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# **Governance of New Zealand National Sport Organisations: Pasifika and Māori Voices**

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

Department of Management  
College of Business  
Massey University, Palmerston North  
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# Glossary

## Māori terminology

<i>Ariki</i>	paramount chief, high chief
<i>Aotearoa</i>	land of the long white cloud (Māori name for New Zealand)
<i>Aroha</i>	to love and show compassion for, care for, and respect
<i>Aroha ki te tangata</i>	show respect for people
<i>E kore te kumara e korero mo tona ake reka</i>	the kumara does not say how sweet it is
<i>Hapū</i>	sub-tribe or pregnant
<i>He kanohi kitea</i>	face-to-face contact is preferred
<i>Hauora</i>	well-being
<i>Iwi:</i>	refers to the larger tribal communities and translates as ‘bones’
<i>Kanohi ki te kanohi</i>	face-to-face
<i>Kapa haka</i>	performing cultural arts
<i>Karakia</i>	prayer
<i>Kaua e takahia te mana o te tangata</i>	do not intentionally trample on the mana of people
<i>Kaua e mahaki</i>	do not flaunt your knowledge
<i>Kaupapa</i>	purpose, objectives
<i>Kaupapa Māori</i>	Māori focused research (research for Māori by Māori)
<i>Kaumatua</i>	old person who because of their status and experience in a Māori community are respected and honoured and may fulfil duties for their people
<i>Kotahitanga</i>	unity
<i>Kuia</i>	a female elder
<i>Mana</i>	having status, influence or power, authority or prestige

<i>Mana atua</i>	power and authority of the gods
<i>Mana tangata</i>	power and authority ascribed to people
<i>Mana Māori</i>	power of Māori (often used to refer to Māori empowerment)
<i>Mana wāhine Māori</i>	power to Māori women, Māori feminist perspective
<i>Manaakitanga; manaaki</i>	supportive, support, caring
<i>Manaaki ki te tangata</i>	be generous
<i>Mahi Aroha</i>	unpaid activity performed out of sympathy and caring for others in accordance with Māori cultural values
<i>Māori</i>	collective identity of the indigenous peoples of Aotearoa/NZ
<i>Marae</i>	meeting place for where Māori protocol and customs are carried out
<i>Marae kawa</i>	marae protocol
<i>Mātāmua</i>	primogeniture
<i>Pākehā</i>	often used to refer to New Zealanders of European (predominantly British) descent
<i>Rangatira</i>	chief
<i>Tapu</i>	respect, sacred
<i>Tautoko</i>	support
<i>Te ao Māori</i>	Māori world or Māori worldview
<i>Te ao Pākehā</i>	Pākehā world (refers to mainstream in New Zealand society)
<i>Te reo</i>	the language
<i>Te Puni Kōkiri</i>	Ministry of Māori Development
<i>Tikanga</i>	culture, motives
<i>Tino rangatiratanga; rangatiratanga</i>	self-determination
<i>Treaty of Waitangi</i>	agreement between representatives of the British Crown and Māori
<i>Titiro, whakarongo . . . korero</i>	look, listen . . . then talk

<i>Tohunga</i>	priest
<i>Tuakana</i>	seniority
<i>Waiata</i>	song
<i>Waiho mate tangata e mihi</i>	let someone else acknowledge your virtues
<i>Wairua; wairuatanga</i>	spirit, spirituality
<i>Whaea</i>	a motherly figure
<i>Whakahiihii</i>	arrogant, conceited
<i>Whakaiti</i>	modesty, humility
<i>Whakapapa</i>	genealogy
<i>Whakatauki</i>	proverb/saying
<i>Whānaungatanga; whakawānaungatanga</i>	kinship, forming relationships
<i>Whānau</i>	family unit (can be genealogical or based on purpose for gathering)

### **Pasifika terminology**

<i>Aiga</i>	family
<i>Aumuga</i>	untitled man
<i>Faaaloalo</i>	courtesy and being respectful
<i>Faasamoa</i>	cultural practice and tradition
<i>Mamalu</i>	dignity, respect and honour
<i>Matai</i>	titled man
<i>Matai alii</i>	chief
<i>Matai tulafale</i>	talking chief or an orator
<i>Pule</i>	the authority, power, privileges and responsibility
<i>Talanoaga or talatalaga</i>	deep discussion, dialogue, and consensus
<i>Talitonuina/faatuaina/faamoeina</i>	trust, having faith in someone
<i>Tauhivaha'a</i>	having respect for others
<i>Tautua</i>	service, commitment



## **Abstract**

Pasifika and Maori New Zealanders have high player-participation rates in a number of national sports. However, there is scant research regarding ethno-cultural diversity in New Zealand sport organizations and none that accounts for Pasifika and Māori people's experiences as board members. This research is the first formal attempt to review the governance involvement of Pasifika peoples in New Zealand sport. Specifically, the research aims to determine the current status of Pasifika and Māori within New Zealand sport governance roles in National Sports Organisations (NSOs). It seeks evidence of how many Pasifika and Māori are on NSO boards, and insights into the lived experiences of those board members.

A mixed-method approach was carried out in two phases. Phase 1 (survey) sought to establish Pasifika and Māori people's participation at a national level in high-level, decision making (governance roles), and to gain 'outsider' (CEO and/or Chairperson) perspectives of Pasifika and Maori board membership. Phase 2 interviews with Pasifika and Māori directors sought insights into how NSO board members of Pasifika and Maori descent gained their governance positions; their motivations for pursuing these positions; challenges faced; and factors which facilitate their recruitment, retention and development in governance roles.

Analysis indicates that Pasifika and Māori representation on New Zealand NSO boards is low, and many sports organisations are without Pasifika and/or Māori directors. Pathways by which people of Pasifika and Māori descent gain and enter their governance positions are three-fold: family engagement; active participation in sport; and educational engagement. Pasifika and Māori board members also are found to face multiple challenges that are barriers to accepting governance roles. Challenges include ethno-cultural expectations concerning age, status and respect; not being fully integrated within the board; stereotyping and expectations; tokenistic appointments and a lack of Pasifika and Māori role models in sport governance roles. A case for board diversity in sport governance endorses the general case for more diverse boards. Sport New Zealand and NSOs need to establish policies and enact practices addressing the need for boards to reflect New Zealand society and/or participant profiles. Since the study's findings challenge institutionalised practices within NSOs, and also present challenges to



Pasifika and Māori families and communities, there are no simple, short term solutions as to how to gain greater Pasifika and Māori representation within New Zealand National Sporting Organisations boards.

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