

Development and Action

Guide

MĀORI CROWN RELATIONS



“

He waka eke noa

A canoe which we are all in with no exception

”

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Context – He takinga

The Māori Crown relationship describes the multiple relationships between different parts of government and Māori. The Public Service Act 2020 recognises the unique position of Māori as tangata whenua of Aotearoa and the distinctiveness of Māori language and culture for New Zealand. As a leader in the public service you have a responsibility to honour and strengthen the Crown’s relationships with Māori.

Together with Te Arawhiti (Office for Māori Crown Relations), this guide has been developed for new people leaders. The name Te Arawhiti means ‘the bridge’ and symbolises the bridge between Māori and the Crown, the past and the future, and the journey from grievance to partnership. The guide helps you explore and reflect on the leadership skills, knowledge and mindset required to move across this symbolic bridge towards stronger, more effective relationships with Māori.

Te Arawhiti’s Māori Crown Relations Individual Capability Framework identifies and outlines the knowledge and skills needed to strengthen Māori Crown relationships. We recommend that you download and review the framework available [here](#).

The framework outlines six key areas of focus at four levels of capability. Note that the level of capability needed, increases with seniority and for those working on matters of importance to Māori.

1. **Uncomfortable** – little awareness of Māori Crown relationship or how to engage appropriately
2. **Comfortable** – knows basics and is able to engage appropriately in a short-term transactional setting
3. **Confident** – conducts self appropriately and with awareness of what is likely to be important to Māori
4. **Capable** – is able to lead and advise others and has deep knowledge in their subject area

Focus Areas	All Public Service	People Leaders
1. Understanding racial equity and institutional racism	Comfortable	Confident
2. NZ history and the Treaty of Waitangi	Comfortable	Confident
3. Tikanga/kawa	Comfortable	Confident
4. Worldview knowledge (Te Ao Māori/Te Ao Pākehā)	Comfortable	Comfortable
5. Engagement with Māori	Comfortable	Comfortable
6. Te Reo	Comfortable	Comfortable

You should allow three to five hours to complete this development and action guide. Some of the tasks could be completed as part of your day-to-day activities (i.e. incorporated into your work without allocating extra time to complete them). You will be expected to have conversations with your direct reports, so the total time needed to complete those conversations will depend on how many direct reports you have.

To help with your learning and planning your time, we recommend you that read over the guide first and schedule activities where required.

Whakataukī

Mā te kōrero, ka mōhio.
Mā te mōhio, ka mārama.
Mā te mārama, ka mātau.

Through discussion we become aware.
Through awareness we gain understanding.
Through understanding we gain proficiency/expertise.

Reflect – Whakaarohia

On your knowledge and leadership – Ō mōhio, me tō āhua whakahaere

As a people leader you have an important role in ensuring you and your team have the skills, understanding and knowledge needed to support stronger Māori Crown relations. Building our understanding, knowledge and skill requires us to first reflect on the Māori Crown relationship, the past, and our biases and preconceptions.

Outline your understanding of the Māori Crown relationship.

Enter notes here



Why do you think the Māori Crown relationship is important?

Enter notes here



How do you currently demonstrate commitment to the Māori Crown relationship?

Enter notes here



Reflect – Whakaarohia

On great leadership – Te whakahaere kia tika

Think of a kaihautū (leader) who demonstrates deep commitment to Māori success and engages strongly on behalf of the Crown. In this section, reflect on what it is that sets this kaihautū apart and consider how they bring these qualities, actions and success to their leadership role.

Describe a leader who demonstrates a deep commitment to strong relationships with Māori.

Enter notes here



What values, actions and behaviours show this commitment?

Enter notes here



How is this commitment reflected in their team's purpose and outputs?

Enter notes here



Reflect – Whakaarohia

On racial equity – Ngā tikanga taurite iwi

It is important to understand the role that biases, prejudice, race, ethnicity, institutional racism, and the known/unknown impacts of different approaches on racial and ethnic groups play in people's lives and everyday interactions. Consider your experiences and understanding of racial equity in Aotearoa, as well as that of your team.

How often do you think about your race and the role it has in your life?

Enter notes here



Describe the times you have been helped and/or hindered by your race?

Enter notes here



How aware are you of the racial and cultural make up of your team?

Enter notes here



What impact do you think our colonial history has on Aotearoa today?

Enter notes here



Reflect – Whakaarohia

On workplaces - Ngā wāhi mahi

The value of attracting different experiences, capabilities and knowledge to organisations and teams is well documented. Public service leaders play an important role in attracting, developing and retaining a workforce reflective of the communities we serve. Leaders who foster a culture of respect and inclusion will attract and retain more diverse talent. Leaders who value Māori perspectives and encourage Māori participation in policy, leadership and decision-making roles will more likely attract, develop and retain those with strong Māori Crown relations capability.

How do you think employees from different ethnic and cultural groups experience your workplace?



Enter notes here

Have you seen or experienced interactions in your workplace that promote an inclusive environment?



Enter notes here

How do you acknowledge and respond to the cultural needs and values of Māori employees?



Enter notes here

Learn – Ākōna

Watch, read, reflect – Mātākihia, pānuitia, whakaarohia

To build knowledge and understanding, you need to invest time in reading, watching, listening, and talking to others. To complete this guide, you will need to work through the following resources. Where there are activities alongside some of the resources, we recommend doing these at the same time as viewing the resource.

If you will be attending a facilitator-led Workout, you will need to complete all the activities and resources on this page before the session.

Watch



Aotearoa New Zealand’s Waitangi Treaty Process | Lil Anderson

www ldc.govt.nz/link/NPL-MCR011



Pākehā Paralysis | Mint Suite

www ldc.govt.nz/link/NPL-MCR021



Impacts of Colonisation on Modern Māori Culture | Ella Henry

www ldc.govt.nz/link/NPL-MCR031



What to Keep in Mind When Providing Services to Māori | DIA

www ldc.govt.nz/link/NPL-MCR041

Read



5 Key Values of Strong Māori Leadership | Dr Maree Roche

www ldc.govt.nz/link/NPL-MCR051

(This resource is used in the Plan Activity on page 15)



Partnership Principles | Te Arawhiti

www ldc.govt.nz/link/NPL-MCR061



Engagement framework and guidelines | Te Arawhiti

www ldc.govt.nz/link/NPL-MCR071



Te Whakapakari i te Honongai Waenga i te Māori me te Karauna – Strengthening the Māori Crown relationship

www ldc.govt.nz/link/NPL-MCR081



Māori Crown Relations Capability Framework for the Public Service | Te Arawhiti

www ldc.govt.nz/link/NPL-MCR091



Māori Crown relationship skills survey | Te Arawhiti

www ldc.govt.nz/link/NPL-MCR101

(This resource is used in the Plan Activity on page 16 & 18)

Learn – Ākōna

Deeper dive – Rukua te rētō

Here are some resources that will add to your knowledge. If you are not attending a facilitator-led Workout, then we recommend you review *all* the resources listed below.

Read		
	Illustrations-of-decolonisation Re: www.ldc.govt.nz/link/NPL-MCR111	<input type="checkbox"/>
	Te Tiriti o Waitangi Department of Prime Minister and Cabinet www.ldc.govt.nz/link/NPL-MCR121	<input type="checkbox"/>
	The tailwind of privilege The Spin Off www.ldc.govt.nz/link/NPL-MCR131	<input type="checkbox"/>
	Te Ara Encyclopaedia of New Zealand www.ldc.govt.nz/link/NPL-MCR141	<input type="checkbox"/>
	State of the Pākehā nation Jen Margaret www.ldc.govt.nz/link/NPL-MCR151	<input type="checkbox"/>
	Racism and White Defensiveness in Aotearoa Max Harris www.ldc.govt.nz/link/NPL-MCR161	<input type="checkbox"/>
	White privilege, Unpacking the invisible knapsack Peggy McIntosh www.ldc.govt.nz/link/NPL-MCR171	<input type="checkbox"/>

Notes – Mō te tuhi whakaaro

From Watch, read, reflect – Mai i tō Mātākihia, pānuitia, whakaarohia

Enter notes here



Enter notes here



Enter notes here



Learn – Ākōna

Engage with others – Te hone ki te tangata

A powerful way to learn is with and through the experiences of other people. Choose at least two people to engage with on the topic of **Māori Crown relations capability**. We suggest choosing someone who has recently transitioned to a people leader role, as well as someone who has been leading people for some time.

Here are some questions to get this kōrero (conversation) started.

1. How do you look for opportunities to develop your team's and your Māori Crown relations capability?
2. How do you connect the value and importance of supporting strong Māori Crown relationships to your team's work?
3. How do you ensure everyone in your team can freely voice diverse viewpoints that are respected, considered, and appropriately acted on?
4. How do you maintain and keep improving your engagement and relationships with Māori?

Your additional questions.

Enter notes here



Summary notes from your engagements.

Enter notes here



Reflect – Whakaarohia

Māori values in leadership – Te whakahaere kia Māori

Read the article [5 Key Values of Strong Māori Leadership](#) (page 9).

What are the five leadership values outlined in the article? Which of the values resonated with you the most? Why?

Enter notes here



How can you incorporate these values into your leadership practice?

Enter notes here



Reflect – Whakaarohia

Your Māori-Crown relations capability – Āhei whakawhiti i te ara Māori-Karauna

[The Māori Crown relations survey](#) self-assessment (page 9) will help you explore your current confidence, strengths and opportunities for growth. The self-assessed responses and the reflections captured in this guide will give you valuable insight into areas of opportunity and development.

What did you learn about your strengths and opportunities for growth through the survey?

Enter notes here



What will you commit to doing differently?

Enter notes here



What is your role and responsibility as a people leader to support the Māori Crown relationship?

Enter notes here



Plan – Whakatau takune

Your team’s Māori-Crown relations capability - Tā tō tīma āhei whakawhiti i te ara Māori-Karauna

Consider where your team are at in terms of their confidence, strengths and opportunities for increasing their ability to build stronger Māori Crown relationships. Before inviting your team to complete the Māori Crown relations skills survey (page 9) and share in a team development conversation, ensure you have the resources and support you need to take a positive-strengths-based approach to learning together.

What do you already know about your team’s strengths and opportunities for improvement in the Māori Crown relations space?

Enter notes here



What resources or support will you need to facilitate a conversation about your team’s Māori Crown relations capability?

Enter notes here



Act – Whakatinana

Your team’s Māori Crown relations capability - Tā tō tīma āhei whakawhiti i te ara Māori-Karauna

Invite your team to complete the self-assessed [Māori Crown relations skills survey](#) (page 9) to build a team view of confidence and capability, and the opportunities for sharing and developing new knowledge, skills and understanding. Share and discuss these results. Remember to celebrate and acknowledge team strengths and show enthusiasm for the opportunities for growth. Together brainstorm ways of building your team capability including having regular conversations around racial equity, sharing ideas for best-practice engagement with Māori and inclusive recruitment as well as formal training and development options. Use these ideas to help your team with their own development plans.

What did you learn about your team’s knowledge and understanding of the Māori Crown relationships?

Enter notes here



What did you and your team commit to doing to build on their ability to support stronger Māori Crown relationships?

Enter notes here



How could you and your team share your learning with your wider business unit or group?

Enter notes here



Plan – Whakatau takune

Engagement with Māori - Te mōhio hui atu ki te Māori

Every day provides opportunity for you to lead and demonstrate genuine and intentional commitment to better engagement of Māori. For those leading teams who commission work on matters of importance to Māori, ensure there's a shared understanding of the importance of engaging Māori from the earliest stages of the work. Te Arawhiti's Engagement Framework and Guidelines (Page 9) are useful resources to help you and your team engage effectively.

What do you know about the history of your agency's engagement with Māori and Māori perspectives on this engagement? How can you find out more about this?

Enter notes here



What skills, knowledge and support will your team need to feel confident to assess when and how to engage with Māori?

Enter notes here



Consider your current workstreams; are there opportunities to engage with rūpū (group) Māori? How will you initiate this?

Enter notes here



Who in your organisation can support your team's interactions with Māori?

Enter notes here



Plan – Whakatau takune

Racial equity conversations – Te whakawhiti kōrero mō te tikanga taurite iwi

Leading conversations about race, ethnicity, institutional racism, and the known and unknown impacts of different approaches on racial and ethnic groups is a powerful way to show your commitment to identifying and addressing the barriers to equitable inclusion and cultural responsiveness within your organisation.

How can you deepen your understanding the racial and cultural make up of your team?

Enter notes here



How will you help your team feel safe to voice and seek out different cultural viewpoints?

Enter notes here



How can you encourage your team to openly discuss the challenges and opportunity, of achieving racial equity in the public service?

Enter notes here



Plan – Whakatau takune

Inclusive workplace – Tae ana ki wāhi mahi

Inclusive leaders create a working environment where everyone feels valued and respected and able to contribute. Employees with strong Māori Crown relationship capability are attracted to workplaces where it is evident there's a culture of deep respect and valuing of Māori, and Māori ways of seeing, thinking and feeling.

As a leader, how can you encourage the use of te reo Māori?

Enter notes here



How can you support tikanga in your workplace?

Enter notes here



How could you improve your recruitment, promotion and performance practices to attract and retain employees with strong Māori Crown relationship capability?

Enter notes here



Reflect – Whakaarohia

Continue, stop, start – Kia mau, mutu, tīmata

Completing this guide has hopefully given you a greater awareness of your role and responsibility for building a more culturally competent public service that together with Māori, delivers better services and outcomes for Māori and Aotearoa.

Take time to reflect on your conversations, experiences and learning to this point.

What will you continue doing?

Enter notes here



What will you stop doing?

Enter notes here



What will you start doing?

Enter notes here



Next steps – Ki tua

Now you have explored and identified your development opportunities, add these to your performance and development plan. Keep looking for new opportunities to expand your understanding through others, experiences and formal learning.

Help your team to action a development plan and actively encourage them to keep growing their skills. Role model this through your own commitment to continued development of your skills and knowledge in this area.

As you and your team develop and grow your capability, familiarise yourself with all 11 individual capability competencies outlined in the [Māori Crown Relations Capability Framework](#).

We welcome feedback on this guide, please click [here for our two question survey](#).

You can find more leadership development resources at the [LDC website](#).

Notes – Mō te tuhi whakaaro

Enter notes here



Enter notes here



Enter notes here





This guide is part of learning material available to new people leaders in New Zealand public service.

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