



TAKITINI

# Hui Tuakana 2005

*Futures Planning*



**“Ēhara taku toa i te toa takitahi,  
ēngari taku toa he toa takitini.”**

**Hui Tuakana 2005  
Futures Planning  
Auckland, New Zealand**

The Hui Tuakana Summary Report is dedicated to rangatahi and mokopuna of our whānau, hapū and iwi of Aotearoa New Zealand, and to the generations who follow us. For further information contact:

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# Mihi

## Tīhei Mauriora!

Mauriora ki a Rangī-awatea e tū nei!  
Mauriora ki a Papa-tu-ā-nuku e takoto nei!

E ngā mate hūhua o te wā, e ūpane kaupane nei, kei ngā ātāmira me ngā marae maha o te motu whiti atu ki ngā motu tautoko, hāere, pō, oti atu. Ka āpiti hono, ka tātai hono! Ka huri, ka ārero ake!

Tēnā kōutou Ngāti Whatua - Te Taou, Ngaoho, me Te Uringutu - e mau ana ki te ahi kā o ō kōutou nā tīpuna mātua. Nā kōutou te pōhiri, maioha mai, karanga mai, mihi mai ki te huinga o ngā rangatakapū i kake atu ki runga o Orakei i ēnei rā tata nei. E kore e mimiti te kōrero, heoi mā te kokonga ngākau e kore e kitea, tō kōutou aroha i whakarūrūhau ai. Me kī, mōrururu ana, mōrururu ana, te tohu o te ora kei aku kōiwi. Whiua atu ko ngā mihi ki Waiohua me Tainui e tū pou pou ana ki runga, ki Ngā Puhī-nui-tonu e tū motuhake ana ki raro.

E ngā pakeke, e ngā kaumatua o te wā, e mihi ana. Koia ēnei mātou te hunga rangatakapū e hao nei hei pāinga mō ngāi tātou - ngā iwi, ngā rōpū, ngā hapū, ngā whānau, ngā Māori. Kāore anō mātou kia waia ki ngā kaupapa katoa o te wā. Otirā, e ngana ana te whakatipuranga nei ki te tautoko i a kōutou me ngā kaupapa Māori maha e pioioi nei ki wīwī, ki wāwā, ki hea rānei.

E ngā taiohi o te rangi, e mihi ana. Kei te kitea ngā hua e tipu ake ana i ngā kōhungahunga e kaha nei ki te kai i te mātauranga. Ekore e taea te karo i te puawaitanga mai o ngā moemoeā a kui mā, a koro mā - ko kōutou anō ēnā e tū tiketike ana i ngā tini āhuatanga o ēnei rā.

E ngā rangatakapū o nāianeī tēnā kōutou. Nā kōutou i whakawaewae i te "Hui Tuakana". Kua manawatina te mauri, kia remu rere tātou. Kua rangona ō kōutou reo e te ao Māori, e te ao whānui. Kei ngā kaitautoko hoki, e mihi ana. Puritia kia mau, kia ita, ita, ita, mau tonu!

Hei whakakopīngā mā te kōrero nei, e mihi ana ki ngā kaupapa o Project Takitini. He kaupapa whakahīrahira kua whakamaunutia e te iti mā te tokopae. Nā Project Takitini i whakatō te kākano kia ruruia mai a Hui Tuakana.

I roto i ngā kupu i mahue iho e rātou mā,

*"Ēhara taku toa i te toa takitahi, ēngari taku toa he toa takitini."*

Kawea, whaia, kia ū!

Nā mātou,

Kōmiti Whakahāere mō Hui Tuakana  
**Project Takitini**



# Acknowledgements

We acknowledge those ancestors who have passed beyond this world to the next, who have journeyed through this realm, to the leaping place of the spirits and back to our ancestral homelands. Rest, depart, farewell!

We acknowledge Ngāti Whatua – Te Taou, Ngaoho and Te Uringutu. Thank you for allowing our generation to gather at Orakei for this hui and for the manaakitanga and kindness that you showed us as your guests. Our respect cannot fully reciprocate the love you have shared in welcoming this kaupapa. Our hearts are warmed and our bodies sustained with your hospitality and caring.

We acknowledge our elders who are here with us in this time, and the foundations they have laid and the work that they have done for our Māori people. We, the rangatakapū generation, seek to continue to contribute to the well-being of our people – iwi, organisations, families, and communities. We may not yet have all the knowledge or the experience that you have, however, we are eager to learn and support the many kaupapa that you have interwoven for our collective futures.

We acknowledge our rangatahi, the Māori youth of these times. We celebrate our growth, and we look to our children, nieces, nephews – the next generation - and anticipate their journey as they strive, as we have, to absorb the wisdom and understandings of the world. The realisation of Māori development will not be parried by the impact of globalisation or localisation. We will ensure that you emerge culturally, socially and intellectually stronger than we, and stronger than the generations before us.

We acknowledge our contemporaries in these times, the rangatakapū generation. Hui Tuakana has only been possible because you have inspired, energised and motivated the collective. Your voices are being heard across Aotearoa New Zealand and across the world. Thank you all - attendees, MCs, facilitators and note takers. Keep telling your stories and sharing your dreams.

Finally, your investment and collaboration has ensured the manifestation of the proverb:

*“Ēhara taku toa i te toa takitahi, ēngari taku toa, he toa takitini.”*

This Summary Report reflects that indeed, our success is not for us alone, but for the many.

Hui Tuakana Organising Committee  
**Project Takitini**



# Executive Summary

***Hui Tuakana was a powerful expression of rangatakapū aspirations for the future developments and directions of our whānau, hapū and iwi.***

The hui was a defining moment in Māori development in that it successfully brought together a showcase of skilful young Māori who are willing to harness their collective strengths to focus on the development of our people through workable solutions and strategies.

## **Definition of Rangatakapū**

*The generation between pakeke and rangatahi, aged 16-40*

The hui was successful in providing a space for whakawhanaungatanga and networking amongst rangatakapū from diverse tribal, industry and educational backgrounds. It established a forum to share experiences, to raise consciousness, and to engage on key issues which our generation considers significant for Māori today.

The rangatakapū attending the hui were a diverse group of Māori people who recognise that tikanga Māori and Māori language are critical foundations of our identities, manifested through both traditional and contemporary mechanisms.

Cached within the overall theme of the hui - 'Futures Planning' - were a diverse range of issues. The sub-themes - Entrepreneurship and Innovation, Globalisation, Leadership and Whatumanawa (balanced lifestyles) were considered touchstones to Māori development that straddled the boundaries of social, economic, political, environmental and cultural change. Inspirational key note speakers spoke to each sub-theme, stimulating discussion for the workshops.

The workshop discussions identified creative rangatakapū solutions and strategies to some of the coalface sites of Māori development including rangatahi development, balanced lifestyles, and international corporate leverage. These solutions have been discussed in depth within the report but only provide a small insight into the impact of the hui on the participants, on our generation, and on our communities.

*"... a collective consciousness is required to proactively address intergenerational leadership challenges..."*

The participants reiterated that a collective consciousness is required to proactively address intergenerational leadership challenges. They are challenges which the participants are determined to engage in, both individually and collectively, with an innovative spirit, and grounded wisdom.

Finally, Hui Tuakana was a powerful expression of rangatakapū aspirations, denoting a rise of collective commitment and capacities to advance the futures of Māori. We challenge you to share this kōrero with your whānau, hapū and iwi to ensure we progress as individuals, as Māori, and as a collective.

Kaweā, whāia, kia ū!



# Hui Tuakana Overview

## Background

Hui Tuakana was a rangatakapū driven, inspired, and facilitated forum to discuss, debate, and strategise on solutions for broad Māori developmental challenges. The overarching theme for Hui Tuakana was 'Futures Planning'.

Between 19 and 21 August 2005 over 120 Māori between 16 and 40 years old participated in and contributed to Hui Tuakana, held at Orakei Marae in Auckland.

The participants came from diverse backgrounds and industries including: education, policy development, iwi and hapū development, primary sector, law, business, accounting, sport, broadcasting, IT, environmental management, research, economics, communications, media, and creative arts. As a group, the attendees could be described as highly skilled and qualified business, community and professional leaders. The general characteristics of the participants were tertiary educated, with 5-15 years work experience, and involved in hapū and iwi affairs.

Hui Tuakana was organised by people involved in Project Takitini - an informal and independent collective of Māori from various tribal, educational, and industry backgrounds.

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## Project Takitini - Vision and Mission

The Vision of Project Takitini is:

*"Collectively shaping better futures for Māori."*

The Mission Statement of Project Takitini is:

*"To advance our vision as Māori by utilising our collective strengths through, information sharing; positive discussion and debate; and strategic thinking and leadership."*

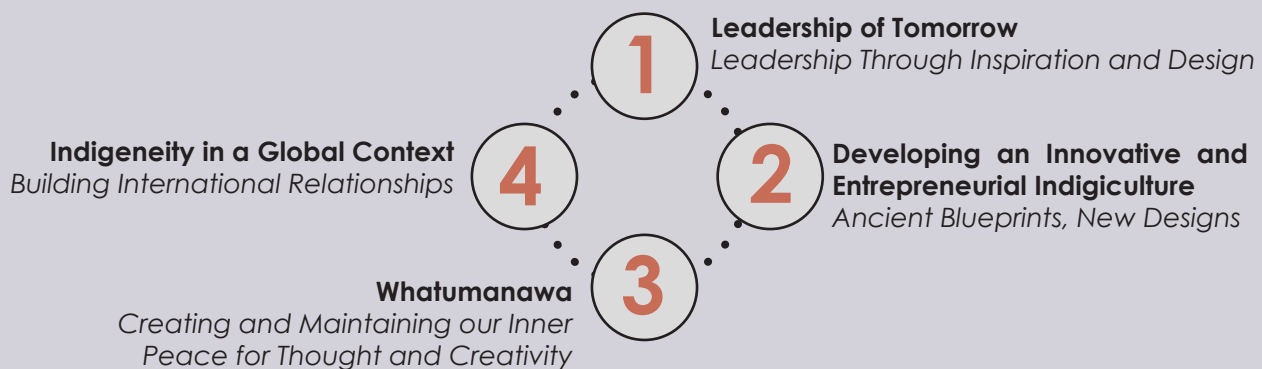
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## Hui Tuakana – Outline, Objectives, Deliverables

Hui Tuakana was initiated as an avenue for young Māori to discuss, debate, and collectively strategise and initiate change amongst our whānau, communities, hapū, iwi, organisations, and institutions. Hui Tuakana was intended to be unique and innovative in that it was facilitated by young Māori for young Māori, was discussion based and solutions focused. It was also intended to be politically independent, inclusive of all contributions, and respectful of the journeys that our tūpuna, kuia, koroua and pakeke have taken.



Hui Tuakana had four key sub-themes:



The process for Hui Tuakana was to invite a collection of passionate young Māori to engage with one another over a two-day period. Over 180 people were invited to participate in the conference. For each theme, Māori leaders who could inspire, provoke and share their experience engaged with participants through keynote presentations. It was intended that these kōrero would stimulate further thinking for discussion and debate in the workshops. The workshops were intended to provide an environment where diverse ideas, strategies and solutions could be shared and evolved. Each workshop identified the more important and useful ideas to contribute to the wider forum.

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## Key Objectives

The key objectives of Hui Tuakana were:

- To promote whanaungatanga at a national level amongst rangatakapū;
- To establish a safe forum to encourage Māori to network to share information and experiences, to raise consciousness to discuss issues pertinent to collective and individual Māori development – at local, regional, national and global levels;
- To identify diverse strategies on contemporary themes that enhance economic, social, cultural, environmental, political and other opportunities for Māori; and
- To leverage the diverse capabilities of this rōpū and our individual and collective networks, to contribute to futures thinking and to proactively plan for the years ahead.

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## Summary DVD

A 'Hui Tuakana Summary DVD' accompanies this Report and provides some audio-visual highlights from the Hui including comments from individual participants.



# Action Plan

The following Action Plan outlines the key strategies that the Hui Tuakana participants collectively considered for Hui Tuakana as kaupapa going forward.

Immediately after the Summary of the Themes from all Key Note and Workshop sessions (see Appendix One for Hui Tuakana Programme), the participants divided into several groups to identify potential strategies to implement as part of an Action Plan for Hui Tuakana generally.

The Hui Tuakana participants identified the following key ideas for an Action Plan to be considered following the conference:

- Develop mechanisms to ensure on going communication and information dissemination by developing a Communications Plan and implementing mechanisms such as a:
  - Portal;
  - E-Journal;
  - Website;
  - Skills Database; and
  - Membership (subscription),
- Strengthen and solidify this group by clarifying it's mission, goals and objectives;
- Build regional capability through workgroups and outputs at a local level;
- Develop initiatives or resources such as a tool kit for people (or communities) to run hui-ā-rohe;
- Identify methods to build upon the momentum, enthusiasm and capability evident amongst rangatakapū to accelerate Māori development e.g. holding an annual hui; and
- Develop a growth strategy for Hui Tuakana e.g. have representatives from each sector attend to help implement findings and extend group.



# Conference Proceedings

## Introduction

This section summarises the Key Note addresses and Workshop discussions of the Hui. The section is divided into the following five themes of the conference:

- Futures Planning (Overarching Theme and Opening Address);
- Leadership of Tomorrow – Leadership Through Inspiration and Design (Leadership);
- Developing an Innovative and Entrepreneurial Indigiculture – Ancient Blueprints, New Designs (Entrepreneurship);
- Whatumanawa – Creating and Maintaining our Inner Peace for Thought and Creativity (Whatumanawa); and
- Indigeneity in a Global Context – Building International Relationships (Globalisation).

A summary of the final session of the Hui, the Action Plan Workshop, is included at the end of this section.

There was also a Hikoī Whenua (Ancestral Walk) around Orakei Marae and Takaparawhau undertaken by participants. This Hikoī Whenua is described in a separate part at the end of this section.

The material in this section is not intended to give a verbatim account of Hui Tuakana. However, it is envisaged that by reading this material you will get an understanding of the themes, presentations, discussion, and ideas shared at the Hui.

# Futures Planning

The overarching theme of Hui Tuakana was Futures Planning. Futures Planning concerns intergenerational planning for long term individual and collective development.

This theme aimed to reinforce the need for long term strategic thinking and leadership around sustainable intergenerational Māori development. The theme also implored all participants to consider our current circumstances and how we can logically and rationally plan for our own lives.

The theme emphasised the need for effective fora to debate, discuss and strategise on solutions (rather than problems) for broad Māori development issues.

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## Key Note Presentation: Professor Mason Durie

Professor Mason Durie was invited to share some thoughts with Hui Tuakana regarding Futures Planning. The following notes highlight his contributions to the conference.

- Māori endurance can be largely attributed to successive waves of inspirational leadership.
- Leadership for 2025 requires sound understanding of future possibilities. Māori may use more sophisticated techniques in our futures planning such as:
  - Statistical modelling;
  - Life-course epidemiology; and
  - Scenario development.
- The interface between te ao Māori and te ao whānui will be a critical site for effective Māori leadership. Today's leaders face a new challenge operating at the interface between te ao Māori and te ao whānui. A new style of leadership is emerging which integrates institutional and exploratory leaders (right).
- Leadership and futures planning will include life and death, triumph and adversity, and consideration of yesterday and tomorrow. Success and failure will be ongoing.



Professor Durie indicated that he considered Hui Tuakana to be about reorienting the direction, reconsidering the priorities, reshaping the leadership, and providing fresh voices.

# Leadership

## *“Our Leaders of Tomorrow - Leadership Through Inspiration and Design”*

Leadership for individuals and communities is a critical element of Māori development. Leadership will be required both at a personal level as well as a collective level in order to catalyse more effective Māori development. Effective leadership includes creating opportunities for others and inspiring Māori to pursue their own goals.

Tawera Nikau and Bentham Ohia were invited to speak with Hui Tuakana participants about leadership. The following notes highlight their comments.

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### Tawera Nikau

- People look at a situation differently. What is a barrier to one person (e.g. can't play rugby league anymore) is seen as an opportunity by others (e.g. participate in a fight for life with someone else who has a disability).
- Leadership is making decisions and considering the impact of those decisions on others (e.g. spend 18 months in hospital having leg rehabilitation or being out of hospital in three weeks to look after my children).
- Leadership is also about realising your potential and doing something about it.
- The quality of leadership Māori will enjoy in the future, and the bottom line results that you will deliver, are not determined by the tough business environment, the Crown or whatever the challenges may be, but by the lens through which you, and all your staff are taught to look through, and what you decide to do about that.

*“Leadership is about realising your potential and doing something about it.”*

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### Bentham Ohia

- Turndowns and rejections do not preclude a person from becoming a leader.
- I am a real believer in the underdog and overcoming negative perceptions - get over it!
- Māori women are strong leaders. I encourage Māori women to continue to take up greater leadership roles and responsibilities.
- Participating in Māori development initiatives can mean a lot of time is spent away from whānau. Relationships with our partners and children are important and we must nurture and develop those as much as our other responsibilities.

*“Turndowns and rejections do not preclude a person from becoming a leader.”*



## Workshop

The objective of Workshop 1 was to share information and ideas, foster thinking and discussion on quality leadership. Hui Tuakana sought to utilize our collective experiences to enhance understanding about leadership for our present and future communities. The workshop aimed to focus on leadership in a broad sense and the successful systems that will develop our present and future leaders.

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## Discussion Questions

Workshop discussion was based around the following:

### Key Question:

*“What leadership models and leadership qualities are important to advance our communities and how do we build them?”*

### Facilitated Questions:

*“What types of leaders do you think we will need in the future?”  
“How do we grow and develop these leaders?”*

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## Discussion and Solutions

The following notes highlight some of the key messages from the workshops.

- Leadership can take many forms e.g. professional, whānau, sports.
- There is a need in Māori development for values-based leadership e.g. integrity, respect, humility, creativity, multi/bi-lingual and honesty.
- There is a need for our leaders of the future to walk eloquently in different worlds (Te Ao Māori and Te Ao Whānui).
- Leadership requires healthy and holistic lifestyles for sustainable whānau and community well-being e.g. avahi kore homes and marae.
- We should consider using collective approaches to expose our tamariki / rangatahi to other fields of expertise.
- There is a need to develop leaders in specialized and new and emerging fields.



Possible solutions for the leadership challenges we face include:

- Rangatahi focussed roadshow;
- Leadership website;
- Leadership campaign;
- Leadership wānanga;
- Tuakana / teina – buddy system;
- Young Māori Achievement Awards; and
- International exchanges, scholarships and secondments.

# Entrepreneurship

## *“Developing an Innovative and Entrepreneurial Indigiculture - Ancient Blueprints, New Designs”*

Entrepreneurship is increasingly important for sustainable Māori development at all levels of our communities. Our culture is fundamental to ongoing well being and health of our communities. The overlap between enterprise and culture provides fertile opportunity for shaping Māori futures. This theme focused on how to engage enterprise and Māori culture, and on using our culture as a basis for competitive advantage. It also sought to explore ways to ignite the opportunities and challenges facing us as we strengthen a culture of innovation and entrepreneurship.

Kingi Gilbert and Moana Maniapoto were invited to speak with Hui Tuakana participants about enterprise and culture. The following notes highlight their comments.

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### Kingi Gilbert

- “Māori are globally hot, but locally not.” Internationally, Māori uniqueness is valued, which is not acknowledged in the same way in New Zealand.
- You do not need to go to university to achieve spectacular things. I was a tutu and taught myself things and encourage people to have inquisitive minds.
- My ability to get on with people is more beneficial than any knowledge that I may have. Opportunities have come my way through the relationships I have established and the way I have conducted myself. You do not need to know everything.

*“Māori are globally hot, but locally not.”*

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### Moana Maniapoto

- High Quality:
  - Use the best in the game and those who have a proven track record (e.g. Kevin Roberts for branding); and
  - Take the ‘A team’ and don’t compromise (I was asked why don’t you just pick up a few kapa haka guys in London – would anyone expect the All Blacks to pick up a few spare players in London?).
- Take risks and incorporate new ideas e.g. a musical composition with traditional Māori and classical instruments.
- Walk the talk, maintain integrity and credibility.
- Plan ahead and invest in yourself.

*“Take risks and incorporate new ideas.”*



## Workshop

The objective of Workshop Two was to generate kōrero around how to develop a generation of innovators and entrepreneurs amongst Māori communities. Hui Tuakana sought to exhibit and emphasize that Māori as a culture and peoples have a set of beliefs/values that are different and unique from mainstream business community. The workshop was intended to identify how these characteristics will give us a competitive edge in entrepreneurship and innovation.

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## Discussion Questions

Workshop discussion was based around the following:

### Key Question:

*“What characteristics and systems do we need in order to develop a generation of innovators and entrepreneurs?”*

### Facilitated Questions:

*“How do we develop a generation of entrepreneurs and innovators?”*

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## Discussion and Solutions

The following notes highlight some of the key messages from the workshops.

- “Be on the field not in the stands.” In order to succeed in business, you have to be participating in business and not just talking about it. Anyone can start right away (e.g. take 10% of income, consider franchising, group investment, understand hire purchase and interest, invest in capital assets and not sunken assets, working money is better than dead money).
- ‘Maui Spotting’ - Identifying and fostering entrepreneurial talent in our children and young people. This could include having a talent scout for rangatahi who are entrepreneurial.
- ‘Maui Reloaded’ - Creating an environment that allows people to think outside the square and take risks. This includes normalising entrepreneurial activity amongst rangatahi and whānau, and celebrating entrepreneurial success.



*“Be in the field  
not in the stands”*

Possible Solutions for the entrepreneurship and indigiculture challenges we face include:

- Establishing and encouraging Tuakana/Teina (Master/Apprentice) and/





or mentoring systems;

- Holding Māori Innovation Competitions / Forums / Expos;
  - Seeking Māori involvement in business incubators or create Māori Business Incubators;
  - Strategising financial arrangements amongst individuals, families, organisations and communities;
  - Inculcating basic level of financial intelligence in our whānau, institutions and organisations;
  - Collectivising asset ownership and/or management so that Māori commercial development can leverage better efficiencies and economies of scale. Ideas were raised around Māori financial entities (e.g. private equity funds, venture capital funds) for Māori businesses;
  - Creating a culture of philanthropy in Aotearoa New Zealand; and
  - Promoting whānau orientation for business development.
- Using the '**Pā Model**' for business development:
    - Gathering focus group (of nannies who create a supportive environment with a long leash) to support the business idea to develop;
    - Implementing the business idea through an action group (of uncles);
    - Marketing (group of aunties) to promote the business idea; and
    - Engage (cousins with) skills to contribute to and develop the business.

# Whatumanawa

## *“Creating and Maintaining Our Inner Peace for Thought and Creativity”*

It was recognised that in order to achieve collective Māori development we must look after ourselves as individuals so that we can help others. In this session we looked for examples of how to manage and maintain inner peace, spiritual guidance and inspiration.

Taria Tahana and Tim Worrall were invited to speak with Hui Tuakana participants about whatumanawa and balanced lifestyles. The following notes highlight their comments.

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### Taria Tahana and Tim Worrall

- Maintain a positive attitude. We can control and shape our thoughts, ideas and in turn the way we live.
- ‘KISS’ rule - Keep It Simple Super-Māori. Know your priorities and remember the 80/20 rule – you should focus on the first 80% of the tasks and responsibilities - you don’t have to be a perfectionist.
- If things aren’t working, change them.
- Kāua e whakamā, ask for help even if you are independent and/or capable.
- Relationships, especially with your partner, will have a major impact on your life. Keep connected and communicate with those people who are important to you. Worship your partner.
- Whai wā hei whakawātea i ō hinengaro (hoki ki ngā maunga kia purea koe e ngā hau o Tawhirimatea).
- Maui-Tikitiki-ā-Taranga is a critical role model, and we can learn from him through:
  - Always seeking creative responses to situations; and
  - Not taking things too seriously – keeping things in perspective.



## Workshop

The objective of Workshop Three was to promote discussion around how to foster and promote balanced individual lifestyles as a basis for the holistic wellbeing of our whānau and communities. This discussion was intended to share how participants maintained inner peace while providing guidance and inspiration to others. The workshop sought to assist in identifying tools and strategies to maintain inner balance.

On the basis of feedback from participants, the Hui Tuakana Organising Committee decided to divide the workshop into wāhine workshops and tāne workshops. It was intended that this selection would encourage more free and frank discussion between individuals.

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### Discussion Questions

Workshop discussion was based around the following:

#### **Key Question:**

*“What can we do as individuals to maintain a holistic and balanced lifestyle now and into the future?”*

#### **Facilitated Questions:**

*“How do you make life balance a priority for you?”*

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## Discussion and Solutions

The following notes highlight some of the key messages from the workshops.

### **Wāhine**

- Challenges include the following:
  - Managing expectations;
  - Letting go of the past;
  - Being burdened by success;
  - Feeling insignificant; and
  - Saying ‘no’ to people.
- Learning to say no e.g. not taking on more work. See it as an opportunity for someone else. Be careful not to spread yourself too thin and risk burnout or poor quality performance.



- Mana wāhine, mana tāne – need to also work together to achieve mana tāngata.
- Holistic wellbeing – hinengaro, tinana, manawa, wairua and mauri – when all are in balance, life force is strong. Need to nurture each aspect to keep the balance.
- Self-belief needs to come from within.
- Be present – enjoy the here and now.
- Maintaining positive wairua through commitment to tīkanga and learning te reo Māori.
- Building emotional intelligence through understanding how emotions affect our thoughts and behaviour.
- Make a commitment to oneself through taking time out, reconnecting with the whenua, exercising or pampering yourself. Recognise that making a commitment to oneself is not selfish, but necessary.
- Whānau and friends are important. They ground us as well as help us recharge our batteries. Commitment to whānau kaupapa is important.

*“Take risks and incorporate new ideas”*

### **Tāne**

- Recognizes that we are juggling different issues (analogy that all issues are rubber balls, except that whānau is a glass ball).
- Need to reflect on ourselves in all roles e.g. father, brother, partner.
- Need space where we can discuss these issues and look at ways to support each other.
- Show different sides of being a ‘man’.
- Maintenance of integrity is important. Being honest with oneself is a step to ensuring integrity is intact.
- Commitment to setting time aside with partners and children.
- Commitment to returning to the hau kāinga.
- ‘Warrant of fitness’ – Māori men should undertake a regular individual assessment of our lives including what we are focusing on.

# Globalisation

## *“Our Indigineity in the Global Context – Building International Relationships”*

In a time of globalisation, increasing consumer and humanitarian trends, IT innovation, the diversification and expansion of human communication methods and new forms of human expression (artistic and technological), Māori face more challenges (and opportunities) than ever before. Building international relationships will be important for Māori economic, social, cultural and political development. Some of these international relationships will be primarily political and/or cultural, while others will be primarily economic and/or commercial.

Linda Smith and Oscar Nathan were invited to speak with Hui Tuakana participants about globalisation and building international networks. The following notes highlight their comments.

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### Linda Smith

- Learn to listen to the language that other tangata whenua use and the way in which they define themselves.
- We need to be wary of buying into other people's images and representations of ourselves.
- Globalisation offers opportunities but we must think/reflect on how we move forward.
- Know our story and who we represent when in the global context.

*“Globalisation offers opportunities but we must think/reflect on how we move forward.”*

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### Oscar Nathan

- Be an active player in the global pā.
- Engaging in the global context offers new ways of thinking and new connections.
- Take opportunities to showcase ourselves and celebrate our culture.
- Globalisation offers opportunities but the question is which ones do we take up and how do we move forward with them.

*“Take opportunities to showcase ourselves and celebrate our culture.”*



## Workshop

The objective of Workshop Four was to demystify globalisation, and discuss how we can better share and facilitate access to global networks.

On the basis of feedback, the participants agreed to conduct the workshop loosely into waka-based groups which would encourage waka based and regional based planning and discussion.

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## Discussion Questions

Workshop discussion was based around the following:

### Key Question:

*“How can we use or manage globalisation to positively advance Maori development?”*

### Facilitated Questions:

*“What area of globalisation do you feel presents the biggest opportunity for Māori?”*

*“How do we maximize those opportunities?”*

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## Discussion and Solutions

The following discussion highlights some of the kōrero and discussion points from each waka and regional grouping during the workshops.

### Tai Hauāuru (Whanganui, Taranaki, Rangitikei)

The Tai Hauāuru whānau recognised that globalisation is something that currently impacts or will impact on our communities. Rather than react to globalisation, there was agreement that we need to engage proactively in it. Some of the ideas for engaging in globalisation stemmed from the utilisation of our natural resources and the development of our human capital. The natural resources within Tai Hauāuru include the maunga (Ruapehu, Taranaki, Aorangi) and awa, while our human capital strengths include our hosting abilities and manaakitanga. The utilisation of both our natural resources with our human capital, such as guided walking tours around culturally significant sites, was one way of combining these resources for the purpose of participating in a global tourism market. This would encourage engagement on our own terms as well as assessment of tīkanga e.g. whether tours in certain areas were appropriate.

Some unique business ideas emerged from the whānau. Potential global



ventures included joint ventures between solar energy companies and marae, development of interactive technology to tell stories and market Tai Hauāuru, development of Māori board games and video games, publishing of Rough Guide / Lonely Planet (Māori editions) and acquisition of an international wholesaler. These would be merged with proactive action like stocktaking (talent and skills worldwide, talking with Māori Expatriates Association, and resource quantification), and attendance at international and national trade expos.

### **Tūwharetoa, Ngāti Raukawa, Tainui, Tauranga**

Our whānau from Tūwharetoa, Ngāti Raukawa, Tainui and Tauranga identified some creative solutions to maximize global opportunities. The notion of ensuring Māori access to international markets was highlighted. There were several suggestions to help accomplish this including the development of a Māori Tourism Board, taking advantage of Māori currently living overseas, and increasing Māori international networking and trade liaisons.

The whānau identified that globalisation may potentially overwhelm the uniqueness and 'point of difference' that Māori currently have. However, there were also positive opportunities identified including knowledge, international investment and education, and pooling of resources. The key was to balance positives and negatives of globalisation including the following:

- Protection (e.g. Intellectual Property protection perhaps through a Central Māori body);
- Portal (e.g. information sharing and globalisation handbooks);
- Promoting Māori images (e.g. Māori expos, diversification of tourism [outside haka and hangi]);
- Point of difference (e.g. niche market versus mass market); and
- "Dancing with tikanga" – using tikanga as a tool and maintaining flexibility.

Some of the creative discussion revolved around possible ideas for global business including organics and use of technology to promote Māori businesses.

### **Taitokerau, Tāmaki-mākau-rau**

Our whānau from Taitokerau and Tāmaki-mākau-rau focused energies and discussion on solutions for their participation in globalisation. They identified two key areas for further development:

#### *Indigenous trade relationships*

- This group recognised that international trade could be strengthened by establishing key indigenous trade relationships. The important step was to first establish relationships through cultural and education exchanges



and secondments. For example, this group considered that developing a website that allowed indigenous people(s) travelling to Aotearoa to connect with Māori for a home stay or Marae based experience would contribute towards establishing key relationships with other indigenous groups. Other ideas included establishing an indigenous dating service and creating “sister” relationships between indigenous tribes.

- There was also discussion about strengthening existing relationships such the indigenous environmental network and the indigenous doctors' forum currently operating in the Pacific.
- The next step is then to establish trade relationships with other indigenous groups, with the underlying objective of supporting each other.

#### *Mahi Toi*

- Promoting our stories on the world stage was considered positive, provided it was done in an appropriate manner. The Māori Merchant of Venice and Black Grace were identified as examples of how mahi toi and whare tāpere can be successfully taken to the world. There was a suggestion to establish cultural stocktakes at whānau, hapū and iwi levels to identify what resources are available and determine how they can be used to enhance Māori development.

#### **Te Waipounamu, Tai Rāwhiti**

Our whānau from Te Waipounamu and Tairāwhiti were very proactive in suggesting strategies for engaging with the world despite the geographical isolation of their rohe and subsequent risks e.g. brain drain and alienation from Ngāti Poroutanga. These strategies included engaging with iwi members living outside the rohe through use of taura here and iwi intranet. They also included exploring the possibility of recognizing economic powerhouses e.g. China, and getting some Māori ambassadors working in the Chinese development space.

There was a sense amongst the whānau from these areas that managing risks and maximizing opportunities in the area was often related to land ownership and control. Interestingly, the whānau recommended that there also be a priority to reacquire land in the Tai Rāwhiti region. This requires identification of revenue streams to access the land and leadership to highlight the importance of land acquisition as a priority.

Land uses and foreign investment in those uses was considered an opportunity with research and development, sharing of international networks and training of iwi members for management and governance key benefits. The whānau also recognized that with foreign investment there needed to be creative land leasing arrangements.





## **Te Arawa**

Our whānau from Te Arawa identified key opportunities in tourism, natural resources, media and creating a corporate body and brand image. Key strategies involved in achieving this is to have a clear organisational structure (Te Arawa Inc), consolidated asset and resources, improved succession planning, associate directorships / trusteeships, benchmarks and standards for Te Arawa success and positive rangatahi participation to drive economic development.

Some creative solutions for driving a Te Arawa global strategy included capturing a greater share of the tourism market, building Te Arawa marae overseas e.g. New York, Paris, London, building global subsidiaries and acting locally while impacting globally.

Another opportunity included owning media and facilitating media dissemination (Te Arawa stories) overseas through a Te Arawa Media/Film Studio. Innovative uses of natural resources e.g. geothermal power stations, square self-felling trees, were also mooted. There was also discussion around the nature of Māori business with competing and various imperatives – financial, cultural and social and the need to ensure that wealth creation is a separate function from wealth distribution.

## **Mataatua**

Our whānau from Mataatua discussed the negative and positive stigma that can be associated with globalisation. The definition of globalisation and the means by which it is conveyed became important in this light e.g. Whakatane mill workers being affected by 'globalisation' if laid off by a multi-national corporation taking over the mill.

The notion of 'River-isation' aptly described an impediment for some of our people understanding let alone being able to exploit globalisation (e.g. it is difficult for some to think past issues with neighbours across the river let only issues on a global scene). However, this phrase could also be used as a possible method to increase Mataatua participation in and engagement with globalisation (e.g. by using local examples to understand a 'foreign' concept).

Other innovative solutions and discussion points were raised by the Mataatua whānau including: having a distinct Mataatua trademark (Mataatua Made Mark (MMM)), engaging with one another internally for collective development e.g. Tūhoe, Mataatua, sharing and engaging with other indigenous peoples with similar values, and stocktaking e.g. what are we good at, what are we not good at, what can we share and use with other iwi. There was also a critical observation that Mataatua does have an ability to engage and collaborate with Te Arawa and other iwi to exploit some areas of industry e.g. tourism.

# Action Plan Workshop

The Action Plan Workshop focused participants on discussing how the kōrero at Hui Tuakana may develop further into action. The objective of the workshop was to not only summarize strategies for momentum going forward, but also to encourage diverse thinking as to how participants and our contemporaries may accelerate Māori development.

Numerous ideas were discussed and developed including the following:

- Report (dissemination to Hui Tuakana participants, and wider audience);
- Website or Portal;
- Annual or Bi-annual Hui Tuakana;
- Growth strategy;
- Sectoral representatives (e.g, to help develop and keep kaupapa alive);
- Takitini mentoring and/or buddy system;
- Localised and specialised hui (e.g, Hui-ā-rohe, industry hui);
- Generating more discussion (including critique and extension of ideas);
- Develop proposals about specific ideas (e.g, "Maui Spotting");
- Leadership Academy (e.g, focussing on succession, mentoring);
- Establishing stronger footing for group (e.g, Annual Hui);
- Mission statement for Hui Tuakana;
- Database of Participants;
- Savings Plan to finance Hui Tuakana;
- Inter-Marae/Iwi Innovation Competition;
- Template for Personal Plan and individual Tikanga Plan;
- Taurahere-ā-rohe for Hui Tuakana;
- Rangatahi Periodicals;
- Establishing a philanthropic fund;
- E-journal; and
- Rangatahi roadshow.

Each group was encouraged to prioritise and produce two key strategies. These were subsequently discussed amongst the wider attendee group and developed into an overall Action Plan for Hui Tuakana (refer to earlier Action Plan section).

# Hīkoi Whenua/Ancestral Walk

As part of Futures Planning, and living holistic and balanced lifestyles, a hīkoi whenua (ancestral walk) session was coordinated on early Saturday morning immediately after breakfast. The purpose of this hīkoi whenua was to provide participants with an opportunity to connect with Papatūānuku (the Earth Mother) and the tūrangawaewae of the tangata whenua – Ngāti Whatua ki Orakei.

Members of Ngāti Whatua guided participants onto Takaparawhau (the area around and in front of Orakei Marae) and shared Ngāti Whatua history and developments. Precious Clark spoke about the occupation of Takaparawhau / Bastion Point, and Rangimarie Hunia spoke about some of the economic development opportunities Ngāti Whatua are currently engaged in including the Retirement Village near the marae.

Wayne Walker then spoke about the impressive 'Ko Te Pukaki' project - a joint project between Ngāti Whatua and the Auckland City Council to replant native trees on Takaparawhau with the objective of bringing back the native migratory birds. The participants were then shown the nursery where Wendy was busy in action caring for the seedlings. The hīkoi whenua session ended at the waharoa of the Marae, where Graham Tipene explained a recently erected pou carved by Katira Maihi signifying that Orakei Marae (and the surrounding area) is a P-Free zone.

This session showcased some of the economic, environmental and social developments occurring at a hapū level, which can be applied in other parts of Aotearoa. The session also set up the participants for the Whatumanawa (Balanced Lifestyles) session that was the morning Key Note and Workshop discussion for Saturday.



# Conclusion

Hui Tuakana was a defining showcase of how Māori potential can be realised as Māori success.

First, the objectives of Hui Tuakana were and are being adequately satisfied. The objectives of the conference were highlighted as follows:

- To promote whanaungatanga at a national level amongst Māori;
- To establish a safe forum to encourage Māori to network with one another, to share information and experiences, to raise consciousness, and to discuss issues pertinent to collective and individual Māori development – at local, regional, national and global levels;
- To identify diverse strategies on contemporary themes that enhance economic, social, cultural, environmental, political development and other opportunities for Māori; and
- To leverage the diverse capabilities of this roopu and our individual and collective networks, to contribute to futures thinking and to proactively plan for the years ahead.

Hui Tuakana catalysed greater whanaungatanga nationally amongst Māori. It provided a forum for networking, sharing of experiences, and consciousness raising and issue discussion at a variety of levels. Diverse strategies on contemporary themes were discussed. Finally, the participants and our networks are starting to leverage off our own knowledge base to contribute to futures thinking and proactive planning.

Second, Hui Tuakana was an event driven by Māori for Māori (rangatakapū). Ultimately, the success of Hui Tuakana was evidenced by the collective effort to engage with one another in a talk-with manner (as opposed to a talkfest or talk-to) with the clear objective of driving towards identifying solutions and outcomes.

The management and execution of the conference leveraged off skills, knowledge and networks of a core group of Project Takitini members in order to realise a forum for others. The collaboration and networking of over 120 passionate Māori, with a range of tribal, industry and educational backgrounds – as a result of the efforts by their contemporaries – has been rare up until this point in time. Hui Tuakana may prove to be a defining moment in Māori collaboration amongst the rangatakapū generation of this era.

The evaluations (see Appendices) illustrate how impressed and happy most participants were with the nature, content, scope and process of Hui Tuakana. Many participants requested that Hui Tuakana be an annual conference, with some even suggesting that they would commit personal finance to the holding of the event. These factors indicate that Māori are leveraging off our own leadership capacities for collective benefit and engendering sustainable success amongst others.



Third, the external institutional support prior to and after Hui Tuakana has been outstanding. Hui Tuakana was financially partnered and supported by numerous organisations and institutions including:

- Ngā Pae o te Maramatanga (Platinum Partner);
- Poutama Trust (Gold Partner);
- Hui Taumata (Gold Partner);
- Te Puni Kōkiri – Ministry of Māori Development (Gold Partner);
- Auckland University of Technology (Silver Partner);
- First Sovereign Trust (Silver Partner);
- Te Rōpū Whakatairanga Hauora – Health Sponsorship Council (Partner);
- Te Taurā Whiri i te Reo Māori – Māori Language Commission (Partner);
- Ngāti Whatua ki Orakei (Partner); and
- THS Associates (Partner).

The partnership and investment by these organisations is testament to the collective support that Hui Tuakana has been able to generate, as well as an indication that inter-generational and inter-organisational collaborations are possible between the public and private sector, educational institutions, and rangatakapū Māori.

Additionally, external support was offered by the following organisations and institutions:

- University of Auckland Business School; and
- Mira Szaszy Research Centre for Māori and Pacific Economic Development;

The external support continued during the hui with mātua attendees at the hui including Pauline Kingi, Manuka Henare, Timi Te Heuheu, Georgina Te Heuheu, Zella Morrison, Pare Keiha, Tumanako Wereta, Joe Hawke and numerous Ngāti Whatua mātua and kaumātua. The support illustrates that younger and older Māori are leveraging off the use of Māori and other resources for the sustainable benefit of Māori.

Fourth, the content of Hui Tuakana workshops and key note sessions highlight the strength and growth of Māori – individuals, iwi, businesses, institutions and communities. The use of inspirational speakers to provide real world examples of futures planning was particularly insightful and ignited participation. The focus of



the workshops on solutions engendered open, free and frank discussion. Splitting the Whatumanawa session into wahine / tane groups, and the Globalisation workshop into regional / waka groups, ensured even more effective discussion amongst the rangatakapū. Māori participated in Hui Tuakana as an opportunity to collectively optimize our collective potential and sustainable well being.

Project Takitini and Hui Tuakana have emerged as a result of many proactive Māori determined to ensure that their legacy is not for the few, but for many people. The whakataukī that underpins Project Takitini epitomizes the success of Hui Tuakana:

*“Ēhara taku toa i te toa takitahi, ēngari taku toa, he toa takitini.”*

Many individuals and organisations have supported and partnered the Hui Tuakana Organising Committee and Project Takitini, to deliver Hui Tuakana as a method to sow, cultivate, and reap Māori potential in the form of sustainable success for Māori individuals, iwi, institutions, organisations and collectives. Hui Tuakana is a mere representation of Māori optimizing wellbeing, knowledge, influence and resources for the benefit of themselves, kaumātua, rangatahi and ultimately all Māori.

**Tīhei Mauriora!**

# Appendices

ONE: Hui Tuakana Programme

TWO: Participant Contact List

THREE: Hui Tuakana Participant Statistics

FOUR: Evaluations Summary

FIVE: Speaker Biographies

SIX: Hui Tuakana Organising Committee Biographies

SEVEN: Professor Mason Durie's Presentation

## Appendix One

### Hui Tuakana Programme

#### Day One: Friday 19 August 2005

9.30am	Pōwhiri – Orakei Marae (Kitemoana Street, Orakei)
10.15am	<b>Morning Tea / Registrations (Ongoing during first day)</b>
10.45am	Welcome Welcome participants, Opening remarks, Outline Hui objectives, format and ground rules, Introduce Event Manager & MC
11.15am	Whakawhangaungatanga Mihimihi / Participant introductions
12.15pm	<b>Hui Tuakana Theme: “Futures Planning”</b> Professor Mason Durie
12.45pm	Questions / Discussion
1.00pm	<b>Lunch</b>
1.45pm	Kōrero 1 Tawera Nikau, Bentham Ohia
	Questions / Discussion
2.30pm	Workshop 1 <b>Objective</b> - To share information and ideas, foster thinking and discussion on quality leadership initiatives and develop a useful succession planning kit. <b>Discussion Questions</b> - workshop discussion will be based around the following: Key Question <ul style="list-style-type: none"> <li>• What leadership models and leadership qualities are important to advance our communities and how do we build them?</li> </ul> Facilitated Questions <ul style="list-style-type: none"> <li>• What types of leaders you think we will need in the future?</li> <li>• How do we grow and develop these leaders?</li> </ul>
4.00pm	<b>Afternoon Tea (Music / Short Film Break)</b>
4.30pm	Report Back Session 1
5.00pm	Kōrero 2 <b>Developing an Innovative and Entrepreneurial Indigiculture - Ancient Blueprints,</b>



		<b>New Designs</b> Kingi Gilbert, Moana Maniapoto
	Questions / Discussion	
5.45pm	Workshop 2	<p><b>Objective</b> - To discuss how to develop a generation of innovators and entrepreneurs from our competitive starting point, our culture.</p> <p><b>Discussion Questions</b> - workshop discussion will be based around the following: Key Question</p> <ul style="list-style-type: none"> <li>• What characteristics and systems do we need in order to develop a generation of innovators and entrepreneurs?</li> </ul> <p>Facilitated Question</p> <ul style="list-style-type: none"> <li>• How do we develop a generation of entrepreneurs and innovators?</li> </ul>
7.15pm	<b>Dinner</b>	
8.15pm	Report Back Session 2	
8.45pm	Summary – Day One	
9.15pm	Whakawhanaungatanga	Whakaahua: Two Cars, One Night
10.00pm	<b>Day One Close</b>	

## Day Two: Saturday 20 August 2005

	<b>Breakfast</b>	
7.00am	Hikoi te whenua	<b>Orakei / Takaparawhau</b>
8.00am	Day Two Programme Welcome	
8:55am	Kōrero 3	
9.00am		<b>Whatumanawa - Creating and Maintaining Our Inner Peace for Thought and Creativity</b> Taria Tahana, Tim Worrall
	Questions / Discussion	
9.45am	<b>Morning Tea</b>	
10.15am	Workshop 3	<b>Objective</b> - To foster and promote balanced individuals as a basis for the holistic wellbeing of our communities.

		<p><b>Discussion Questions</b> - workshop discussion will be based around the following: Key Question</p> <ul style="list-style-type: none"> <li>• What can we do as individuals to maintain a holistic and balanced lifestyle now and into the future?</li> </ul> <p>Facilitated Question</p> <ul style="list-style-type: none"> <li>• How do you make life balance a priority for you?</li> </ul>
11.45am	Report Back Session 3	
12.15pm	Kōrero 4	<p><b>Our Indigineity in the Global Context – Building International Relationships</b> Professor Linda Smith, Oscar Nathan</p>
	Questions / Discussion	
1pm	<b>Lunch</b>	
1.45pm	Workshop 4	<p><b>Objective</b> - To demystify globalisation, and share and facilitate access to global networks. <b>Discussion Questions</b> - workshop discussion will be based around the following: Key Question</p> <ul style="list-style-type: none"> <li>• How can we use or manage globalisation to positively advance our development?</li> </ul> <p>Facilitated Question</p> <ul style="list-style-type: none"> <li>• What area of globalisation do you feel presents the biggest opportunity for Māori?</li> <li>• How do we maximize those opportunities?</li> </ul>
3.15pm	Report Back Session 4	
3.45pm	<b>Afternoon Tea</b>	
4.30pm	Summary of Themes	Discussion of Hui Addresses and Workshops
5.30pm	Closing Remarks	Action Plan - Where to from here?
6.30pm	Whakamutunga	Official Close for the Hui
7.00pm	<b>Social Event - Dinner</b>	

## Appendix Two

### Participant Contact List

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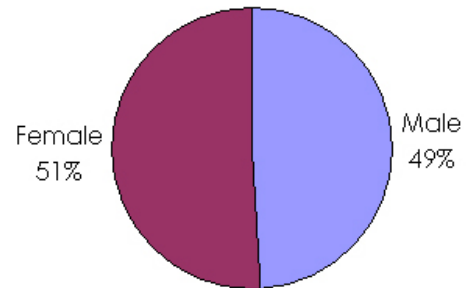
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Mercia	Yates	0800 355 553	<a href="mailto:Mercia.Yates@twoa.ac.nz">Mercia.Yates@twoa.ac.nz</a>

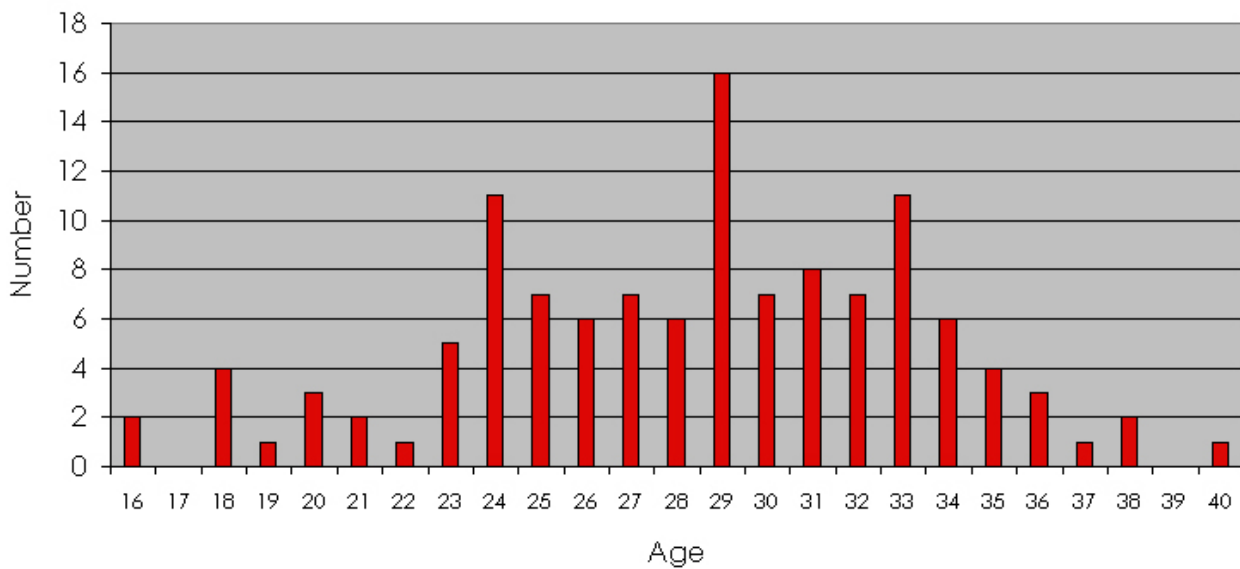
## Appendix Three

### Participant Statistics

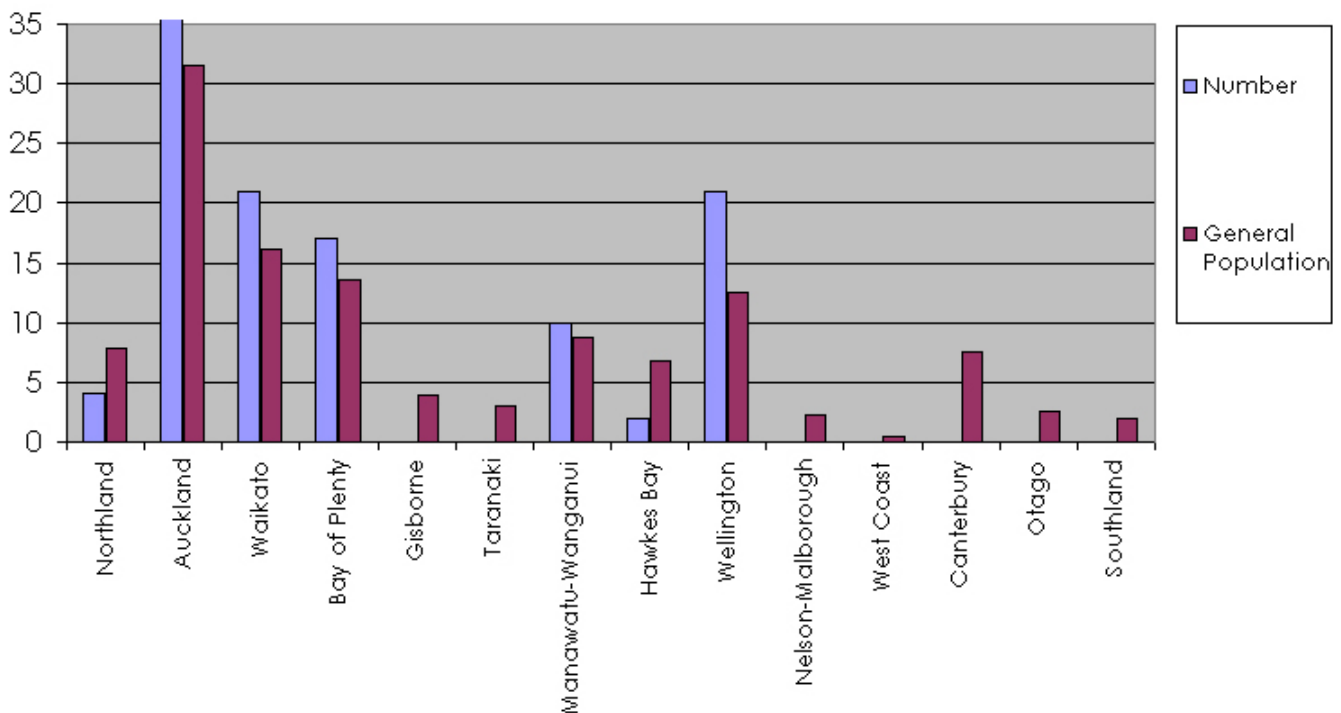
Tuakana Attendee Gender Split



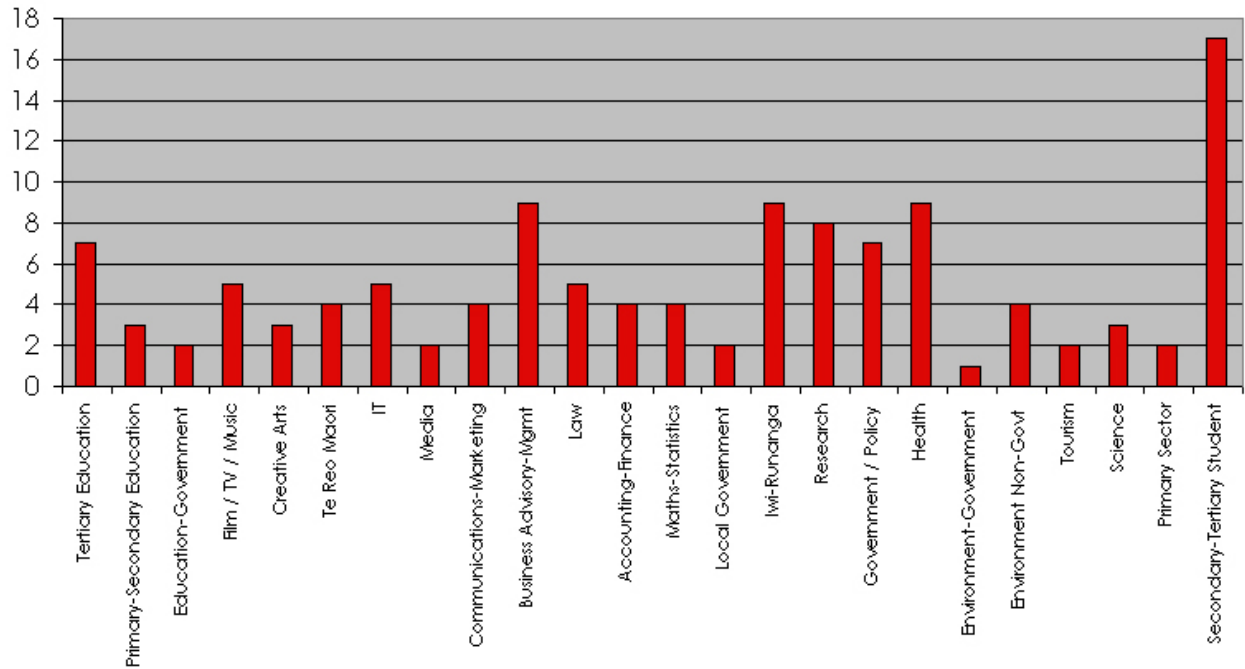
Tuakana Attendee Age :



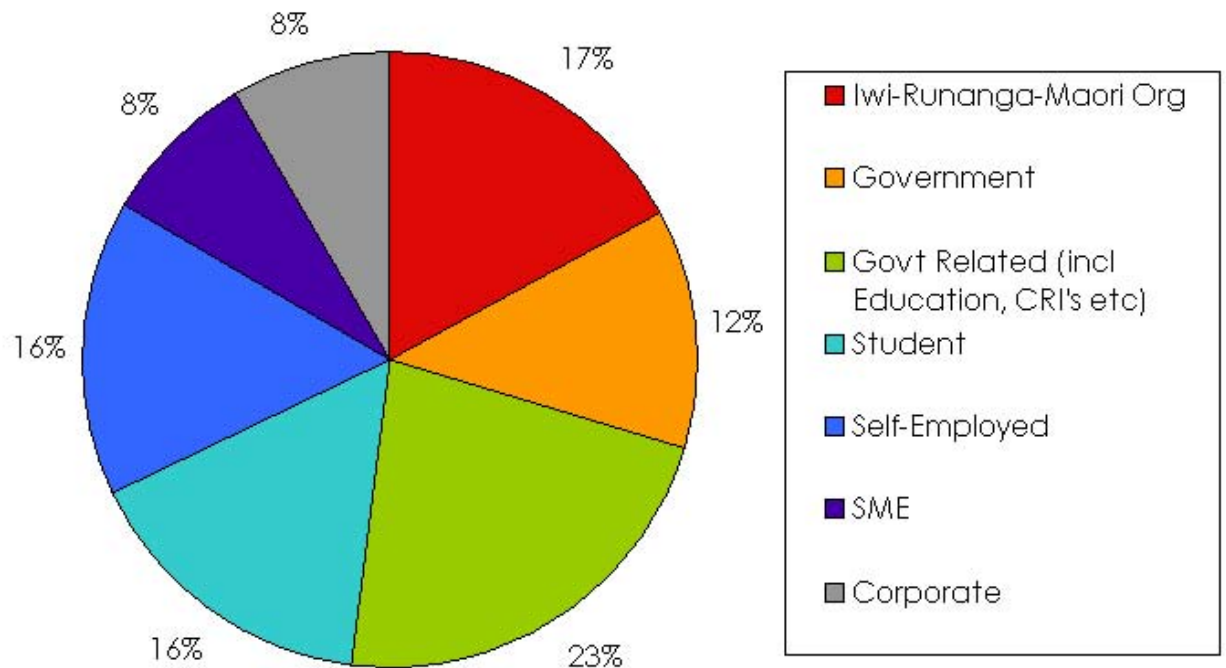
Tuakana Attendee Regional Spread



Hui Tuakana Attendee Industry Spread



Tuakana Attendee Employment Type



## Appendix Four

### *Evaluations Summary*

This section outlines the Evaluations Questionnaire and summarises the Evaluations gathered from Hui Tuakana participants.

During the Saturday evening of Hui Tuakana, and in the weeks following the conference, participants were invited to submit comments based on an Evaluations Questionnaire distributed at the hui. The Evaluations Questionnaire posed the following questions:

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#### Themes

1. *Before attending Hui Tuakana, did you have a reasonable understanding of the theme(s) of Hui Tuakana?*
2. *Did your understanding of the theme(s) increase through your participation at Hui Tuakana? If so, how?*
3. *Do you think the theme(s) are important to "Futures Planning"? Why?*
4. *Any further comments about the theme(s) of the hui?*

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#### Speakers

1. *Did the speakers challenge and stimulate you? Please provide examples.*

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#### Workshops

1. *Did you find the workshop questions useful? If yes, why? If not, how could they be improved?*
2. *Do you think the facilitation process helped you arrive at solutions?*
3. *Do you feel you had a reasonable opportunity to share ideas in the workshops?*
4. *Overall, how do you rate the facilitators' performance?*
5. *Did you learn anything new as a result of your participation in the workshops?*
6. *Any other comments about the workshops?*

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#### Overall

1. *What were your expectations of Hui Tuakana? Were they met?*
2. *What were some of the valuable lessons / tools / information you took away from Hui Tuakana?*
3. *Any final comments about Hui Tuakana?*

Responses to these questions are as follows:



## Themes

*Before attending Hui Tuakana, did you have a reasonable understanding of the theme(s) of Hui Tuakana?*

There was a balance in responses to this question. About half of the participants who filled out an evaluation form agreed that they had a reasonable understanding of the theme(s), while half did not have a reasonable understanding.

*Did your understanding of the theme(s) increase through your participation at Hui Tuakana? If so, how?*

There was a very positive response to this question. Most respondents stated that their understanding of the theme(s) increased through participation at Hui Tuakana. Respondents gave various reasons for their increase in understanding of the theme(s) including use of practical examples, bilingualism (English and Māori language), guest speakers to elaborate on themes, and workshops and engaging with others to stimulate ideas. Examples:

- Damn right it did and it was understandable because we converse in Pākehā and Māori, and also having the guest speakers' exemplifying the themes.
- Ae - through group discussion I became increasingly aware of issues that we face as Māori. Hearing other people's versions of things really helps to put issues in context to enable understanding.
- Definitely - I prepared for the first one a lot and it helped because it meant that before coming to the hui I could think about examples etc. The guest speakers were inspiring and initiated great discussion amongst our groups and we came up with real solutions and processes. It just got better and better.

*Do you think the theme(s) are important to "Futures Planning"? Why?*

Most respondents agreed that the theme(s) are important to Futures Planning. Many respondents gave various reasons for agreeing that the theme(s) are important to Futures Planning including:

- Familiarity of kaupapa;
- Proactive nature of themes (versus reactive nature);
- Succession planning as being critical for futures planning; and
- Themes giving clarity to planning in Māori society.

Examples:

- Yes - they are forward thinking, positive and all-encompassing.
- Yes because all these themes are relevant to planning for our futures. This hui identified particular issues that we need to think about to ensure we are positively preparing for our futures.
- Leadership - yes. We need leaders (we need them now and in the future). Mentoring and succession important. Innovation and Entrepreneurship - Yes. Maintaining balance - Yes. Building international relationships - Yes.
- Yes - because if we don't explore such things they will just occur and we won't be shaping them in any way.
- Yes, there are a number of common issues that we face as Māori. I was impressed by how "drilled down" the issues were (e.g. you'd pulled out the guts of the issue) and in order to move forward in any area, one must confront the issues you've raised.

*Any further comments about the theme(s) of the hui?*

Many respondents commented positively about the theme(s) of the hui. There was a sense from many respondents that there was insufficient time to fully explore the theme(s). Examples:

- There are many sub-themes which deserve a whole hui of their own.
- Not enough time to really look at comprehensive plans that can impact these areas of discussion within our rohe and iwi.
- They were great. Now that we have talked about them let's action it and get new ones for the next hui and action those. Great themes but let's not let them be the only ones for the future hui as well.
- One of the most productive hui/conference I have participated in. Perhaps because it was developed by "peers".

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## Speakers

*Did the speakers challenge and stimulate you? Please provide examples.*

Most respondents stated that the speakers did challenge and stimulate respondents. Importantly, many respondents emphasized the relevance and diversity of the speakers. There were also several very positive comments about many of the speakers especially Dr Mason Durie – the opening speaker.

Examples:

- Definitely - Mason Durie was fabulous. His presentation was logical. Awesome to hear from people who are "on the field" as opposed to theorists.
- Yes, they gave practical examples of what, how and why.
- Yes. Speakers were relevant and varied and spoke at our level. Important to have speakers from different disciplines at this hui
- I thought all the speakers were really good, motivational, inspiring and kept to the kaupapa.

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## Workshops

*Did you find the workshop questions useful? If yes, why? If not, how could they be improved?*

Most of the respondents found the workshop questions useful. Many respondents stated that the workshop questions provided useful starting points for the discussion at the workshops. Some respondents noted that the workshops were engaging and respectful of everyone's contribution, and were oriented towards practical solutions. Examples:

- Yes. Workshops were very helpful and also gave us time to talk to one another and having heard everyone's whakaaro and wawata.
- Ki ahau nei, he rawe nga whakāro me ngā patai o ngā workshops, i te mea he momo pātai, kare e tino pātaihia, ā, nā tērā i puta katoa ngā whakaaro, a, i puta hoki ngā whakautu pai, i ngā pātai.
- Yes - great opportunity to share korero with others. Well facilitated. Workshops targeted to recognise and identify solutions (not problem focussed).
- Yes - gave "space" for participants to be able to connect themes to real life examples, opportunities, challenges.

- Yes - they kept things focussed instead of going off the kaupapa. They were all solutions focussed which is great.

*Do you think the facilitation process helped you arrive at solutions?*

Many respondents thought that the facilitation process assisted in identifying solutions. Many respondents considered that the process enabled a wide diversity of thoughts and discussion. Some respondents considered that the process was too rushed. Examples:

- It most certainly did, we not only had to give our own whakaaro but we got to hear every other's whakaaro that made me think twice but also combined whakaaro to make solutions.
- Just being a part of a wider group with diverse thinking was awesome.
- Yes, but sometimes it hindered and limited thought patterns.
- A bit rushed engari e kare e taea te pehea.
- Yes, but now and again time ran out for the solutions stage and implementations.
- Yes, because it didn't allow us to get too off track and because the facilitators knew what direction to take us in to arrive at solutions.

*Do you feel you had a reasonable opportunity to share ideas in the workshops?*

Most respondents expressed that they had a reasonable opportunity to share ideas in the workshops. Some respondents mentioned that they felt that the workshops were supportive and had a safe environment for discussion. Some respondents mentioned that some participants may have been encouraged more to participate. Examples:

- Yes - safe open environment to share whakaaro.
- Yes! Thanks to the facilitator ensuring everyone had a chance to participate.
- Ae, on the second day. I liked the idea of going around in a circle and everyone taking a turn to talk.
- Yes. Although some of the younger participants may have felt a little whakamā.
- Yes, however, I feel that others may have needed more encouragement to participate.

*Overall, how do you rate the facilitators' performance?*

Most respondents rated the facilitators' performance highly. Some respondents commented on the inclusive approach used by facilitators to ensure that everyone could contribute to the workshops. Examples:

- They were all great, but I only have one thing to say; "Time is not important, only success."
- Rawe. 10/10.
- I think the smaller sizes of the workshops meant everybody had a chance to voice their opinions and the facilitators encouraged this process.
- Awesome. Kept things focussed. Good at getting everyone to contribute.
- The facilitators (although having a variety of styles) were excellent at establishing a comfortable environment of whanaungatanga.
- Great, but I also felt that participants were aware of how a workshop should be run and to that end, the process ran smoothly.
- Excellent - they were good listeners and helped keep group focussed.

- Definitely got better as the workshops went on. A little unorganised at the start.

*Did you learn anything new as a result of your participation in the workshops?*

Most respondents stated that they acquired new learning from workshop participation. Examples:

- Yes I have and I think that others have helped me gain the opportunity to add many new ideas into my kete of knowledge.
- I learnt so much! I will take it back to my kura and my whanau.
- Yes - other opinions, but also the similarities in our desires for our people.
- Yes heaps - we became proactive in the way we take out thoughts and talk and share them.
- That others share the same concerns and are passionate about similar things despite their age, backgrounds etc.

*Any other comments about the workshops?*

Many respondents commented positively about the workshops. Examples:

- Found workshops safe environment to participate in. Debate wasn't common as expected perhaps because everyone was open and accepting at alternative views.
- Maybe try not to sway workshops too much (e.g. facilitators talking for too long and directing thought processes) but let the discussions take their own path.
- Good way to get ideas and info flowing.
- Good idea having a section of the hui where we broke into sector groups/ iwi groups. Awesome because it further facilitates connecting themes to real life.
- I thought the way you divided the different groups up for each kaupapa e.g. tribally and men-women was excellent.

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## Overall

*What were your expectations of Hui Tuakana? Were they met?*

Most respondents who had expectations prior to the hui, stated that their expectations were met. Many respondents who did not have expectations, stated that they were impressed by the conference. Some respondents reiterated a desire for a good follow through on the Action Plan. Examples:

- I expected a hui of high standards and it has all been met and for one thing this hui has been so on time for a Māori hui. Ka pai and kia ora.
- I came without expectation and left totally impressed. The true measure will be the level of progress made by the next hui.
- My expectations were succeeded. I honestly did not think I would leave this hui feeling as passionate as I do about implementing change
- Expected presentations to be more focussed on futures planning. In particular, long term 20-25 year planning into the future.
- To be inspired and given direction in terms of a collective movement, where we are going, meet other people who have the same aspirations for our people.
- I expected a great hui where we not only talked about issues but we talked about solutions and action plans for those solutions. Let's implement it, monitor it and improve it.

*What were some of the valuable lessons / tools / information you took away from Hui Tuakana?*

Many respondents commented positively on the lessons, tools and information from Hui Tuakana. Examples:

- That there is definitely a pathway forward, I am optimistic that we are heading in the right direction for Māori.
- New mates, reconnection with old mates, ideas to help me with my job e.g. innovators competition at Pā Wars / inter-marae competitions.
- It has armed me to deliver and promote this korero with my people.
- Māori are elite. We will progress in this world and further the development of our people.
- Our "peers" organise good hui and that fact that you are our peers/ tuakana (proactive extra curricular over achievers) really made the event effective and relevant to this age group.

*Any final comments about Hui Tuakana?*

Many respondents commented positively about Hui Tuakana. Examples:

- Mauri Ora! Awesome networking opportunities to collectively unite and formulate strategies to initiate and implement for our future generations.
- Good experience/opportunity - Māori! Forward planning - the way to go! The diverse backgrounds/skills of participants blimmin awesome! Inspiring. Awesome committee/organisers/komiti whakahaere - gee a lot of mahi. Venue - ataahua. Kai - tino pai rawa atu.
- You guys were awesome!! Totally loved it. I really admired the leadership, vision and direction you all made. What a great initiative.
- Possible funding - during the hui there was a suggestion for: a) people to save 10% of income; b) people to be innovative; c) funding for future initiatives. Rangimarie noted that we need to procreate. 80% of one female workshop was comprised of single woman. Tane were advertising their single status. Therefore, next year - 10% of people's wages contribute to the establishment of an indigenous dating agency - to fund the continuation of the hui.
- I am keen to take this further. I want to be involved while I am young and can help spread the word, the kaupapa, the vibe etc. I am keen to help in any way to advance this kaupapa with our iwi, hapū and whānau, nationally and internationally! Ngāpuhi needs this kaupapa, Aotearoa needs this kaupapa! Ngā mihi nui, ngā mihi aroha ki a kōutou, kōutou i whakapau i ou kōutou kaha mō tēnei kaupapa o te oranga o te iwi Māori mō ake tonu atu. Mauri ora ki a kōutou.
- Mihi kau ake ana ki te kaupapa, ngā kai whakahaere me tātou katoa kua hui mai i runga i te whakaaro kōtahi. Kua whakatinanahia te wawata kia tū tēnei hui. Inaianei me mahia ngā kōrero kua kōrerotia i roto i te hui. Ngā moemoeā ki tua, ngā ara ki niaanei, ngā tapuwae ki mua.

# Appendix Five

## *Speaker Biographies*

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### Professor Mason Durie

Professor Mason Durie is of Rangitane, Ngāti Kauwhata and Ngāti Raukawa descent. He is the Assistant Vice-Chancellor (Māori) and Professor of Māori Research and Development, Massey University. He was also Chair of Te Rūnanga o Raukawa from 1990 to 1995 and has also held the position of Secretary to the Māori Congress.

Professor Mason Durie's continuing interest in health, mental health and social policy is reflected in an extensive range of publications and research achievements. He is a leading contributor to public debates across a range of issues, including the future of education in New Zealand and the future of Māori development as illustrated in his presentation at Hui Taumata. He has extensive experience in governance and management roles for government, university and private sector bodies

In addition to his teaching and research activities, he has served on a number of community and national organisations, including; the National Health Committee, The Foundation for Research in Science and Technology, Museum of New Zealand Te Papa Tongarewa, the Law Commission's Māori Advisory Committee, The Mental Health Foundation, The Alcohol Advisory Council, The NZ Board of Health and the Ministerial Advisory Committee on Māori Health.

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### Tawera Nikau

Tawera is one of New Zealand's most successful professional athletes. He has had an extensive career in professional and international rugby league, first playing for the Kiwi's in 1990. He was also one of the founding players for the Auckland Warriors before switching to the Melbourne Storm who achieved great success in their first year by winning the NRL Championship. His athletic prowess was recognised with contracts offered from all over the world.

Following his retirement from professional sport, Tawera has committed himself to giving back to the communities that have given him so much. He was the top billed fighter at the 2002 Fight for Life, raising tens of thousands of dollars for suicide prevention. As a businessman, he has now established a programme in his hometown of Huntly attached to the Te Wānanga o Aotearoa, which is training people to take their place in the workforce with new skills.

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### Bentham Ohia

Bentham Ohia of Mataatua, Te Arawa, Te Taihu and Ngāi Tahu descent is a current Executive member at Te Wānanga o Aotearoa. He is the current President of AMO – Advancement of Māori Opportunity which delivers an Ambassador Programme designed to facilitate opportunities for Māori. He is also a Board Member of AIO – Americans for Indian Opportunity and is the 2005

Associate Director for Wakatu Incorporation. Bentham is also a founding member of the Rangimarie Kapahaka group. Bentham is married to Kate Cherrington, and has two children Tuakoi and Tahuaroa. Bentham's passions are Māori and Indigenous peoples, and of course, kina!

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## Kingi Gilbert

See Hui Tuakana Organising Committee Biographies.

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## Moana Maniapoto

Moana Maniapoto of Ngāti Tūwharetoa descent is an internationally renowned recording and performing artist blending traditional Māori music and contemporary grooves. She is also a former television presenter, advocate, law graduate, actor, documentary producer and radio talkback host. She has stamped her personal vision of music through her two most well known groups, Moana and the Moahunters in the 1990s and more recently Moana and the Tribe. Moana recently contested and won the International Songwriting Competition to win the The Grand Jury Prize 2004.

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## Linda Smith

Linda Tuhiwai Smith, of Ngāti Awa and Ngāti Porou descent is an Associate Professor of Māori Education and Director of Ngā Pae o te Māramatanga, at the University of Auckland. Professor Smith works as a consultant to five major universities in Australia and Greenland in the area of aboriginal and indigenous development studies. She has been central to the development of the tribal university, Te Whare Wānanga o Awanuiarangi, and to the nationwide movement of Kura Kaupapa Māori. Her leadership represents the pioneering work of Māori scholars and activists which inspires indigenous and sovereignty work locally and internationally.

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## Oscar Nathan

Oscar's winning qualities, as described by the NZ Management Magazine are a passion and enjoyment of what he does, great communication skills, clarity of purpose and vision, and a positive determination to do things right.

Oscar is of Ngāpuhi/Te Aupouri descent. A former Head boy of Hato Petera College, he headed to Waikato University where he completed a Bachelor of Management Studies, majoring in Māori resource management, International Management and Marketing.

Since then he has held positions at the Māori Arts and Crafts Institute, and as the International Marketing Manager for Tourism Rotorua. At the age of 25 he became the youngest-ever head of one of the country's regional tourism organisations and, was the Chief Executive Officer of Tamaki Tours and is now the Managing Director of RENOSC Ltd - a Tourism Business Consultancy.

Oscar also participated as a New Zealand representative at the Worldcom World Young Business Achiever Awards. That experience helped Oscar galvanise his ideas about New Zealand's role in the global economy.

## Taria Tahana

See Hui Tuakana Organising Committee Biographies.

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## Tim Worrall

Tim Worrall, of Tūhoe descent is a renowned local artist. He graduated from Auckland University Elam School of Fine Arts in 1983, majoring in film-making, and has steadily built his reputation as a talented Māori artist. After graduating he returned to his hometown of Waimana, and there was involved in organising the Tūhoe Contemporary Artists exhibition and designing the Tūhoe Mana Motuhake haki. His artistic talents have allowed him to experience various roles including scriptwriting for Shortland St, Pukana and Whale Rider. He has also travelled extensively, particularly through Asia, and has been exploring the teachings of Bhuddism for the last 8 years.

He is married to Taria Tahana, and whanau, sports and mahi toi are his passions in life.



## Appendix Six

### *Organising Committee Biographies*

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#### Precious Clark

Precious Clark is of Ngāti Whatua and Tainui descent. She currently works at the Ministry of Agriculture and Forestry as a Senior Analyst in the Māori Strategy Unit. Previously she worked in the area of intellectual property law, attending various intellectual property and traditional knowledge related international meetings as part of the New Zealand delegation. She is also a current member of the Licensing Executives Society of Australia and New Zealand and holds an Executive position with the New Zealand Māori Law Society. Precious is passionate about encouraging the appropriate use of our cultural capital to assist Māori development.




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#### Rangimarie Hunia

Rangimarie is of Ngāti Whatua and Ngā Puhī descent. She is currently employed by her people as the Education Manager for Ngāti Whatua o Orakei. This role has allowed Rangimarie to provide whakapapa based learning resources for her hapu, while inspiring Ngāti Whatua youth to strive for excellence in education. Rangimarie is also part of the Auckland Young Leaders Group, and has two young children. Rangimarie graduated from Auckland University with a Bachelor of Commerce and is currently completing a Masters in Commerce. Her MCom is fundamental to her position with Ngati Whatua providing opportunities to contribute positively to the development of the Ngāti Whatua hapu.




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#### Selwyn Hayes

Selwyn Hayes is of Ngāi Tai, Te Whakatohea and Te Atihaunui-a-Paparangi descent. He is a Tax Manager with Ernst & Young Limited in Wellington having worked in tax for over 6 years. He has a passion for working with Māori organisations in his job which involves structuring advice to iwi organisations through to transaction advice and tax compliance services for many Maori and other corporate clients. Selwyn is currently chair of the steering committee for establishing a national Maori accountants organisation. He graduated from the University of Auckland with a Bachelor of Commerce and Laws in 1999 and is a qualified lawyer and accountant.




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#### Liana Poutu

Liana Poutu is of Te Ahiawa, Taranaki and Ngāti Maniapoto descent. She is currently a barrister and solicitor with a corporate law firm in Wellington, working on Treaty of Waitangi, Māori land and Māori corporate governance issues. Liana is also a Trustee on the Wellington Tenths Trust, an Executive Committee member of the New Zealand Māori Law Society and a Board member of the Advancement for Māori Opportunity. Liana graduated from Waikato University in 2000 with a Bachelor of Laws and Arts.



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## Taria Tahana

Taria, of Te Arawa descent comes from a business background and has managed a consultancy business – Tahana Limited for the past three years. Taria spent eleven years working for corporations both in New Zealand and North America. She is a member of the Hui Taumata Taskforce responsible for implementing Māori economic development initiatives from the 2005 conference and a member of the Ministry of Women's Affairs Māori Women's Economic Reference Group. Taria was also highly commended in the NZIM Young Executive of the Year Awards in 2004. Taria has a Bachelor of Management Studies from Waikato University.



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## Tama Potaka

Tama Potaka is of Ngāti Hauiti, Whanganui, Ngāti Whitikaupeka, Ngāti Toarangatira, Ngāti Raukawa, and Ngāruahinerangi descent. He is a law graduate of Victoria University of Wellington and Columbia University in New York City. Tama worked for several years as an Attorney in New York before returning to New Zealand to realise his passion for Māori development. Tama is an independent consultant advising public and private organisations on legal, policy and business issues. Tama is also a Director on the Parininihi ki Waitōtara Incorporation and a Trustee on the Ōtaki-Porirua Trusts Board.



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## Kingi Gilbert

Kingi Gilbert, of Ngāti Whākaue and Ngāti Maniapoto descent is a producer and founder of Ignite Studios a New Zealand based interactive entertainment company. He previously worked in the United Kingdom creating prototype technology and games for the Xbox 360 and PlayStation3 platforms. He has a keen interest in the development and marketing of intellectual property in the digital interactive era. His goal is to assist indigenous people to share their tribal stories and rich history with the many cultures around the world in a manner that does not exploit indigenous cultures. Kingi is also a member of The Call of the Earth, and indigenous group promoting indigenous participation in the intellectual property and traditional knowledge debate.



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## Kaapua Smith

Kaapua Smith is of Ngāti Porou, Ngā ti Awa and Ngāti Apa descent. She is currently a Project Manager at the International Research Institute for Māori and Indigenous Education, and completing a PhD in Political Science focussing on Māori political participation. Kaapua has worked in various research fields including Education, Health and Politics and participated in political commentary and journalism. She attended Kohanga Reo and Kura Kaupapa Māori before completing her Bachelor of Arts (Honours) degree at The University of Auckland. She is passionate about supporting Māori initiatives such as Kura and Wānanga and believes that positive research for Māori, with Māori, by Māori can enhance the development and growth of our whānau, hapū and iwi. This was a key factor that led to the establishment of her own company Taiā whio Limited which focuses on research communication and development.



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## Te Arepa Kahi

Te Arepa Kahi is of Ngāti Paoa and Waikato descent. He is a producer, director and writer for both television and film as well as a key creative for communication at Māori Television. He is currently a director of Arepa Creations and Mad Ave Studios, companies specializing in indigenous programme making. He is passionate about all forms of Māori story telling from Whare Tapere through to digital, historic through to contemporary. In 2005 he graduated from the University of Auckland with a Bachelor of Arts in History and Māori. He is an executive member of the national body for Television and Film - Nga Aho Whakāri. Kaupapa driven.



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## Arapeta Tahana

Arapeta, is of Te Arawa descent. Arapeta is currently studying a Bachelor of Commerce majoring in International Business and Marketing at Auckland University. Arapeta is passionate about entrepreneurialism having owned and operated two Vodafone franchises. He is committed to contributing to Māori development with a particular interest in rangatahi and commercial initiatives. He is a current Trustees for Te Kura Kaupapa Māori o te Koutu and has a lead role in the facilitation of Auckland University's Entrepreneurial Challenge (Spark).



## Appendix Seven

Professor Mason Durie's Presentation

**Maori Futures**

**Some Implications for Tomorrow's Leadership**

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Mason Durie  
Te Mata o te Tau  
Academy for Maori Research and Scholarship  
Massey University

**The Main Points**

- Maori endurance can be largely attributed to successive waves of inspirational leadership
- Leadership for 2025 requires a sound understanding of future possibilities
- The interface between te ao Maori and te ao whanui will be a critical site for effective Maori leadership

Tribal leaders

**Tribal Leaders**

Te HeuHeu  
Tukino



Nireaha Tamaki



Tawhiao



Rapata  
Wahawaha

Prophetic leaders

**Prophetic Leaders**



Rua Kenana



Te Kooti



Te Whiti

Political leaders

**Political Leaders**



Hone Heke Ngapua  
1893



James Carroll  
1887




Apirana Ngata  
1905


20<sup>th</sup> century

**20th Century Change**


Ratana & the  
Four Quarters




Te Paea Herangi




Ngarimu VC






Dr Rina Moore  
1949



MWWL  
1953



Iriaka Ratana  
1949

1984

## The Decade of Maori Development 1984 - 1994

Hon.  
K T Wetere



Dr  
Tamati  
Reedy

Iritana  
Tawhihirangi



Prof  
Ngatata  
Love

Transformations

## Major Transformations 1984 - 2004

- **Access and participation**  
education (early childhood, tertiary), health, business, sport, music, media, te ao Maori, te reo Maori, new technologies
- **Iwi development**  
Runanga, commerce, service delivery, broadcasting, fishing, Treaty claims, environmental management
- **Independent Maori Providers**  
health, education, social services, law, government contracts
- **Settlement of Historic Treaty Claims**

Ratou ma

Dame Whina Cooper



Dame Mira Szasy



Dr Elizabeth  
Murchie



Ta Hepi Te Heu Heu



Hon Matiu Rata



Ta Hemi Henare



### Bennett Brothers



Manuhaia

John

Charles

Henry

### Pomare Brothers



Eru



Maui

Ngoi Pewhairangi & Dalvanus Prime



Millie Khan



Sir Robert Mahuta



Eva Rickard



Te Ohaki

*'Na ratou i whakato te kakano  
Ma tatou e whakapuawai'*



2005

## Hui Taumata 2005

- People
- Assets
- Enterprise

Task Force

## HUI TAUMATA 2005 Task Force and Secretariat



## Re-balancing the Emphasis

1984- 2004	2005 - 2025
Processes & systems	→ Results, Best Outcomes
Historic Grievances	→ Exploring the future
Iwi Development	→ Whanau capacities
Independent Maori Providers	→ Collaborative Maori networks
Labour market access	→ Governance & Leadership

2 Focus Points

## Re-balancing the Emphasis

1984- 2004	2005 - 2025
Processes & systems	Results, Best Outcomes
Historic Grievances	<b>Exploring the future</b>
Iwi Development	Whanau capacities
Independent Maori Providers	Collabortaive Maori networks
Labour market access	<b>Governance &amp; Leadership</b>

Exploring the Future

## Exploring the Future

- 'Educated Guess'
- Aspirations
- Remembering the past
- Statistical modelling
  - e.g. demographic projections
- Life-course epidemiology
- Scenario development

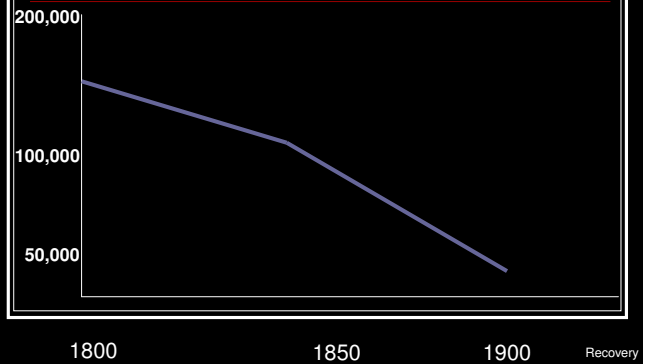
Demography

## Exploring the Future Maori Demographic Trends

- Depopulation
- Population Recovery
- Population Projections

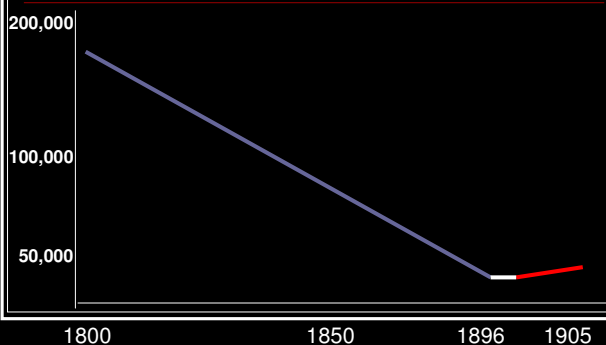
Depopulation

## Maori Depopulation 1800 - 1900



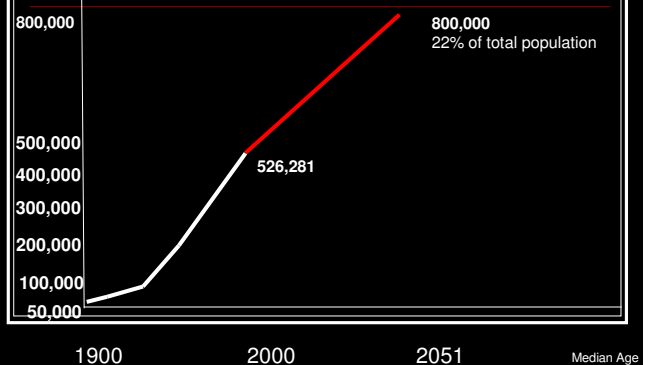
Recovery

## Maori Demographic Recovery 1896 - 1905

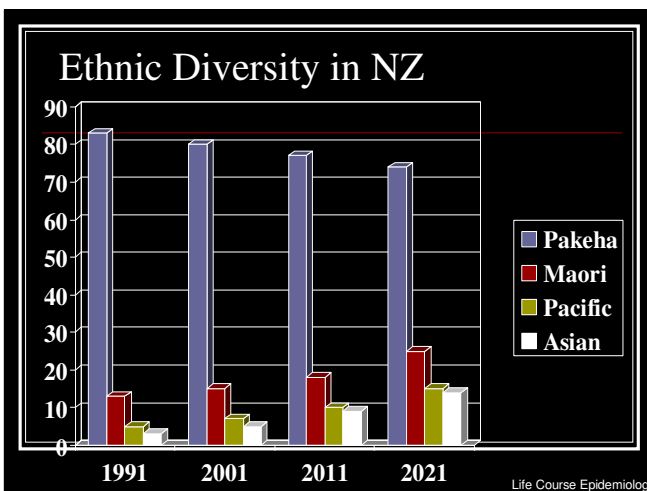
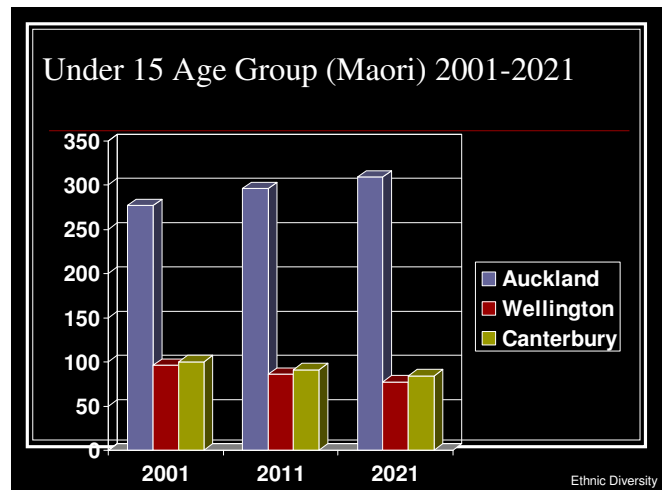
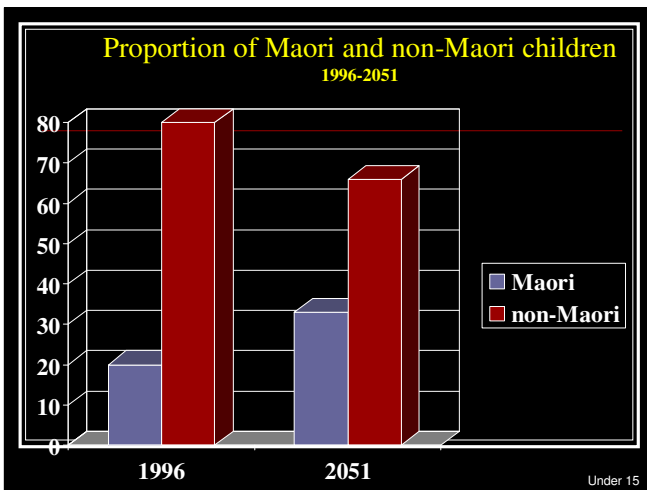
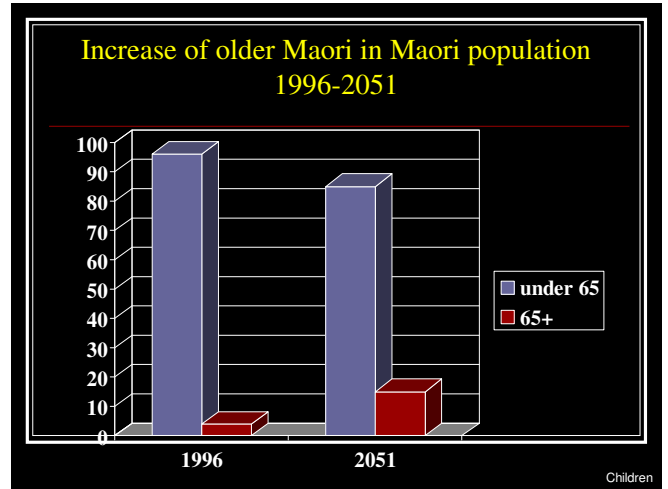
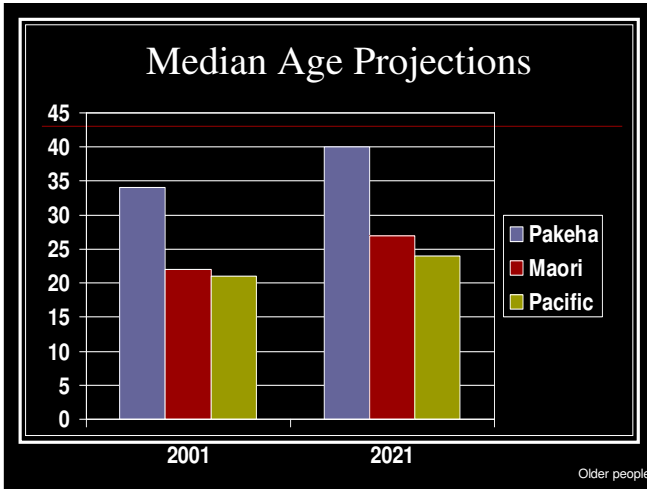


Projections

## Maori Demographic Projections



Median Age



### Exploring the Future

#### Life Course Epidemiology

- Health incidents in earlier years will impact on health profiles in later years
- Maori 'health futures' are largely a function of current health experience

Health Futures



## Maori 'Health Futures'

- Otitis media in infancy increases risk for hearing disability throughout life
- Rheumatic fever in childhood increases risk of heart disease in 4<sup>th</sup> decade
- Smoking in adolescence increases risk for cancer in 5<sup>th</sup> and 6<sup>th</sup> decades
- Diabetes in 3<sup>rd</sup> or 4<sup>th</sup> decade increases risk of heart disease, poor vision, renal disease in 5<sup>th</sup> and 6<sup>th</sup> decades

Burden of Disease

## Burden of Disease

- The burden of disease that will be carried by Maori in 2025 can already be partially estimated from current epidemiological patterns
- There will be significant social, personal and whānau costs, with consequences for the Maori economy
- The case for prevention and early intervention is strong e.g. nutritional practices, immunisation

Scenario development

## Exploring the Future Scenario Development

	Global patterns	National priorities	Indigenous aspirations
Transformations			
Trends			
Timeshifts			

Scenario Setting

## Scenario Setting in NZ

- **Education** *Secondary Futures (OECD)*
- **Environment** *Manaaki Whenua*
- **Health** *Public Health Intelligence*
- **Enterprise** *Growth & Innovation Advisory Board*
- **Iwi Development** *Ngai Tahu*
- **Communities** *Long Term Community Consultation Plan (Local Government)*

Maori Economy

## Scenarios for the Maori Economy in 2025

- The Maori Diaspora
- Maori Ltd.
- Maori Co-op.
- Maori Subsidiary

Diaspora

## The Maori Diaspora - 2025

- NZ political climate has rejected indigeneity
- Maori economic and cultural survival threatened in NZ society
- Maori expertise (and wealth) is more secure overseas
- Aotearoa Fisheries head office is in Seattle
- Most Maori graduates are educated in overseas universities
- Maori Studies bigger at the University of Hawaii than any NZ university
- Matatini Festival 2025 held in Ottawa
  - placegetters were 'Maori ki Wiwi', Ngati Tokio, Ngati Rānana

Maori Ltd

## Maori Ltd. 2025

- Maori resource aggregation (people, land etc)
- Largest land-holding company in NZ
  - with overseas holdings in Montana and Europe
- Largest fishing company in NZ
- Largest forest company in NZ
- Largest health NGO provider organisation
- Some uncertainty about shareholders
- But dominant commercial force in NZ

Maori Co-op

## Maori Co-op

- Joint Iwi ventures
- Maori provider consortia
- Regional Maori business networks
- Shared infra-structure and expertise
- Maori professional enclaves
- Syndicated Maori Radio, Television, Print
- Whanaungatanga a basis for commercial leverage

Maori Subsidiary

## Maori Subsidiary

- Small scale enterprises not competitive
- Independence untenable (and unprofitable)
- Takeovers by larger corporations
- Minor Maori roles in management
- Board of Directors usually non-Māori
- Shareholders have to 'buy-in'
- Assets, including land, are tradeable

Possibilities

## Accepting the Future vs Shaping the Future

- What is possible ?
- What is probable ?
- What is desirable ?

Assessing the Future

## Assessing the Future

	Maori Diaspora	Maori Ltd.	Maori Co-op.	Maori Subsidiary
Possible	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √
Probable	√ √	√ √ √	√ √ √ √	√ √ √
Desirable	√	√ √	√ √ √ √	√ √
	Ethiopia Israel Rarotonga	Economies of scale	Networks and alliances	Survival at a price

Leadership

## Maori Leadership

- Significance of the Hui Tuakana
- Can help shape Maori futures
- Leadership occurs at many levels and across a range of interests e.g. sport, health, education, marae, runanga, kapa haka, parliament, broadcasting, ICT, environmental management, agriculture ...

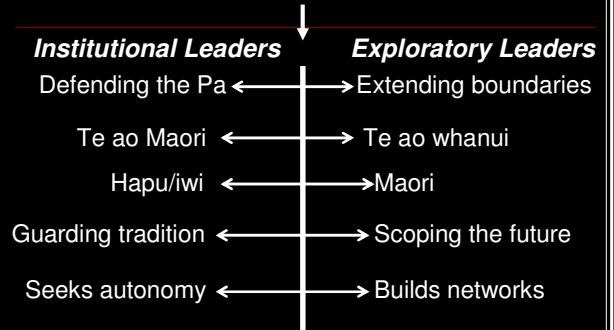
Leadership Ipr 2025

## Leadership 2025

- Engagement at the interface
- Sustainable Leadership
- Preparation for Leadership

The Interface

## Leadership at the Interface



Sustainable

## Sustainable Leadership

- Leads to sustainable development (of resources & people)
- Sustains the leadership of others – 'he toa takitini'
- Proofed against burn-out, disillusionment – the long haul
- Grows (rather than depletes) human and material resources
- Develops diversity and capacity
- Balances crisis management with strategic visioning

Preparation

## Preparation for Leadership

- Born to the job (*Ariki*)
- Time on the job (*Kaumatu*)
- Trained for the job
  - leadership pathway defined early
  - well versed in Maori realities
  - positioned at the interface
  - able to read the signs
  - able to navigate the future
- Academy for Maori leadership ?

Leadership Matrix

## A Leadership Matrix

Parameters of leadership ↓	Sites of Change →		
	Global	National	Indigenous
Located at the interface (Te Ao Maori – Te Ao Whanui)			
Sustainable			
Future focussed			
Creative			

Questions

## Hui Tuakana

- Reorienting the direction
- Reconsidering the priorities
- Reshaping the leadership – fresh voices

Main Points

## Three Main Points

- Maori endurance can be largely attributed to successive waves of inspirational leadership
- Leadership for 2025 requires a sound understanding of future possibilities
- The interface between te ao Maori and te ao whanui will be a critical site for effective Maori leadership

The 4<sup>th</sup> point

## A Fourth Point

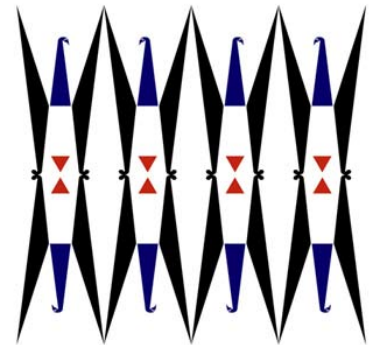
- Maori endurance can be largely attributed to successive waves of inspirational leadership
- Leadership for 2025 requires a sound understanding of future possibilities
- The interface between te ao Maori and te ao whanui will be a critical site for effective Maori leadership
- Life & death; adversity & triumph; yesterday & tomorrow

Ends

## Sponsors



Ngā Pae o te



Māramatanga

