



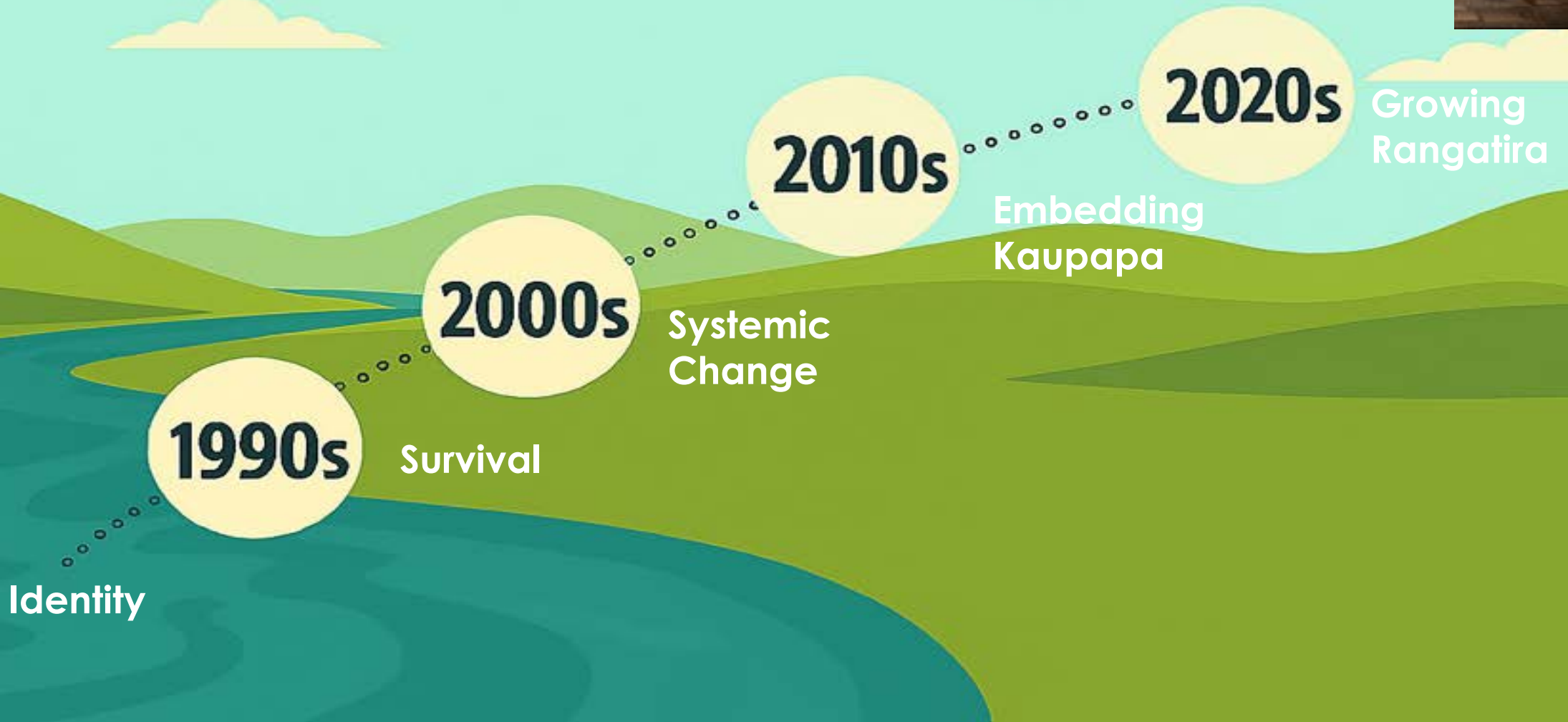
te ora hou
with young people

TŪ RANGATIRA

Growing Leaders not Monuments
A Te Ora Hou Aotearoa Project

Te Ora Hou

30 Years of Change





The problem to be solved

For the last 30 years, TOH has grown a faith based, kaupapa Māori, knowledge and practice network focused on youth and community development, delivering a dynamic and wide variety of services in pursuit of Tūhonohono Rangatahi.

Over the next 1-3 years, we estimate at least 50% of leaders who were founders and key navigators for TOH will leave, retire or change roles. This will shake things up – it will not only change leadership and culture at centers but also the national network.

Current leaders need to wisely navigate this transition 2023-2025, finding the best ways to effectively identify, engage and develop new/future leaders and pass on the elements of organisation design, culture and practice that will continue to make TOH sustainable and effective, regionally and as a national network.

This requires a collective approach to identifying and growing leadership/leaders, (re)designing work and sharing mātāuranga & success stories internally and externally.

New skills and roles, collaborations and governance may be needed.



Tū Rangatira Project



Purpose:

- Strengthen te whānau o Te Ora Hou
- Build a national strategy
- Honour dual knowledge systems

Key Questions:

- What leadership skills/competencies grow great leaders?
- What is our X factor that we need to guard?
- How do we create career pathways?



Thesis /
Masters Study

A social justice, developmental movement across Aotearoa for Tūhonohono rangatahi
Children and adults connecting with a strong sense of identity, purpose and potential (God given) in whānau & communities which are loving and healthy

Rangatira Capabilities

Leading Self /
Leading Groups /
Leading Organisations /
Leading Networks & Movements

Professional Capabilities

eg Social Work, Youthwork, Community Engagement & Development, Alternative Education, Early Childhood Education, Fundraising, Procurement, Financial & Contract Management, Digital & ICT, Marketing, Branding and Communications, Project Management, Facilities Management, Event Management & Hospitality, Governance, Social Entrepreneurship, Contextual Theology & Praxis

Technical & Financial enablers – Tech, Assets/Facilities, Policies & Processes Contracts/Agreements Funding

Whakapapa & Relational enablers Tupuna, Stories / Networks Partnerships Relationships

TOHATOHA – Maturities – Practice & Development Models

Strategy, Governance & Constitution

Te Mauri **Faith, Culture, Tikanga**

Personal Maturity:

1. Self – Aware
2. Professional & Connected

Social Maturity:

3. Communicates clearly
4. Grows People / Teams
5. Upholds Mana / Navigates Conflict
6. Builds Collaboration

Rangatira Capabilities

Collective /

Organisational Maturity:

7. Inspires Performance/Gets stuff done
8. Sees the destination / Navigates Strategically
9. Plans / Organises
10. Makes & Enables Decisions
11. Cultivates Creativity & Innovation
12. Creates Communities
13. Gathers Resources

Contextual / Spiritual Maturity:

14. Sees Systems
15. Stewards Network
16. Grows Movements



Te Ora Hou Ōtautahi Tú Rangatira Plan

Kaihautū

1 July 2024 – 30 June 2025

- Operations Manager
- Pou Ārahi



1 July 2025 onwards

- Pou Ārahi
- Pou Tūhono

- Kaihautū - strategy
- Pou Ārahi - management
- Pou Tūhono - people

12 month transition plan



- Kaihautū
- Operations Manager
- Pou Ārahi
- Pou Tikanga

TŪ Rangatira exit plan

Whakaaro Hōhonu

Reflections

Emotions You May Be Carrying

- ☐ Grief and loss
- ☐ Pride in legacy
- ☐ Vulnerability in letting go
- ☐ Hope for new leadership
- ☐ Uncertainty about what's next
- ☐ Relief and liberation
- ☐ Protectiveness of kaupapa
- ☐ Exhaustion from holding complexity



Reflections to Sit With

- What do I need to grieve, and what can I bless as it moves forward?
- Does my role define me, or do I define my role?
- Can I trust others to do the mahi differently or better?
- What parts of me are woven into this role and what parts are mine to reclaim?
- What does legacy look like when I'm no longer at the centre?



