

Prepared for:



MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Māori Leadership Development Framework

Post consultation report

November 2024



Context

Background

A wānanga was held to get input from established and aspiring Māori leaders working in the Food and Fibre (F&F) sector on an operational handbook to support Māori leadership development based on the proposed Māori Leadership Development Framework.

This work was undertaken as part of the Māori Leadership Development Framework (MLDF) project funded by the Food and Fibre CoVE and Muka Tangata and delivered by Scarlatti in partnership with HTK and Dr Nikki Harcourt.

Purpose of report

The purpose of this report is to capture the process, discussions and insights that emerged throughout the wānanga, and to provide a reference document to guide Scarlatti, HTK, the Food and Fibre CoVE and Muka Tangata in the future of this project. This report is accompanied by a summary of the insights and implications from the wānanga which was provided to the wānanga attendees and the MLDF Management Group ahead of this report.

Overview of the day

Wānanga objectives

There were three objectives for the day:

1. Scarlatti to share aspirations for the package of Operational Handbooks and collect feedback.
2. Scarlatti to leave with a clear vision for how to deliver practical product/s that are relevant for Māori in the F&F sector
3. Participants to leave excited to be a part of this project going forward and champion the product/s.

Participants

Wānanga participants were:

- Neala Rosandich – HTK consultants
- Hannah Speakman – Woodland Farming
- Nikki Harcourt – Manaaki Whenua
- Nikki Purua – PrimaryITO
- Ben Purua – Waimakariri Lands
- Chloe Butcher-Herries – Newstead Farms
- Shayden Gardiner – Rylib Group
- Makita Butcher-Herries – Newstead Farms
- Edith Tuhimata – Ngāti Tamaoho
- Claudia Lyons – Scarlatti (facilitator)

Summary of feedback and recommendations from participants

- **Need for more Māori leaders:** Participants agreed that the F&F sector requires more Māori leaders, which requires building leadership capacity.
- **Importance of role models and mentors:** The lack of Māori role models and mentors in leadership roles is a key barrier to inspiring the next generation of Māori leaders. Provision of a pool of culturally appropriate mentors would be critical in developing Māori leaders.
- **Value of embedding Te Ao Māori values:** There was strong feedback that Te Ao Māori values, such as kaitiakitanga, can benefit the F&F sector as a whole – what is good for Māori is good for everyone.
- **Holistic and practical leadership development:** Participants supported a holistic approach incorporating Māori values into practical, everyday leadership activities, alongside tools that support self-reflection and cultural connection.
- **Interactive and engaging tools:** Participants felt strongly that outputs from this project should be engaging, interactive resources, including visuals such as videos, photos and frameworks, delivered through apps, or digital tools to make the content more accessible.
- **Culturally appropriate facilitation:** Cultural awareness and appropriate facilitator training were noted as critical for ensuring that Māori leaders feel supported and understood.
- **Long-term leadership growth:** The products should focus on long-term leadership development, offering ongoing support, rather than short-term solutions.
- **Resilience and pastoral care:** Participants stressed the importance of resilience-building and providing pastoral care in leadership roles, particularly in a sector that faces unique challenges.
- **Support systems for Māori leadership:** A major challenge identified was the lack of culturally meaningful support systems for leadership development, leaving Māori leaders without adequate guidance.

Context and scene setting

Scene setting from Muka Tangata

Muka Tangata representatives joined the session to provide the larger picture of the work, to share the aspirations and help provide a mandate for constructive discussions. It was shared that the product of this work aimed to be practical and realistic so that it can be of the highest value to Māori aspiring leaders in the F&F sector. To achieve this, participants were encouraged to be brave, vulnerable and creative in their suggestions.

This was well received by the participants and created a safe and constructive space that helped to create positive outcomes of the wānanga.

Continuums

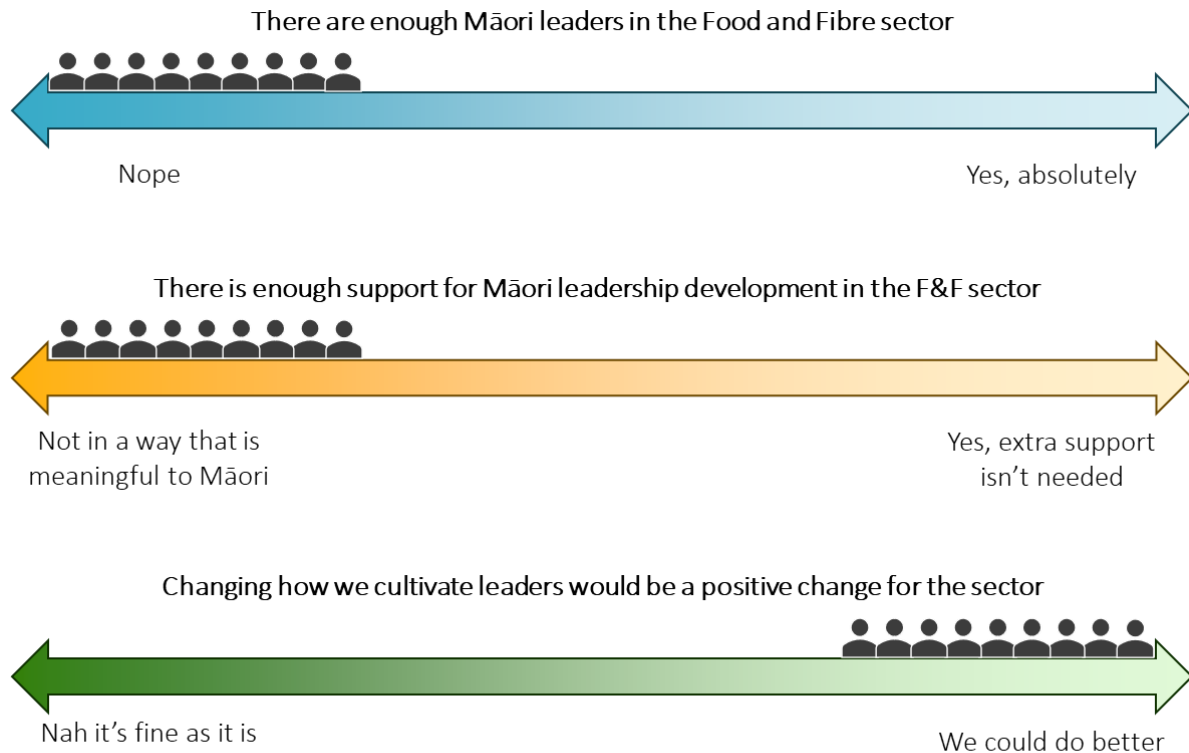
Most invited participants had limited knowledge and understanding of the work being undertaken as part of the MLDF project. An exercise was conducted to capture participants' perspectives on the

current status quo of the sector. Participants stand on continuums (bipolar scales) to reflect their answers to questions.

These answers set the stage for the wānanga and allowed the facilitator to adjust the approach considering participants perspectives. Results can be seen in Figure 1; they reveal strong unity of views among participants.

1. Participants unanimously agreed that there were not enough current Māori leaders in the sector. They noted the lack of Māori role models and leaders in the sector, which makes it difficult to find mentors and to create aspirations to leadership in rangatahi.
2. There was also agreement that while there are many leadership development opportunities in the sector, there is an absence of opportunities which are culturally appropriate for Māori. Participants specified that current development opportunities do not consider how Māori learn or what they are motivated by, nor are delivered in a way that resonates with cultural expectations.
3. Finally, there was agreement that a change to how Māori are being supported to step into leadership is needed and this change would have a positive impact on the sector. Participants felt that having more Māori in leadership roles would encourage young Māori but that aspiring leaders would benefit from holistic approaches to leadership development and culturally relevant education on responsible leadership as Māori.

Figure 1: Continuum results



Māori leadership and the F&F sector

Strategic framework and purpose

To ensure the outputs from the project (i.e., leadership development products) are purposeful for Māori in the F&F sector and in scope, a strategy framework was developed ahead of the wānanga to test with participants.

The detailed framework (see *Figure 2*) should be read from the bottom up. Each element / layer builds logically from the one below it to form the story of what culturally appropriate and high-quality Māori leadership development would mean to the sector, to our Māori communities and to Aotearoa. A more simplified model was also developed and tested (see *Figure*). It is read from left to right.

The participants reacted well to both frameworks but favoured the more comprehensive as it provided a clear rationale for how this mahi can have a positive influence on the sector and the country.

It was recommended that this model is placed further at the back of the handbook to keep content related to leadership development, rather than the purpose of developing leadership in the F&F sector or for Māori, at the front of the report. While the model is relevant to understanding the impact of good leadership and Māori leadership, it can be intimidated as a starting point in the handbook.

Figure 2: Impact model for the project

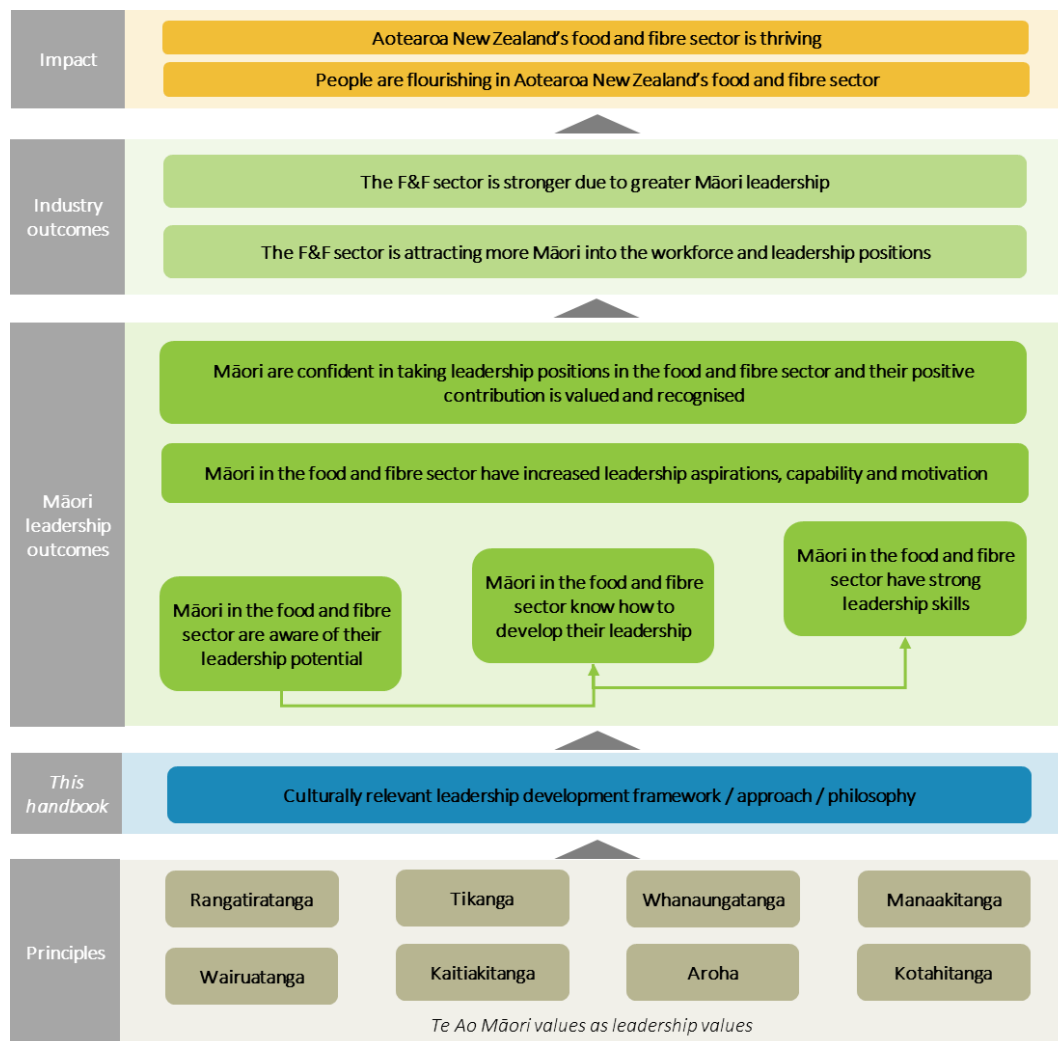
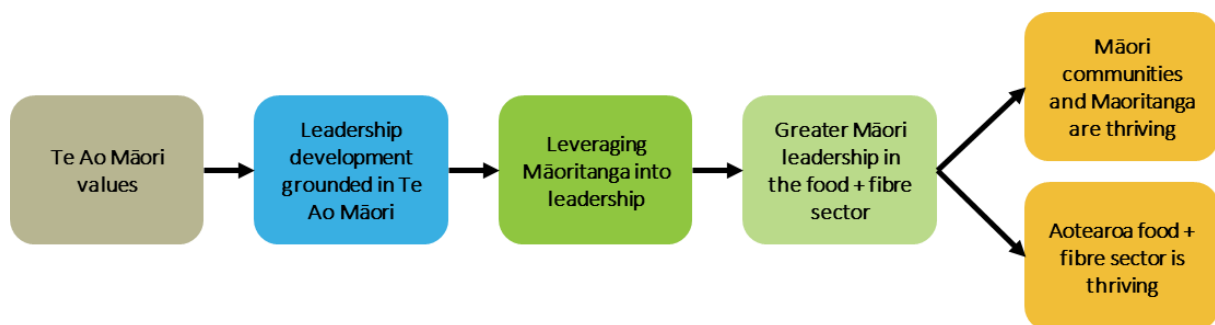


Figure 3: Simplified impact model



Project outputs

Information provided

The participants did not have a good understanding of the whakapapa of the MLDF project and operational handbook. It was important for them to understand previous work conducted and the wider context before moving onto the practical elements of the wānanga.

1. Rural Leaders were contracted by FFCoVE to develop the guide *A Path to Realising Leadership Potential in Aotearoa NZ's Food and Fibre Sector*; it is based on research about the state of leadership development in New Zealand and a principles-centred leadership model
2. Scarlatti were contracted by FFCoVE to undertake a critical cultural evaluation of the guide, focusing on its relevance to Māori
 - a. The evaluation identified principles from the guide that can be tweaked to increase relevance to Māori
 - b. The project team is developing products to support culturally relevant leadership development of Māori that it remains aligned to the principles-centred framework
 - c. Two main products were planned and developed in draft form heading into the wānanga – it is anticipated that these resources will foster a supportive environment for leadership development through reflection, building relationships, and conversations:
 - i. A handbook for aspiring leaders, aiming to be practical, grounded and accessible to a wide audience
 - ii. A facilitator manual, including facilitator tips, exercises and stories to support leadership development outside of, or alongside, formal education.

Participants feedback

Participants supported the need for practical and accessible resources that support long-term leadership development and cultural awareness. They provided constructive feedback on the proposed products at a high level, with a particular emphasis on:

- The **name** of the products: Participants had an adverse reaction to the term ‘handbook’ – it made them feel that they would be required to sit and write down answers, like in a school setting. After discussion, the group agreed on a more the appropriate and engaging name *Tautoko Toolkit* (used in the remainder of the report to refer to the handbook for aspiring leaders).
- The **format** of the products: Participants were supportive of developing a mobile app with interactive tools, video content and AI capability for writing answers and summarising insights – they believed increasing the interactive nature the resource would increase its useability and usefulness, allowing people to use it on the go.

Reflection questions for participants

Often Māori leadership is seen as the same regardless of the context it is being applied in. In the wānanga, participants were asked to reflect on three questions to capture their insights and increase the value proposition of the content and project.

Question 1: What does leadership mean to you within a Māori context, within the F&F sector and for Māori within the F&F sector

Feedback from participants highlighted:

- Leadership is fluid and context dependent.
- Within a Māori context, leadership is about respect for whakapapa and traditions; it incorporates Mātauranga and Te Ao Māori values in a way that shapes decision-making and practices. These values include, for example, the application of collective wisdom, respect for elders, and the prioritisation of long-term sustainability.
- Within the F&F sector, Māori hold a deep connection with the natural environment and leadership is about kaitiakitanga. By integrating Māori values in leadership development, the sector can grow leaders in a way that ensures the whenua and resources remain healthy for future generations – e.g., by promoting the use of sustainable practices.
- For Māori in the F&F sector, encouraging emerging Māori leaders and creating environments where Māori feel empowered to lead is critical to the future of leadership in the sector. Māori need to know their cultural values are respected and integral to the sector’s success.

Questions 2: Why is it important to have Māori leaders in the F&F sector

Participants felt that Māori leaders are beneficial in the sector for many different reasons, including:

- **Connection to the whenua and sustainability:** Māori often bring an inherent understanding of the balance of the natural world, a love and respect for the whenua and appreciation for people that combines into highly effective leadership abilities.

A Te Ao Māori approach fosters a holistic understanding of the environment which promotes the use of sustainable and ethical practices. There were discussions on how this approach should be nurtured as modern agriculture moves from volume to value-based production systems.

- **Role models and leadership development:** Participants identified the absence of role models and mentors in the sector to look up to, coupled with a natural humility and lack of self-belief for many Māori in the sector, as key barriers to attracting and developing future Māori leaders.

Participants agreed that stepping into leadership commonly requires a manager or senior member of staff that recognises inherent talent and cultivates it in the individual. One participant said she was inspired to lead by her grandfather who often said, “*lead or be led*”.

- **Support systems and increased resilience:** Māori leaders understand the need for pastoral care and resilience in farming, helping create systems that support the well-being of workers, thus improving retention and productivity in the sector.

Māori leaders can influence the sector to better respect and integrate Māori cultural perspectives which can help address historical inequities and create an environment where Māori can thrive.

Questions 3: Now that you understand the products, what would you include in the Tautoko Toolkit?

Participants felt that the Tautoko Toolkit could include:

- Practical exercises, conversational prompts, visual aids, etc. to make the resource engaging and interactive
- Māori leadership values and principles, and how they are applied day to day, to encourage a strength-based approach
- Practical examples and tools to help users understand and apply leadership values in their work
- Conversational tools to support relationship-building
- Information, tools and activities to encourage self-reflection, build resilience, holistic thinking, etc.
- Stories and insights from Māori leaders at different stages of their leadership journey, to provide related examples and inspire
- Sections on pastoral care and wellbeing, or links to external services and resources
- Support on how to develop practical and technical skills required in leadership roles (e.g., farm planning, financial literacy, etc.).

In addition to these suggestions for the Tautoko Toolkit, participants suggested:

- Including guidance for facilitators and managers to respect Māori traditions and values and support leadership development in culturally meaningful ways
- Developing or linking with a pool of paid facilitators and mentors to support individuals through their leadership development, to overcome the barrier of unsupportive or disengaged managers
- Linking with the delivery of other services, such as cultural inductions and farm planning from a Māori perspective

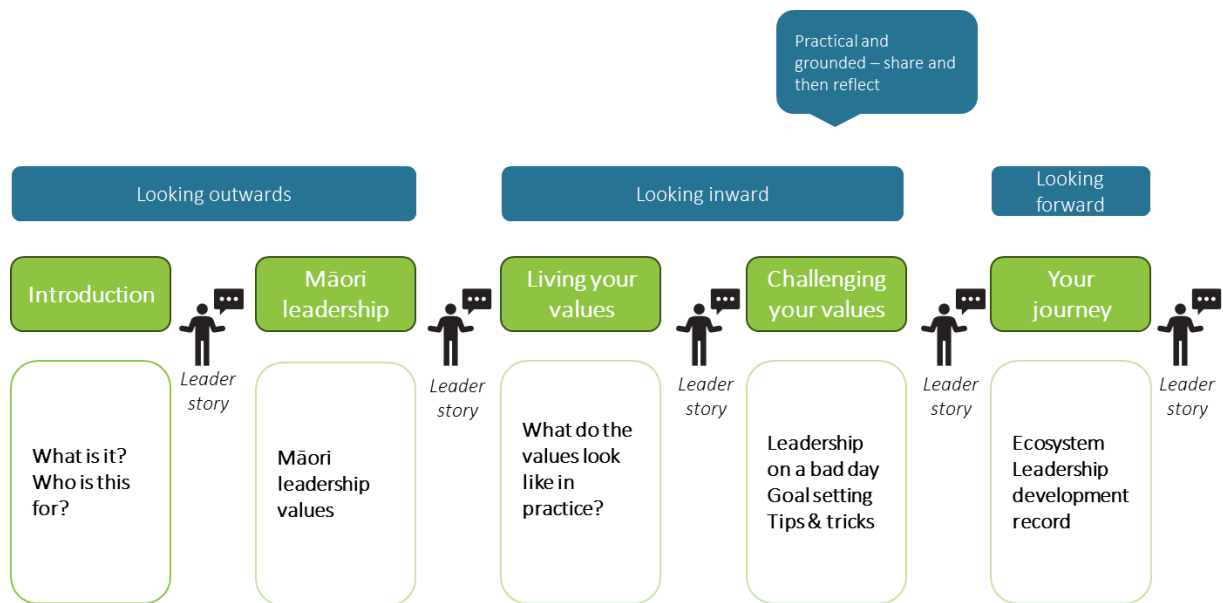
Toolkit content

Overview

Knowing what participants would include in the Tautoko Toolkit, we gave an overview of the current plan for the resource (*Figure 4*). We emphasised that the products would incorporate Māori leadership values and principles, showing how these can be applied in practical, day-to-day contexts within the F&F sector.

We explained that the toolkit is structured in three parts: looking outwards, looking inwards and looking forwards. Participants suggested that this is reframed to past present and future as it aligns better with Te Ao Māori.

Figure 4: Structure of planned Tautoko Toolkit



Next, the group looked into each section in more details.

Looking outwards

Participants supported the breakdown of components within the ‘Looking outwards’ section.

It was suggested that the introduction could be supported by a video of the whenua with voice over – this approach was used in other projects and very effective at setting the scene and building emotional buy-in to the work.

Figure 5: Setting the scene

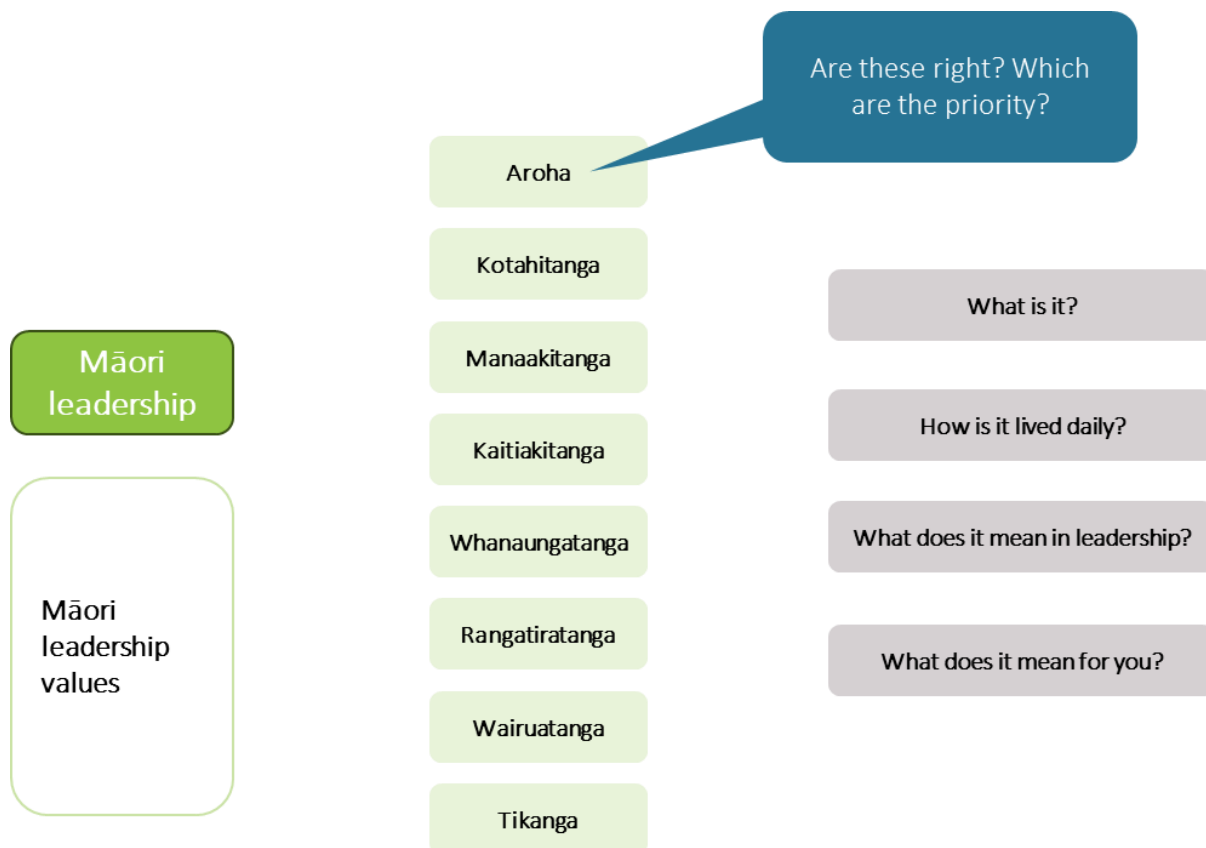


Participants felt that the proposed values (Figure 6) were the correct and appropriate values to have in the Tautoko Toolkit.

They suggested splitting leadership values into different sections for clarity or creating pou of leadership – values could be added under the right pou, with information about how each value can be applied differently in various contexts.

Participants noted that community involvement, such as volunteering and engagement with sports, was crucial for leadership development, tying leadership to cultural and whānau values. The structure of the Toolkit will allow for these everyday examples of leadership to be recognised, and regular contributions will be validated, encouraging self-advocacy and self-belief.

Figure 6: Māori leadership values section explained



Looking inwards

We explained that the products will encourage self-reflection, helping leaders internalise Māori leadership values, encouraging them to consider which values are important and what they look like for themselves, rather than promoting a prescribed approach.

Participants liked the proposed practical examples and visual aids (*Figure 7*), including having space left to distil their own examples. They indicated that this reflection exercise could be made easier with AI.

Figure 7: Leadership values user manual

	Daily	Weekly	Monthly	Annually
Living your values				
What do the values look like in practice?				
Rangitiratanga				
Tikanga				
Whanaungatanga				
Manaakitanga				
Katiakitanga				
Aroha				
...				

Participants also supported and felt positively about including how to stick to one’s principles when things are hard (referring to the proposed *Leadership on a bad day* section).

This slide prompted a conversation about how anyone working in the sector, including aspiring, emerging and experienced leaders, need resilience. Participants want the resources to include a message warning people they will get knocked down, but they need to get back up and keep going. Failing should be expected, but what is critical is to learn a lesson, grow and improve. It is important for Māori to recognise that those who came before us fought harder challenges than we ever willing and overcame them.

Figure 8: Living the values on good and bad days

Looking inward

Challenging your values

Leadership on a bad day
Goal setting
Tips & tricks

1. *Asking for people to go above and beyond their role.*
2. *Relationship breakdown in team.*
3. *How to be a good mentor.*
4. *Correcting individuals’ behaviour.*
5. *Managing up.*

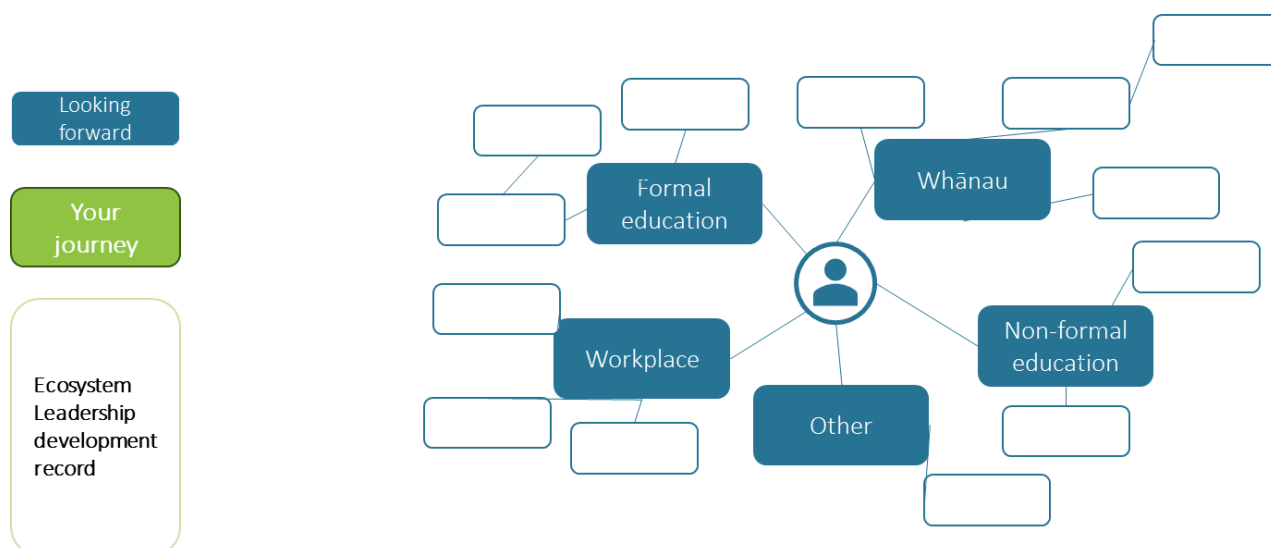
Looking forward

We presented the idea of a visual framework to help Māori leaders map their leadership journey, showing pathways and support systems available to them.

The leadership ecosystem was created to illustrate that Māori leadership is developed alongside formal education pathways and is especially strengthened by cultural and family-based practices. Participants were interested in the idea of the leadership ecosystem capturing the different streams that support leadership development. They felt the Toolkit needed to promote building relationships and networks, creating a collaborative ecosystem of leadership.

Participants commented on the importance of pastoral care and emotional support in leadership development, to ensure that leaders are equipped to handle the pressure of leadership. The ecosystem map could evolve to encompass these components.

Figure 9: Leadership development ecosystem

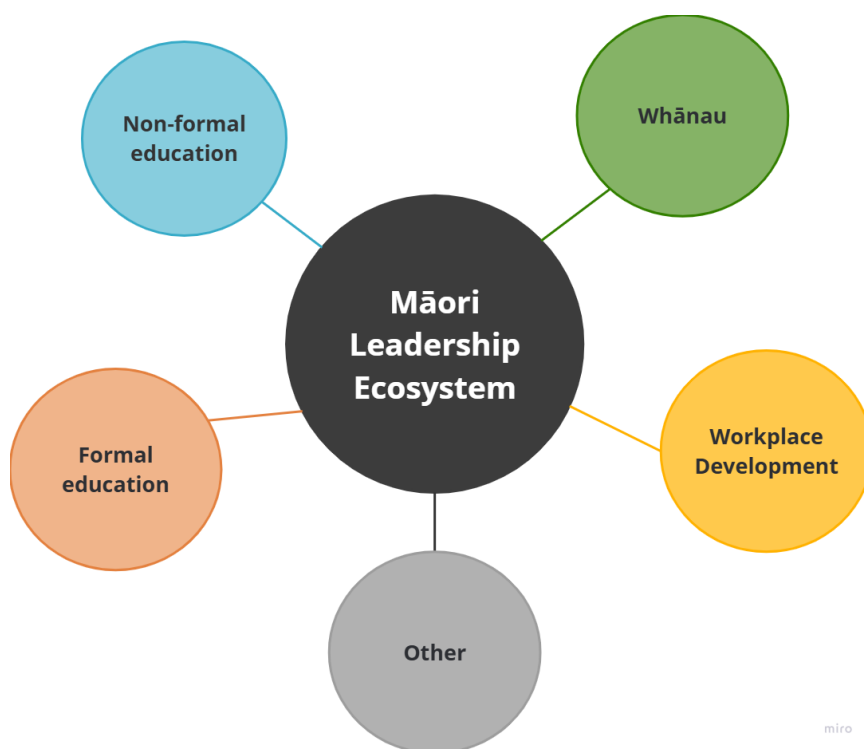


Leadership development ecosystems

Participants worked independently, in pairs and as a group to design and discuss the different sources of leadership development that has influenced their own journeys. We aspire to take this grounded experience into the toolkit so that Māori in the sector can recognise themselves in the ecosystem and start to build confidence in themselves that they do have the skills to step into their leadership development.

Figure 10 illustrates the high-level nodes from the ecosystem developed by participants. The details of each node are included in Appendix: Māori Leadership Ecosystem page 25.

Figure 10: High-level nodes in the leadership development ecosystem



Living the values

Participants were asked to write down personal examples of how they live their values in various situations, extending beyond the workplace. The importance of living by one's values in all aspects of life, not just professionally, was emphasised. Participants were encouraged to share their examples and engage in a discussion about the personal significance of these values daily, weekly, monthly and annually. The collated information is presented in the next few pages, Figure 11 to Figure 14.

Figure 11: Living the values daily



Daily	Aroha	Manaakitanga	Kaitiakitanga	Tikanga	Kotahitanga	Whanaungatanga	Wairuatanga
 Daily 	<p>Love the mahi</p> <p>Be kind to all others all the time. People are going through things you know nothing about</p> <p>Practice active listening with your team or community members, show genuine interest and empathise with their thoughts and feelings</p> <p>Tell a loved one you love them / are grateful for them and to have a great day</p> <p>Tell an employee they are doing a great job</p>	<p>4-day work weeks and not expecting to maintain high output from Monday to Friday</p> <p>Prioritise self-care</p> <p>Show respect and kindness to all team members and stakeholders, ensuring everyone feels valued and heard</p>	<p>Excluding stock from waterways</p> <p>Implement environmentally conscious practices in daily operations, such as reducing waste or energy use</p>	<p>Karakia before kai / at mahi</p> <p>Consistency with karakia (give gratitude) at the start and end of the day</p>		<p>Strengthen bonds by making time for others, showing interest in their wellbeing</p>	<p>List three things you are grateful for to foster a positive mindset</p> <p>Karakia</p>

Figure 12: Living the values weekly



Weekly	Aroha	Manaakitanga	Kaitiakitanga	Tikanga	Kotahitanga	Whanaungatanga	Wairuatanga
 <p>Weekly</p> 	<p>Quality time with family off farm</p> <p>Facilitate open discussions or check-in sessions where individuals feel safe to express their emotions and talk about challenges</p> <p>Sit down with an employee and ask how they are doing professionally / personally and see if you can assist them with anything</p>	<p>Do something special for your partner</p> <p>Provide guidance or mentorship to colleagues, offering support where needed</p>	<p>Discuss sustainability and environmental responsibilities during team meetings, fostering ongoing awareness</p>	<p>Participate in or lead the observance of tikanga and kawa in key gatherings or ceremonies</p>		<p>Foster unity by creating opportunities for shared experiences or activities</p>	<p>Reflect on the week, acknowledging both the good and the bad, and focus on releasing the negative aspects</p>

Figure 13: Living the values monthly




	Aroha	Manaakitanga	Kaitiakitanga	Tikanga	Kotahitanga	Whanaungatanga	Wairuatanga
 Monthly	Remembering people's birthdays	Host shared meals or gatherings to bring people together, nurturing a supportive environment	Maintaining ngā taonga tuku iho (rangatahi, kaumāta, pā sites, maunga, whenua)	Organise or attend cultural events or ceremonies to uphold tikanga and strengthen community bonds.	Checking in on staff wellbeing	Organise community engagement or partnership events to build relationships beyond the immediate group	Engage in a spiritual cleanse through karakia, followed by a refreshing dip in the moana to renew your wairua
	Seeing your whānau		Engage in activities that support local ecosystems, such as tree planting or monitoring awa health				
	Organise workshops or activities focused on emotional intelligence and well-being						

Figure 14: Living the values annually

	Aroha	Manaakitanga	Kaitiakitanga	Tikanga	Kotahitanga	Whanaungatanga	Wairuatanga
 Annually	Travel to see people you love	Support initiatives for growth and development of team members	Replanting natives	Lead or participate in significant cultural events, such as marae functions or iwi gatherings, ensuring tikanga is respected and maintained	Uplifting whanau and friends	Implement policies that support work-life balance	Participate in Matariki rituals (Hau Tapu/Tohe), focusing on spiritual well-being and setting intentions for the new year
	Lead or participate in community outreach programs or charitable events that assist those in need, embodying compassion on a larger scale		Review and assess the environmental impact of leadership decisions, ensuring long-term care of resources and taonga (treasures)			Have a whānau day with employees and their whānau	

Living your values on a bad day

Participants were asked to work in pairs to discuss examples of how values are upheld on difficult days, with all participants agreeing on the relevance of the examples provided and contributing their own experiences.

Asking people to go above and beyond their role

Aroha

Understand and make provision for those that can't do the extra work because of wider reasons, e.g., family, commitments, health, etc.

Knowing your staff and people and what drives them.

Rangatiratanga

Make people feel valued for stepping up. Allow people to make mistakes and support their journey.

Provide clear information about the need and the context; allow kaimahi to make choices about what and how it happens.

All team members know what the common goal is and have a positive work culture / relationship – want to go beyond / work harder and are compensated / celebrated.

Kaitiakitanga

Find ways to take load off kaimahi in other spaces or at other times. Recognise that additional work and stress cannot be sustained long term without harming relationships.

Tikanga

Allow open forum discussions for the group to ask questions and debate.

Manaakitanga

Handle the process and people with care and respect. Ask rather than tell. Don't run down or bad-mouth anyone who may have led to or caused the additional workload.

Provide incentives, i.e., pay them more or let them off early.

Whanaungatanga

Ensure that all kaimahi are included, and feel like their opinions, needs and skills matter.

Relationship breakdown in team

Rangatiratanga

Step up to the problem and take action to find a resolution. Lead from the front, whilst also acknowledging that others have a right to make their own choices.

Sometimes it's best to stand back and provide comfortable space to talk.

Kaitiakitanga

Recognise that you cannot continue to work in a toxic environment without it having a long-term impact on the team and the wider community.

Tikanga

Allow space and time for the process of conflict resolution. Allow each party to have their say and suggest how the problems ought to be fixed. Once utu has been established, what is done is done.

Enabling korero in a safe space

Manaakitanga

Handle people with respect and care, allow them to say their piece. Focus on the problem, rather than the people.

Sometimes it is the person (comfortable and open communication can mend a lot of situations).

Mechanisms to ensure relationships are good, good working environment and high levels of honesty

Whanaungatanga

Influence the process to ensure that relationships are mended, and people can get along outside of the conflict.

Have respect even if you do not get along.

How to be a good mentor

Aroha

Show empathy

Rangatiranga

Recognise that leading also means developing others, step up to the challenge. Encourage them to embody their own rangatiranga by providing a strong example.

Ranga means to weave- leaders weave people together.

Being real – a leader, a friend, someone you can trust and speak to

Kaitiakitanga

Ngā mokopuna – for the next generation, know your purpose

Tikanga

Make use of mentoring strategies like tuakana-teina and be prepared to learn as much from the mentee as you are teaching (ako). Stress the importance of appropriate tikanga for the mentee.

Know who you are – ko wai au - turangawaewae

Manaakitanga

Handle others with respect and care, even when times are tough, as a model of how to lead

Lead by example, play the ball not the person

Whanaungatanga

Ensure that you have a solid relationship with the person, and use the knowledge from that to identify their goals, strengths and needs

Correcting individuals' behaviour

Aroha

Have understanding for wider factors that may be contributing to the problem; whānau obligations, kids, transport or health or money issues

Have compassion and empathy

Rangatiratanga

Giving them clear information about the behaviour or the "problem" so they understand and can make choices about how they respond

Let them respond without interrupting them

Who decides if the behaviour is an issue

Lead out of issues

How this is approached will be key

Kaitiakitanga

Understand the importance of sustaining long-term relationship and reputation with the individual and the wider group

Inherent responsibility to do what is right

Monitor their behaviour

Tikanga

Allow them to play a part in deciding what needs to be done to repair or fix the situation.

Rules and regulations on how to connect

Manaakitanga

Having the conversation in private, and handling them with respect and care

Allowing to have a support person with them and support afterwards

Whanaungatanga

Understanding where they are coming from – know your people

Managing up

Rangatiratanga

Lead or be led

Kaitiakitanga

Lead by example

Tikanga

Following kawa

Manaakitanga

Show empathy and compassion no matter where you are in your journey

Whanaungatanga

Using the positive relationship of trust to influence decisions

Wrap up

Key takeaways for participants

We closed the wānanga by reminding participants of the key objectives of the wānanga. These were:

1. Sharing aspirations for leadership and development within the sector, with a particular focus on Māori leadership
2. Gathering feedback from participants to ensure that the handbook and toolkit align with the needs of emerging leaders
3. Establishing a clear vision for the creation of practical tools and resources that will support long-term leadership development
4. Encouraging open dialogue to promote collaboration and ensure the final product is relevant, impactful, and culturally aligned.

Participants all agreed that objectives had been met throughout the wānanga.

Participants were asked to share their key takeaways from the day. Many said they felt inspired by the discussions and gained new insights into leadership challenges and opportunities. They were grateful for the opportunity to contribute to the project and were excited about next steps and the potential impact of the Toolkit on Māori leadership development.

Feedback included:

- Culturally grounded relationships are critical to effective leadership and leadership development
- Advocacy for positive change in leadership development is needed, particularly for leadership development with a Te Ao Māori approach
- Leadership in the community and workplace is closely related to the example set at home and the values passed down to future generations – being a good leader is important for our children

Summary of feedback and recommendations from participants

- **Need for more Māori leaders:** Participants agreed that the F&F sector requires more Māori leaders, which requires building leadership capacity.
- **Importance of role models and mentors:** The lack of Māori role models and mentors in leadership roles is a key barrier to inspiring the next generation of Māori leaders. Provision of a pool of culturally appropriate mentors would be critical in developing Māori leaders.
- **Value of embedding Te Ao Māori values:** There was strong feedback that Te Ao Māori values, such as kaitiakitanga, can benefit the F&F sector as a whole – what is good for Māori is good for everyone.
- **Holistic and practical leadership development:** Participants supported a holistic approach incorporating Māori values into practical, everyday leadership activities, alongside tools that support self-reflection and cultural connection.

- **Interactive and engaging tools:** Participants felt strongly that outputs from this project should be engaging, interactive resources, including visuals such as videos, photos and frameworks, delivered through apps, or digital tools to make the content more accessible.
- **Culturally appropriate facilitation:** Cultural awareness and appropriate facilitator training were noted as critical for ensuring that Māori leaders feel supported and understood.
- **Long-term leadership growth:** The products should focus on long-term leadership development, offering ongoing support, rather than short-term solutions.
- **Resilience and pastoral care:** Participants stressed the importance of resilience-building and providing pastoral care in leadership roles, particularly in a sector that faces unique challenges.
- **Support systems for Māori leadership:** A major challenge identified was the lack of culturally meaningful support systems for leadership development, leaving Māori leaders without adequate guidance.

Next steps

We explained what the next steps of this work were:

1. Collating notes and feedback from the wānanga
2. Sending out a short summary for quick insights from the wānanga and longer report for capturing the detailed feedback
3. Capturing leadership stories from the participants to include in the Toolkit
4. Delivering a draft Toolkit and supporting material to the Food and Fibre CoVE and Muka Tangata.

Appendix: Māori Leadership Ecosystem

Figure 15: Māori Leadership Development Ecosystem (overview)



Figure 16: Formal education node

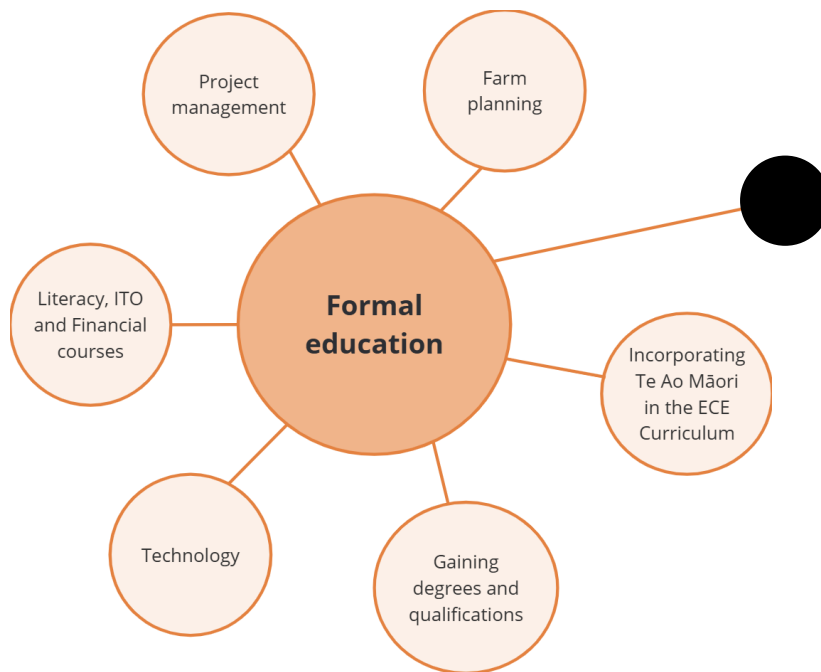


Figure 17: Non-formal education node

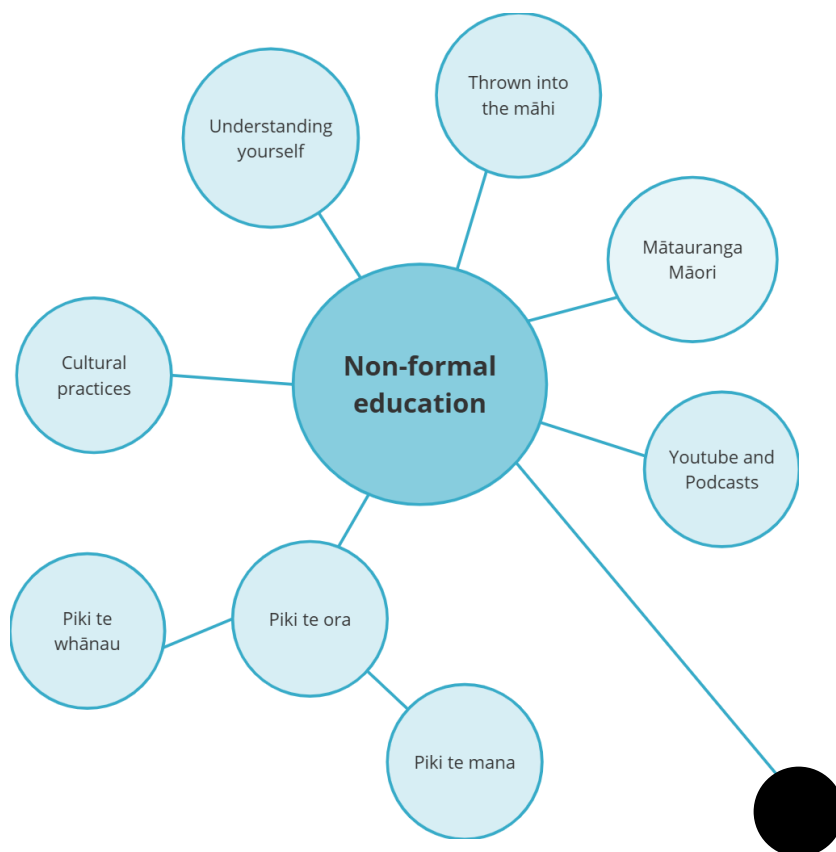


Figure 18: Whanau node

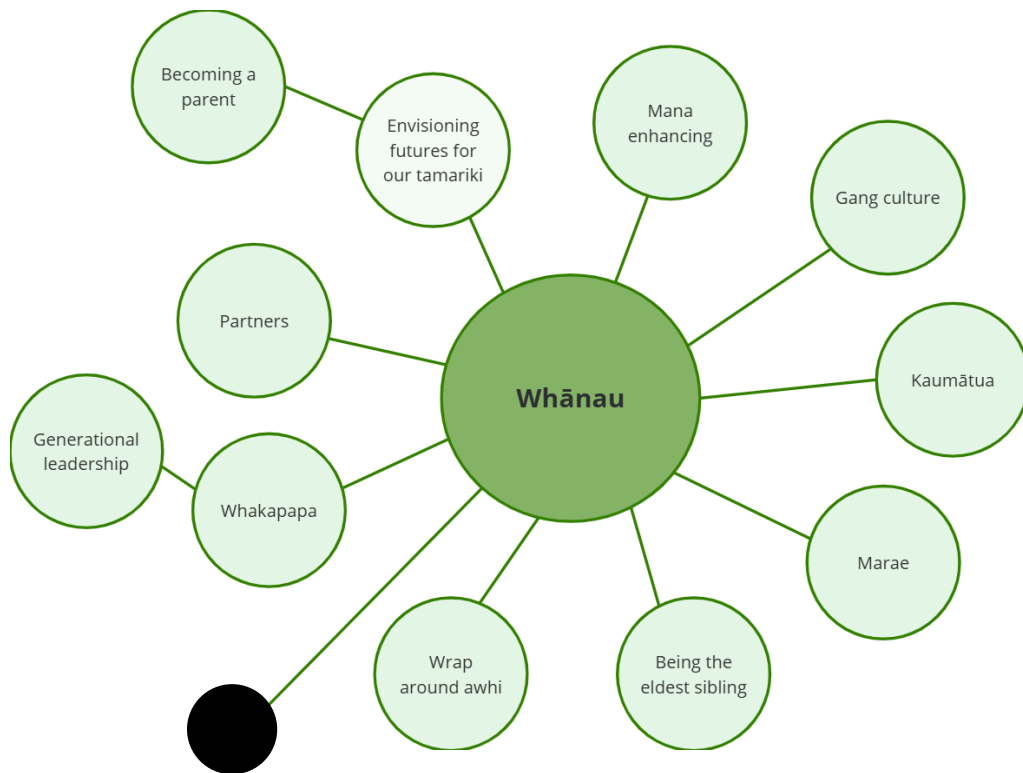


Figure 19: Workplace development node



Figure 20: 'Other' node

