# **1. Executive Summary**

This paper aims to help Kiwi Minerals Limited (KML), in providing the qualities needed to be a competent Project Director (PD) needed for their upcoming $5 million mineral exploration project located in Hawke’s Bay. The ideal PD hired for this project needs to have proficient qualities in three areas: The Māori cultural values and operating principles, the Corporate Social Responsibility (CSR) initiatives and activities, and the competencies of the PD itself.

KML is a New Zealand Company with its head office located in Wellington. They primarily focus in exploring valuable metals such as Gold and Silver. KML has been tasked by the government with completing an exploration project within a 9–12-month period. To complete this, the Project Director (PD) must possess the experience and expertise to anticipate risks and develop effective solutions. The involvement of the local Iwi, who are in control of majority of the land in question, is essential and should be involved through thoughtful cross-cultural communication. The Iwi’s participation alongside the management of diverse stakeholders, is crucial to the project’s success. A vital part of this process is integrating Māori values, such as Kaitiakitanga, which underscores the importance of environmental stewardship and sustainable practices within the Māori community. Additionally, this paper also aims to address potential Corporate Social Responsibility (CSR) issues, including environmental concerns related to mineral exploration and cultural sensitivity, given the project’s location is in a Māori populated area.

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# **2. Introduction**

This paper aims to guide the Board of Directors of the Kiwi Minerals Limited (KML) in hiring a Project Director (PD) for their upcoming mineral exploration project. The government of New Zealand has awarded KML with the mineral exploration project in an area in Mahiya Peninsula mainly owned by local Iwi and the Department of Conservation (DoC). The first step of KML is to do prospecting which is conducting an initial study of the area before the actual mining begins (*Prospecting*, 2017). This paper evaluates the needed management capabilities for the position of PD and the how the use of relevant Maori values will be essential in the project. Using Maori values will be important for this project since the local Iwi owns most of the land in the project.

Furthermore, this paper also includes potential problems related to Corporate Social Responsibility (CSR) that could occur for the duration of the project. The paper highlights the need for strategic planning and cross-cultural communication skills for the PD role, while Maori values such as Kaitiakitanga, Manaakitanga, and Tapu and Noa, are forecasted as essential for this project. Moreover, this paper provides recommendations on how to overcome CSR issues so that KML can comply with its economic goals and keep cultural sensitivity and environmental responsibility in mind.

# **3. Management Capabilities for a Project Director**

The role of the PD in the large project of exploration of gold and silver deposits in Mahia Peninsula will have a big impact on the success of the project. Any project’s success strongly depends on the PD’s ability to lead. To coordinate the elements of a project, aiming for timely completion within budget and with high standards. PD is the central figure connecting project goals with the collective efforts of their team and help navigate obstacles to guide project to their goals. A PD must have team leadership to inspire and motivate, excellent verbal and written communication to convey objectives to all stakeholders, problem solving skills to be able to respond to project shifts and unforeseen challenges, use critical thinking to analyse problems and devise solutions, and have organizational skills to balance multiple tasks and priorities (*What Is a Project Manager? Responsibilities and Best Practices Explained*, n.d.).

This paper recommends two management capabilities essential when recruiting a PD that will oversee the mineral exploration project in Hawke’s Bay. The two recommended capabilities are collaboration and leadership. Collaboration is a key competency from NSW Public Sector Capability Framework (*The NSW Public Sector Capability Framework*, n.d.), while leadership is a key competency from EFQM model (*What Is the EFQM Model?*, 2024). Each capability will be discussed in detail below as to why these two are essential for the successful completion of this project.

## **3.1 Collaboration**

Collaboration happens when two or more people work together to achieve a common goal. Therefore, collaboration skills cover everything it takes to work well with others and deliver results as a team. A PD who is good at collaborating in the workplace is an influential team member, communicator, decision-maker, and leader. Collaborating doesn’t just mean working with others to complete a project. To collaborate well, you need to build relationships with teammates, know how to resolve a conflict when it arises, and create an inclusive, respectful working environment (Kaplan, 2023).

This capability will assist PDs in working well with different stakeholders. There are many aspects to showcase collaboration capability in the project.

The first aspect is joint venture with other groups and institutions. One of the many goals of mineral exploration is identifying many prospects or mineral exploration potential areas. By increasing the number of prospects examined, the probability of profit increases (Singer & Kouda, 1999). Similar scenario of this was central to the successful exploration and discovery of the Middle Tennessee zin deposit at Elmwood (Callahan, 1977; as cited in Singer & Kouda, 1999). The PD, together with a team of prospectors and other professionals, can implement this by joint ventures along with the local Iwi, and DoC since they are more familiar with the land, which in turn can turn in more prospects potentially. However, it is important to note that even with large resources for joint ventures, at some point, expenses for joint ventures can exceed the value of the project or the allowed budget; thus, there are limits to this method (Singer & Kouda, 1999). Another example for the first aspect is by increasing success probabilities, looking for prospects that are easier to find can increase the probability of success per trial, where trial refers to the examination of a prospect or a deposit that might be economic. For example, some deposits that contain sediments and rhyolitic rocks have higher chance of containing valuable minerals (Singer & Kouda, 1999). The PD can implement this by collaborating with a team of geologists and other professionals and including them in joint ventures with the local Iwi and the DoC.

The second aspect is group discussions with other groups and institutions. In agile teams, there is an activity called ROAM that is done during quarterly planning meetings, it is an acronym that stands for Resolve, Own, Accept, and Mitigate, four potential actions for how to handle a potential risk. The goal of the ROAM risk management approach is to help organizations make sure all potential risks are being dealt with appropriately (Peterson, 2020). As for the PD, to make sure all stakeholders are present and all possible perspectives are considered, the PD, together with a team of geologists and other professionals, the local Iwi, and the DoC, can have a group discussion regarding ROAM to analyse future risks and hopefully prevent it. An example of it is one study where a group discussion was held with five community representatives from one of the soums (towns) close to the Bayan Khundii exploration project, members of the group were concerned to about the development of a mine within the region and wanted to ensure their perspective was heard and considered (Fraser et al., 2019).

PD that possesses great collaboration culture allows teams to unleash their full potential and achieve remarkable results, including improved retention and reduced turnover, proactive and thoughtful problem solving, workforce feels more “connected” with each other, and greater cohesion between cross-departmental teams (Miroslavov, 2023). The KML itself could miss out on these results, which in turn could be detrimental to the project’s success and cause a negative image on the company.

## **3.2** **Leadership**

Leadership is the ability of a PD or manager in influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2006).

This capability will assist PDs in guiding the mineral exploration project. This paper will focus on two aspects to showcase leadership capability in the project.

First aspect is adaptability of process through change management. Strong leadership is critical to an organization’s competitiveness because it drives change and innovation. The best leaders keep an eye on changing directions in their industry, promote new ideas from within their company or team and bring in innovative thinkers (Barney & Pratt, 2023). There are many ways to affect the project through change management. One is through identifying opportunities. The PD can monitor technologies in other industries to see if applicable technologies exist, and then conducting proof of concept studies on these technologies. An example of this is in one study, one colleague attended a conference in the food industry, and found one technology that identifies rotten food. The colleague went back and tested the technology in mining for proof of concept (Kashan et al., 2022).

Second aspect is ethical leadership. Ethical leadership involves PDs and managers making decisions based on the right thing to do for the common good, not just based on what is best for themselves or for the company. While profits are important, ethical leaders take into consideration the needs of the customers, communities, and employees in addition to company growth and revenue when making business decisions (Kirk, 2024). The PD should be responsible for making the project be profitable but should not engage in illegal behaviours as that will cause reputation loss. When there is an expectation to make profits, there are people who come to offer the metal at reduced rate, which is illegal. An ethical PD must be able to withstand that temptation (Nkosi, 2014).

# **4. Significance of Māori Values to the KML project**

The mineral exploration project will be located in the Mahia Peninsula and the land in the subject of mineral exploration is owned by the Māori. With the instigation of the Treaty of Waitangi, public bodies must give consideration to the Treaty when dealing with Maori, Such principles have included notions of active protection, partnership, good faith, the duty to consult, the right to development and self-regulation. A key mechanism has been the 1991 Resource Management Act, which requires to take account of the principles of the Treaty as well as acknowledging the relationship of Maori to their ancestral lands, sites, and wahi tapu (sacred sites) as a matter of national importance (Ruckstuhl et al., 2014). As KML begins their project ceremony for the mineral exploration project, it is important that the PD is proficient in these Māori values.

## **4.1 Manaakitanga**

Manaakitanga (kinship) encompasses the quality of caring practices, of hospitality, and showing respect and support to others as connected collective selves. This means there is a need for reciprocity of kindness, respect, and humanity. As such, manaakitanga is integral to the Maori worldview and is said to secure the strength of whanau (families) and communities as protection (Pavlovich & Roche, 2024). This is crucial to the mineral exploration project as this means connecting with the local Iwi and environment as a whole. Finally, by having this partnership with the community, the requirements to obtain Social License to Operate (SLO) is fulfilled (Prno & Scott Slocombe, 2012).

Manaakitanga also involves showing care for workers and their well-being, and respect for all involved in the work process. This principle aligns with the concept of psychological safety and underscores the importance of recognizing the dignity and worth of every worker (Harvey et al 2019; as cited in Knobel, 2024). When consulting with workers on health and safety matters, acknowledging and valuing their skills, knowledge, and experience is crucial (Knobel, 2024). As a PD in KML, the PD can incorporate this by first, communicating or asking for feedback from the employees on how the PD can make their well-being better in the workplace. Second, acknowledging what the local Iwi knows about the Mahia Peninsula and trusting their knowledge and skills will be crucial for this project. Third, recruit skilled workers that resides at Mahia Peninsula to capitalise on their knowledge.

When KML incorporates the spirit of Manaakitanga, it develops trust within the Iwi members and could mitigate any ill thoughts against the project. This value helps with other perspectives in project management since it considers the needs and interests of others and therefore, applying an ethic of social and other responsibilities, such as accounting for financial and strategic future (Kawharu & Tapsell, 2019). In regard to the SLO, it reduces risks and helps allow operations to continue without community conflict (Prno & Scott Slocombe, 2012). Therefore, implementing Manaakitanga in KML’s project vision not only makes more business returns in the long run, but also makes the project more sustainable while still valuing Māori cultural beliefs and principles.

## **4.2 Kaitiakitanga**

Kaitiakitanga is one of the Māori values that focuses on protecting and preserving the environment. Kaititakitanga means guardianship, protection, preservation or sheltering. It is a way of managing the environment, based on the traditional Māori world view. A kaitiaki is a person or group that is recognised as a guardian by the tangata whenua (tribal group with authority in a particular area). For instance, a hapu (sub-tribe) may be the kaitiaki for a lake or forest. Kaitiakitanga today express traditional ideas in a time of cultural and environmental renewal. Iwi tribes are seeking to restore ecosystems and culture at the same time (Royal, 2007). Implementing the kaitiakitanga values in the KML project will need to collaborate with the kaitiaki with regards to environmental preservation and protection.

Kaitaikitanga can be applied to many of the activities that organisations carry out, but it can be seen that it has a particularly natural fit with conservation and collection care (Nolan, 2022). As a PD of KML, the PD can incorporate this by collaborating with the kaitiaki of the land in question and the local community, and discuss conservation activities such as following: planning to minimize environmental damage to the Mahia Peninsula, reforestation initiatives to restore the environmental damage, preservation of wildlife living in Mahia Peninsula, risk management in relation to mineral exploration (Royal, 2007).

When KML incorporates the spirit of Kaitiakitanga, it gains positive reputation as it reduces environmental risks associated with the project. By drawing out the philosophical underpinnings of Kaitiakitanga, it will advocate for and enhance the well-being of both tangata(people) and taiao(the environment) (Walker et al., 2019). Therefore, implementing Kaitiakitanga in KML’s project vision not only reduces risks, but also makes the project more social and environmentally sustainable while still honouring Māori cultural beliefs and principles.

## **4.3 Tapu and Noa**

Tapu is often used to convey the meaning ‘*sacred*’. However, the words ‘*prohibited*’, ‘*forbidden*’, ‘*special*’, ‘*not ordinary*’, and ‘*to be set apart*’ convey a broader definition that encompasses the attributes of tapu. All things are considered to possess tapu. Tapu can also exist for a period of time, for example a rahui (closure or ban) to temporarily restrict the people associating with a natural resource, e.g., a beach or collecting kai moana (sea food) from a specific area or location. Tapu can also have an intrinsic or material quality expressed as a more permanent exercise of tikanga or protocol. For example, a burial ground is always tapu and there is always a strict protocol for behaviour whereby eating is forbidden, and washing hands on exit from an urupa (cemetery) is required. A geyser for example, may be deemed in a more permanent state of tapu, with the effect of protecting human health and exposure to an unpredictable geological hazard of scalding mud or exploding water (Ataria et al., 2016).

Noa can be seen as the antithesis of tapu, describing the state of a place, resource or activity that is deemed ordinary or safe, and not subject to control (Ataria et al., 2016).

The PD can incorporate this by training the team for different protocols and restrictions when entering or exploring Tapu sites so as not to dishonor Maori traditions (Ataria et al., 2016). This is in respect to DoC as they have the responsibility to advocate for the conservation of natural and historic resources, both on and off land or waters managed by DoC (*National RMA and EEZA Advocacy Strategy*, n.d.).

# **5. Corporate Social Responsibility Issues**

Corporate Social Responsibility (CSR) is a management concept that describes how a company contributes to the well-being of communities and society through environmental and social measures. CSR plays a crucial role in how a company are perceived by customers and their target audience. It is important for the PD to have good CSR knowledge because a company that takes CSR seriously signals to both investors and partners that it’s interested in long-term as well as short-term gain (Reckmann, 2024).

## **5.1 Environmental Impact**

The mineral exploration project, like other industries, produces waste that have negative impacts on the environment. To maintain the license-to-operate, companies must consider and address social issues and environmental concerns throughout the life cycle of the project (Chopard et al., 2019). To resolve the concerns, the KML should initiate programs with the local community that benefit the community and local Iwi, such as community gardening, tree planting, and the conservation of soil, water, and green spaces (Krasny and Tidball 2012; Connoly et al., 2014; Krasny et al., 2015; as cited in (Bennett et al., 2018)).

The KML also must coordinate with the DoC in terms of bird’s preservation (Robertson et al., 2021). The KML also must start initiatives in protecting and conservation of the environment, which includes replanting trees, restoring degraded areas, converting to more sustainable use and management of resources (Bennett et al., 2018).

## **5.2 Stakeholder Collaborations and Partnerships**

Stakeholder collaboration and partnership involves working with a range of people to achieve a certain goal. Whether the company wants to increase exposure, implement new systems or drive revenue growth, the company will need the support and input of the stakeholders to make it happen (Hughes, 2023). The mineral exploration project in the Mahia Peninsula will affect the local community, DoC, and the local Iwi. As such, these makes them the stakeholders to the KML project. For the project to be successful, KML must collaborate with the stakeholders to ensure all the stakeholders benefit in the project. According to Rowe et al., the Hawke’s Bay Regional Economic Development needs to focus on the creation of an environment for growth that will lead to sustainable employment using the currently unemployed or under-employed resources of the Region, attracting new talent, increasing the local population and exploring new growth opportunities (Rowe et al., 2015). With the stakeholders in mind, the KML can coordinate with Regional Economic Development to provide sustainable employment for the local Iwi residing in Mahia Peninsula.

# **6. Conclusion**

The mineral exploration project of KML depends on PD’s capabilities, Maori values, and CSR practices. The PD must have strong collaboration and leadership skills to work closely with the local community, local Iwi, and the DoC and handle the demands and decision-making in respect to the local community. The Maori values Kaitiakitanga, Manaakitanga, Tapu and Noa are significant in terms of building trust that the local Iwi and the environment will be taken into account. In terms of CSR practices, by considering the environmental impact of the project and by partnering with the local Iwi, local community, and the DoC, it would make it sustainable and keep the stakeholders engaged in the project. Understanding all these concepts are vital to the success of the project while gaining positive support from every stakeholder involved in the project.

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