

## 1. Introduction

This report critically assesses essential managerial skills necessary to be a successful manager in a Māori and for-profit organisation in New Zealand. The report aims to identify the vital elements that allow these businesses to achieve improved results in their particular markets by critically reviewing the necessary managerial qualities of Moana New Zealand, a fishery company (legally known as Aotearoa Fisheries Ltd) and Fonterra, a dairy company. The set of competencies specific to each organisation is also critically assessed after a brief overview of management capabilities in section two, sections three and four, each covering two sets of critical management capabilities for Fonterra and Moana New Zealand. The conclusion of the report is available in section five.

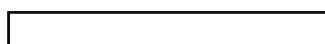
## 2. Management Capabilities

Managerial capabilities are a manager's behavioural ability "to manage and organise resources and people" (Anzengruber et al., 2017). Several scholars have agreed that a manager's position determines their managerial skills based on experience (Azad et al., 2017). As per the research from Kumar (2021), mapping industrial expertise with current technologies is critical for managers to produce more effective results.

Fonterra's primary reason for shortlisting the listed capabilities is its worldwide presence; the management at Fonterra believes that organisations must prepare their people to be their best by encouraging sharing and learning across industries and regions and networking (Fonterra, 2018). Fonterra's (2018) website explicitly states the organisation's capabilities as 'Emotional Intelligence', 'Change Adaptability', 'Learning Agility', 'Entrepreneurship', 'External Orientation', and 'Strategic Thinking' are the critical managerial capabilities identified for Fonterra. The management at Fonterra strongly believes that one who adapts to changes quickly can lead the industry dynamics (Fonterra, 2018).

Moana (2017) states that Moana NZ is a member of NZ's Sustainable Business Council (NZSBC) and has committed to a voluntary pledge to assist NZ in meeting the United Nations Sustainable Development Goals, namely Good Health and Well-being, ending Hunger and Food Security, Life Below Water, Responsible Production and Consumption, Decent Work and Economic Growth. The centrality of identifying management capabilities at Moana, New Zealand, is 'Kotahitanga', meaning a shared sense of belonging. With high organisational commitments, the organisational management capability has been identified as 'Kaitiakitanga' (Guardship), 'Manaakitanga' (dedicated focus) and 'Whakatupuranga' (Legacy Management), 'Training & Development' and 'Leadership' (Moana, 2023). Based on the company's pledge to assist the locals and create bonds first and then shift its focus to business, it has encouraged to shortlist Moana's management capabilities.

After critically analysing the capability frameworks of both organisations, by using the 7s model, it is pretty evident that the common aspect derived is that both organisations are into



consumer goods; hence food safety and quality and health and well-being of its customer are the key focus areas which are demarcated as 'System & Strategy' in the 7s model (Fonterra, 2023)(Moana, 2023). Another common area is its people-centric (7s – Skill & Staff) approach towards open learning programs; both organisations focus on their team development and ensure they have the new skills to manage the challenges better today (Moana, 2023) (Fonterra, 2021).

The critical difference identified is the 'Structure & Style' from the 7s model in which each organisation operates. Though both organisations are thriving towards their expansion objective, Fonterra focuses on profit maximisation as a for-profit organisation (Fonterra, 2023). Moana's value focuses more on sustainability and culture, conserving its values and keeping everything ahead of business (United Nations, 2023).

Based on the critical evaluation of both organisations' frameworks, it is evident that their operating principles are different. Fonterra's focus is profit, primarily on expansion and profit maximisation. In contrast, Moana plays a considerable role in the social aspect, i.e., society, nature, and conservation of ancestry values.

Further below are the shortlisted management capabilities for Fonterra and Moana (sections 3 & 4 ), respectively.

### **3. Fonterra**

#### **3.1 Learning Agility**

In the recent decade, learning agility has grown in popularity. Globally, HR practitioners have used learning agility to discover and develop high-potential individuals and pick organisational leaders (Korsten, 2020). An integral part of any business organisation, the continuous professional development of employees must be incorporated into a systematic channel within the company. This development should include informal and formal education, upskilling through an internal company training portal, and self-learning (Tan & Antonio, 2022).

According to research, adopting lean manufacturing techniques significantly aids manufacturing companies in improving their operational efficiency (Knol et al., 2018). Based on Knol's (2018) theory, superiors at Fonterra must train their workforce to adopt new methodologies like a lean model to reduce production waste from all processes. It would eventually entail training its personnel to implement new methods and guidelines, and it would serve as a benchmark in the dairy industry.

It is essential to have an effective manager at Fonterra that must possess the abilities and flexibility to effectively showcase how to adapt to changes and new market dynamics as the business and work environment evolve in ways that are becoming increasingly difficult to predict (NZ Herald, 2023). Business procedures and training techniques evolved as technology became the foundation of every decision (Hurix Digital, 2023).

In today's world, online training is one of the best ways to train oneself, and managers at all levels must promote the self-learning framework. It would eventually showcase the vibrant nature of employee performance (Tan & Antonio, 2022).

### 3.2 Strategic Thinking

As per a talent solution company, Strategic thinking is the ability to envision a better and new blend to old problems and constantly look at opportunities uniquely from your desired point of view to serve your organisation's goal (Robert Half, 2017). McKinsey defined strategy as "a combined set of activities designed to deliver value and a sustainable edge over its competition." (McKinsey, 2023). McKinsey (2023) believes the business portfolio and analysis approach is critical for strategic planning. It compares it with Fonterra's brand and product portfolios, and their financial and forecasting strategies are managed differently (Fonterra, 2023). To be a successful strategic Manager at Fonterra, one must align with the company's long-term strategic goals of being a *sustainable leader*, focusing on the NZ dairy market, *and pioneering* and innovating in dairy science (Fonterra, 2023).

Due to its Co-Op business model, strategic managers must be able to critically evaluate and analyse new businesses and joint venture programs with the government and other private organisations/institutions. Since the company uses the sustainability model, managers must look at more creative and eco-friendly procedures to manage day-to-day business and encourage their team members to adopt sustainability as much as possible (Fonterra, 2023).

As per the above theory and conclusions, Fonterra's worldwide presence makes it a market leader in the dairy business. Managers must be capable of analysing and closely tracking the business and its alignment with the company's long-term goal in the domestic and international markets.

Below is a review of Fonterra's shortlisted capabilities and how it is aligned with the leadership and long-term objectives of the organisation.

### 3.3 Fonterra's Shortlisted Capability Review

The shortlisted capabilities result in organisational well-being, such as organisational learning capacity, improved management of changes, compliance with changing consumer and market presuppositions and Strategic Thinking from a manager's perspective.

Fonterra's leadership is already setting an example with other Joint Venture partners by exploring and implementing new ways to increase output without compromising productivity, efficiency, or profitability with a **\$50 million** investment (Fonterra, 2023). Fonterra's management has also expressed a strong desire to revolutionise people's health and wellness by integrating big data with biotechnology and genomics by 2030 (Fonterra, 2021). The manager's/leadership showcases the intention to understand market and customer requirements and to adopt the most recent Technological and Strategic advancement that best meets their needs (Fonterra, 2021). The top-to-bottom approach helps the organisation attain a higher market share in the dairy industry, thus improving profits.

## **4. Moana (Aotearoa Fisheries Ltd)**

### **4.1 Training Development and Guardship (Ref. Kaitiakitanga)**

Kaitiakitanga is a Māori term that means "guardian," "preservation," "shelter," or "protection." It is an approach based on the traditional Māori perspective on environmental management (Te Ahukaramū Charles Royal, 2023). As per Te Ahukaramū Charles Royal (2023), Kaitiakitanga is gaining popularity, and tribal groups are attempting to address environmental issues while renewing their knowledge, experience and culture.

The Māori fisheries assets' future security depends on conserving marine natural resources (Aotearoa Fisheries Limited, 2023). To safeguard the conservation activity, the manager is responsible for mentoring their team members on multiple upscaling organisational programs focusing on training and development on how to preserve the skills and theories via an e-learning portal, webinars and seminars for its personnel in the water (fishing) and cross-cultural training to comprehend Māori values fully (Moana Learning, 2023). Moana Learning (2023), an internal learning platform, will foster on-the-job learning and execution, and individuals' thought processes will broaden beyond the horizon and drive innovation amongst its Iwi.

As per Harvard (2022), Professional development is crucial to advancing one's career and achieving their objectives. A manager's engagement capability will be crucial as employers can encourage their staff to pursue professional development opportunities to promote improved productivity and job satisfaction. It would benefit the organisation to keep it sustainable and profitable (Harvard, 2022).

### **4.2 Engagements, partnerships and Empowerment (Manaakitanga)**

Manaakitanga effectively describes how Māori communities care for one another, foster connections, and engage with one another for well-being (Independent Māori Statutory Board, 2023).

As per Te Arawhiti - Building Closer Partnerships with Māori (2023), Māori Crown Relations considers this via interactions, collaborations, and empowering capabilities. Managers must be capable of proactively seeking chances to enable and support rangatiratanga (self-determination) through true partnerships that appear daily (Te Arawhiti, 2023).

According to Te Arawhiti (2023), the nature of the Aotearoa Fisheries (Moana) company depends on the collaboration between the organisation and Māories. Thus, managers must maintain an empathic connection with society. Underlining the above discussion, Aotearoa fishery managers must encourage collaboration, teamwork, open communication, and trust (Risely, 2023). Te Arawhiti's (2023) partnership advice underlines the need for managers being open, accepting of risk, and adaptable; they feel that it is critical to developing a connection before any work begins. It also emphasises the need to respect each other's knowledge and contributions; for which the managerial skill required is acknowledgement. Finally, the

manager must think strategically to ensure the outcome is meaningful to both parties (Te Arawhiti, 2023).

In the below text, a review of the shortlisted capabilities has been aligned with the organisation's goals and objectives.

#### **4.3 Moana's Shortlisted Capability Review**

The shortlisting of Moana's capability was primarily based on its ethics and values, which directly impact its people and nature. As per Moana NZ (2023), Moana is renowned for its ethical, sustainable fishing methods and premium seafood offerings. The organisation focuses on working in harmony with nature to maintain the sustainability of its fisheries for future generations, taking a long-term perspective in all they do (Moana NZ, 2023). With a long-term sustainability objective in mind, the corporation claims to be investing **\$52 million** in a joint venture programme in Precision Seafood Harvesting and cutting-edge sustainable technologies (Moana NZ, 2023).

#### **5. Conclusion:**

In conclusion, this literature examined two New Zealand-based enterprises, Moana, NZ and Fonterra, and their specific managerial competencies. The relevance of management skills, which are essential to the respective organisation's success, has been emphasised in the study. The report recommends that Moana, NZ, and Fonterra can benefit from one another's capabilities.

It is essential to consider that both businesses' requirements go beyond the two significant competencies this research focuses on for each firm. Keeping in mind organisational objectives, challenges, and short and long-term goals, each organisation may utilise the capacity frameworks researched to improve and construct its manager capability frameworks as needed. In conclusion, matching management competencies to organisational and individual targets is crucial. The efficiency of a manager is determined by their ability to apply themselves in the context of what their work requires of them.

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