



# Incorporating te ao Māori into organisational business strategy and policy development

---

19th Māori Legal, Business and Governance  
Forum: Realising prosperity within an  
everchanging legislative, business and  
governance environment 1-2 December 2021

Associate Professor Jason Paul Mika

Massey University School of Management  
e: [j.p.mika@massey.ac.nz](mailto:j.p.mika@massey.ac.nz) t: 06 951 9361 | 2-Dec-2021



# Aims

Authentically integrating tikanga to build trust and strengthen the values and culture within organisations

Weaving te ao Māori throughout policy and procedure - manifesting Te Tiriti partnership through the Hōkai Rangi strategy and Te Pūkenga

Developing connectedness within organisational culture to increase capability building, succession planning and the development of future opportunities

Appreciating that organisations are different, and a “cookie-cutter” approach will not lead to authentic integration

Recognising the diversity of Māori and that the incorporation of te ao Māori into organisations will differ between different iwi

# Te ao Māori— Māori world view

- Creation stories – Rangi and Papa and their offspring
- Whakapapa (genealogy) as ordering principle
- Interconnectedness of all things
- Wairua (spirituality), tapū (sacredness) and mauri (life force)



Rangi and Papa by Arthur Thatcher

# Māori responsiveness conceptual framework

## What does Māori responsiveness mean in mainstream organisations?

Contributes to Indigenous management theory



# What is Māori responsiveness?

## Early definitions

- Mainstream responsibility for Māori services
- Agency-centred definitions of effective and appropriate services for Māori

1980s

## Evolving definitions

- Power-sharing, partnership, cultural authenticity, cultural competency and cultural safety (for Māori and non-Māori), as well as organisational effectiveness, efficiency and value.

today

1990s-2000s

## Contemporary definitions

- Internal orientation (building organisational capability to be responsive)
- External orientation (engaging Māori and improving Māori outcomes)

# Rationalisation

## Public sector motivations

- Treaty of Waitangi obligations
- Legal and constitutional reasons
- Institutional and citizenry reasons

## Private sector imperatives

- Commerciality
- Responsible business
- Client-centricity

# Operationalisation

Māori Affairs (Wetere 1988)	State Services Commission (1989)	Te Puni Kōkiri (1998)	Case studies
<b>Policy making</b> <b>Corporate planning</b> <b>Service delivery</b> <b>Personnel policy</b> <b>Accountability</b> <b>State Services Commission</b>	Corporate planning Policy development Personnel delivery Service delivery Evaluation	Planning, monitoring and reporting Output delivery Capacity Information	Te Pūtea Matua Te Kaunihera o Tāmaki Makaurau Te Tari Taake Air New Zealand

# Evaluation

## Rationale for evaluation

- Agency accountability
- Transparency and efficiency
- Appropriateness for Māori

## Public sector evaluation approaches

- Māori responsiveness agency reviews
- Self-reviews of agency responsiveness
- Programme and policy audits

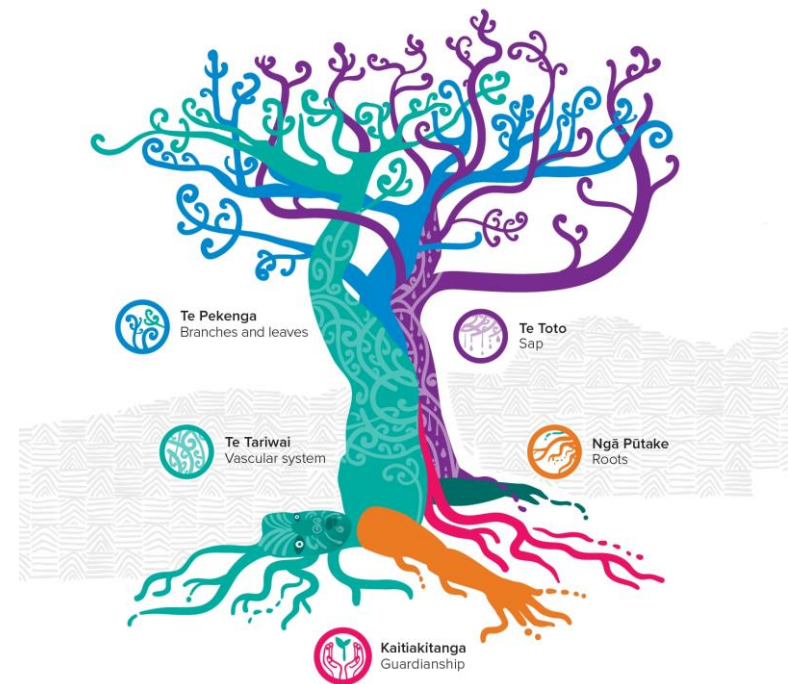
## Key issues

- Evaluations tend not involve Māori
- Little focus on Māori data and analysis



Reserve Bank  
of New Zealand  
**Te Pūtea Matua**

Adopting Tāne Mahuta to explain its role as kaitiaki of the financial system supported by a te ao Māori strategy with three elements: (1) culture (2) policy, and (3) engagement. Rationale: te ao Māori is part of the national identity.

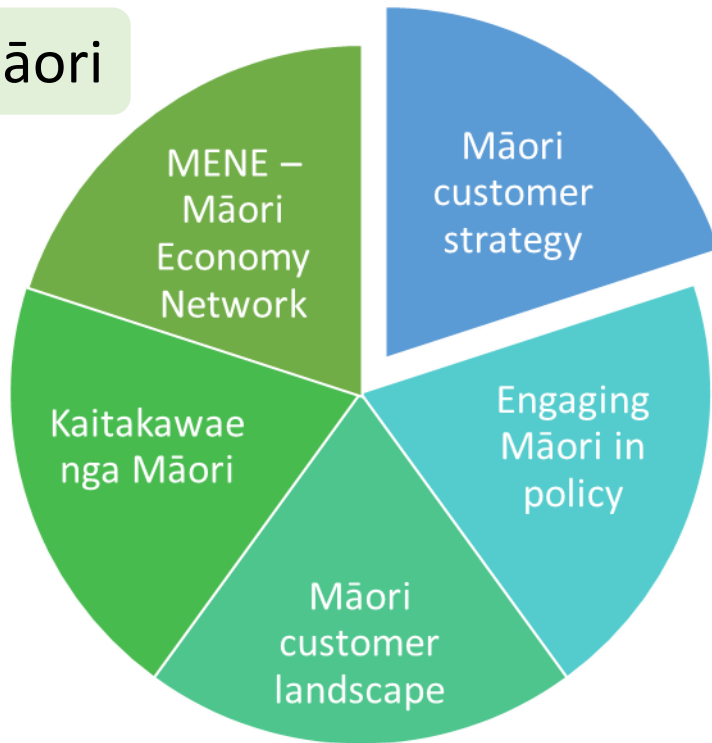




# Inland Revenue Te Tari Taake

Mahutonga (Southern Cross): Weaving the strands of the Treaty of Waitangi and Māori culture into Inland Revenue people, policy, programmes, services and systems to fulfil its mission as steward of the tax system

## Mahi Māori



Improved compliance

Improved services

Better policy

Improved outcomes for whānau

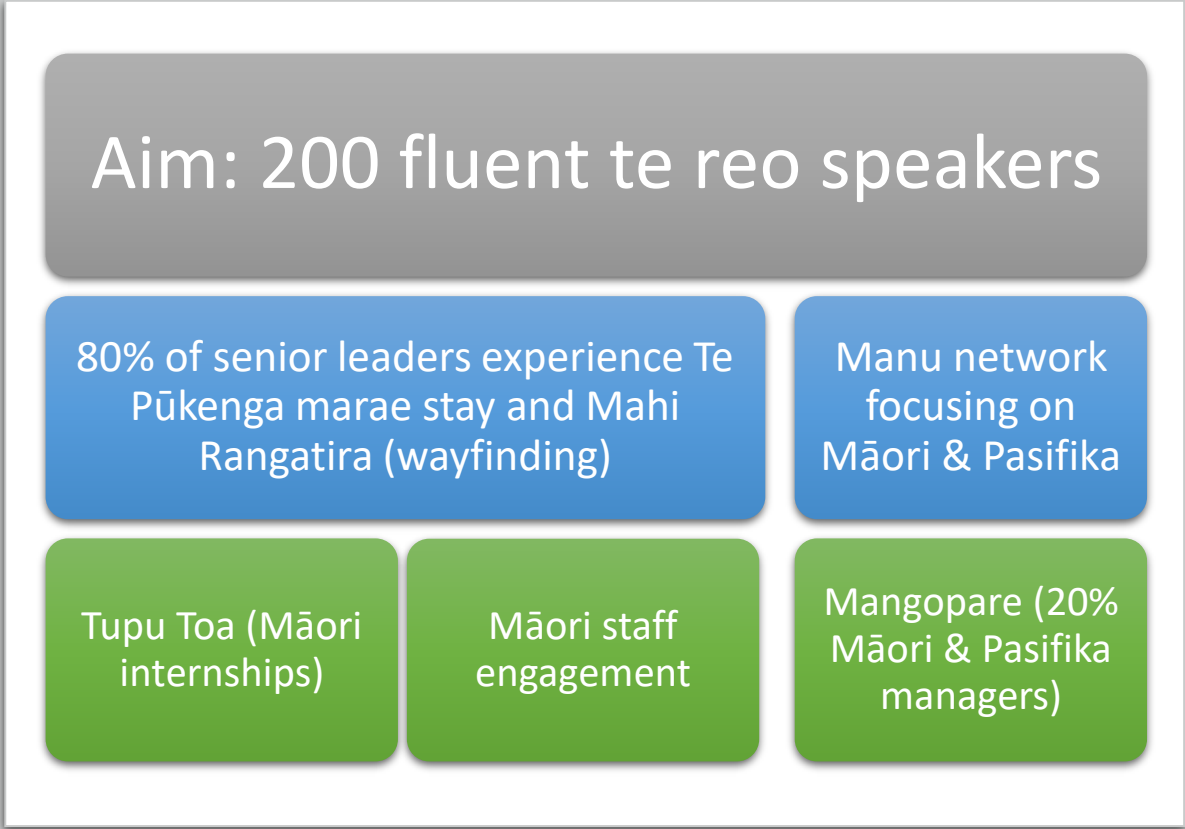
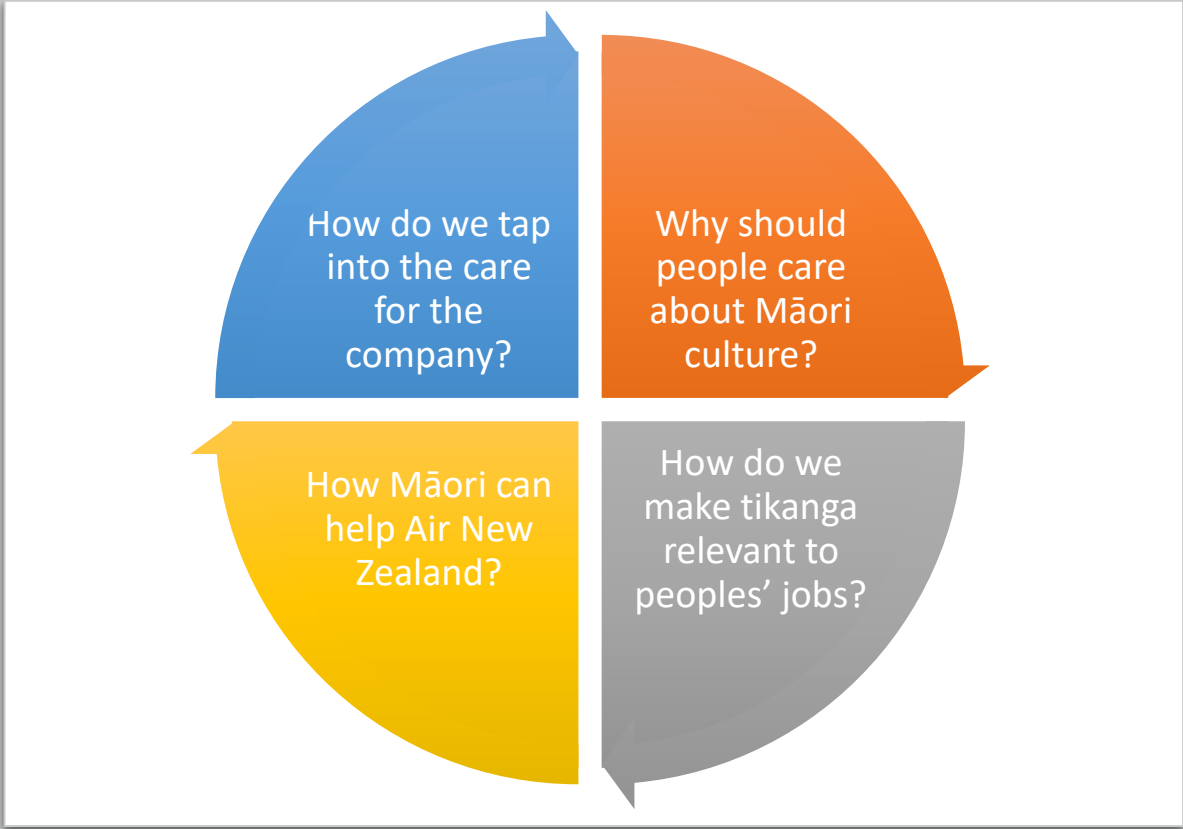
Māori issues

Improved cultural capability and understanding of te ao Māori



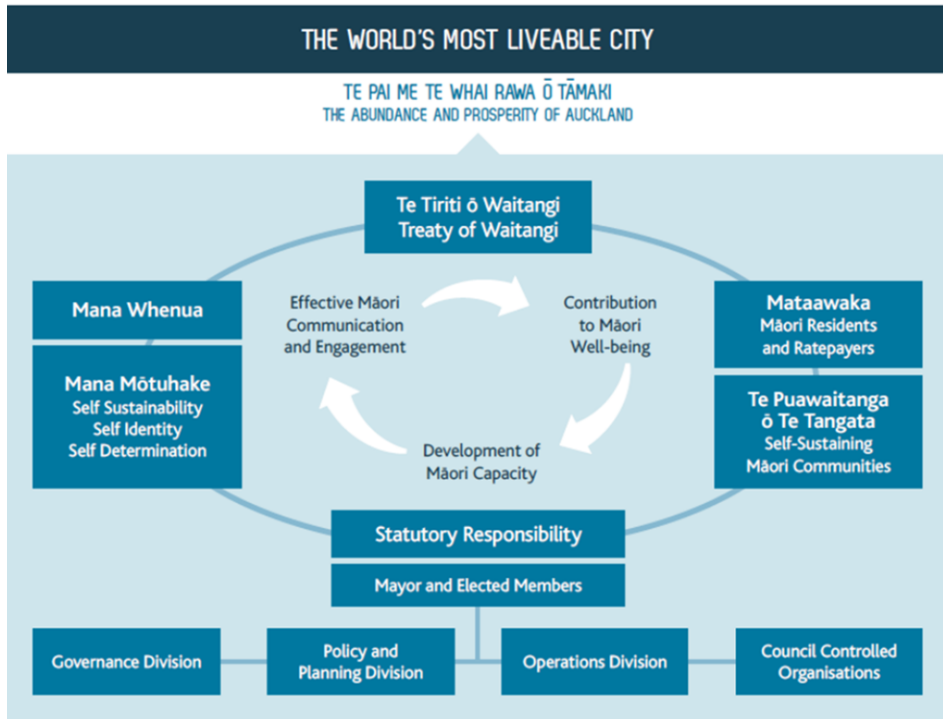
AIR NEW ZEALAND

Integrating Māori language and culture started through provision of kapa haka, evolving as part of sustainability, diversity and inclusion to support staff in their reo and tikanga journeys. Staff did so because they wanted to not because they had to—Andrew Baker.





Māori responsiveness was implemented with the direct support and leadership of the chief executive. All parts of Council were expected to demonstrate Māori responsiveness.



# Ngā māhara: Tensions in Māori responsiveness

## Extrinsic versus intrinsic incentives

- Compliance driven approaches (legislative & political imperatives)
- Socially responsible approaches (equity & justice imperatives)

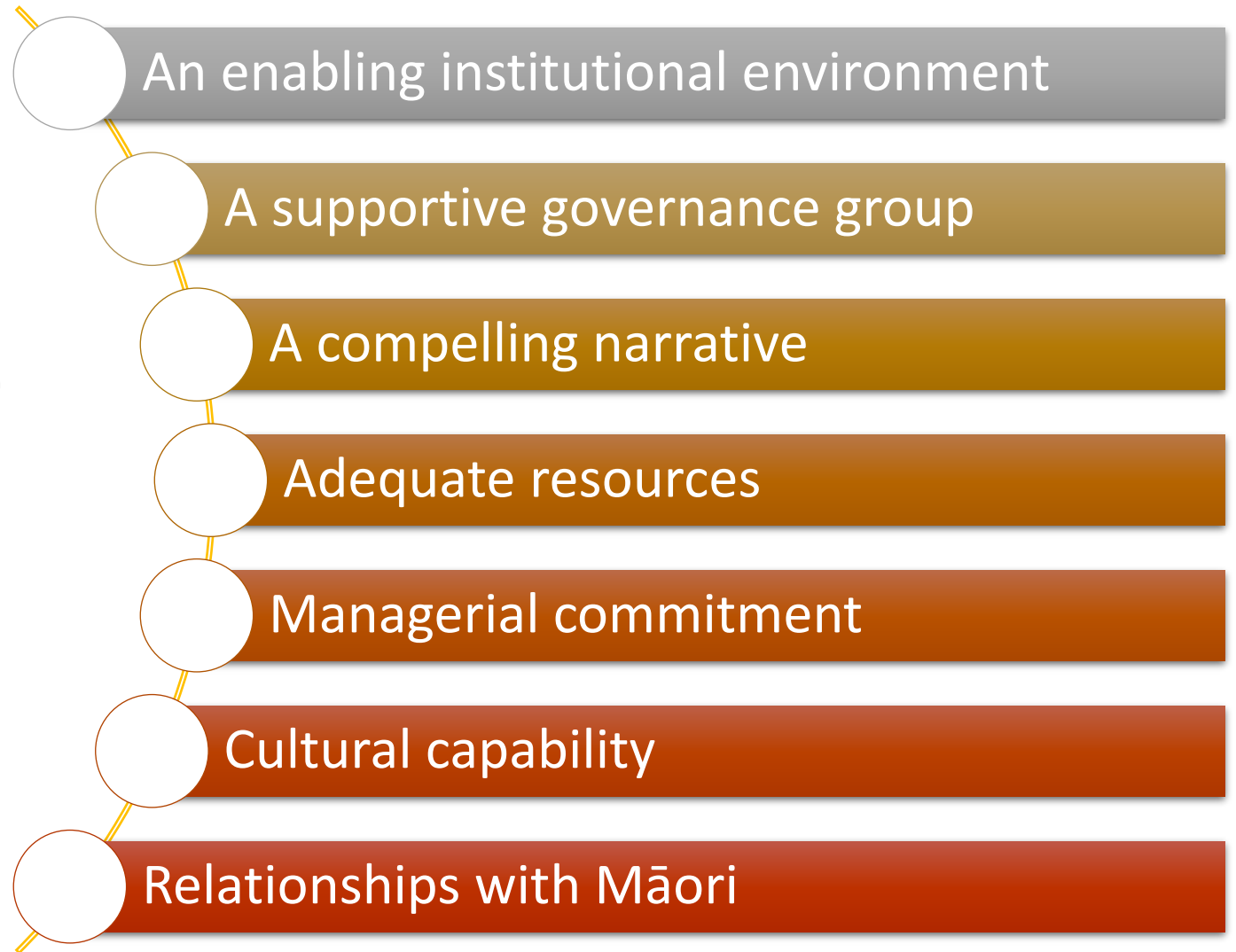
## Structured versus unstructured approaches

- Organically grow acceptance through showing value and impact
- Ordered, resourced, and measured systems for responsiveness

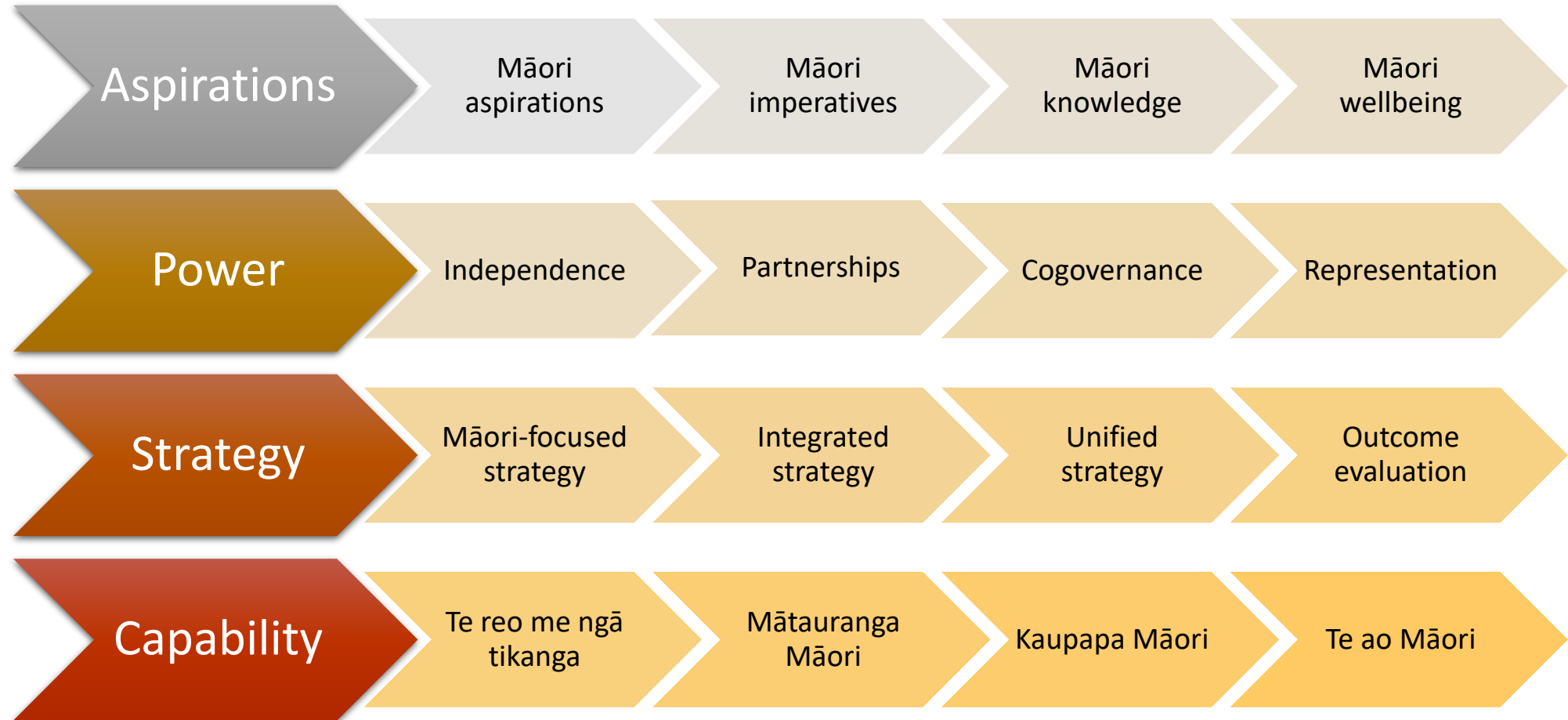
## Internal versus external orientation

- Building cultural capability, competency and confidence
- Building the capability of Māori to be self-determining

# Te tātai whetū: Enablers of Māori responsiveness



# Ngā mahi: Māori responsiveness in action



# Te ārai: Barriers to Māori responsiveness

Resistance to  
change

Structural  
discrimination

Inadequate  
resources

Imbalances of  
power

Inadequate  
evidence

Lack of  
support

# Conclusion

Māori responsiveness is not a destination, it's a journey

Māori perspectives are place-based

Four key elements of Māori responsiveness

- Concept – what is it?
- Rationale – why it matters?
- Operation – how is it done?
- Evaluation – what worked?

Key steps

- Engage people with cultural capability
- Establish relationships with Māori
- Engage in co-design with Māori

# References

- Mika, J. P., Toulson, P. K., Barnett, S., McCurdy, L., & Bentley, T. A. (2018). *Māori responsiveness: What it means, why mainstream organisations do this and what differentiates those that do it well?* Managing the many faces of sustainable work: 32nd ANZAM Conference, Auckland 4-7 December 2018, Massey University, Auckland.
- State Services Commission. (1989). *Towards responsiveness: Objective settings and evaluation-me penapena ngā whāinga atu me ngā hua e kitea ana*. Author.
- Te Puni Kōkiri. (2013). *Ka mōhio, ka mātau, ka ora: He ia kōrero: Measuring performance and effectiveness for Māori: Key themes from the literature*. Author.
- Webster, M. (2019). *Cabinet Office circular: Te Tiriti o Waitangi / Treaty of Waitangi guidance (CO (19) 5)*. <https://dpmc.govt.nz/publications/co-19-5-te-tiriti-o-waitangi-treaty-waitangi-guidance>