



# Tautoko Toolkit Facilitator Guide

# Introduction

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*What you will get out of this section: Clarity on what the Tautoko Toolkit involves and get excited about whai te ara tika – the path that you take to discover who you are.*

## Haere Mai – Welcome

*This guide is intended to be used in conjunction with the Tautoko Toolkit. References to content and activities from the Toolkit are included throughout.*

**Whāia te iti kahurangi, ki te tūohu koe, me he maunga teitei.**

*(Pursue that which is precious, and do not be deterred by anything less than a lofty mountain).*

*The tuakana-teina relationships is a Māori idea about how people help each other learn and grow. It's based on the bond between an older and younger sibling, but it's not just about age.*

*A tuakana is someone with more experience who supports and guides.*

*A teina is someone newer who brings fresh ideas and energy.*

*They learn and grow from each other, based on trust and listening.*

E te kaiārahi, nau mai ki tēnei haerenga.

Whatever your role (boss, coach, family member or mate), you are in the right place if you want to support someone on their leadership journey. As a tuakana, your job is not to have all the answers. It is to walk alongside, to notice the spark in someone and help them see it too, to back them when they doubt themselves.

Māori leadership comes from connection – to whenua, whānau, and hapori. Western leadership models don't always reflect this way of leading and are not always a good fit for Māori.

That's why the Tautoko Toolkit exists. It is made by Māori, for Māori, to grow leadership that feels right and uplifts mana. It is grounded in Te Ao Māori, a reflection of who we are, not just what we do.

This guide is here to help you support others through their leadership journey – whether they're rangatahi figuring things out, someone stepping into a new role, or just someone who cares about their people.

Ko tēnei te wā – The time is now.

## Recommendations for a leadership tuakana

1. Whakawhanaungatanga with tēina – build trust and connection

2. Learn the Tautoko Toolkit – connect what’s in it to your own experiences and your region or workplace
3. Start small and celebrate often – growth happens in all moments
4. Encourage reflection – create a safe space for tēina to pause and reflect.

## Māori leadership, by Us, for Us

Leadership isn’t just a role – it’s a responsibility to whānau, whenua, hāpori, and kaupapa. The Tautoko Toolkit was created by Māori, for Māori, to uplift leaders who honour Te Ao Māori and lead with mana.

At its core is rangatiratanga – leading with integrity, self-determination, and a deep connection to whakapapa. This isn’t about fitting Māori values into Western leadership models. It’s about strengthening Māori leadership, in Māori ways, for Māori futures.

*The Tautoko Toolkit is a resource for anyone wanting to better understand te ao Māori in the food and fibre sector. While non-Māori can gain valuable insights into Māori values and leadership through the Toolkit, its primary focus is not on developing intercultural leadership.*

## Disclaimer

**Kupu Māori in the Facilitator Guide and the Tautoko Toolkit:** Kupu Māori can have many interpretations. In this guide and the Toolkit, they are used within a leadership context. Keep in mind that these meanings can vary depending on the context and location, so it’s important to seek understandings that are relevant to your situation.

### Tip

Have a conversation with tēina about kupu Māori and what each word means. You can use the glossary at the end of the Tautoko Toolkit to capture your shared understanding.

## How to use this guide

Users of the Tautoko Toolkit are encouraged to move through at their own pace and use it as a tool for self-reflection to think, reflect and grow. Each section builds on the last, guiding tēina through wānanga, reflections, and practical steps to grow their confidence.

This Guide mirrors the structure of Tautoko Toolkit and gives you tools and ideas to support tēina through their journey, whether they’re just starting out, aiming for a promotion, or going through a challenging time as a leader.

### Mentors

Use it as a reference for mentoring and professional development initiatives, to guide others on their own leadership journey of self-discovery and skill-building

### Educators

Use it to design workshops, capability building sessions, training programmes to support personal and professional growth with a culturally appropriate approach

The guide includes:

- **Tips** to help you create a safe and supportive learning space
- **Discussion prompts** to spark kōrero and deeper reflection
- **Activities** to turn insights into action.

You don't have to use everything at once – use what fits and adapt things to your style and the tēina that you are supporting. We recommend using the Tips to take a manaakitanga-based approach – creating a learning environment grounded in care, encouragement, and respect. For a deeper, more mana-enhancing experience, incorporate the Discussion Prompts and Activities. These can take more time and be a little challenging, but they create richer opportunities for reflection, connection, and growth.

## A note on *Leadership journey stories* and *Examples*

The Tautoko Toolkit includes three *Leadership journey stories* (videos), three *Examples of Māori leaders*, and two *Examples of Māori businesses*. These provide real-life examples and stories of Māori leadership. Use these to open up kōrero and help tēina see leadership in action.

### Tips

- Encourage tēina to take notes and reflect on key points
- Ask tēina to share what moments from the video stood out and what they connected with
- Support tēina to reflect on how these values show up in their daily lives.

### Discussion prompts

Help tēina connect the stories to their own aspirations, experiences and challenges, and reflect on the insights from the stories:

- What stood out to you about this video / story?
- Did they overcome challenges? How?
- What leadership skills and qualities came through?
- What Māori values shaped their actions and decisions as a leader?

- Does this story remind you of your own experiences or goals?

## **Activities**

- **Insights to actions activity**

Break down the discussion into three parts. Use a worksheet with three columns to write things down to be able to reflect on it later:

- What are the key lessons? (e.g., what values come to mind for you?)
- How does this apply to your life? (e.g., how are those same values demonstrated)
- What could you start next? (e.g., what small steps can be taken to increase responsibilities or embed these values in everyday actions at work)

Encourage tēina to be specific about leadership actions – identifying small, achievable steps will build leadership confidence.

- **Whakataukī matching activity**

Ask tēina to pick a whakataukī that matches the story or a key moment from it. Then get them to explain why they chose it and how it connects to their own life and leadership.

This activity strengthens the link between leadership and mātauranga Māori.

- **Mirror activity**

Ask tēina to share a time they demonstrated leadership, even in a small way.

- What happened?
- What was hard?
- What strengths helped them through?

Then compare it with one of the leadership stories from the Toolkit – How are they similar? How are they different?

This helps tēina see their existing strengths and reminds them of their potential.



## Past – Understanding Māori values in leadership

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*For this section, the Guide includes a summary of what is covered in the Tautoko Toolkit along with tips, discussion prompts and activities to use with tēina.*

**Kia whakatōmuri te haere whakamua.**

*(I walk backwards into the future with my eyes fixed on my past).*

**Note:** Take a broad interpretation of the word ‘leadership’ – consider leadership within whānau, hapū and iwi, in the community, in sport, at work, etc.

## Understanding Māori leaders in the food and fibre sector

### Summary

Māori leadership in the food and fibre sector goes beyond business – whether its farming, forestry, fisheries or kai production. Māori leadership is about long-term thinking, not short-term wins. It’s about people, Te Taiao, our taonga tuku iho. Leading as Māori in this space requires weaving together traditional values and modern innovation to ensure Māori principles remain at the heart of our work.

Key whakaaro from the Toolkit:

- Leadership is about service, not status: Good leaders uplift others and helps the collective thrive.
- Leadership has the power to shape lives: It impacts whānau wellbeing, whenua prosperity and future opportunities.
- Māori leaders carry and protect Te Ao Māori values like manaakitanga, kaitiakitanga and whanaungatanga: They show the world that this way of leading builds strong, sustainable futures.
- Māori values guide us every day: They shape how we care for our people, our whenua, and our mahi; they are the foundation of strong leadership.

### Tips

- Talk about leadership as whakapapa, tikanga and service – it is not just titles and authority.
- Find examples of inspiring Māori leaders and successful Māori businesses to share with tēina – be ready to discuss what makes them inspiring and how this might be different from a Western perspective of success.

### Discussion prompts

- **Inspiration**
  - Who comes to mind as a good leader in your life?
  - What makes them stand out to you?
  - What values do/did they carry?

- **Aspiration**
  - What Māori business, organisation or group do you admire?
  - Why do you admire them? (The way they treat their people, their values, what they stand for?)
  - What values do they demonstrate?
- **Authenticity**
  - What knowledge and values from your whānau guide you?
  - Are there lessons from your tūpuna that you would like to carry through your leadership?
  - What would it mean to lead as *you*, no pretending, no holding back?

## Activity

Ask tēina to draw a leadership tree to reflect their leadership journey. In this tree the:

- Roots represent their whakapapa
- Branches their values
- Leaves the actions they take to reflect those values.

Let this tree grow as tēina grow. Tēina can revisit it over time and see how their leadership is evolving.

## Recognising leadership potential

**Ehara taku toa i te toa takitahi, engari he toa takitini.**  
*(My strength is not as an individual, but as a collective.)*

Many might not see themselves as leaders because they don't have a title or are too young. Your role as a tuakana is to help others realise that they have what it takes. Your mahi is to guide tēina in recognising that rangatiratanga is about service, responsibility, and uplifting those around them. Then, it is to show them that their culture and upbringing set them up for leadership success. Sometimes people just need someone to see the potential in them and say it out loud.

## What does leadership potential look like?

Leadership doesn't always look the same. It can show up in all sorts of ways. Keep an eye out for:

- Quiet strength – The ones who lead by doing, not talking
- Helpful nature (manaakitanga) – Individuals who always put others first and offer to help
- Whanaungatanga builders – The ones who make others feel safe and connected
- Kaitiaki mindset – Those who protect people, places, and traditions

- Kotahitanga drivers – Individuals who bring people together around shared goals.

### How can you empower individuals to recognise their potential?

Some people don't think they are leaders until someone tells them they are. Your role is to hold up the mirror so others can see the leader within. Here are some ways you can help them recognise it:

- Acknowledge and affirm their strengths – Sometimes, people don't see their potential until someone names it for them
- Give small opportunities for tēina to step up – Leadership grows through experience, and simple responsibilities build confidence
- Share diverse examples of leadership – Use stories of Māori leaders with different styles to reinforce that leadership comes in many forms
- Encourage reflection – Ask what matters to them, who they look up to and what they stand for
- Be their support crew – Back them, especially when they doubt themselves.

You can also ask tēina who don't see themselves as leaders grounding questions like: “*Do you want to support your whānau? Strengthen your hapori? Protect whenua and taonga for your mokopuna?*” Leaders carry the wisdom of those before them and create pathways for those who will follow.

## Māori values and principles

Different Māori values are included throughout the Tautoko Toolkit. They allow tēina to explore their meaning as well as reflect how they are relevant in leadership and what this might look like.

Every whānau, hapū, and iwi has their own way of expressing values. This Toolkit shares some examples, but you and your tēina will know what feels right for you. Share your own whakataukī and talk about the kaumātua and tūpuna who shaped you. Use the Toolkit to start the kōrero – then take your tēina where they want to go on their leadership journey. Let's start with whakapapa.

### Whakapapa – The foundation of identity

**Kia kaha ake te pakiaka, ka kaha ake te tipu o te rākau.**  
(*The stronger the roots, the stronger the tree will grow.*)

#### Summary

Whakapapa is more than genealogy; it connects us to our tūpuna, whenua, and those yet to come. It shapes identity, responsibilities, and relationships.

- In everyday life: Whakapapa is in how we treat our elders, how we raise our kids, how we show respect; it reminds us that we're part of something bigger
- In leadership: A leader with whakapapa in mind honour their tūpuna with every step forward and think about how that step shapes the path for their mokopuna.



## Tips

- Talk about whakapapa as more than genealogy – It's about connection, responsibility, and identity in leadership.
- Share your own story – how has knowing where you come from shaped how you lead?

## Discussion prompts

- In what ways do you, or could you, honour the legacy of those before you in your mahi and leadership?
- In what ways do you, or could you, honour those who will follow in your mahi and leadership?
- Have you seen someone lead in a way that truly honoured their whakapapa? Consider both those in leadership positions and those who lead quietly from the back.

## Activity

Ask tēina to share a story about someone in their life - an ancestor, mentor or leader who has influenced their life.

- What did that person stand for?
- How did they show mana?
- What values did they pass on?

Then flip it and ask tēina if they have been that person for someone else. Even small moments count: backing someone, checking in, teaching tamariki about their heritage or protecting future generations through their mahi. Help tēina to see the leadership they've already lived.

## Rangatiratanga – Honouring responsibility and integrity

**Ehara taku toa i te toa takitahi, engari he toa takitini.**  
(*My strength is not as an individual, but as a collective.*)

## Summary

Rangatiratanga is about mana, service and responsibility. It is both authority and responsibility, honouring the past and protecting the future. It means leading with mana, integrity, and respect for people and whenua. It is also about making space for others to lead.

- In everyday life: Rangatiratanga means taking responsibility for whenua, whānau, hapū and iwi, for the collective good
- In leadership: A rangatira unites people, leads with tikanga, and ensures decisions uplift whānau, hapū, and iwi now and in the future.

## Tips

- Reinforce that rangatiratanga is both a privilege and a duty. It's about carrying responsibility for others, staying grounded in values, and serving the collective

- Help tēina see rangatiratanga as something lived daily by sharing stories of people, both in leadership positions and not.

### Discussion prompts

- Where have you seen rangatiratanga in action? Were these people in leadership roles at the time? What lessons can be found in these stories?
- What does it mean to carry responsibility for others in your mahi or community? Consider practical ways it is demonstrated, both in small and big ways to contribute.
- How can leaders balance authority and responsibility? Talk about the differences, when each might be required, and when they might align or clash.

### Activity

Choose a real-life challenge or scenario – or you can ask tēina to reflect on a real challenge they've faced. Ask tēina how they would respond while holding onto the value of rangatiratanga. How would they lead, who would they consult, how would they honour people and kaupapa in decisions?

- Who would you consult?
- What decisions would honour both people and kaupapa?

Example scenarios:

- An agribusiness is considering expanding operations to increase returns to iwi. However, this expansion might impact a local awa.
- A young employee in your team lacks confidence in their role, feels disconnected from the workplace and is unsure of their future in the industry.
- Your whānau owns land that has been passed down for generations. Some members want to sell it due to financial pressures, while others believe it must be protected for future generations.

## Kaitiakitanga – Guardianship for today and tomorrow

**Toitu he whenua, whatungarongaro he tangata.**  
*(The land remains while people disappear.)*

### Summary

Kaitiakitanga is leadership that thinks long term. It's about protection, care and responsibility – not just for Te Taiao, but for people, knowledge and taonga.

- In everyday life: Kaitiakitanga shows up in the way we care for the whenua, wai, pūrākau and each other.
- In leadership: A leader practicing kaitiakitanga think about long-term impact, not just short-term wins; they protect what matters – people, te Taiao, culture, so that others can thrive later.

## Tips

- Show that kaitiakitanga is broader than environmental protection: It's about the long-term care of Te Taiao.
- Highlight different forms of kaitiakitanga: Give examples of what it looks like in agribusinesses but also in education, community groups, and other types of businesses.

## Discussion prompts

- How do you practice kaitiakitanga in your workplace, whānau, or community?
- Where did that sense of responsibility come from?
- How can leaders apply kaitiakitanga in decision-making when people and te Taio seem in conflict?

## Activity

Have tēina identify the opportunities they have in their life to practice kaitiakitanga – looking after whenua or moana, caring for Tamariki, making ethical business decisions, etc. Help them reflect on how well they show up in these different kaitiaki roles. Get them to pick one way that they can change or start to strengthen their kaitiakitanga in each role. Let them choose one and commit to it over a period of time before reflecting.

## Wairuatanga – The unseen force that grounds us

**Mā te wairua e whakaora te tinana.**  
*(The spirit will heal the body.)*

## Summary

Wairuatanga is the spiritual thread that connects all things: whakapapa, whenua, tangata, and te Taiao. It is the unseen force that binds us to our tīpuna and guides us through life.

- In everyday life: Wairuatanga helps maintain balance, provides strength during challenges, and fosters a deep sense of purpose and belonging.
- In leadership: A leader guided by wairuatanga ensures actions are tika and pono; they uphold a sense of balance, respect, and unity within their team and organisation.

## Tips

- Honour that wairuatanga looks and feels different for everyone — Give space for that.
- Create space and time for reflective moments: Allow for tēina to pause and connect with their thoughts and emotions.

## Discussion prompts

- How can wairuatanga strengthen leadership and decision-making?
- What regular practices can be embedded in teams to bring balance and well-being to all?
- When have you felt most at peace or grounded in yourself?

- What helps you reconnect with your wairua when things get hectic?

### Activity

Start with a karakia or a quiet moment of reflection. Ask tēina to think about a time that they felt truly balanced, connected, or at peace. Where were they and what were they doing? Who or what helped create that feeling? Let them capture that moment or feeling however works for them. They could:

- Draw or describe it
- Choose a waiata or whakatauki that fits
- Write a short note to their future self, reminding them how to return to that space.

Finally, kōrero together how leaders can help others feel grounded and bring wairuatanga into work, whānau and the community.

## Tikanga Māori – The traditions and wisdom that guide us

**Kia tika, kia pono, kia aroha.**  
*(Be right, be true, be kind.)*

### Summary

Tikanga Māori is about doing things the right way, with aroha, respect, and integrity. It is how we honour each other, carry ourselves, interact, and uphold mana even during hard conversations.

- In everyday life: Tikanga Māori is upheld by following pōwhiri protocols, using haka to express identity, and showing respect in all interactions.
- In leadership: A leader who follows tikanga acts with humility and respect, ensuring that their decisions respect the past, present, and future. They don't just get the job done, they do it in a way that uplifts the mana of everyone involved.

### Tips

- Model tikanga in your interactions: Show respect and use karakia to open and close sessions.
- Encourage tēina to see tikanga as something living and flexible, not just a set of rules, but a way of being: Tikanga can be shown by fostering respect, balance, and mana in relationships.

### Discussion prompts

- What tikanga do you practice in your daily life? (at home, marae, or work).
- Where did you learn it? Who passed it down?
- How is tikanga respected or not respected in your workplace?
- How can tikanga shape leadership in modern workplaces? Help tēina to see tikanga not as rigid rules but as living, evolving practices that uphold mana.

## Activity

Ask tēina where they already see tikanga in their life (at mahi, at home, or in the community) and where they'd like to strengthen it. Choose one and role-play it – how would they act, speak, or lead at that moment with tikanga front and centre? Once they had an opportunity to model tikanga, let them reflect on how it felt and how others responded.

## Aroha – Compassion and kindness at the heart of all we do

**He aroha whakatō, he aroha puta mai.**

*(If kindness is sown, then kindness is what you shall receive.)*

## Summary

Aroha is about compassion and leading with empathy, generosity, and a deep commitment to uplifting others.

- In everyday life: Aroha is expressed through acts of kindness and respect for people, the environment, and the community.
- In leadership: A leader with aroha creates a culture of generosity and leads with respect, warmth and sincerity. They know when to give someone grace, when to step in and when to step back. They make hard calls, but always with people in mind.

## Tips

- Highlight the strength in aroha: Discuss how compassion leadership builds strong, motivated teams and communities.
- Challenge the idea that leading with aroha makes you less of a leader – it's the opposite. It means making decisions that uplift and protect people.

## Discussion prompts

- How has someone's aroha helped you grow or succeed? How did they show you aroha?
- How do you show aroha in different situations? Consider being with whānau, in the community or workplace.
- Can a leader show aroha while making tough decisions? What would this look like?

## Activity

Ask tēina to think about someone in their team, whānau or circle who might need support right now – big or small. Together, brainstorm a way they can offer that support. It might be checking in with someone, mentoring rangatahi, organising help for a whānau member, offering tautoko behind the scenes. Have them commit to one act of leadership through aroha this week. In a follow-up discussion, ask them to reflect on how it went, how others reacted and how they felt leading with aroha.

## Identifying other important values and principles

As a tuakana, part of your role is to help tēina uncover what matters most to them – not just what's in the Tautoko Toolkit.

## **Tips**

- Create a safe space where everyone's voice is safe and valued: Honour different worldviews- not everyone grew up the same way, and that's okay.
- Ask open questions: Let tēina share their own pūrākau, their Whakataukī, the gems handed down in their whānau.

## **Discussion prompts**

- What values have been passed down in your whānau or hapū? How do these influence the way you interact with others?
- What values do you see being upheld in your whānau, workplace, community, or iwi? How do they guide decision-making and leadership?
- Are there whakataukī, pūrākau, or waiata that reflect what leadership means to you? What do these teach you about leadership?

## **Activity**

Invite kaumātua, leader or respected voice in your community to share their view on leadership. Ask them if anything changed over time, what stayed the same. Kōrero together about the values that helped them on their leadership journey, and the values they think we need more of today. Ask tēina which of these values hit home for them and how they could weave them more deeply into their leadership.



## Present – Living your values

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*What you will get out of this section: We don't know what challenges we will face on our leadership journey. Having a strong sense of self and knowing the values that matter to us will help us make the best decisions we can.*

### Practicing our values

**Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina.**

*(Pursue distant horizons so they may be close and secure near horizons so that they are fastened.)*

This section of the Toolkit is about not just *knowing* your values but *living* them – at mahi, home, in whānau and leadership.

### Knowing ourselves

Before you can lead others, you've got to lead yourself. That starts with getting to know yourself.

We suggest starting by introducing the concept of getting to know ourselves, why we do it and how we can do it. Then, we look at three ways to deepen self-awareness: acknowledging where we come from and where we stand, welcoming our emotions, and embracing authenticity.

#### Tips

- Remind tēina that leadership starts from the inside: Understanding their values, strengths, and challenges will help them lead authentically.
- Encourage ongoing reflection: Self-awareness is not a one-time exercise but a continuous process.

#### Discussion prompts

- Who and what has shaped you the most? What do you carry on from your tūpuna?
- Consider a time when you felt frustrated or anxious. What do you think was behind it? How does it impact you?
- What gives you strength? How do you lean into these when things get hard?

#### Activity

Guide tēina through each question one at a time, giving them the space to reflect deeply and check in with themselves. They can capture their thoughts through journaling, art, storytelling, or kōrero, taking as much time as needed – whether that's days or weeks. As they explore their answers, help bring unconscious influences to light by asking gentle questions about how these forces shape their behaviour. Encourage them to consider whether their response would have been the same five years ago, reinforcing the idea that growth and change are constant.

## Acknowledging where we come from and where we stand

**E kore au e ngaro, he kākano i ruia mai i Rangiātea.**  
*(I will never be lost, for I am a seed sown from Rangiātea.)*

### Tips

- Help tēina see their culture, history and identity as strengths: From whakapapa to tūrangawaewae, from kaitiakitanga to kotahitanga, who we are and our values are strengths to be celebrated.
- Some individuals might not have looked at it this way before: Be gentle but encouraging.

### Discussion prompts

- When has your culture or upbringing influenced how you acted and interacted with others?
- What lessons have been passed down to you from your whānau or community?
- What would it look like to lead from your culture, not just around it?

### Activity

Ask tēina to draw their life as an awa with twists, rapids and all. They should include places, people, events and challenges. Then kōrero about how that journey shaped who they are now, and how it might influence their leadership.

## Welcoming our emotions

**Ko te whatumanawa te pūtake o te aroha.**  
*(The heart is the source of compassion.)*

### Tips

- Demonstrate emotional awareness: Acknowledge your own emotions and how they influence your actions.
- Lead brief mindfulness exercises: This can help tēina to tune into their emotions, encouraging them to listen to their body and feelings.

### Discussion prompts

- When you're feeling unsure or overwhelmed, how do you listen to your gut or wairua?
- Can you recall a time when a feeling or intuition guided a big decision? What was the outcome?
- How do you think the emotions of a leader can ripple out and impact the wider team or whānau?

### Activity

Encourage tēina to use whakairo journaling to reflect on what brings up different emotions for them, how they ripple out and impact others, and how they act on these emotions.

Simulate scenarios where emotions play a significant role in resolving conflict or challenges. This could be informed by a real situation when tēina let their emotions get the better of them or something that they anticipate could happen in the future. Discuss how emotions influence what people say and do.

## Embracing authenticity

**Kia tū rangatira ai koe i tōu ake ao.**  
(Stand like a chief in your own world.)

### Tips

- Share your own missteps, doubts or growth areas: You can explain the lessons your learned, the areas where you are trying to improve and how you are doing this.
- Check in with your tēina: Regularly ask tēina if your support and guidance is helpful, encourage them to express their needs.

### Discussion prompts

- What does “being your authentic self” mean to you? Is there anything stopping you from being authentic in different contexts? It might be easier to be authentic at home with whānau than at work.
- Can you think of a time when you showed up as your authentic self in a leadership role? Do you think it influenced how others saw you?
- How does being authentic help to create an environment where others feel safe and valued? What does leading with humility and pono look like to you?

### Activity

Challenge tēina to take one action each day for a week that aligns with their authentic self as a team member or leader. This might include speaking up about something they’ve been holding back, acknowledging a mistake, or being open about their feelings with their team.

## Tūrangawaewae – Standing firm in who we are

**Ko taku rekereke, ko taku Tūrangawaewae.**  
(Where I dig my heels is where I make my stand.)

### Summary

Tūrangawaewae is our place of belonging, our anchor, where we stand strong. It’s what give us the strength so speak up, stand tall and stay steady when things are hard. For some of us, it’s the pā, the marae, or the awa we grew up next to. For others, it’s being with certain people, or holding tight to a value that’s always kept us true.

- In everyday life: Tūrangawaewae is about knowing who we are, where we come from, where our mana is strongest, and connecting with that place.
- In leadership: A leader with tūrangawaewae leads with authenticity. They hold under pressure because they know who they are and make decisions that uphold the mana of their people and whenua.

## Tips

- Acknowledge that everyone's tūrangawaewae looks different – not everyone has a deep connection to their whenua or marae, and that's okay. Share examples of tūrangawaewae in different forms, such as connection to people or values.
- Help tēina reflect on where they feel most themselves – even if it's not a physical place. This will them stand firm in who they are when making decisions and if challenges arise.

## Discussion prompts

- What places or people make you feel solid in who you are?
- How do you nurture that connection?
- How do you carry that sense of belonging with you?
- How could a leader create a sense of tūrangawaewae for their team?

## Activity

Ask tēina to create a simple map or pepeha of what makes them feel like they belong. It could include:

- Maunga, awa, marae, or places that they've grown roots
- People or mentors who ground them
- Values that hold them steady.

Then kōrero how this map or pepeha show up in their mahi and leadership. Get tēina thinking about parts they might want to reconnect with, and how standing stronger in their tūrangawaewae would look like.

## Knowing others

**Mā te whakarongo, ka mōhio; mā te mōhio, ka mārama; mā te mārama, ka mātau; mā te mātau, ka ora.**

*(Through listening comes knowledge; through knowledge comes understanding; through understanding comes wisdom; through wisdom comes well-being.)*

## Tips

- Highlight and model the importance of truly listening to others: This means not just hearing their words but understanding their feelings, needs, and perspectives.
- Show care for tēina and their physical, mental, spiritual, and social health: Talk about leadership as caring for the whole person, not just the mahi they do.

## Prompts

- Think of someone who truly understood you. What did they do that made you feel seen and valued? How did that affect your relationship with them? How did that influence your actions?
- Can you think of a recent situation where empathy helped you connect with someone on your team or in your community?
- What does it mean to build whanaungatanga with your team? Think of practical examples or ideas to truly get to know people. Consider how understanding someone's personality, culture, and values could help you work with them.

## Activity

Have tēina create a map of their team, including each person's preferences, interests and well-being needs if they know them. Encourage them to identify one person that they wish to know better, beyond their roles and tasks. Help them identify questions they could ask or things that they could do to truly understand this person and what motivates them. At a future session, reflect on what they did to connect with that person, what they learned, and what lessons they can carry forward about whanaungatanga.

## Whanaungatanga – Connections that sustain us

**He aha te mea nui o te ao? He tangata, he tangata, he tangata.**

*(What is the most important thing in the world? It is people, it is people, it is people.)*

## Summary

Whanaungatanga is the deep connections that bind whānau, hapū, iwi, and hāpori together, ensuring that relationships are nurtured across generations. It's about truly seeing people, building trust, sharing the load, and standing together when things get hard.

- In everyday life: Whanaungatanga is more than knowing someone, it how we check in on people, bring others together and supporting friends and colleagues without being asked.
- In leadership: A leader with strong relationships gets better outcomes – because their people feel safe, valued and willing to walk alongside them.

## Tips

- Show tēina that strong relationships are the foundation of leadership: Effective leadership is relational rather than individualistic or authoritative.
- Talk openly about the importance of reciprocity: Emphasise that strong leaders support others and allow themselves to be supported. Share examples of how collaboration, trust or shared experiences have made a difference in your own mahi.

## Discussion prompts

- What relationships have helped you during difficult times? Consider personal and professional challenges.

- How can whanaungatanga help you in your leadership journey? Identify past, present and future relationships that have been, are or could be beneficial, and how to best nurture them.
- How can a leader build whanaungatanga with teammates, suppliers, clients, those who support them and those they support?

### Activity

- **With a group:** Have tēina form a circle. One person starts by holding a ball of string and sharing something about themselves, their whānau, hapū, or iwi. They keep hold of the end of the string and pass the ball to someone else, who acknowledges the same aspect about themselves. That person then shares something new, holds onto the string, and passes the ball on again. As the ball moves from person to person – with each holding onto the string – a visible web forms, representing the connections and shared experiences within the group.
- **With an individual:** Help your tēina draw a relationship map and work out how they are supported by these relationships. Who supports them? Who do they support? Do these relationships show even reciprocity or not (such as tuakana : tēina relationships)?

### Committing to the journey

**He moana pukepuke e ekengia e te waka.**  
*(A choppy sea can still be navigated by a waka)*

Rangatiratanga is defined by the actions you take every day and over time – how you uphold tikanga, show manaakitanga, and stay true to your mahi.

### Tips

- Remind tēina to embrace the good and the bad on their leadership journey: Setbacks are an opportunity for growth, and staying committed to their kaupapa will guide them through adversity.
- Remind tēina to make decisions that align with their values, even when it's difficult: Standing firm in the face of adversity requires both courage and integrity.

### Discussion prompts

- What practices, people, or resources can help you stay aligned with your values and keep you focused on your leadership journey, especially in difficult times?
- How do you keep yourself accountable (to you team, your kaupapa and your whānau)?
- When you have gone off track, how did you find your way back?
- How can you proactively prepare yourself for leadership challenges, so you're better equipped to stay committed and true to your kaupapa when adversity arises?

### Activity

Have tēina create a visual timeline of their leadership journey. Encourage them to draw strength from their tūpuna and whakapapa. Help them identify the knowledge and values



passed down through generations that they want to carry forward. Then encourage them to envision their future self along that leadership journey. What legacy have they created for the next generation? What are the values, decisions and actions that they would like to be remembered by?

## **Manaakitanga – The power of generosity and respect**

**Manaaki whenua, manaaki tangata, haere whakamua.**

*(Care for the land, care for the people, and go forward.)*

### **Summary**

Manaakitanga is about uplifting others through care, kindness, and respect. It enhances relationships and strengthens mana.

- In everyday life: Manaakitanga shows up in the small things – making a kai for someone, checking in on a mate, speaking with kindness even when you're tired
- In leadership: A leader guided by manaakitanga fosters empathy, collaboration, and collective well-being; they demonstrate genuine care in all that they do.

### **Tips**

- Highlight how manaakitanga is about *how* leaders uplift and care for others: It is not just *what* they do
- Show respect, kindness, and care in your relationship and work with tēina and others: Be available when they need you, foster confidence, and care for their holistic well-being.

### **Discussion prompts**

- Who's shown you manaakitanga in a way that made a difference? What impact did this have on your relationship?
- What small acts of generosity have you offered? Reflect on the impact these had on your relationships.
- How can leaders show respect in the workplace? Consider how you want a leader to make you feel and how you want to make others feel.

### **Activity 1**

Ask tēina to identify practical ways that they can uplift someone in their team or community this week. This could be backing someone in a hui, checking-in on a quiet mate, making space for someone to speak, offering awhi or acknowledgement. Ask them to commit to at least one of these actions. If they are unsure about how to approach the situation, brainstorm or role-play different options with them until they feel comfortable. In the next discussion, have them reflect on the impact their actions had, how they felt, how the other person might have felt, and what they have learned from taking the lead exercise.

### **Commitment table**

This table contains examples of how values show up in daily, weekly, monthly and yearly actions. Look at these together with tēina and take the time to reflect on each example. In

this table, there is also an opportunity for tēina to record their own commitments to living their values in a way that is meaningful to them and has a positive impact on others.

### Tips

- Encourage self-reflection about how they already embody their values and what else they could do: Small, consistent steps over time will create lasting impact.
- Remind them that leadership starts with the small, everyday actions: Encourage them to think about how their daily practices affect the people around them.

### Discussion prompts

- **Daily:** How do you show up every day? What small habits or choices reflect your values, even when no one's watching? Think about your mindset and the energy of those around you.
- **Weekly:** What actions can you take, or what practices can you embed, to ensure that each week you take intentional steps to strengthen your commitment to your values and have a positive impact on others?
- **Monthly:** What can you commit to every month to ensure you make a measurable difference and your leadership grows steadily? Think about the bigger picture; this is outside of day-to-day operations but still grounded in kaupapa.
- **Yearly:** What are rare but significant opportunities to deepen your commitment to your values and show true servant leadership? You could see these as milestones on your leadership journey.

### Activity 2

*Note: This activity might be more helpful prior to completing the daily, weekly, monthly and yearly commitments.*

Help tēina craft a personal leadership commitment statement that reflects their core values and guides their leadership approach. Encourage them to see it as a compass for their journey. You could follow these steps:

1. Identify their three most important values
2. Consider how these values shape their leadership
3. Draft a concise, action-oriented statement
4. Reflect, refine, and seek feedback if helpful

Decide how they will stay accountable to their commitment.

## Leadership on a bad day

### Building resilience, the Māori way

**He toka tū moana, ara he toa rongonui.**  
(A rock standing in the sea is a great warrior.)

Te Whare Tapa Whā is used in the Tautoko Toolkit as a reminder that resilience comes from balance between taha wairua, taha whānau, taha tinana, and taha hinengaro. When one wall is shaky, the whole whare feels it. Building resilience means checking in on all parts of ourselves and supporting others to do the same.

### **Taha hinengaro**

Guide tēina to identify stressors and categorise them into “things I can control” and “things I cannot control”.

Ask tēina:

- What strategies can you use to manage situations that are out of your control?
- What daily habits help you maintain emotional balance and well-being?

### **Taha whānau**

Guide tēina to identify how they can nurture relationships with whānau, community, and at work.

Ask tēina:

- Who can you turn to for support?  
How might they help?
- How do you show support for others in your whānau, workplace, or community?

### **Taha tinana**

Guide tēina to identify realistic ways to integrate movement, good nutrition, and rest in their daily lives.

Ask tēina:

- What’s a physical activity that makes you feel good?
- What simple change could you make in your daily routine to do more of it?

### **Taha wairua**

Guide tēina to identify what brings them a sense of purpose and grounding.

Ask tēina:

- What cultural or spiritual practices help you stay connected to your values and purpose?
- What could bring you peace when things are difficult?

### **Whenua**

Guide tēina to identify their connection with their whenua.

Ask tēina:

- Do you know the whenua that you whakapapa to?
- Where do you feel the most grounded? How often do you go there?

## Leading through challenges

You don't really know what kind of leader you are until something goes sideways. When emotions are high and decision are hard, that's when rangatira arise.

Whether you're working through the Toolkit's set scenarios, or real situations that tēina have brought up, here is a framework to guide the kōrero:

1. Understand what's really going on – Who's involved? What's the root issue? How's it affecting people?
2. Listen properly – Give everyone a chance to speak, be heard and feel respected.
3. Find common ground – What values or goals can anchor the team, even if people see things differently?
4. Make a plan – What steps will be taken? Who's doing what? What are the expectations?
5. Act with aroha – Lead with empathy while holding people accountable.
6. Reflect and reset – What worked? What didn't? What would they do differently next time?

## Support tēina to build resilience

As tuākana, your role is to help tēina build resilience or identify how they can build resilience by fostering self-awareness, adaptability and inner strengths.



### Create a safe space

- Make them feel valued, heard, and respected
- Remind them that leadership includes challenges, mistakes, and doubts – it's part of growth.



### Encourage reflection and self-awareness

- Highlight their strengths, reflect back to them the challenges they have overcome
- Use journaling and storytelling as tools for self-awareness and healing.



### Shift mindsets around challenges

- Help tēina see challenges as stepping stones that are part of a bigger journey
- Remind them that leadership and growth are life-long journeys – Kia ngākau māhaki.



### Connect to purpose and values

- Help tēina anchor their resilience on their purpose and values
- Explain that resilience is a muscle that is strengthened every day in preparation for the day it is needed.



### Use storytelling and role models

- Share pūrākau of tūpuna or stories of leaders who demonstrated resilience
- Encourage tēina to find their own role models and to find out how they build their resilience.



### **Cultivate emotional agility**

- Help tēina acknowledge and process emotions rather than suppress them
- Encourage tēina to use mindfulness practices, karakia, or time in te Taiao to strengthen inner balance.



### **Encourage connections**

- Remind them that leaning on others strengthens, rather than diminishes, leadership
- Encourage tēina to reach out, share the load and seek support rather than trying to endure challenges alone.



### **Guide the creation of personal strategies**

- Help tēina identify what works for them because resilience looks different for everyone
- Encourage them to create an emergency toolkit for themselves with personal strategies they can use when things get tough.

## Future – Recording your journey

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*What tēina will get out of this section: Keep going on the whai te ara tika with resources, inspiration and tools.*

This section of the Tautoko Toolkit is about keeping momentum, staying true to values, and continuing the mahi with purpose. Tēina have started their journey, now it's time to think ahead, make intentional choices and grow their leadership in ways that are meaningful to them.

**Moea te whakaaro nui.**  
(*Dream the great dream.*)

### Goal setting

Setting goals is key to an intentional leadership journey. Meaningful goals come from self-awareness and aligning with personal values rather than seeking external validation.

### Deciding on goals

Tēina are encouraged to reflect on different areas of their life to identify areas where they want things to change. The Tautoko Toolkit recommends that tēina should seek guidance from a trusted mentor or kaumatua. As a tuakana you can see their strengths more clearly and support them to stay true to their values.

#### Tips

- Encourage tēina to reflect deeply: Not just “*what do you want to achieve?*” but “*why does this matter to you?*”
- Highlight that rangatiratanga is about service, influence, and authenticity: Identifying leadership goals is not about job titles.

#### Discussion prompts

- What areas of your life bring you the most joy, pride or satisfaction?
- Where do you feel ready for a shift or new challenge?
- What have you been wanting to do but have not yet taken a step towards?

#### Activity

Get tēina to rate their satisfaction in key areas of life in the Tautoko Toolkit. Ask them to choose one area to explore in depth and reflect on why it matters to them. Then, encourage them to imagine their ideal outcome five years from now, thinking without limits. Guide them to be as specific as possible. Finally, help them identify the steps needed to move toward this vision, starting with one realistic first step that they can take.

#### Setting goals

The Tautoko Toolkit introduces the SMART framework for setting goals that are specific, measurable, achievable, relevant and time bound. If this does not resonate with your tēina,



feel free to create your own or to research other frameworks! The important thing here is that tēina are making specific, time-bound goals that move them forward.

### Tips

- Reinforce the importance of intrinsic goals: Intrinsic goals (driven by purpose, not praise) lead to more lasting change.
- Guide tēina toward actionable and realistic goals: Help them break big goals into smaller, more manageable steps so they don't feel overwhelmed.

### Prompts

You can use these for each goal that each teina would like to set.

<b>S</b>	<ul style="list-style-type: none"><li>• What does success look like?</li><li>• What specific actions do you need to take?</li></ul>
<b>M</b>	<ul style="list-style-type: none"><li>• What signs will show that you are moving in the right direction?</li><li>• Can you identify smaller milestones?</li></ul>
<b>A</b>	<ul style="list-style-type: none"><li>• Can you commit the time and energy required to achieve this right now?</li><li>• What potential challenges could you face, and how might you overcome them?</li></ul>
<b>R</b>	<ul style="list-style-type: none"><li>• Does this goal connect to what matters most to you?</li><li>• Will achieving this goal have a positive impact on your life or those around you?</li></ul>
<b>T</b>	<ul style="list-style-type: none"><li>• When do you want to achieve this goal?</li><li>• What can you do this week, this month, and this year to work toward it?</li></ul>

### Activity

Help tēina create an accountability plan for their goals. Ask them to identify a trusted support person—such as a mentor, manager, friend, kaumatua, or whānau member. Guide them in deciding how they will share their goal and what support they need from their accountability partner. They should agree on how to track progress and set a clear timeframe for check-ins. Encourage them to also plan for challenges by identifying the steps they can take if they struggle or fall behind.

### The ecosystem

Tēina are encouraged to view leadership as acts of service and influence that extend beyond formal roles and titles. The leadership ecosystem in the Tautoko Toolkit helps them recognise leadership in different areas of their lives, identify those who demonstrate it, and understand what it looks like. Each branch of the ecosystem serves as a source of inspiration, wisdom, and support for tēina on their leadership journey.

### Tips

- Use real life examples from their world: This could include a parent guiding their children, a kaumatua offering wisdom or a friend advocating for someone in need.

- Reinforce that leadership is about actions and influence: It is not just titles – it exists everywhere.

### Discussion prompts

- Where do you see leadership in your whānau, sports team, communities or workplace?
- Who are the people in your world who step up and lead? What do they do that makes them leaders?
- Have you seen someone lead in an unexpected way? What did they do?
- In what ways do you already demonstrate leadership, even if you don't have a formal role?

### Activity

Use a large sheet of paper, a whiteboard, or a digital mind-mapping tool. Ask tēina to write their name in the centre. Around it, get them to create circles representing different environments where they see leadership (e.g., whānau, community, workplace, sports, cultural spaces). For each environment, ask them to add another layer of circles that identify the people or groups who demonstrate leadership. Finally, get them to add a third layer of circles around each person / group and ask them to describe what leadership looks like in that context.

Use the ecosystem to get tēina to reflect on:

- The leadership qualities or actions that are the most meaningful to them
- The areas where they already demonstrate leadership and where they might want to show up
- The potential mentors and sources of support available to them
- The leadership opportunities that they can grow into.

This map becomes a reminder - You don't walk this path alone. Leadership is everywhere and you're already a part of it.

### Kotahitanga – Strength in unity

**Taakiri tū te kōtahitanga, taakiri tū te mana motuhake.**

*(Independence is strong, unity is stronger.)*

### Summary

Kotahitanga is about collective strength – bringing people together for a shared purpose and ensuring that all voices are heard. It doesn't mean we always agree – it means we listen, respect each other and focus on the bigger picture.

- In everyday life: Kotahitanga shines when we uphold collective well-being, support whānau through challenges, collaborate on community projects, and advocate for justice.

- In leadership: A leader who practices kotahitanga knows how to bring people together, keeping teams grounded in shared vision and values, even when the going gets tough.

### **Tips**

- Share stories where unity turned things around: Give examples of Māori organisations, iwi, or movements that thrived through kotahitanga.
- Highlight different ways kotahitanga is expressed: Consider how it is seen in workplaces, communities, whānau, and national movements.

### **Discussion prompts**

- Think of a time when you were part of a group that achieved something great together. What was it? What made the collaboration successful?
- What principles and practices are important in achieving kotahitanga? Are they the same in different contexts, e.g., whānau, community, workplace?
- How do you, or could you, encourage kotahitanga in your workplace or communities? How can you as a leader balance unity while respecting different viewpoints and backgrounds?

### **Activity**

Ask your tēina to think of a challenge they're facing – it could be in mahi, whānau, or community. Then walk through it using a kotahitanga lens: Who would they involve? What would shared decision-making look like? How would they listen to everyone's voice? How would they bring the group back to a common kaupapa?

If they don't have a current challenge, you can use one of these examples:

- Some workers feel like they are getting the harder shifts in the team roster. Tensions are rising.
- Two team members misunderstood each other, and someone made a mistake. One is upset, and the other feels unfairly blamed. Tension is affecting the morale of the whole team.
- In a whānau-based business, different generations have different ideas about the future. The older generation wants to continue traditional methods, while younger members want to adopt new technology and grow business.

## Glossary

Kupu Māori	Our meaning	Your understanding
<b>Ako</b>	Ako refers to the reciprocal relationship between teaching and learning where knowledge is shared.	
<b>Aotearoa</b>	New Zealand.	
<b>Aroha</b>	Aroha encompasses individuals' generosity, empathy and deep care for others. It weaves the concepts of love, compassion and connection together. It is the basis of whānau. In English it is often translated as 'love' but extend beyond this basic definition.	
<b>Awa</b>	A river, stream or creek.	
<b>Haka</b>	A ceremonial dance to welcome visitors.	
<b>Hapori</b>	Hapori is a community – a group of people with shared interest, location, whakapapa or purpose for example.	
<b>Hapū</b>	Subtribe, a kinship group within an iwi.	
<b>Iwi</b>	In this Toolkit, when we mention iwi, we are referring to tribes.	
<b>Kaitiaki</b>	Guardians or stewards of Te Taiao.	
<b>Kaitiakitanga</b>	Kaitiakitanga is expressed through guardianship, stewardship, and conservation of the environment. It is an approach to protecting the environment based on Te Ao Māori, in which humans are an integral part of the natural world.	
<b>Karakia</b>	Ritual chants or prayer.	
<b>Kaumātua</b>	Kaumātua are elders in Māori society who are respected for their wisdom and knowledge. They play an important role in passing down mātauranga and tikanga Māori.	
<b>Kaupapa</b>	A cause.	

<b>Kōrero</b>	A discussion, conversation or meeting.	
<b>Kotahitanga</b>	Emphasises unity, togetherness and collective action. Often translated as ‘unity’ in English, kotahitanga means coming together with a shared purpose while respecting diversity. It is about supporting people, building relationships and working towards goals that uplift whānau, hapū, and iwi.	
<b>Mahi</b>	Your work.	
<b>Mana</b>	Mana is a reflection of a person’s integrity, actions, and influence. It is not self-proclaimed but granted by others in recognition of their character, leadership, and service. Mana must be upheld and nurtured through one’s actions and relationships.	
<b>Manaakitanga</b>	Manaakitanga is a foundational concept in Māori culture referring to authority, power, and influence. It encompasses a broader spectrum than just hierarchical power, integrating the duty to care for, serve, and promote communal well-being. The act of caring, hospitality, and kindness. It's about uplifting the mana of others through showing respect, generosity, and care for the community.	
<b>Mātauranga Māori</b>	Mātauranga Māori refers to Māori knowledge, wisdom, and understanding, often encompassing the traditional knowledge and cultural practices of the Māori people.	
<b>Moana</b>	The sea, ocean or large lake.	
<b>Pepeha</b>	An introduction that details an individual’s connection to the whenua, tangata and ancestors.	
<b>Pono</b>	What is pono is true or genuine.	

<b>Pōwhiri</b>	A welcoming ceremony, which can include speeches, waiata and / or haka.	
<b>Pūrākau</b>	Oral traditions such as legends and creation stories passed through the generations.	
<b>Rangatahi</b>	Young people.	
<b>Rangatira</b>	Rangatira is often translated as 'leader' in English, but its meaning goes deeper. A rangatira takes practical steps to uplift the collective and guides a group towards a shared goal.	
<b>Rangatiratanga</b>	Rangatiratanga is the work of the rangatira; the exercise of leadership, authority, and self-determination, grounded in responsibility, service, and the well-being of the collective. Rangatiratanga upholds integrity, cultural values, and the interconnectedness of people, land, and future generations.	
<b>Taha hinengaro</b>	The mental and emotional component of hauora.	
<b>Taha tinana</b>	The physical component of hauora.	
<b>Taha wairua</b>	The spiritual component of hauora.	
<b>Taha whānau</b>	The familial component of hauora.	
<b>Tamariki</b>	Children.	
<b>Tangata</b>	The people.	
<b>Taonga</b>	Precious treasures that are both tangible and intangible.	
<b>Te Ao Māori</b>	Te Ao Māori is the Māori worldview. It is a holistic way of seeing and understanding the world that encompasses Māori values, cultural practices, and beliefs.	
<b>Te Taiao</b>	Te Taiao is the natural world.	
<b>Tēina</b>	The person being mentored by the tuakana.	
<b>Tika</b>	What is tika is right or correct.	



<b>Tikanga Māori</b>	Tikanga Māori encompasses the customs and traditional values and practices of Māori culture.	
<b>Tuakana</b>	Leader, mentor, facilitator or educator.	
<b>Tūpuna</b>	Ancestors or grandparents.	
<b>Tūrangawaewae</b>	Tūrangawaewae is your place of belonging – where your whakapapa is rooted and where your mana is strongest. It is the physical and spiritual connection to the <i>whenua</i> that grounds us, giving us strength, identity, and a sense of purpose.	
<b>Wai</b>	Water or its essence (life-giving power).	
<b>Waiata</b>	Songs and chants.	
<b>Wairua</b>	Wairua is the spiritual essence in all living things. It refers to spiritual and physical energy forces that complement each other.	
<b>Wairuatanga</b>	Wairuatanga is the expression or experience of wairua. It includes practices, rituals, and ways of being. It connects us to our tūpuna and guides us through life.	
<b>Wānanga</b>	A forum for kōrero.	
<b>Whakairo</b>	A Māori carving.	
<b>Whakapapa</b>	Whakapapa is the link between generations. It tells the story of, and connects us to, those who came before and those yet to come. It shapes our identity, responsibilities, and place in the world.	
<b>Whakatauki</b>	Proverbs or sayings.	
<b>Whakawhanaungatanga</b>	Whakawhanaungatanga is the active process of establishing and nurturing relationships and community building. It is the practice of whanaungatanga.	
<b>Whānau</b>	Refers to a number of social groups from households up to large extended families. In this	

	Toolkit, we are interpreting whānau as ‘family’.	
<b>Whanaungatanga</b>	Whanaungatanga are the relationships, kinships, and connections that create a sense of collective identify. It grounds people in shared experience and highlights our responsibilities to each other, providing people with a sense of belonging.	
<b>Whenua</b>	In this Toolkit, when we mention whenua, we are referring to the land.	