

# MANU TAKI

Collective Leadership in Action



**Waikato  
wellbeing  
project**

Hinonga  
toiora o  
Waikato

# Mihi

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Ko te tangi a te manu e karanga nei "Tui, tui. tuituia"  
Tuia i runga, tuia i raro, tuia i roto  
Tuia i waho, tuia i te here tangata  
Listen to the cry of the bird calling "Unite, unite, be one"  
Unite above, unite below, unite within,  
Unite without, unite in the brotherhood of mankind.

# Purpose

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The purpose of this document is to provide an overview of the Manu Taki role, and the support needed to achieve a shared understanding of what collective leadership in action looks like.

# Manu Taki - Our Leaders

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The concept of Manu Taki as it is based on the application of Te Ao Māori principles being:

- Mana tangata – is leadership
- Herenga tangata – bond, unite as one
- Whakamahi – to execute, put to work

Te Ao Māori principles recognises the need to effectively integrate services in order to navigate turbulent and shifting wind currents. To achieve their common goal, the lead Manu Taki is dependent on the cooperation and discipline of others at all times to charter the safest and quickest flight .

Manu means bird. Taki means to entice, to lead, to bring along.

Here the term Manu Taki is used as the general term for leadership. We are using the term Manu Taki to refer to our leaders who have stepped up to take a leadership role in catalysing the Waikato Wellbeing targets into action. It symbolises leadership, uplift and succession.

Our Manu Taki are not alone if we share the load, together we will go further. An appropriate pēpeha applies to our movement, where the combined efforts of many are needed to achieve our targets.

**Ehara taku toa i te toa takitahi.**

**Engari, he toa takitini.**

**Success is not the work of one, but the work of many**

# Collective Leadership

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We recognise that to achieve the wellbeing targets a different approach needs to be adopted where we are collectively working towards a shared outcome. Collective Leadership can be defined as a group of people working together towards a shared outcome and respecting that success is not possible without diverse perspectives and contributions.

# Collective Impact

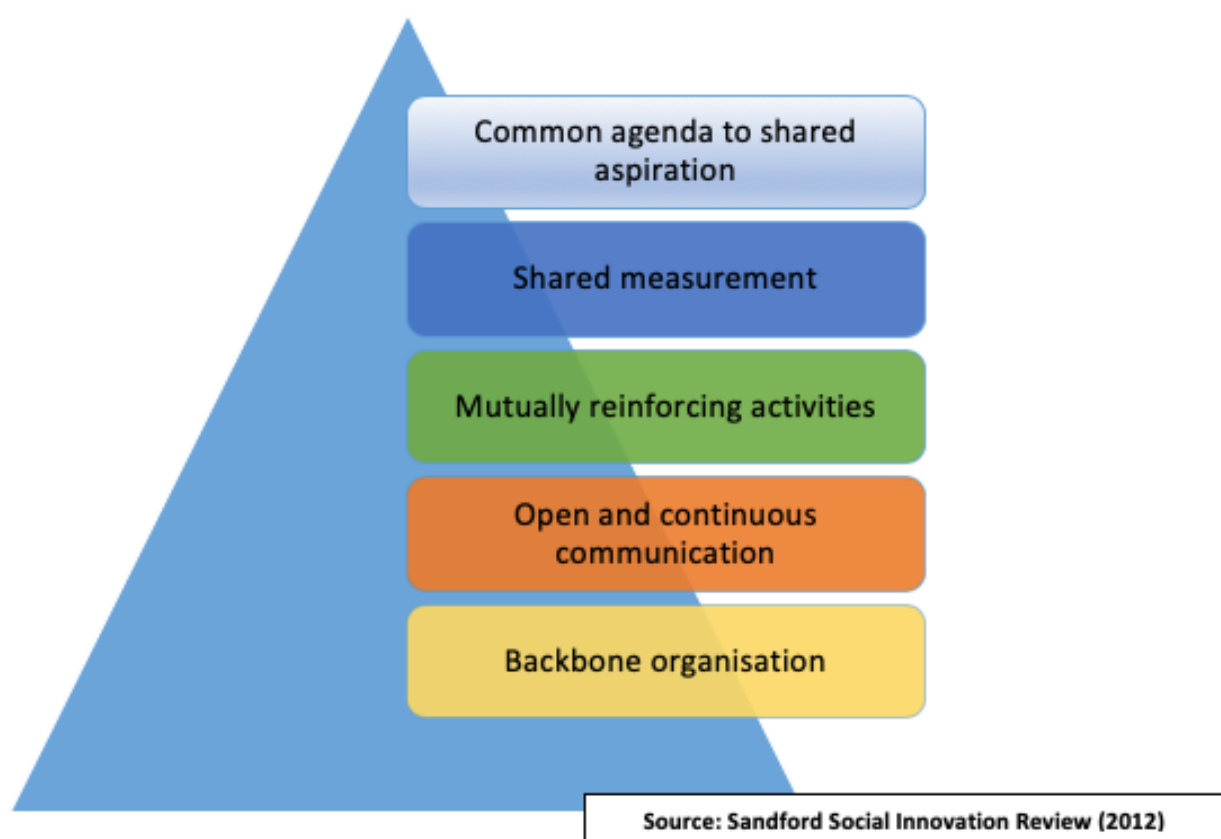
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We live in a VUCA world (Vulnerable, Uncertain, Complex and Ambiguous) where social environmental and economic problems are more complex than ever before. To deal with the uncertainty and complexity we need to take a systems and Te Ao Māori approach.

A Collective Impact Model avoids the duplication of efforts while enhancing impact by attacking the problems from multiple angles, strengthening collaboration and sharing lessons learned.

The following provides an overview of the five conditions of Collective Impact;

## The Five Conditions of Collective Impact



# Support required

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The core working group, partners, Manu Taki and funders met on 3rd March 2020 to debrief and scope phase two of the Waikato wellbeing project.

As a group it was identified that the following support would be required to amplify the impact of our Manu Taki in achieving the Waikato wellbeing targets;

- **Leadership** to support ecosystem mapping and development;
- **Research** to understand the systemic issues, key questions and challenges;
- **Advocacy** to address barriers in the system;
- **Data** collection, analysis and measurement of what matters, as well make informed decisions
- **Story-telling** and sharing
- **Support to facilitate collaboration**, ensuring the right people come together to address the complex challenges we face as a region;
- **Connection and partnership** with Government, business, Iwi, education, community organisations and funders.

## SDG 17 'Partnership for the Goals' Fund

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WEL Energy Trust have announced a \$3M Vital Impact Grant committed to be released over five years (up to \$1M in 2020/21) to support a collective impact approach towards achieving the Waikato Wellbeing Project targets

The fund will be used to research, co-design a support a Waikato wellbeing backbone organisation and collective impact.

### Milestones

#### **March - May 2020**

In consultation with Waikato Wellbeing Project partners, a backbone support function/organisation is designed to help catalyse the Waikato Wellbeing Project targets into action (proposal to Trust by 27 May 2020 for approval). Criteria for unlocking the funds are established

#### **June - July 2020**

Calls are made for expressions of interest in forming the support service/organisation

#### **August - September 2020**

Funds are allocated (\$1M in the first year)

Backbone organisation/support service is established

#### **From March 2021**

There is evidence that the Waikato Wellbeing Project targets are being catalysed into action, and that systems solutions are being identified and developed

# Scope of Role

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With the support of a 'back-bone' organisation/function the Waikato Wellbeing Project aims to amplify the impact of our Manu Taki (leaders) to achieve the Waikato wellbeing targets.

COVID-19 has highlighted how vital the wellbeing targets are in 'building back better' and to realise the powerful possibilities of our region in sustainability developing a region of abundance.

As Manu Taki, you are already doing the mahi to achieve a better tomorrow. We want to build on this mahi, your passion, knowledge and connections, to create new ways of working together to 'build back better'.

The following provides a draft scope of the Manu Taki role, which would be supported by a back-bone organisation/function.

## Leadership

- Leading the coalition of the willing;
- Championing the Waikato Wellbeing Project across own networks and events;
- Maintaining a holistic view as to the interconnectivity of the targets - understanding other initiatives/projects in play that can contribute or amplify impact;
- Utilising subject matter knowledge to inform strategy, direction, investment opportunity, success metrics/data requirements and defining challenges;
- Identifying opportunities to leverage projects/funding to achieve our wellbeing target.

## Connect, Collaborate & Activate

- Leverage own connections and understanding of ecosystem to connect individuals and organisations to WWP;
- Attend relevant workshops/co-design sessions, where able;
- Support the WWP back-bone organisation to complete ecosystem maps/stakeholder maps;
- Connect existing projects/solutions to the WWP to achieve collective outcomes;
- Actively participate in co-design sessions to define the challenge within own target area / contribute towards interconnected targets;
- Utilise own knowledge and understanding to develop solutions to achieve outcomes within co-design sessions;
- With the support of the backbone organisation, help coordinate the development of action plans;
- Feedback 'good news' stories to the back-bone organisation to feed into story-telling/communication plans.

## What doesn't this look like?

- Managing WWP Financial Budgets
- Being a direct report to a team of individuals within the 'back-bone organisation'
- Solely mapping eco-systems and/or developing solutions

## Additional reading

To review the WEL Energy Trust discussion document on the SDG 17 Partnership for the Goals fund head to our website; <https://www.waikatowellbeingproject.co.nz/readings>

Build Back Better Framework <https://www.theleverroom.com/news/buildbackbetter>

