

**Critical Assessment of Management Capabilities and Māori Values for
Mapping Mineral Deposits in New Zealand: Addressing Corporate Social
Responsibility and Stakeholder Expectations.**

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1. Executive Summary

This report provides recommendations for Kiwi Minerals Limited (KML) in Wellington to select a competent Project Director (PD) for the Hawke's Bay Mineral Sampling Project. The report identifies essential management qualities for the PD, including leadership and strategic thinking. The PD's strategic thinking capability can enable them to predict potential risks, recognise methods to minimise them, and proactively carry out risk management strategies, ensuring the project's seamless progress. The report further suggests that the PD's leadership skills are crucial in ensuring smooth communication with project stakeholders and managing conflicts that may arise. The assignment emphasises the importance of incorporating Māori values, such as Kaitiakitanga, Tapu and noa, and Whakawhanaungatanga, in the project's execution. Kaitiakitanga emphasises the responsibility of stewardship and protection of the natural world; Tapu and noa are concepts that refer to the sacred and the mundane, respectively, and guide appropriate behavior and interactions; Whakawhanaungatanga is a value centred on building and maintaining relationships through shared experiences and mutual respect. The report also highlights potential Corporate Social Responsibility (CSR) concerns that could arise during or after the project's completion, such as environmental issues and cultural sensitivity. Environmental issues could arise due to the exploration and mapping process's impact on the land and marine environment, while cultural sensitivity issues could arise due to the project's location in an area with a substantial Māori population.

2. Introduction

This assignment aims to help directors from the head office of Kiwi Minerals Limited (KML) in Wellington select a competent Project Director (PD) for the Hawke's Bay Mineral Sampling Project. It assesses the essential management qualities required for the PD and highlights the criticality of incorporating Māori values in the project. Additionally, the report identifies potential Corporate Social Responsibility (CSR) concerns that could arise during or after the project's completion, such as environmental issues and cultural sensitivity. The report identifies leadership and strategic thinking as the necessary management skills for the PD, while Kaitiakitanga, Tapu and noa, and Whakawhanaungatanga Māori values are vital for the project's success.

3. Management Capabilities for a Project Director

KML company is planning a significant project of exploring and digitally mapping underground gold and silver resources in the Mahia Peninsula, New Zealand. It requires finding

the PD capable of leading the project, monitoring the budget, and securing staff within the given timeframes. Sax and Anderson (2019) suggest that PDs should possess expertise in strategic planning, risk management, collaboration, communication, change management, and strategic thinking to integrate enterprise risk management with strategic planning. Similarly, Zaman et al. (2020) identifies strategic thinking, leadership, communication, risk management, project planning and scheduling, resource management, change management, and collaboration as crucial skills for PDs.

Knowing that to ensure success in their future projects, KML should prioritise critical capabilities such as strategic thinking and leadership when hiring their PD. The reasons for this assertion will be provided subsequently.

Moreover, due to the budget restriction, the head office expects to share its HR and Finance expertise to cover significant aspects of the project in the Mahia Peninsula.

3.1. Strategic Thinking Capability

Strategic thinking refers to the cognitive process of synthesising information from various sources to create a holistic view of a situation, being mindful of the long-term goals, and using this perspective to make decisions that align with the organisational objectives (Alatailat et al., 2019). If the PD of KML possesses strategic thinking as one of the two most significant capabilities applicable to the task, it could provide several advantages for the project's success.

Strategic thinking can enhance the PD's decision-making abilities in line with the company's goals. It enables the PD to look beyond the immediate needs and challenges of the project and take a broader perspective to consider long-term implications. This capability can help the PD make informed decisions about project design, resource allocation, and stakeholder management, among other things.

Secondly, strategic thinking can help the PD proactively solve problems by identifying potential issues before they occur. This skill allows the PD to anticipate potential challenges and develop contingency plans to mitigate them. As a result, the project can be better prepared to handle unforeseen circumstances that may arise during the exploration and mapping process.

Thirdly, strategic thinking enables the PD to assess potential risks accurately. This skill helps the PD identify risks that may arise during the project and develop strategies to manage them. As a result, the project can better manage risks, avoid potential pitfalls, and ensure that resources are effectively allocated. Risk management is also crucial for the project's success, given the significant budget and time constraints involved (Van Winsen et al., 2016). The PD's

strategic thinking capability can enable them to predict potential risks, recognise methods to minimise them, and proactively carry out risk management strategies, ensuring the project's seamless progress. Additionally, the PD can encourage the team to take a proactive outlook towards risk management.

Suppose the PD lacks the capability of strategic thinking. In that case, it can lead to significant issues in the project, such as poor decision-making abilities, an inability to anticipate potential challenges, and an inability to deliver the project on time. Which could ultimately damage the KML's reputation and lead to the loss of possible future contracts (Hai Minh et al., 2020).

3.2. Leadership Capability

As the project will involve a team of more than ten full-time employees, it will be essential for the PD in the KML positions to possess leadership skills to carry out successful project management and coordinate work tasks (Mike, 2021). The project can benefit from various advantages if the PD at KML has exceptional leadership skills. Leadership refers to the capacity of an individual or a collective group of individuals to impact and provide direction to their supporters or others (Pratt, 2023). Moreover, Mike (2021) states that effective communication is vital for the success of any project.

The PD can employ their leadership abilities to guarantee that communication between project stakeholders such as the Head Office, local Iwi, presenters of Māori culture, and the Department of Conservation (DOC) is consistently open and precise. Improved communication encourages collaboration, and the PD's leadership skills will be crucial in ensuring smooth communication, especially with the participation of local Iwi and the DOC in the project.

Conflict management is another area where leadership skills would be beneficial (Caputo et al., 2019). With a complex project like this, conflicts can arise due to differences in various cultures, ethnicities, backgrounds, and personalities (Caputo et al., 2019). A clear comprehension of the Māori culture is essential for the PD to avoid any disagreements with the local Iwi, mainly since the project is being executed in an area with a substantial Māori population (Ninness, 2021). With solid leadership skills, the PD can identify potential conflicts, address them proactively, and implement strategies to manage and resolve them effectively, thereby keeping the project on track.

Lastly, motivation is essential for achieving success in any project (Software, 2021). With solid leadership skills, the PD can motivate internal and external stakeholders to perform to their highest potential, thereby contributing to the project's success. This can be achieved through

effective delegation, one-to-one arranged meetings, clear communication of goals and expectations with the team and the Head office and providing feedback and recognition to the hired staff. Moreover, the PD is required to exhibit a sufficient level of technical and analytical expertise and comprehension regarding soil sampling approaches, drilling approaches, appropriate sample sizes, techniques for dividing samples, quality assurance, laboratory protocols, and familiarity with the equipment used. Consequently, the team's motivation will boost, and individuals will be more prone to have confidence in their project director (Ninness, 2021).

If the person in charge of the project, referred to as PD, lacks leadership abilities, it can adversely affect KML's project. If PD is not an effective leader, the project may lack clear guidance, leading to confusion and inefficiency. This can also affect communication, which can cause misunderstandings, mistakes, and delays. Furthermore, if PD does not possess conflict resolution skills, any disagreements could become more significant, resulting in project delays and possible failure.

4. Significance of Māori Values to the KML project

Māori culture and values have endured significant challenges throughout history, including colonisation, loss of land, and health issues due to the introduction of foreign substances (Kuntz et al., 2014). Kuntz et al. (2014) state that despite these external pressures, Māori have managed to maintain their core values and guiding principles, which continue to shape their worldviews and permeate social and labour relations. According to Mark et al. (2017) the cultural significance of these values reflects the resilience and strength of the Māori culture.

The largest tribe in Hawke's Bay where KML decided to explore the land, known as Ngāti Kahungunu, is also the third largest in New Zealand (Pollock, 2015). Since the local Iwi owns most of the land in the area, it is advantageous to have a comprehensive understanding of their values to establish a strong connection.

Regarding the KML project, Māori values can be transformed into actions as they can be utilised to govern, alter, or manage behaviour in multiple manners (Kuntz et al., 2014).

4.1. Kaitiakitanga

Kaitiakitanga is essential to respect the land and the marine environment's connection in the exploration process, particularly in the Hawke's Bay area (Environment Foundation, 2018). KML should establish a collaborative partnership with the local Iwi to align their activities

with the community's cultural and environmental values. This partnership must involve ongoing consultation and engagement throughout the project, emphasising the incorporation of traditional Māori ecological knowledge in the approach to exploration activities. Involving the Iwi early on can reduce the negative impact of exploration on the environment, build trust, and foster positive relationships with the community. This collaboration can also create economic and resourcing opportunities for the Māori groups in the active region (New Zealand Petroleum and Minerals, 2020).

It is important to note that mapping during the exploration process may damage the land at different levels, and carbon emission is possible. Therefore, Kaitiakitanga should be added to the list of values that guide the exploration process to minimise potential negative impacts on the land, waterways, and biodiversity. By respecting and supporting the Kaitiakitanga Maori value, KML can access valuable knowledge, meet social and environmental responsibilities, demonstrate a commitment to responsible exploration, and maintain a social license to operate.

If KML does not respect the value of Kaitiakitanga in the exploration process, it may result in potential negative impacts on the land, waterways, and biodiversity in the Hawke's Bay area. Additionally, it may damage the relationship with the local community and reduce the opportunity for economic and resourcing benefits for the Māori groups in the region.

4.2. Tapu and noa

Tapu and noa are the values from the essential concepts in Māori culture (Ataria et al., 2023). According to the Ministry of Business, Innovation and Employment (2023), Tapu refers to sacred, restricted or set apart things, and noa relates to things free of Tapu. Fletcher (2007) highlights the importance of considering Tapu and noa when working with the land, particularly in Tapu areas that require particular care. The exploration of silver and gold resources on land owned by the local Iwi could involve Tapu activities, making these concepts relevant to the project.

KML could collaborate with the local Iwi to incorporate these values into the project and respect any Tapu areas on the land. They could identify these areas and integrate this knowledge into their exploration activities by working together. This approach would demonstrate respect for cultural practices, prevent any potential cultural misunderstandings or conflicts, and foster positive relationships with the local community.

If KML does not respect Tapu and noa, they may experience cultural conflicts with the local community, leading to a damaged reputation, legal disputes, and potential protests or

blockades. This could impact the social license to operate, making it challenging for KML to continue operations in the area and achieve its project objectives.

4.3. Whakawhanaungatanga

To establish positive relationships with local Iwi and other stakeholders involved in the project, Whakawhanaungatanga, the Māori value of building relationships and connections, is crucial (Te Aka Maori Dictionary, n.d.).

Whakawhanaungatanga is the process of building relationships through shared experiences and common goals (Ministry of Education, 2023). This value is relevant to this project as it involves a partnership between KML, the local Iwi, and the DOC. To implement whakawhanaungatanga in this project, KML could seek opportunities to engage with the local Iwi and the DOC in activities outside the project scope. For example, they could participate in cultural events, workshops, or training sessions that help build relationships and foster trust. By doing so, KML could develop long-lasting relationships with the local Iwi, the Department of Conservation, and the government leading to future collaboration and mutual benefit opportunities (Mrabure, 2019).

If KML does not respect the value of Whakawhanaungatanga, they may encounter resistance from the local Iwi and other stakeholders, which could lead to conflicts and delays in the project. The lack of trust and respect for Māori cultural values and practices could also damage KML's reputation, affect its social license to operate, and potentially lead to legal and financial consequences. Ultimately, failing to incorporate Whakawhanaungatanga could harm the relationship between KML and the local community, which could negatively impact the project's success.

5. Social Responsibility Issues

Corporate social responsibility (CSR) is essential in today's business world because it enables companies to contribute positively to society while also benefiting their own interests (Rania et al., 2021). As a critical component of corporate governance, CSR requires companies and their directors to consider the social and environmental impact of their actions and integrate socially responsible investment into their business strategies (Khan, 2010). With growing public awareness and concern for issues such as climate change, human rights, and sustainable development, CSR has become increasingly important for companies to maintain their reputation and social license to operate (Amos, 2018).

5.1 Cultural Sensitivity

KML begins its significant project of exploring and mapping underground gold and silver resources in the Mahia Peninsula, New Zealand. It is crucial to ensure that KML has cultural sensitivity and is equipped with the skills necessary to navigate the cultural landscape of the project's location (Kumar et al., 2021).

Given that the project will be carried out in an area with a substantial Māori population, the company must be culturally sensitive and respectful of the local Māori culture (Rigby et al., 2011). KML's role is not only to oversee the project's technical aspects but also to build and maintain relationships with the local Māori community, the DOC and local Iwi. This requires understanding Māori culture, values, beliefs, and protocols.

The article from Rigby et al. (2011) provides evidence that incorporating Māori culture into CSR strategies can facilitate better communication and collaboration with the local Māori community. This supports the idea that a culturally sensitive company can positively impact relationships with indigenous communities. This can be achieved by engaging with local Iwi and ensuring their involvement and participation in the project's decision-making processes. KML should also be familiar with the cultural protocols and practices of the Māori community to avoid any misunderstandings or conflicts that may arise due to cultural differences.

Moreover, KML should understand the importance of including Māori perspectives in the project's planning and implementation processes. This includes considering Māori values, perspectives, and knowledge in the project's decision-making processes. The company, in general, should also be open to learning from and working collaboratively with the local Māori community, recognising their unique contributions and perspectives.

To ensure cultural sensitivity, KML can provide cultural awareness and sensitivity training, which can help the company understand the local Māori culture and values. Additionally, KML can hire a cultural advisor from the local Māori community to work closely with the PD and provide guidance on cultural protocols and practices.

Failure to incorporate cultural sensitivity and Māori values in KML's exploration project may lead to conflicts, damaged relationships with indigenous communities, regulatory sanctions, reputational damage, missed opportunities, and negative environmental impacts. Providing cultural awareness training and hiring a cultural advisor can help the company navigate the cultural landscape and fulfil its obligations as a responsible business.

5.2 Environmental

KML could encounter concerns related to corporate social responsibility regarding the environment (De Roeck & Delobbe, 2012). The project involves various activities that might cause some environmental issues, such as energy consumption, excessive water use, and waste discharge (Islam et al., 2019). For instance, KML might encounter water pollution as they explore underground mineral resources in rivers or bays, resulting in adverse effects on the local residents living environment.

One of the critical components of environmental CSR for KML is the environmental impact assessment (EIA) throughout all project stages, including its design, operation, and closure (Bouafia et al., 2022). According to Bouafia et al. (2022), an EIA is an analytical process that assesses the potential environmental impacts of a proposed project and identifies mitigation measures to reduce the impacts. Therefore, KML should conduct an EIA to determine the project's environmental impacts and develop mitigation measures to minimise the effects. The EIA should consider various aspects, such as air quality, water quality, soil quality, and biodiversity. This analysis will help to identify and interpret the relationships and interactions between the project and the ecosystems, resources, and quality of life of individuals and communities.

Another critical component of environmental CSR is waste management. The project will likely generate significant waste materials, including soil, rock, and other materials. KML should develop a comprehensive waste management plan that considers the waste's type, quantity, and disposal methods. The plan should also include measures to reduce waste generation, such as recycling and reusing materials.

Moreover, KML should adopt sustainable practices to minimise the project's environmental footprint. For instance, KML should use renewable energy sources such as solar and wind energy to power the project's activities. The company should also use environmentally friendly technologies and equipment that minimise greenhouse gas emissions, such as electric vehicles and machinery.

Biodiversity conservation is another critical aspect of environmental CSR. The Mahia Peninsula has unique biodiversity, including threatened and endangered species. KML should develop measures to protect biodiversity, such as preserving habitat areas and minimising ecosystem disturbance. The company should also ensure that its activities do not result in the introduction of invasive species or diseases that could harm the existing biodiversity.

Finally, KML should develop a monitoring and reporting framework to track the project's environmental impacts and compliance with environmental regulations. The company should establish performance indicators and targets to assess the project's environmental performance and report the results to stakeholders.

If KML does not apply environmental CSR practices, the project could face environmental issues such as water pollution and waste generation, which could lead to concerns related to corporate social responsibility. Additionally, KML could face legal consequences for non-compliance with environmental regulations.

6. Conclusion

To be a successful project director, it is vital to possess strategic thinking and leadership capabilities. These are necessary for the project to succeed due to poor decision-making, inability to anticipate challenges, and failure to deliver on time, which can harm the company's reputation and prospects. Effective leadership ensures open and precise communication, identifies potential conflicts, and proactively addresses them to keep the project on track. Additionally, by incorporating Māori values such as Kaitiakitanga, Tapu and Noa, and Whakawhanaungatanga, the project can allocate time and budget to minimise environmental damage, integrate cultural knowledge, and build relationships through shared goals and experiences. By acknowledging potential CSR issues related to cultural sensitivity and environmental concerns, the company can fulfil its obligations as a responsible business and build a strong reputation while creating positive results for all stakeholders.

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