



Master of Management

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Table of Contents

Introduction	5
Principles of effective Maori leadership	5
The Mātauranga Principle followed by the leader	6
The whakapapa principle and its followed by the leader to develop networking/relationship (whakawhanaungatanga)	7
The Māori Tikanga Principle Enables Māori Leadership	9
Discover a Māori leader as Hone Heke that utilised the Tikanga and Mātāouna	11
The western approach of leadership contrast with today's Maori leadership	12
Conclusion	13
References	15

PEPEHA – Personal Introduction

- **Tēnā koutou katoa** – Greetings to all of you
- **Nō Inia ōku Tūpuna** – My Ancestors are from India
- **Nō Inia ahau** – I'm from India
- **I whānau mai ahau I te rohe o khanpur i Gujarat's valasad state** –
 - I was born in the khanpur area of Gujarat's valasad state.)
- **Kua tū ai hononga ōku tūpuna I te whakapono ki ngā mana tipua me ngā mana atua. Kua honoa hoki ki te atua o te wai (Awa), te Atua o te ahi me te Atua o te maunga** –
 - My ancestors are the belief in supernatural powers and Divine beings. Along with god of water(river), god of fire and god of mountain.

I noho ahau I te whare temepara atua o Ranchod ji –

- In India I live in Ranchod ji temple.
- **Ko ahau tetehi reanga tua whā o taku whānau e noho ana ki te temepara o Ranchod ji.** –
 - It is our fourth generation who lived in 150 years old temple)
- **Nō reira, ka honotia ahau I te whānau o Bramin** –
 - I am belong from Brahmin family.
- **I tipu ake ahau I Dhuvaran nā ko tōku papa he tangata mīhini whakahaere, nā hei nuku ai mātou ki reira** –
 - My father was an executive engineer, therefore we had to relocate. So, I was raised in Dhuvaran India)
- **Ko Natubhai te ingoa o tōku papa** –
 - My father's name is Natubhai)
- **Ko chandaben te ingoa o tōku mama** –
 - My mother's name is chandaben)

- **Ko Owairaka o Tāmaki Makaurau taku kainga noho nāianeī –**
 - I live in Sandringham

Tokotoru o ngā tangata i taku whānau –

- Here I have 3 members in my family)
- **Ko Kartik te ingoa o taku hoa tāne –**
 - My husband's name is kartik)
- **Ko Anaya te ingoa o a māua kōtiro –**
 - Our daughter's name is Anaya
- **Ko ahau tetehi akonga I te wānanga o ICL Business School –**
 - I am studying in ICL Business School)
- **Ko ahau tetehi kaihoko I te co-op Taxis –**
 - I work as customer representative at co-op Taxi)
- **Ko Akanksha tōku ingoa –**
 - My name is Akanksha

Introduction

Principles of effective Māori leadership

Māori principles, concepts, and philosophies related to leadership discuss in this section to explore their effectiveness in today's contrast with western approaches of leadership within the business. Māori principles, concepts, and philosophy are explained that Māori leaders' or people's way of being and engaging with the other people within the business. Māori philosophy, concepts, and values followed by Māori leader that is guiding principles to sustain natural resources and culture of Maori (Hohepa, 2013).

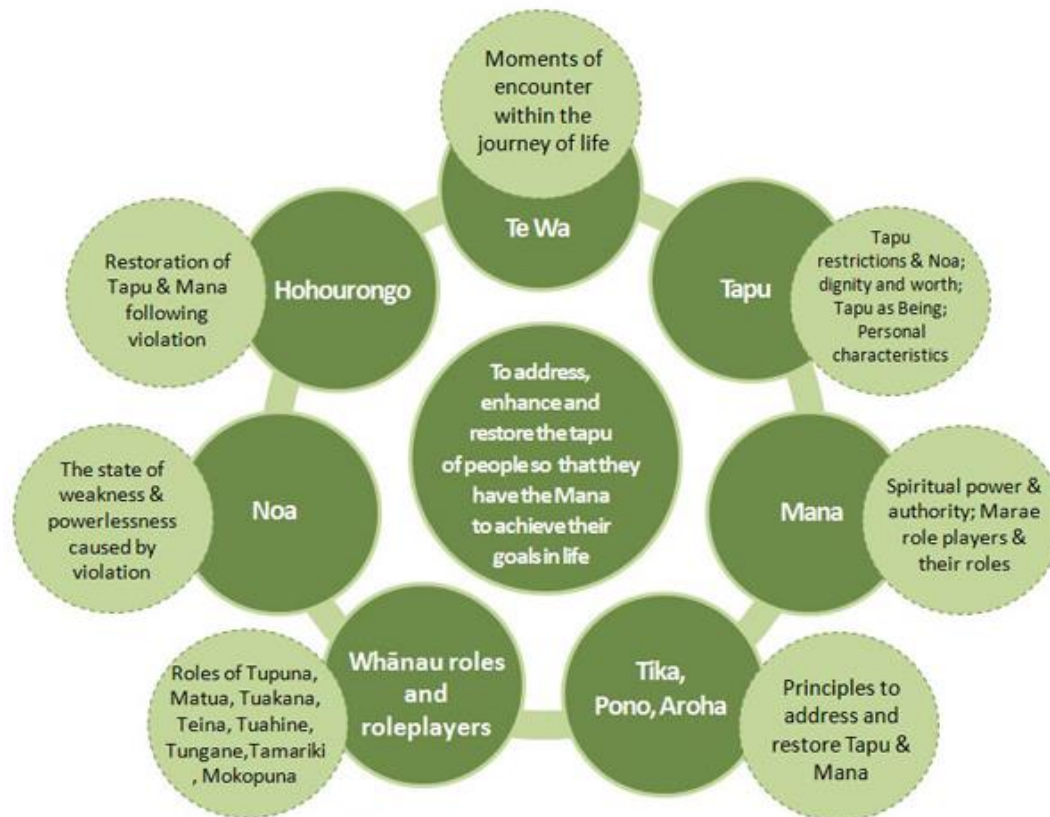


Figure: Māori Leadership Principles

(Source: Tepunaha, 2017)

The above figure is shown the various Māori principles that are important aspects of Māori leadership their leaders focused on respect for the community, people, nature, environment, and the planet. The Māori leaders always focus on the care of the community, people, nature, and

environment to assure the country or planet become a better place for our next generation. The literature review is explored that Māori leadership is needed to present the cultural values of the Māori people interpret, respect the people, nature or environment, and make sense of the world (Tepunaha, 2017). Māori leadership is focused on protecting and preventing the essential natural resources of life, and respecting other people and living things. The New Zealand government guidelines are also supported that effective leaders are needed to respect the Māori cultural values, nature or natural resources, and environment to become the country a better place for our next generation (Ataria et al., 2018). The following are the main principles of effective Maori leadership of today:

The Mātauranga Principle followed by the leader

The Mātauranga Māori principle is a Māori people way of maintaining the relationship with people and engaging in the natural world. It is the governing principles from that mātauranga that became popular in 1980 after being adopted by the Kiwi government and tertiary education. In the early 19th and 20th centuries, many mātauranga principles and values have been lost their originality and highly influenced by western culture, foreign culture, and Christianity. The Mātauranga Māori principles are needed the leaders focused on developing kinship relationships with people (McAllister et al., 2019).

Matauranga ('ma' and 'tau') is underlying values and principles of Māori people that are needed the modern business leader applied new ideas, concepts, and technologies to develop their knowledge base and develop a relationship with Māori people to consider the fundamental principle of kaitiakitanga (guardianship and protection). The Mātauranga Māori principle is also adopted the western scientific techniques, western principles or values, and western leadership practices that applied by the modern leaders assist them to build a relationship with the people and validate the outputs of western science (Clapcott et al., 2018)

The modern leaders within the business have dual use of cultural values and western scientific approaches or techniques to focus on the health and wellbeing of the people. The modern leaders in New Zealand (NZ) is needed an in-depth understanding of the Māori principles, values, interests, and aspirations. The using Mātauranga Māori principle was helped the leader within the business world to achieve their vision, and strategic goals with a focus on restoring and protecting the wellbeing of the people, nature, and environment (Hohepa, 2013).

Kaupapa Māori theory is explained that Mātauranga Māori requires that the leaders in the modern business world in NZ are focused on cultural integrity, and meet ethical expectations to achieve positive outcomes that were more useful for Māori communities. The literature review finding in the article is explored that modern business leaders in NZ are needed to develop their knowledge and skills to the proper application of Mātauranga Māori to take the right and ethical decisions and identify the most appropriate method to measure and monitor progress to achieving desired goals and results (Smith et al., 2016). Mātauranga Māori principle is needed the modern business leaders in NZ are considered both physical and non-physical values while taking decisions and the positive and negative influencers of these values on the people or stakeholders to protect the people, nature, and environment.

The whakapapa principle and its followed by the leader to develop networking/relationship (whakawhanaungatanga)

Whanaungatanga is the traditional concept that included Te Puna Hauora kaupapa, tikanga and kawa principles. The whanaungatanga principle is an inspirational concept of the Māori leadership that is underlying the concept of all living natural things (birds, rocks, trees, mountains, rivers, natural resources, people, and others) have protected by the leaders. The whakapapa principle of kinship and family connection is related to the leadership focused on maintaining and building relationships with people by links and engaging with land, location, root, value, ethics, connections, and cultural connection to the people (Tonumaip'e'a, 2018).

The whakapapa principle is explained that a leader is needed to connect with their community, land, and ancestry roots. The whakapapa identification is depended on the ancestral heritage location. The people's links to land, location, root, seas, sky, and universe mean the physical world. Whanau is related to parents and family while Whanaunga refers to links with the relatives and relationships with the family members, friends, and people (Henry & Wolfgramm, 2018). Maori leadership is based on the Māori cultural values, beliefs, and ethics they have focused on preventing nature, natural resources, and environment for the next generations and taking care and respect of their Whanau (Families) and community.

The whakapapa principle is explained that Maori people give more value to the building and maintaining relationships with family members and blood relatives. The western leader is used this Māori principle to build networking and relationship with their relatives, family members, and

cultural backgrounds people. The principle of whakapapa is not appropriate in the business world and is mostly used in the NZ education systems and healthcare systems to develop networking and relationship with the cultural background of people and community. The whakapapa principle application helps Māori leaders to develop networking and relationship to appreciate a sense of belonging and connectedness (Ann Roche et al., 2018).

The whakapapa principle is a basic Māori principle that represents the culture and values of the Māori people. The whakapapa principle is significant to the identity of the Māori people. The whakapapa principle of leadership is needed that the leader of the dominant group of people has not changed and their ancestral lineage (whakapapa) has needed to still connected to the Māori group of the people. The whakapapa principle is also used by a leader as an analytical tool to form and monitor the progress of the relationship with their followers and develop relationships over time. The whakapapa principle (genealogy) is followed by the leader to consider the ethical aspects while take decisions to maintain the quality of relationship with the followers (Dunn, 2019). This aspect of the whakapapa principle is also related to the western approach of today's leadership in the business in terms of the leaders are needed to consider ethics in decision making to support these relationships with the team members or followers.

The whakapapa principle (genealogy) has been highlighted ethics as an important aspect of the leaders' decision-making to assure better quality relationships with the team members. The western approach of today's leadership in business is closely to better understand the ethical issue and ethical decision-making to prevent the rights and interests of every group member and stakeholders. The whakapapa principle is underlying the ethical responsibility of the leader is identified mana and ethical issues and followed ethics to assure accountability to empower (whakamana) the Māori people (Mahuika, 2015). In the modern business world, a leader must need to behave ethically to maintain accountability and develop networking/relationships with the team members. Good, moral, legal, and ethical practices are always needed to consider by the leaders according to the whakapapa Māori principle to assure accountability and transparency to develop networking/relationship with followers.

Whanaugatanga is essential for Māori leadership that reflects the Māori leaders needed to develop a relationship with the sense of belonging with the Māori community and indigenous people. Under the whanaugatanga principle, Māori leaders are developing a relationship of deep friendship

and more intimate connection with followers or group members there Kiwi companies leaders are needed more focus on environmental regulations, ethics, and social responsibilities. The whanaugatanga principle is needed that the effective leaders make adjust their lifestyle, behavior, priorities, and decisions in the context of Māori cultural values and indigenous way of life or beliefs. The whanaugatanga principle application helps the Kiwi companies leaders to develop networks & relationships with the iwi people and focus on caring for nature, the environment, and people to achieve the business goals (Mahuika, 2019). In the context of today's business, the Kiwi companies' effective leaders are considered the value of whanaugatanga and other Māori principles to support the employment of the Whanau model system, meet the obligations of the Whanau, and meet the expectation of the Māori people.

The Māori Tikanga Principle Enables Māori Leadership

The Māori Tikanga (protocols) mātauranga (values) is fundamental guideline for how Māori leaders behave. The Māori Tikanga (protocols) mātauranga (values) is explained the Māori way of doing things that enable Māori leadership to reflect their values, beliefs, and views to respect the world. Pono, Tika, and Aroha are the basic fundamental principles of Tikanga (protocols) that bind everything together relate to the values, rules or customs, and practices that are inherently Māori. Pono, Tika, and Aroha values are explained the fundamental guideline for the Māori leaders that are explained the way of ethical behave by the leaders to their people (Mika & O'Sullivan, 2014). The success of Māori leadership is based on the principles of Tikanga (protocols) and related Pono, Tika, and Aroha values to the interconnected world. The Māori Tikanga (protocols) mātauranga (values) that enables the leadership to make ethical decisions in today business world are reflected in the protocols and values are discussed below:

- Focused on the Tikanga (protocols) mātauranga (values)
- Focused on the truth, correctness, and fairness
- Focused on cultural values, beliefs, and concepts of Māori
- Focused on developing strong networking and relationship to maintain Māori people and communities together
- Focused on the commitment to the defined vision and goals
- Focused on developed multitasking skills included financial and non-financial skills
- Focused on cultural and social responsibility (Mead, 2016)

- Focused on mana (justice and equity)

The Tikanga Māori such as Pono, Tika, and Aroha values; Whakawhanaungatanga; Wairuatanga (spirituality); and all fundamental aspects of Māori principles are helped today leaders in the business world to build their relationship with clients and stakeholders. The Tikanga Māori principles are related that the external and internal community and environmental factors influencing the decision-making of effective leaders. Effective Māori leaders are caring the environment, nature, planet people and community means they considered their leadership style and decisions that are not protected or prevented of them (Baker, Pipi & Cassidy, 2015).. The Māori Tikanga (protocols) mātauranga (values) related five Māori leadership qualities are the Kia Marama (informed and knowledgeable decisions), Kia Ora Hauora (physical, mental, and emotionally healthy to take the right decisions), Kia Hono (connected with community/people), Kia Purangiaho (clear vision and goals), and Kia Tau (engaging with land, location, root, cultural values, ethics, etc.). The Tikanga protocols are explained that these five philosophies and concepts are included in effective Māori leadership, which is needed in a person that becomes the leader in the NZ company (Spiller et al., 2020).

Pono, Tika, and Aroha values related to today's business: Pono values application is effective for Māori leadership to assure that today leaders behave with honesty, fairly, integrity, reality, and equality with every people. Tika values application is effective for Māori leadership to assure that the today leaders doing thing in the right order and the right way to build a strong relationship with clients and stakeholders. Aroha value application is effective for Māori leadership to sacrifice, empathy, and joy for others. Therefore, Pono, Tika, and Aroha values of Māori leadership are effective for today leaders with western approaches within the business to behave with clients and stakeholders in honesty, fairly, integrity, reality, equality, doing things in the right order, sacrifice, and empathy (Stewart et al., 2021).

Pono value is related to humility means the leaders are needed to care and respect others, behave honestly, fair and humble. In the NZ business world, the leaders those followed Pono value is taking responsibility for their decisions or actions, filled with gratitude, looking to add value to other people, and quality of being humble. Self-belief, self-regard, self-confidence, and a sense of unworthiness are the characteristics of Maori leadership under the Pono value that enables today's business leaders to remain highly motivated self in any challenging situation and contribute to the

success of the team and organization. Moreover, self-belief, self-regard, self-confidence, and self-motivation are the significant traits and characteristics of modern business leaders that helped them to develop networks and relationships with people and face any complex or tough situations (Wilson et al., 2021). The Maori leaders are high self-esteem, self-regard, self-confidence, and self-motivation and they take care of the nature, environment, Pono, Tika, and Aroha values, and Whanau.

Pono value indicated the Maori leaders are focused on honesty, fairness, and truth-telling to others and people. Tike value is related to justice, fairness and equality is the trait and characteristic of the Maori leaders. Tika's value indicated that the Maori leaders are shared their views, vision, and goals with the team members, clients, and stakeholders in the company to achieve maximum potential with equity. Aroha value is related to the Maori leaders focus on compassion means they look at each people and consider their respect and care while taking actions or decisions. Aroha's value represented that the Maori leaders care enough of the team members those affected by inequalities and focus on providing comfort zones to assure the health, and wellbeing of the people (Manson, 2021). The Māori Tikanga (protocols) and Pono, Tika, and Aroha values enable Māori leadership to take actions or decisions with considering the respect and care of the people, environment, and nature or natural resources.

Despite some authors acknowledging effective Māori leadership based on the Pono, Tika, and Aroha values and leadership is a continuous learning or improvement process that is needed high attention to traits and characteristics necessary for Māori business leaders. Many authors stated that the leadership qualities, traits, and characteristics for Māori leaders are represented by the principles of tika (to always act ethically), Pono (humility), and Aroha (passion). The number of authors is stated that the Pono, Tika, and Aroha values are encouraged the success of today business leaders those followed western approaches with clearly considered Māori principles and values (Standiland, 2015).

Discover a Māori leader as Hone Heke that utilised the Tikanga and Mātāouna

Hone Heke was a leader of a Māori rebellion in the history of NZ as he used his intelligence and energy in protecting the right and interests of the Māori community people. The Treaty of Waitangi was first signed by Hone Heke in 1840 as the rangatira (chief) to demand the removal of British authority over Maori affairs. He was utilised the Tikanga and Mātāouna principles to raise the

northern Māori voice in favour of the Treaty of Waitangi and became a leader of the Māori people those opponents of British rule in New Zealand (Maranga Ake, 2020).

Hone Heke and other Māori leaders were involved in the Northern War in the mid-1840s that was known as a truly Māori war against internal Ngāpuhi dispute. The Treaty of Waitangi provided certain rights to the Māori people as they were able to respect their lands and the resources related to them and the protection of the Crown. Hone Heke has believed that the Māori people and community has also right to better live together with other people (Piper, 2016).

Hone Heke has directed the Māori people in particular against a British flagpole. Hone Heke was raised his voice to cut down this flagpole because this was matched only by the British insistence on resurrecting it. The Māori rebels were much more interested in cutting down this flagpole than in getting the flag due to Māori rebels believed that the God of Heaven penetrated Earth and God created life since the creation of the world (Schindler, 2020).

Hone Heke was respected the cultural values and beliefs of the Māori rebels and Māori people as they were more focused on the concept of land, God, ancestry roots, values, ethics, and cultural connection. Hone Heke was connected with the Māori community, land, ancestry roots, nature or environment, and their cultural values that are related to the Whakapapa, Tikanga, and Mātāoua principles. Hone Heke was respectful and care about resources, land, ethics, and values of the Māori communities and they raised his voice with Māori rebels against the wrong things and unethical activities (Piper, 2016).

The western approach of leadership contrast with today's Maori leadership

The past literature and article have presented the comparison and contrast in the modern western leadership approach and Maori leadership approach. Maori and European (western approach) are the two categories of today's leadership. The Maori leadership approach is based on the Maori principles and Maori cultural values while the western leadership approach is based on business principles, rules, and regulations. The Maori leadership approach is based on the protection of natural resources like water, air, and land means the leaders are focused on preserving & protecting the natural environment by minimizing the harmful impact (Macfarlane & Macfarlane, 2013). Similarly, the western approach business leaders are focused on the environmental regulations and corporate social responsibilities to preserve & protect nature, natural resources, environment, people, and the planet with the business activities.

The Māori Tikanga, Whakawhanaungatanga; Wairuatanga (spirituality); Pono, Tika, and Aroha values and all fundamental aspects of Māori principles are followed by today's Maori leaders in NZ that are similar to the western approach of leaders in the business world. Most of the Maori leaders are followed these Maori principles and focus on building a strong connection with their team members or people, preserving nature and the environment to become the planet a better place for our next generation. Maori leaders and western approach leader both share their vision and goals with the people and long-term orientation towards goals of the business organizations. Today's western approach of leadership is correlated to the Maori leadership principles like focused on rights, interest, care, and respect of the people and stakeholders to provide the truth, fair and right information of the business organization. The Maori leadership is focused on the ethical aspects of the leadership their leaders are needed to do things in the right order and the right way to build a strong relationship with people. This aspect is also related to the modern approach of leadership their corporate leaders are needed to follow business ethics and prevent the rights and interests of all stakeholders (Hollis-English, 2015).

Western approach leadership followers are wanted from the leaders who have financial and non-financial skills, kindness, care, respect, self-esteem, and lovingness. The followers are wanted that the leaders be team-oriented, good listeners, and care or respect the people, nature, and environment. The Kia pūrangiaho principle is also related to the western approach leadership that means the leaders are transparent, visionary, honest, open, fair, equality, and dedicated to kaupapa. In the modern business environment, some of the western approach leaders are very rigid and do not consider the views of team members, and do not change that is opposed to the Maori leadership style (Spiller & Stockdale, 2013). The Maori leaders are always considered the views of the team members with a focus on the respect and care of the team members. The Maori leaders have followed the Maori principles especially Mātauranga Whanaungatanga, Māori Tikanga (protocols), and mātauranga (values).

Conclusion

The above discussion is concluded that the Mātauranga Whanaungatanga, Māori Tikanga (protocols) mātauranga, and Pono, Tika, and Aroha values and all fundamental aspects of Māori principles are played a major role in the effective Maori leadership. The past works of literature and articles are explored that the Māori Tikanga (protocols) mātauranga, and Pono, Tika, and

Aroha values are related to effective Maori leadership as the Maori leaders are focused on the care and respect of all human beings, nature or natural resources and environment. This essay is also selected Hone Heke as a leader of Maori that utilised the Tikanga, Mātāouna, and other Maori prices and cultural values to firstly signed and supported the Treaty of Waitangi that is provided a guarantee to protect the certain rights of the Māori people. This essay is also disclosed that today western approach leadership is similar to the Maori leadership approach in terms of the modern business leaders are also followed the environmental regulations, business ethics, and try to meet the corporate social responsibilities of the business organization to focus on contributing to the people, environment, and planet.

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