



TUPU  
TOA



Growing the next  
generation of Māori and  
Pasifika business leaders





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# Growing the next generation of Māori and Pasifika business leaders

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**THANKS FOR  
YOUR INTEREST  
IN TUPUTOA**





TupuToa is an innovative internship programme creating pathways for Māori and Pasifika students into careers in the corporate and professional sectors. Designed collaboratively by representatives of business, tertiary institutions, students and Māori and Pasifika communities, its objective is to bring about a fundamental shift in the pattern of Māori and Pasifika success in the corporate world, and is premised on the belief that culture is the key to this success.

The programme was launched in 2016 and will progressively roll out to cover the whole country by 2021, by which time it will have produced a cohort of outstanding business leaders who demonstrate deep-seated cultural intelligence and are strongly connected to their cultures and their communities.





# TUPU

Ka tupu te moko taro me aravei i te vai ora.

*Young taro shoots will grow if they meet lifegiving water.*

**'Tupu' is all about flourishing, thriving and growing into who you were meant to be given the best conditions.**

The concept of 'tupu' links us, as humans, to other elements in the natural system which grow and which require lifegiving conditions. Metaphorically, 'tupu' connects us to our ancestors (tupuna), parents and children, in the sense that we are all sprouts from a particular family tree, connected both biologically and by association to that which we have grown from. It also connects us to a much greater vine, that of all life, which extends in some Pacific narratives from the roots into the heavens. Thus, the concept of 'tupu' enables us to think developmentally about our origins, our roots and our growth.





# TOA

Ehara taku toa i te toa takitahi, ehara he toa takitini.  
*My strength is not that of a single warrior, but that of many.*

**‘Toa’ means courage or courageous, and is also the name of the strongest tree found in the Pacific, *casuarina equisetifolia*, the ironwood tree.**

This tree was used to make weapons, clubs, spears and sticks for warfare and for protection. ‘Toa’ is also the name used for a warrior or a hero, and refers to bravery, boldness, courage and being warrior-like. Some of the English translations of ‘toa’ as it is used throughout the Pacific are: courage; courageous; brave; to act bravely; victorious; warrior; the rooster; the ironwood tree; to be strong; valiant; to make an effort; to be industrious; active; bold; daring; successful; soldier; army.





# THE NEED



***TupuToa's research shows that only 17% of New Zealand's top 60 firms have an executive who identifies as other than European/Pākehā.***

This lopsided demographic creates a knowledge gap, deprives businesses of the well-established benefits of diversity, and inhibits business growth. Our future economic and social prosperity requires the development of a new generation of Māori and Pasifika business leaders who are able to recognize and seize opportunities in increasingly diverse markets, both nationally and internationally.





# THE VISION

Strong and resilient Māori and Pasifika business leaders growing a better Aotearoa/New Zealand.

We aspire for our nation to have a nimble, strengths-based economy which meets the needs of culturally and ethnically diverse markets, both here and overseas. It will comprise a super city underpinned by strong regions and a dynamic Māori economy, powered by a new generation of leaders who are culturally intelligent, innovative, creative and internationally connected.





# WHO WE ARE

TupuToa is an innovative internship programme creating pathways for Māori and Pasifika students into careers in the corporate and professional sectors.

## TupuToa delivers two programmes:

- an internship programme, which students typically enter in their second year of tertiary studies and complete two or three annual placements before graduating; and
- an emerging leaders programme, which graduates from the internship strand (and a limited number of other young Māori and Pasifika) participate in for the first two or three years of their careers.

## The programmes:

- teach participants to embrace their culture and to enjoy the benefits and advantages it gives them in the world of work;
- equip participants to succeed in the corporate sector by providing them with a range of tools and skills to ensure their success;
- provide participants with training and development to prepare them for wider leadership responsibilities in their family and community settings; and
- create an environment of sustained support to enable participants to fulfil their career aspirations and to become business and community leaders.

Over time, the programme will produce a powerful, national network of Māori and Pasifika business leaders who excel in their careers, who demonstrate deep-seated cultural intelligence, and who are strongly connected to their cultures and their communities.





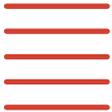
# THE BARRIERS

There are some formidable obstacles to change in this area.



## **Tertiary performance**

The number of Māori and (especially) Pasifika students completing tertiary studies compares unfavourably with other student groups. Māori and Pasifika students are also less likely to study commerce, science or engineering. Prospective employers bemoan the dearth of Māori and Pasifika students whose grades are strong enough to enable them to compete for graduate placements.



## **Entering the corporate world**

Māori and Pasifika students aspiring to a career in the corporate sector or professional services are often the first in their family to do so. Consequently, they tend to lack knowledge of and connection to the corporate world, experience low self-belief, lack positive role models and are concerned about potential difficulties with cultural and community obligations. Prospective employers confront their own limited cultural understanding, inappropriate selection criteria and unconscious bias in their efforts to attract Māori and Pasifika graduates.



## **Succeeding in the corporate world**

Securing a graduate role is often the beginning of a difficult journey for young Māori and Pasifika. Needing to find an inclusive culture that values diversity and allows them to work with cultural integrity, they all too often encounter the opposite. Consequently, they struggle to see the road ahead and lack the support necessary to find it. Employers wonder why their efforts to attract and retain Māori and Pasifika staff are chronically unsuccessful.





# THE BENEFITS

The good news is that there are ways to overcome these barriers.

Participants in TupuToa's programme enjoy sustained support during their studies and are equipped with skills in career planning, self-presentation, networking and leadership. They are provided with peer support, role models and strong networks.

Crucially, they are shown how to develop and apply cultural intelligence, to see their distinctiveness as a young Māori or Pasifika person as an important advantage, and to remain strong and secure in their cultural and community settings.

# THE IMPACTS



## Māori Communities

Grow talent from within to build business and community growth and increase the prosperity of the Māori community overall



## Pasifika Communities

Achieve greater equality of outcomes for Pacific people and build social and economic prosperity



## Students

Achieve full career and community leadership potential consistent with their identity and values



## Corporates

Have greater access to a diversity of talent and experience, deeper insights into an evolving marketplace, wider range of resources to draw from and closer connection to Māori and Pasifika communities





 TUPU  
TOA  
Iacinto Talla'uli  
2018-2019

# PARTNER BENEFITS

TupuToa's partners:

- have greater access to an emerging talent pool of young Māori and Pasifika graduates;
- are supported to grow and develop programme participants from internship through to managerial roles;
- are provided with training and support to understand cultural differences and to enhance inclusivity;
- belong to a community of learning in which knowledge, insights and inspiration are freely shared;
- avoid the costs of going it alone in building the capability to reach out to, recruit and retain Māori and Pasifika graduates;
- are able to develop a workforce which is more diverse and more culturally competent;
- benefit from increased diversity of thought within the business and expanded opportunities for creativity, flexibility, inclusive leadership and organisational agility;
- enjoy a closer connection to, and better understanding of, a significant and growing customer base;
- are part of a growing national network of Māori and Pasifika business leaders; and
- will ultimately contribute to a better nation with more equitable outcomes for all.





# ENGAGING WITH TUPUTOA

There are several levels at which partners can engage with TupuToa.



## Principal Partner

TupuToa's Principal Partners are a stand-out group of corporates committed to maximising Māori and Pasifika business potential. Each partner makes a three-year commitment of \$50,000 p/a with an additional \$20,000 of in-kind value. In return, each partner is entitled to up to 30 intern placements over three years and a discounted rate for participants on the emerging leaders programme.



## Major Partner

TupuToa's Major Partners are a committed group of corporates with smaller graduate workforce needs. Each makes a three-year commitment of \$25,000 p/a plus an additional \$10,000 of in-kind value, and is entitled to up to 15 intern placements over three years with a discounted rate for participants on the emerging leaders programme.



## Support Partner

TupuToa's Support Partners comprise organisations committed to ongoing support for the programme which provide at least \$15,000 p/a in either financial or in-kind support.



## Scholarship Partner

TupuToa's Scholarship Partners are corporates which provide support for at least one intern placement and/or at least two emerging leaders programme participants annually over three years. The cost of an annual intern placement is \$6,000 and the Emerging Leaders Programme cost is \$2,000.



## Government & Philanthropic Partners

One of the strengths of TupuToa is that it will be financially self-sustaining after Year 5. In the meantime, the programme needs the support of government and philanthropic partners to contribute development funding of approximately \$450,000 over the first three years of the programme.





# THE FUTURE

By 2020 TupuToa will:

- be providing support annually to almost 300 Māori and Pasifika interns and 320 emerging leaders annually;
- be operating throughout the North Island, with South Island expansion in 2021/22;
- have achieved at least 85% conversion from intern to graduate employment;
- have achieved a significant increase in the number of Māori and Pasifika graduates hired, retained and developed by our partners;
- be operating a significant network of Māori and Pasifika business people, both senior and emerging talent; and
- have a sustainable funding base provided by at least five principal and major partners and over 50 scholarship partners.





# OUR PARTNERS

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## PRINCIPAL PARTNERS

AIR NEW ZEALAND 





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## MAJOR PARTNERS

  
ACC  
PREVENTION CARE RECOVERY  
Te Kāpōrehana Awhina Hanga Whāiri

  
genesis  
ENERGY

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## SUPPORT PARTNERS





  
CHARTERED ACCOUNTANTS  
AUSTRALIA • NEW ZEALAND

  
Precinct  
PROPERTIES NEW ZEALAND







  
SKYCITY  
AUCKLAND

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## SCHOLARSHIP PARTNERS















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## GOVERNMENT PARTNERS

  
Te Puni Kōkiri  
REALISING MĀORI POTENTIAL

  
MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

  
Ministry for the  
Pacific Peoples

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## COMMUNITY PARTNERS

  
LeVa

  
NGĀTI WHĀTUA ŌRĀKEI

  
PACIFIC  
COOPERATION  
FOUNDATION





# CONTACT US

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