

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

Te Kura i Awarua:

Understanding, valuing and practising tikanga in Māori businesses and organisations

A thesis presented in partial fulfilment of the requirements for the degree of
Doctor of Philosophy in Business

School of Management
Massey Business School
Massey University
Private Bag 11222
PALMERSTON NORTH 4442

Rāwiri Stephen Tinirau

2017

He whakarāpopoto: Abstract

Over the last three decades, there has been a heightened awareness and interest in tikanga in various sectors and industries, including business. There is currently some debate on the relevance and value of tikanga in Māori businesses and organisations, and this study contributes to this debate through an analysis of literature and case studies involving discussions with those connected to Māori businesses and organisations in a local, national and international context. The overarching research aim is: How is tikanga understood, valued and practised in Māori businesses and organisations?

The study draws on multiple worldviews, as well as various methodologies and research methods, underpinned by values such as: whakapapa; ahi kā; tikanga-a-whānau, a hapū; tiakitanga; te ara whanaunga; manaaki tangata; and hāpainga mahi. The study also sources inspiration from a body of literature rarely reviewed in studies of business and management (traditional waiata), as well as the views of kuia and koroheke of Ngāti Ruaka/Ngāti Hine, Whanganui River. A literature review was also conducted on tikanga generally, and tikanga in Māori businesses and organisations specifically.

All five case studies were able to articulate their understandings of tikanga, as well as cite examples of tikanga, the issues that prevent some from implementing tikanga to a greater degree, and the strategies used by them to introduce, induct, and infiltrate tikanga within their respective contexts. All five case studies were able to practise tikanga at various levels, and to varying degrees, within their organisations. It is clear, therefore, that tikanga is relevant, respected, practised and contested today in Māori organisational and business settings, as it was in traditional and post-contact times. Māori values and practices reflect customary notions and understandings, but are applied in contemporary times, places and spaces.

Future implications that this study gives rise to include the development of a deeper understanding of tikanga in business; differentiating between tikanga, and kaupapa or kawa; acknowledging the fluidity of tikanga; and appropriate and consistent application of tikanga. Tikanga are protocols that inform a way of life, and as such, are informed by worldviews of those involved in Māori organisations, as well as kaupapa or kawa. A simple, conceptual

framework has been created to assist with understanding the various elements that influence tikanga, as it is understood, valued and practised in Māori businesses and organisations.

He mihi, he tangi, he aroha: Acknowledgements

Me kōrihi ake e au ki Tararua

Ki te nohoanga o te huia

E tangi nei i tōna tangi

Huia! Huia! Hui! Huia!

E te huihuinga, e te tuituinga, rarau mai rā i runga i te kaupapa o tēnei rangahau – nau mai rā. Haere mai rā i te āhuatanga o ōna whakapapa, o āna kōrero, o āna waiata, o āna mahi tātari, o āna whakatau.

Whakatau mai rā i te āhua o rātau kua wahangūtia atu ki tua o pae maumahara. Haere atu rā ki nui o te tangata, ki te huinga o ngā wairua. Haere oti atu!

Heoti noa, huri mai ai ki te whai ao, ki te ao marama – tihei mourī ora.

Ka uru ora ngā atua

Ka uru ora ngā tāngata

Ka uru ora ngā kōrero

Ka uru ora ngā wānanga

Ko te hua o te wānanga e whai ake nei, i ahu mai i ngā pātaka iringa kupu kōrero o tēnā whānau, o tēnā hapū, o tēnā iwi, ā ko tōna kaupapa, ko ngā whakaaro, ngā mahi me ngā wawata mō ō tātau tikanga i roto i o tātau ake pakihi. He pakihi whānui, he wai hohonu, he rangi tiketike ngā kōrero i puta i tēnā, i tēnā. Tēnā rā kautau.

Tēnā hoki kautau te hunga i kaha manaaki i a au i te roanga ake o tēnei rangahau; ki te kore kautau, ka kore hoki tēnei tuhinga e puta atu ana ki te whai ao, ki te ao marama.

Mārama ana taku titiro ki waho rā, ā, kua eke te wā kia mānu i tēnei waka. Ki te hoe!

He rārangi whārangi: Table of contents

He whakarāpopoto: Abstract.....	2
He mihi, he tangi, he aroha: Acknowledgements	4
He rārangi whārangi: Table of contents.....	5
He rārangi tauira: List of figures.....	10
He rārangi ripanga: List of tables.....	11
He rārangi kupu: Glossary	12
1. Keua mai i te pū: Awakened at the origin.....	21
1.1 Chapter introduction.....	21
1.2 Tikanga: Values-based acts of cultural survival	23
1.3 Tikanga: Diverse beliefs, interpretations and practices	25
1.4 Tikanga: Practising and living Māori values.....	26
1.5 Tikanga: Evident in precedence	28
1.5.1 Koro Meterei Raphael Tinirau: My maternal grandfather.....	28
1.5.2 Papa Jack Rei Hamlin: My paternal grandfather	31
1.6 Tikanga: Distinguishing core Māori values	33
1.6.1 Whakapapa: Being bound by genealogical connections.....	34
1.6.2 Ahi kā: Intimate knowledge of and living in ancestral spaces.....	34
1.6.3 Tikanga-a-whānau, a-hapū: Practising whānau and hapū customs	35
1.6.4 Tiakitanga: Safeguarding knowledge, resources and environment	36
1.6.5 Te ara whanaunga: Enduring relationships and associations.....	37
1.6.6 Manaaki tangata: Genuine sharing and reciprocity	38
1.6.7 Hāpainga mahi: Prosperity through industry	39
1.7 Tikanga: Heightened awareness, interest and observance	40
1.8 Tikanga: Relevance for Māori businesses and organisations.....	41
1.9 Tikanga: Providing focus and structure for research	42
1.10 Chapter summary	45
2. I te weu, i te aka, i te tāmore: In the rootlet, in the long thin root, in the taproot	48
2.1 Chapter introduction.....	48
2.2 Māori and indigenous worldviews	49
2.2.1 Māori worldview.....	50
2.2.2 Indigenous worldviews	52
2.2.3 Whānau, hapū and iwi worldviews.....	53
2.2.4 My worldviews	53
2.3 Māori research methodologies	56

2.3.1	Kaupapa Māori research	57
2.3.2	Māori-centred research	58
2.3.3	Tikanga-based research.....	58
2.4	Case studies	59
2.4.1	Ngārewa/Tipene Whānau Trust	60
2.4.2	Kii Tahī Limited	61
2.4.3	Ātīhau-Whanganui Incorporation	63
2.4.4	Māori Education Trust	68
2.4.5	Te Ranga Tūmua.....	69
2.5	Tikanga in the research process	71
2.5.1	Whakapapa: Reinforcing genealogical connections with case studies	71
2.5.2	Ahi kā: Being grounded in kaupapa and tikanga of home.....	72
2.5.3	Tikanga-a-whānau, a-hapū: Respect for, and adapting to, other tikanga.....	72
2.5.4	Tiakitanga: Keeping ourselves safe	73
2.5.5	Te ara whanaunga: Maintaining personal and professional networks	74
2.5.6	Manaaki tangata: Enhancing each other’s mana.....	75
2.5.7	Hāpainga mahi: Other research-related aspects and work.....	75
2.6	Chapter summary	76
3.	He kimihanga: A quest.....	79
3.1	Chapter introduction.....	79
3.2	Tikanga: A term infrequently found in traditional waiata.....	81
3.3	Oriori: Intergenerational transfer of knowledge and aspirations	83
3.4	Waiata aroha: Responses to the virtue or transgression of tikanga.....	85
3.5	Pātere: Context specific and preserving one’s mana.....	86
3.6	Waiata tangi: Preparing for changes in life and death	88
3.7	Māori economic activity and waiata	90
3.8	Tikanga: A term frequently found in post-contact waiata.....	95
3.9	Chapter summary	98
4.	He torohanga: An exploration	100
4.1	Chapter introduction.....	100
4.2	Tikanga: Understandings and definitions.....	101
4.3	Tikanga: Experiencing it through living it	105
4.4	Tikanga: Determining and designing tikanga	106
4.5	Tikanga: Future aspirations	108
4.6	Tikanga: Upholding the mana of the marae	109
4.7	Tikanga: Importance of cultural identity.....	111
4.8	Chapter summary	112

5.	He rangahautanga: An investigation.....	114
5.1	Chapter introduction.....	114
5.2	Tikanga: Descriptions and understandings	117
5.3	Tikanga: Perspectives from Māori organisations.....	119
5.4	Tikanga: In practice within Māori businesses.....	122
5.5	Tikanga: Towards achieving Māori aspirations	127
5.6	Tikanga: Distinguishing Māori businesses from others.....	128
5.7	Tikanga: Misappropriation and impediments	129
5.8	Chapter summary	132
6.	He kiteatanga: A discovery.....	135
6.1	Chapter introduction.....	135
6.2	Ngārewa/Tipene Whānau Trust	136
6.2.1	Whakapapa.....	136
6.2.2	Kaupapa	137
6.2.3	Ahi kā.....	139
6.2.4	Tikanga-a-whānau, a-hapū.....	140
6.2.5	Tiakitanga	141
6.2.6	Te ara whanaunga	142
6.2.7	Manaaki tangata	144
6.2.8	Hāpainga mahi	145
6.3	Kii Tahi Limited.....	145
6.3.1	Whakapapa.....	145
6.3.2	Kaupapa	146
6.3.3	Ahi kā.....	148
6.3.4	Tikanga-a-whānau, a-hapū.....	148
6.3.5	Tiakitanga	150
6.3.6	Te ara whanaunga	151
6.3.7	Manaaki tangata	153
6.3.8	Hāpainga mahi	153
6.4	Ātīhau-Whanganui Incorporation	154
6.4.1	Whakapapa.....	154
6.4.2	Kaupapa	155
6.4.3	Ahi kā.....	157
6.4.4	Tikanga-a-whānau, a-hapū.....	160
6.4.5	Tiakitanga	163
6.4.6	Te ara whanaunga	164
6.4.7	Manaaki tangata	166

6.4.8	Hāpainga mahi	168
6.5	Māori Education Trust	172
6.5.1	Whakapapa.....	172
6.5.2	Kaupapa	173
6.5.3	Ahi kā.....	175
6.5.4	Tikanga-a-whānau, a-hapū.....	177
6.5.5	Tiakitanga	181
6.5.6	Te ara whanaunga	182
6.5.7	Manaaki tangata	184
6.5.8	Hāpainga mahi	186
6.6	Te Ranga Tūmua	189
6.6.1	Whakapapa.....	189
6.6.2	Kaupapa	190
6.6.3	Ahi kā.....	192
6.6.4	Tikanga-a-whānau, a-hapū.....	193
6.6.5	Tiakitanga	196
6.6.6	Te ara whanaunga	197
6.6.7	Manaaki tangata	199
6.6.8	Hāpainga mahi	201
6.7	Chapter summary	206
7.	He māramatanga: An insight	210
7.1	Chapter introduction.....	210
7.2	Whakapapa.....	210
7.3	Ahi kā.....	212
7.4	Tikanga-a-whānau, a-hapū.....	214
7.5	Tiakitanga.....	217
7.6	Te ara whanaunga.....	219
7.7	Manaaki tangata	220
7.8	Hāpainga mahi.....	221
7.9	Chapter summary	222
8.	He openga kia wātea te tuanga mō te toki nei, mā Te Āwhiorangi: Creating a space, for this adze, for Te Āwhiorangi	224
8.1	Chapter introduction.....	224
8.2	Tikanga: A guide to living ethically and culturally.....	225
8.3	Tikanga: Up close and personal	225
8.4	Tikanga: Purpose, practice, place, people	225
8.5	Tikanga: Diverse range of knowledge and skills	226

8.6	Tikanga: Opportunities to share, learn and live	226
8.7	Tikanga: Formalisation versus flexibility	226
8.8	Tikanga: Beyond ritual.....	226
8.9	Tikanga: Complementary and conflicting.....	227
8.10	Limitations	227
8.11	Recommendations	227
He rārangi rauemi: References.....		230
He rārangi āpitihanga: Appendices		244
Appendix A:	Endorsement from Rānana Māori Committee	245
Appendix B:	Information Sheet (Participant).....	246
Appendix C:	Information Sheet (Organisation).....	249
Appendix D:	Participant Consent Form.....	252
Appendix E:	Confidentiality Agreement (Transcriber).....	253
Appendix F:	Authority for Release of Tape Transcripts	254
Appendix G:	Interview Schedule	255

He rārangi tauira: List of figures

Figure 1: Whakapapa from Taukohu to my immediate whānau.....	49
Figure 2: Pictorial representation of a Ngā Rauru worldview	55
Figure 3: Whakapapa from Rīkōrero to my immediate whānau.....	63
Figure 4: Places named by the ancestor Hau, as illustrated in ‘He Oriori mō Wharaurangi’ .	65
Figure 5: Whakapapa from Tamakehu and Ruaka to my immediate whānau	66
Figure 6: Whakapapa from Taiwiri and Uemāhoenui to my immediate whānau.....	70
Figure 7: Organisational structure of Ātīhau-Whanganui Incorporation.....	170
Figure 8: Income streams of the Māori Education Trust (R. S. Tinirau, 2006b).....	174
Figure 9: Values of the Māori Education Trust (adapted from Hēnare, 1999).....	179
Figure 10: Organisational and communication structure for Te Ranga Tūmua	201
Figure 11: Te Waka o te Ora: Conceptual framework.....	223

He rārangi ripanga: List of tables

Table 1: Thesis and chapter outline.....	45
Table 2: Summary of kaupapa and descriptions, derived from the stories of my koroheke ...	46
Table 3: Summary of kaupapa, descriptions and application through tikanga, in the context of this research	78
Table 4: Uses and translations of the term ‘tikanga’, as per Barlow (1991).....	117
Table 5: Summation of kaupapa and/or tikanga inherent in the literature pertaining to Māori businesses and organisations.....	133
Table 6: Ngārewa/Tipene Whānau Trust holdings	136
Table 7: Summary of results	209

He rārangi kupu: Glossary

Ahi kā	Fires of occupation; people who keep their connections with those environs alive
Aka	Long thin root
Apakura	Dirge
Aroha	Love
Arohatanga	Care; love; respect
Aronga	Worldview
Ātahu	Love charm
Awa	River
Āwheto	Vegetable caterpillar; <i>Cordiceps robertsii</i>
Awhinatanga	Assisting and caring for others
Haka	Posture dance
Hākari	Feast
Hāngi	Food cooked in the ground
Hāpainga mahi	Industry
Hapū	Collection of whānau; sub-tribe
Hauoratanga	Holistic development
He tangata kītahi	A person who honours his/her promises
He tapu tō te tāne, he tapu tō te wahine	Respect and regard for men and women
Hiahia	Targets
Hikoi	Journey
Hua	Results
Huahua	Preserved birds
Hui	Gathering
Hui-a-rōpū	Focus group sessions
Ihi	Power
Iwi	Collection of hapū; tribe
Iwitanga	Expression of belonging to an iwi, based on whakapapa, history and identity

Kai	Food
Kaikaranga	Person performing the karanga or pōhiri
Kaikōkiri	Creative leadership
Kaikōrero	Speaker
Kaioraora	Cursing song
Kaitiaki	Supernatural being; custodian
Kamokamo	<i>Cucurbita pepo</i>
Kānga wai	Fermented corn
Kanohi kitea	Visibility
Kanohi-ki-te-kanohi	Face-to-face
Kapa haka	Māori performing arts group
Karaka	<i>Corynocarpus laevigatus</i>
Karakia	Prayer
Karanga	Ceremonial calls
Kaumātua	Elders
Kaupapa	Core values; purpose
Kaupapa here	Guiding principles
Kaute	Report
Kawa	Sacred order of creation
Kete	Kit
Keu(-a)	Move; shake
Kimihanga	Quest
Kiteatanga	Discovery
Koha	Gifts
Kōhanga reo	Māori language preschools
Koikoi	Sharp-pointed sticks
Kōkiri	Competitiveness
Kōrero	Discussion
Kōrero pūrākau	Narratives
Kori	Foot movement
Koroheke	Grandfather
Korowai	Cloak
Koru	Spiral motif; <i>Colensoa physaloides</i>

Kotahitanga	Unity
Ko te mana ko te kupu	Personal integrity
Kuia	Grandmother
Kura Kaupapa Māori	Māori medium schools
Māiatanga	Bravery; confidence
Mai rānō	From the past
Mamae	Pain
Mana	Authority; dignity
Manaaki tangata / Manaakitanga	Giving to and sharing with people
Mana moana	Sea ownership; territorial and resource rights
Mana motuhake	Separate identity; autonomy
Mana tāne	Male prestige
Mana wahine	Female prestige
Mana whenua	Land ownership; territorial and resource rights
Manuhiri	Guests
Manutioriori	Creative leadership
Māoritanga	Māori lore; culture
Marae	Gathering place
Māramatanga	Enlightenment; insight
Mātauranga	Knowledge
Mātauranga Māori	Māori knowledge
Matua	Parent; father; elder
Mauku	Filmy ferns, <i>Hymenophyllum</i> ; dwarf cabbage trees, <i>Cordyline pumilio</i>
Mauri	Life force
Mihi	Greet
Mihimihi	Greetings
Mihi whakatau	Speech of welcome
Mimi	Urinate
Mirimiri	Healing through massage
Mokopuna	Grandchild; grandchildren
Mōteatea	Traditional song

Muru me te raupatu	Land confiscation
Ngā atua	The gods
Ngākau mahaki	Calm and caring disposition
Ngākau whakaiti	Humility
Ngā mahi ā ngākau	Obligations arising from aroha and/or mana
Ngā matatini Māori	Māori diversity
Ngā muka	Essential fibres
Ngaore	Smelt; <i>Retropinna retropinna</i>
Ngātahitanga	Cooperation
Ngau tuarā	Denigrate
Oha	Greeting people through the light pressing of noses
Oriori	Instructional chant
Pā	Fortified place
Paepae	Speakers' panel
Pahake	Elders immersed in tikanga
Pā harakeke	Flax plant; generation
Paiheretia	Integrated goals
Pākehā	European
Pānui	Newsletter; communication
Papakupu	Glossary
Pāpapa	<i>Cucurbita pepo</i>
Parekawakawa	Wreath worn on the head at tangihanga
Paru	Filth
Pārua	Hollows
Pātere	Fast chant
Pāua	Abalone; <i>Haliotis</i>
Piki amokura	Prized headdress; knowledge
Pīkokotanga	Hunger; desire
Pīngao	Golden sand sedge; <i>Desmoschoenus spiralis</i>
Pipi	<i>Paphies australis</i>

Pōhiri / Pōwhiri	Ceremonial calls; rituals of encounter
Poi	Song performed with actions using a ball with string; ball with string
Poi atua	Incantations performed with the poi
Poi karaipiture	Scriptural passages performed with the poi
Poi manu	Chants performed with the poi
Poipoi	Genealogical lines performed with the poi
Pono	Truth; honesty
Poropiti Māori	Māori millennia prophets
Poroporoaki	Speeches of farewell
Pou	Pillar
Pū	Origin; root of a tree
Puāwaitanga	Best outcomes
Pūkeko	Swamp hen; <i>Porphyrio melanotus</i>
Pūkengatanga	Excellence; ability
Pūrotu	Transparency
Rā	Day for prayer, thanksgiving and reflection
Rāhui	Temporary prohibition
Rākau	Weapons
Rangahautanga	Investigation
Rangatahi	Youth
Rangatira	Chief
Rangatiratanga	Self-determination
Rārangi mātua	Chronological ancestral sequence, which binds the celestial and temporal realms
Rau	Leaf
Reo rua	Bilingual classes in mainstream schools
Rito	Centre shoot of a flax plant
Rohe	Region; area
Rongoā	Medicinal plants
Rōpū tautoko	Support group
Rourou	Basket

Rūmaki	Māori immersion classes in mainstream schools
Ruruku	Sequence of individual incantations
Taha tinana	Physical dimensions
Taha wairua	Spiritual dimensions
Taiaha	Long wooden weapon
Takahi	Trample
Tamaiti	Child
Tamariki	Children
Tāmore	Taproot
Tangata whenua	Original inhabitant
Tangi	Cry
Tangihanga	Bereavement, funeral
Tangi tawhiti	Lament from afar
Tangi whaiāipo	Lover's lament
Tāniko	Decorated, woven band
Taonga	Treasures
Taonga a koro mā, kui mā	Treasures handed down from koroheke and kuia
Taonga tuku iho	Treasures handed down from tūpuna
Tapu	Sanctity
Taura here	Iwi groups based away from their traditional homelands
Taurima	A child who, in accordance with Māori custom, is raised by relatives beyond their birth parents
Tautoko	Support
Tau utuutu	Reciprocity
Te ao Māori	The Māori world
Te ao tūroa	Interdependence
Te ara whanaunga	Relationships
Teina	Younger sibling; junior line in whakapapa
Te reo Māori	Māori language
Te reo o Whanganui	Whanganui words, sentence structures and dialect
Te taiao	The environment

Tiakitanga	Custodianship
Tika	Right; correct; just
Tikanga	Correct and accepted practices, anchored by cultural constructs, informed by traditional knowledge, which has contemporary application and future implications
Tikanga a-whānau, a-hapū	Tikanga belonging to whānau and hapū
Tiko	Defecate
Tī rākau	Long sticks
Tītī	Muttonbird; <i>Puffinus griseus</i>
Tītī tōrea	Short sticks
Tītoi	Deviate
Tohungatanga	Knowledge
Toetoe	Cutting grass; <i>Cordtaderia</i>
Torohanga	Exploration
Tuakana	Older sibling; senior line in whakapapa
Tūhono	Alignment
Tuna	Eel
Tūpāpaku	Deceased
Tupuna	Ancestor
Tūpuna	Ancestors
Tūrangawaewae	Place of standing; ancestral home
Ūkaipōtanga	Homeland; source of sustenance
Uri	Descendant
Urupā	Cemetery
Utu	Retribution; payment
Waiata	Song
Waiata-ā-ringa	Action song
Waiata aroha	Courtesan's song
Waiata tangi	Lament
Waiata tautitotito	Provoking song

Waiata tawhito	Traditional song
Waiata whaiāipo	Courtesan's song
Waiata whakamomori	Laceration song
Waiata whakatoi	Teasing song
Waiata whakautu taunu	Song responding to a taunt
Waka	Canoe, confederation of tribes
Wānanga	Traditional learning
Wāhi tapu	Sacred places
Wehi	Reverence
Weu	Rootlet
Whāia te iti kahurangi	Perseverance, effort, professionalism and the pursuit of pinnacles of excellence
Whaikōrero	Oratory
Whakaeke	Rituals of encounter
Whakakoha	Giving
Whakamoemiti	Thanksgiving
Whakapakoko rākau	Wooden doll
Whakapapa	Genealogy
Whakapono	Faith; trust
Whakaritenga	Balanced motives
Whakatau	Greeting; welcome
Whakataukī	Proverbs
Whakatau whenua	Land acknowledgement
Whakatika	To arise; rectify; set out on a journey
Whakatinanatanga	Implementation
Whakawhanaungatanga	Act of building relationships
Whānau	Family
Whanaunga	Relative
Whanaungatanga	Relationships
Whāngai	A child who, in accordance with Māori custom, is raised by relatives beyond their birth parents
Whānuitanga	Inclusiveness

Whare wānanga	Traditional school of learning
Wharekai	Dining room
Wharepuni	Meeting house
Whenua	Land