decisions:
Through Board of Directors.

INTERPERSONAL CONTACTS & WORKING RELATIONSHIPS

Internal:

- LWT Board Chairman and Board members
- Wharf Development (i-SITE) Board Chairman and Board members
- All staff - Media & Campaign Manager, Business Development Executive, Online Executive, Digital Marketing Executive, Marketing Executive, Accounts Coordinator, i-SITE Manager, and i-SITE staff.

External: A wide range of public and private organisations, industry bodies, businesses and individuals associated with the tourism sector and related industries, for example:

- LWT members; commercial ratepayer (the majority) and subscription members.
- Regional Tourism New Zealand (RTNZ) and individual RTO's, including Southern Lakes members – Destination Queenstown and Fiordland.

- National organisations: Tourism New Zealand, Tourism Industry Aotearoa, Tourism Export Council NZ, Department of Conservation, Ministry of Business Innovation & Employment and Statistics NZ.
- National and international airline carriers and airports
- Local business and organisations: Wānaka Community Board, Queenstown Lakes District Council, Wanaka and Queenstown Airport Corporation, and Wanaka Ignite Chamber of Commerce, LINK Upper Clutha
- Media
- Auditor and accountant
- Other community/stakeholder groups: resident associations, clubs,
- Members of the public

KEY RESPONSIBILITY & RESULT AREAS

It is not expected that you will be able to achieve all of the key responsibilities on your own, so you must be able to delegate and build a strong support team around you.

Specific areas of responsibility and success measures are:

Strategic Development and Planning

- Ensure LWT is recognised as providing industry leadership with a coordinated strategy for ensuring regenerative tourism-related activity in the region which gives back and supports its community.
- Provide strong influential leadership in guiding the positive direction of local, regional and New Zealand tourism to help ensure the industry is contributing to a thriving environment, community, and culture.
- Develop Strategic and Business Plans with a focus towards economic recovery, regenerative tourism and diversification for the region, with positive environmental initiatives for consideration by the Board.
- Regularly review and evaluate Strategic and Business Plans for relevancy and ensure LWT structure and staffing is effective in supporting goals.
- Systematic evaluation and continuous improvement to systems, processes, etc. to ensure relevancy and meets best practice.
- Regular professional Board reporting to Chairman and Board on the progress of Strategic and Business Plans through monthly reports and attendance at Board meetings.
- Oversee strategic direction, business and financial management of i-SITE business unit trading subsidiary (Wharf Developments).

Relationships and Communication

- Develop a strong, reputable and visible public profile. Cultivate a sense of local pride and togetherness by proactively engaging with the community and LWT members, fostering positive relationships and actively become involved and participate in opportunities to achieve constructive outcomes.
- Build shared understanding and trust and increase confidence in the organisation's decision-making processes

Measurement

Feedback from Chairman, and Board members

Strategic and Business Plans submitted and signed off by the Board

Board reports submitted in timely & accurate manner

i—SITE business unit contributes agreed funds to LWT activity

Measurement

Positive feedback from members.

Attendance at relevant local, regional and national tourism industry events, activities, and functions.



- Collaborate, liaise closely, and establish robust and productive relationships with key tourism industry bodies, national and local government stakeholders.
- Take a clear and consistent approach to how we talk and engage with all people on issues big and small.
- Consider Tikanga Maori in all aspects of business and demonstrate cultural awareness, understanding, appreciation and respect for the role of Maoritanga and the principles of the Treaty of Waitangi by acting in the spirit of participation, partnership and protection of He Tangata, Manaakitanga and Kaitiakitanga.
- Provide guidance and industry information as appropriate and/or requested to operators, prospective operators, consultants, academic institutions, local government representatives and the media.
- Represent LWT in the media and ensure a positive media profile is maintained.
- Represent LWT and the tourism industry at relevant business functions where required, including public speaking engagements.
- Ensure a constructive relationship and regular productive contact is maintained with the Board and in particular, the Chairman of the Board.

Regular and timely liaison and communication with industry stakeholders and media.

A positive media profile

People Leadership & HR:

- Ensure LWT is 'a good employer' and considered a desirable place to work. Facilitate a team culture consistent with the LWT vision and values.
- Build and maintain a high performing and empowered team through strong leadership, effective communication, and quality mentoring of employees to achieve their full potential and positively benefit LWT goals and activity.
- Have knowledge and understanding of employment relations and 'good practice'.
- Provide regular feedback on staff performance (annual review, and feedback conversations) and ensure direct reports achieve agreed plans.
- Ensure staff have appropriate written individual employment agreements, and remuneration is appropriate (regularly benchmarked) and monitored.
- Develop, build and maintain a robust and respected values-based culture within LWT.
- Establish and review appropriate written Human Resource Policies & Procedures which support LWT objectives.

Measurement

Effective staff performance management system in place

Positive staff feedback about management

Feedback from Board Chairperson or representative

HR Policy review process in place

Operational Management:

- Ensure the organisation's administrative structure is effective in supporting organisational goals.
- Undertake in a timely and accurate manner in accordance with any organisational policies and procedures any other duties as directed by the Board from time to time.

Feedback from Board Chairperson or representative

Financial Management:

- Prepare and present an annual budget for approval by the Board.
- Report monthly to Board to ensure approved financial targets are achieved.

Measurement

Financial targets achieved



- Produce and publish an audited Annual Financial Report.
- Ensure accounting and management information systems are legally compliant and provide accurate and timely information necessary for effective management, development and control of LWT.
- Strengthen the organisations financial base and income stream.

Timely accurate reports

Financial audits satisfied

Health & Safety:

- Take all practicable steps to ensure a safe and healthy workplace by promoting, implementing and abiding by all applicable Health and Safety legislation, regulations, Approved Codes of Practice, policies and procedures.

Measurement

All obligations met per Health & Safety at Work Act (HSWA) 2015

Personal Development:

- Ensure that relevant industry associations/committees are joined and keep up to date with applicable industry information and trends.
- Identify and attend relevant and value adding professional courses/programs (with prior Board approval), in order to maintain and update skills, knowledge and keep up to date with 'best practise'.

Measurement

Personal and training objectives met

SPECIFIC TECHNICAL SKILLS, QUALIFICATIONS & EXPERIENCE

EDUCATION & EXPERIENCE

Education

- A relevant qualification e.g. business management, tourism / hospitality.
- A suitable post graduate qualification in Management is preferred.

Experience

- Extensive management leadership in similar role, at General Manager or Chief Executive level.
- A comprehensive understanding of tourism and strong marketing background would be an advantage.
- Capable media spokesperson, public speaker, and facilitator
- Corporate governance experience working under a Board of Directors
- Tech savvy and a high degree of proficiency in MS Word, Excel, Powerpoint, Outlook, Google Analytics and project management tools.

KEY COMPETENCIES & BEHAVIOURS

Leadership

The ability to inspire and influence others to meet organisational objectives by leading through personal example.

- Ability to constructively critique, evaluate and develop an organisational strategy. To think innovatively, chart a new path, plan for the future, successfully collaborate, align and unite with stakeholder groups, and implement and deliver on a shared vision.
- Displays an in-depth understanding, passion and enthusiasm for the LWT vision and core values.
- Exhibits a high level of commitment to the success of LWT, our members and the wider community.
- High level of energy with a growth mindset and a flexible, adaptable, and agile management style.



- A strongly developed sense of integrity, honesty, and professionalism.
- Can demonstrate the ability to empower people and initiate and lead change at both operational and strategic levels amongst staff and external stakeholders.
- Inspires and motivates people by leading by example, taking responsibility, delegating effectively, delivering on promises and rewarding personal and team successes.
- Demonstrates prior stable, reliable performance under pressure within a changing environment, including the ability to lead and guide people through crisis events effectively.
- Strongly committed to excellence and continuous improvement of processes and systems to enhance the quality of delivery.

Communication **Communicates clearly, concisely, and confidently with the ability to empathise and adjust communication style to suit the intended audience.**

- Can adapt to a variety of situations by adjusting behaviour and tailoring appropriate communication responses and messages utilising a range of tools and methods including listening, learning, acknowledging opposing views, and fostering understanding with others.
- Has the ability to positively consult with stakeholders by presenting powerfully, facilitating robust discussions and negotiating mutually successful outcomes for all stakeholders.
- The ability to produce high quality written material, that is grammatically correct, well organised, easily understood, relevant, reflective of LWT values and in keeping with the LWT tone.
- Communicates technical information and complex information in an easy to understand manner.
- Demonstrates ability to resolve conflict and facilitate appropriate and meaningful resolutions to problems.
- Keeps abreast with industry and technical knowledge and shares information willingly with others.

Relationship Management **Proactively has an awareness of and acts to meet stakeholder needs.**

- Displays an inclusive approach with strong relationship management and interpersonal skills.
- Ability to forge excellent relationships which add value for LWT, its' members and community.
- Acts professionally while representing LWT during and after office hours.
- Friendly, helpful, and honest when dealing with clients.
- Provides appropriate levels of information in a timely fashion.
- Responds quickly and appropriately to complaints and feedback and facilitates solutions to preserve a win-win situation.

Emotional Intelligence **Displays high emotional intelligence**

- Demonstrates empathy and understands the impact of personal behaviour, attitude and response on the team and LWT members.
- The ability to establish a strong and positive team dynamic which continually seeks to harness the combined strengths within the organisation to achieve optimal outcomes.
- Capable of continually challenging own ability, knowledge, skills and leadership by seeking feedback from the team, board and LWT members and constantly learning and applying new methods to improve overall performance.

- Strong moral and ethical code with a commitment to fronting challenges head-on and being accountable for the results.
- Highly self-motivated with a 'can-do' attitude and the will to succeed.

Work

Organisation

Effectively organises all aspects of work, to achieve high quality and timely output.

- The ability to effectively plan, organise and manage workloads and resources, including the workloads and resources of others.
- Is adaptable and can remain effective and deliver desirable results during times of change to processes and procedures and disruptions to environments and current structures.
- Has the ability to work in a progressive and challenging environment.
- Excellent analytical skills, problem-solving and negotiation skills and experience.
- Financial management skills, capability, and experience.
- Excellent project management skills.
- Knowledge and ability to apply a variety of management philosophies and techniques.
- Ordered and methodical in the way they approach their work.

