



The Mana Moana Experience Information for 2021

Talofa lava, Kia orana, Mālo 'e lelei, Fakaalofa lahi atu,
Ni sa Bula Vinaka, Taloha ni, Talofa, Tēnā koe

Background Information: A brief introduction

[The Mana Moana Experience](#) is a unique programme for Pasifika leaders. The expertise and experience of Leadership New Zealand supports and complements a very specialist Pasifika programme which activates and harnesses the rich wisdom of Pasifika ancestral and indigenous knowledge. This has been created from the four-year postdoctoral research of [Dr Karlo Mila](#) (Leadership NZ Alumna 2013).

Mana Moana is focussed on helping Pasifika leaders

- Know themselves, where they come from, what their purpose and point of difference is
- Navigate complex and culturally distinctive worlds with skill and confidence
- Engage with and deepen cultural knowledge, strengthen their capabilities and add value by bringing their full selves into their professional lives
- Share experiences with a cohort of Pasifika leaders going through similar challenges and foster these lifelong relationships and networks of support through peer mentoring
- Access the inspiration of our most influential leaders by hearing their personal experiences first-hand
- Leverage their poly-cultural capital to scale up their leadership influence and impact and reap the diversity dividend for a better New Zealand.

Organisations and communities benefit through leaders coming back with a stronger sense of who they are – culturally, personally and professionally - and a greater sense of what they have to contribute. Mana Moana Leaders are more intentional, conscious, better able to deal with all kinds of complexity and ambiguity, stronger in their awareness of where they are coming from, able to capitalise on their own unique points of difference and deliver on the strategic objectives in their role for the whole organisation.

Information about Leadership New Zealand (Leadership NZ)

The Leadership New Zealand Trust was founded in 2003 by a collective of New Zealand leaders drawn to developing and nurturing future generations of our nation's leaders. We bring leaders from every generation and every sector of New Zealand society together: we connect them in a respectful, open and honest arena for dialogue, critical enquiry,

reflections, skills development and deep learning. We challenge them with making a difference for the betterment of the communities within which they live, work and play.

The vision of Leadership NZ is to enrich New Zealand through active leadership in a connected community. It is our mission to build an exceptional leadership culture that develops and celebrates resilient, courageous and authentic leaders. Leaders who have a strong awareness of issues of significance for New Zealand; leaders who value diversity, engage in meaningful conversation, connect and work successfully across difference; and leaders who build and transform organisations, communities and effect positive social, economic and cultural change across society.

Our values are to be courageous, generous of spirit, inclusive, apolitical and innovative, to have integrity and to celebrate diversity. Leadership NZ has been around for 16 years and delivered its Leadership Programmes to over 500 leaders, and connected with thousands of New Zealand leaders through leadership events, social and professional platforms and community engagement initiatives.

The Mana Moana Experience

Engaging with cultural legacies as a source of strength

A driving vision of the Mana Moana Experience is to harness the knowledge of our ancestors of the moana – the largest ocean in the world. It platforms and centres cultural resources, legacies and ways of knowing, understanding that these are fundamental and essential resources for optimal contemporary living and leadership.

It is premised on the idea that we are all connected by the ocean – as ‘Epli Hau’ofa has advocated. As Pacific peoples we are linguistically, culturally, genealogically connected, as well as having our own unique ethnic-specific differences. Centuries of engagement with the largest ocean in the world has influenced all of our cultures. We have a seafaring and navigational culture of origin, the small islands we come from have prioritised sustainable relationships in order for harmonious societies to thrive, including reciprocal and respectful relationships beyond the social – with the land, sea, skies and spiritual realms. Our rich knowledge legacies have a lot to offer the world, leadership and New Zealand.

Shared Pacific language forms the basis of the programme. The Mana Moana Experience content is shaped by a drawing on a collection of over 70 indigenous words shared in at least 15 Pasifika languages, over 250 proverbs in multiple languages and shared mythological stories, metaphors, archetypes, values and wisdom from the largest ocean in the world. It is based on the postdoctoral research of the Programme Director, Dr Karlo Mila.

This programme actively engages with our Pasifika worldviews, values, languages, proverbial knowledge, archetypes, narratives and beliefs. It is part of the Leadership NZ ethos to take and create the space for deep and meaningful conversation. The programme provides a uniquely respectful, open and honest arena for full debate, real challenge and deep learning about culture, legacy, self, the collective and Pasifika leadership in contemporary contexts.

Instead of forgoing, forgetting, sacrificing, acculturating and assimilating, to succeed in Western contexts, cultural resources are seen to be a source of advantage, pride, competitive edge, x-factor, complexity, cognitive flexibility, neuroplasticity, poly-cultural capital and diversity dividend.

Tackling the real issues

The Mana Moana Experience targets significant issues facing the Pasifika community, the Pasifika region and New Zealand, that we bear witness to. Many of New Zealand’s challenges are disproportionately experienced and borne by Pasifika children, young people, families and communities. This programme brings together a range of tools and information that assist Pasifika leaders with responding effectively to these challenges. The programme blends evidence, experience, experts, on the ground innovation and solutions to collective challenges and uniquely Pasifika approaches to problem-solving, including what we can do as individuals, families, communities and as a collective.

Each retreat involves talanoa with prominent leaders and guest speakers, workshops, and experiential activities. Over eight months, we connect this generation of leaders with significant leaders, changemakers for leadership dialogue and learning. These prominent leaders and subject matter experts candidly share their knowledge, personal leadership stories, challenges, learnings and experiences based on the “Chatham House Rule” approach to talanoa. The diversity of participants, speakers, topics and locations gives a variety of perspectives that create deep challenges, real learning and transformation in thinking and perspective.

Whenever there are social problems, there are already people acting on the problem in some way. Understanding those actions is part of developing effective strategies to resolve the collective problems we face. The Mana Moana Experience involves site visits to organisations and initiatives taking innovative approaches to identified social issues. The programme takes an explicit focus on solutions for Pasifika communities and New Zealand that must be tackled by an informed leadership. There is a focus on strategies that work in situations of scarce resources: solutions that are innovative, exceptional, effective and inspiring, holistic and sustainable.

Developing self, a commitment to reflection and personal growth

We challenge our participants to take themselves to their learning edge, to look at themselves as leaders, to develop their self-awareness, to develop their societal-awareness and to step forward in their organisations and communities to lead change for the better.

Through experiential individual and group activities, participants are challenged to reflect on their leadership views and practices, develop unique insights, build confidence, self-awareness and emotional intelligence. In addition, the programme introduces them to a wide range of tools and resources; including creative and design thinking methodologies, critical thinking, tools for increasing resilience and managing stress, leading through coaching and much more.

It is part of Leadership NZ’s kaupapa to stimulate and lead the bigger conversations that become the catalyst for change – personal change, organisational change, community change, societal change, regional change and global change. The Mana Moana Experience is central to this vision.

Retreat Structure & Key Concepts

There are six retreats. Two retreats are four days / three evenings in duration, and four that are three days / two evenings in duration. A total of 20 days, 13 weekdays, and 7 weekend days.

1. VA TUPUNA (Ancestors): Remembering who we are; Awakening, Recognition

Opening Retreat and Launch, Auckland, 3 days

Programme launch. Introduction and overview of journey. What is Pacific leadership? Activating ancestral wisdom. Pacific worldviews, core values, philosophy. Who are we? Who am I? Statistical state of play for Pacific peoples: How did we get from there to here. Our strengths. Our challenges. Our opportunities. Being leaders for our times. Mana Moana. Leadership New Zealand. New Zealand society. The Pacific region.

2. VA FONUA / FANUA / FENUA / ‘ENUA / WHENUA / HONU (land): Grounding in where we are from; Standing up, Growing through

Northland, 4 days

Where have we landed? Noho Marae. Visit to Treaty Grounds. Pasifika peoples in relation to the Treaty of Waitangi. Lessons we can learn from Māori leadership. Our relationships with land and the environment. Places of belonging. Our own land-based identities. Our relationship with where we are indigenous. Ethnic-specific responsibilities. Finding a place to stand. Grounding in self. Similarities and differences in our statistical profiles across a range of determinant and outcome measures. Our changing NZ-born mixed-ethnicity demographic.

3. **HALA / ALA / ARA (Pathways): Orienting to our purpose; Our Journey**
Auckland, 3 days

Finding our own pathways. New frontiers. Learning from trail blazers. Forerunners. Arenas beyond our experience. Finding pathways through adversity and into the unknown. Our own personal, professional and collective pathways as a group. Taking what is precious with us. Cultural continuity and innovation. Career development. Exploring our own calling. Paying attention to the signs. Learning from our great adventurers and explorers. Clarity of purpose and pathway.

4. **VA TANGATA / TAGATA (People): Standing in our power with awareness; Clearing, Connecting**
Auckland, 3 days

Political and interpersonal contexts, traditional and contemporary power structures, the difference between mana and power. Our va or relationships with others. Upward mobility, economic development, educational achievement. Pasifika representation at all levels, particularly in places of influence. Pasifika leadership needs. Our economic situation, prosperity, wealth and poverty. An analysis of our labour force and need for capital. Our personal and professional interpersonal skills. Effective communication strategies in Pacific and Palangi contexts, advocating, being part of a team, making systems work, making a difference.

5. **VA MOANA (Ocean): Deep Diving into our selves; Wayfinding, Navigating**
Waiheke, 3 days

Ancient navigating and way-finding, common origins, collective migrations, historical legacies, harnessing ancestral genius into contemporary leadership. Oceanic cultures. Current state of the ocean. Regional responsibilities. Our recent migrations to Aotearoa, New Zealand. Socio-historical analysis on contemporary positioning as children of the migration. Understanding the political economy of labour migration, racism and inequalities. The migrant dream. Aspirations. Our collective history and story. Deep diving into our own selves.

6. **VA MOKOPUNA (Grandchildren): Activating Our Lives; Living Legacy**
Final Retreat and Graduation, Auckland, 4 days

Intergenerational legacy. Our own calling and impact. Reflection on how far we've come in the Mana Moana journey. Assessment. Integration. Achievement. Support needs. Service. Our personal and collective manifesto. Modelling for the future. Population projections. Our own plans and dreams. Advancing the collective project. The year in review. Graduation.

Operating Under COVID-19 Alert Levels

Leaders adapt in challenging times. Leadership NZ has learned that flexibility, and adaptability is key in these moments. We are committed to providing sound learning platforms for our leaders.

Our experiences responding to COVID-19 in 2020 have shown that we can ensure our programme participants will continue to have safe and meaningful leadership development experiences that connect and support them through the disruption of the pandemic environment.

We have alternatives in place to address local and national lockdowns (Levels 2 – 4) and will consult/communicate openly with those affected should these arise.

Applicant Requirements

Applications are invited from *Pasifika leaders who are residents of New Zealand, and:

- are talented leaders in their sector, with significant years of experience in their field of expertise
- are committed to contributing to the creation of a better future for all New Zealanders
- have demonstrated leadership capacity and have diversified experience
- are prepared to challenge and be challenged
- have an ability to re-evaluate their own thinking and action, and reflect
- have the ability to build strong relationships and a desire to be a better-informed citizen
- are able to commit (the programme spans eight months and attendance is essential)
- have the capacity to travel (the programme is conducted throughout the Auckland - Northland region)
- are committed to continuing their leadership growth through ongoing involvement in community service activities
- are committed to becoming contributing Leadership NZ Alumni after completion of the programme.

Experience has shown that when applicants have a critical mass of the criteria noted above, they are likely to gain more from and contribute more to the learning experience. They are also more likely to transfer their learning to their organisation, community and beyond in a way that is mutually beneficial. It is important that all participants are present at each of the six retreats.

**We define Pasifika leaders as New Zealand residents who originate from, are descendants of, or who identify with a Pacific Island heritage, including: Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu. If you identify with another Pacific Island nation and wish to apply, please contact us: manamoana@leadershipnz.co.nz*

Selection of Participants

Leadership NZ will select a group from diverse sectors of the Pasifika community. We have an interview process to ensure that we have a reasonable diversity across the group and a good fit for the programme. This equates to fair representation across all Pacific ethnic groups: an even balance of ages, genders as well as LGBTQI+ representation and sector representation.

We are looking for senior and mid-career Pacific leaders from a diverse range of backgrounds with a strong track record of service in communities. All of the participants will have a passion and vision for the transformation of Pacific peoples and New Zealand. All will already be influential in their roles, communities and worlds.

Shortlisting criteria will be based on an applicant's previous experience and potential to provide leadership in the future; we are looking for Pasifika leaders who can make a difference.

Not-For-Profit, Community Sector applicants

Our Key Community Partner Foundation North provides funding for participants selected from the Not-For-Profit, Community Sector working in the Auckland - Northland region. We also have additional scholarship funding available for NFP/Community sector applicants from across the rest of Aotearoa.

Private and Public Sector applicants

There are limited spaces available for applicants from the private and public sectors from across Aotearoa. For a full breakdown of costs see below under 'Expectations and Commitments.'

All applicants must have the full support of their organisation. Given the time commitment of the Mana Moana Experience and to be fair to the applicant, their family and employer, it is unlikely that the panel will select an applicant who is enrolled in a formal course of study.

The Application Process

All applications are submitted online. Please allow yourself enough time to consider the questions. You can save and resume your entry details and a resume link will be emailed to you as many times as you need before you submit. Applications for the 2021 intake are now open and we look to receive applications by mid October, 2020. If you need more time to consider an application please email recruitmentmanager@leadershipnz.co.nz as soon as possible.

Before you apply, we highly recommend that you read through this document, the FAQs, and check that you can attend the 2021 Dates. These are all available to download and print from our [website](#). Once you are ready to apply, please [click here](#) to access our online form.

Selection Process and Criteria

Formal interviews will be conducted by a diverse panel of Mana Moana alumni, and the Programme Director and/or Facilitator. Interviews will be conducted from October to November 2020. Successful applicants will be advised around mid-late November 2020. Timing will be advised during the interview.

Assessment criteria will guide the selection of participants and will include:

- Achievement and Merit
- Service and Track record
- Professional pathways (career development)
- Pasifika leadership promise and fit to scope of programme

A. *Achievement and Merit*

Participant has already achieved some significant milestones or markers of achievement and recognition over the course of their lives that makes them an exemplar of Pacific success for their generation. Including, but limited to, academic achievement, business success, promotion, awards, scholarships, other leadership programmes, qualifications, promotions, peer recognition, entrepreneurship, social enterprise, charitable events, recognition in traditional Pasifika or church hierarchies, sporting achievements, creative or cultural recognition and so on.

B. *Service – track record (impact, influence, altruism)*

Participant already has a track record of service or impact/influence at a community and/or national and/or regional level. This could be for Pasifika-focused service but is not limited to that. It may be through professional/personal/community/cultural/creative/media channels but the impact through whichever vehicle has been right for that person is clear. They have accumulated some kind of mana and recognition for the contributions that they have made and it is not hard to make the case that the drivers have an altruistic aspect, a heart for community, positive change and service to the greater good. With the right support and leadership development, the potential for them to make more of an impact is exciting.

C. *Professional pathways (career/community development)*

Participant has built an excellent reputation for themselves and has a promising career/community development pathway in front of them. With the right support, their opportunities for acceleration, influence, mobility,

impact and leadership are significant. They have strong mid-career qualifications/training/work experience and life/experience that provides a solid platform for more senior opportunities to be validly available to them.

D. *Pasifika Leadership Promise and fit*

These are Pacific leaders who already embody and uphold the vision of “Pacific communities working and thriving together” in their own right, and yet who, with the right leadership and development support skills, will capably advance this vision to the next level with passion, purpose and enthusiasm. The life experiences, skills, competencies and development needs of the participant fits well with the scope of the programme. They will respond well to the calling that Pacific identity is a core part of strong leadership and fulfil the promise that strong Pacific leadership is a source of competitive advantage for the individual, families, organisations, communities and New Zealand.

Alongside these ranked criteria will be considered a matrix of factors to create the right group: ethnic-specific representation, diversity across sectors, skill-mix, demographic diversity, and gender balance.

Expectations and Commitments

Personal Fee

Every participant is expected to make a personal contribution of \$600 +GST as a personal commitment and investment to their leadership development. We ask that it is paid in full before the programme starts but we will also accommodate payment plans if required.

Not-for-Profit, Community Sector applicants

The Mana Moana Experience programme fee costs are fully covered for successful Not-For-Profit and Community sector applicants (in the Foundation North catchment area), including travel and accommodation costs. We also have additional scholarship funding available for NFP/Community Sector applicants from across the rest of Aotearoa.

Private and Public Sector applicants

There are limited spaces available for applicants from the private and public sectors. In addition to the personal fee and covering your travel expenses to and from the retreat, the costs for the programme are:

Programme Fee	\$17,500 +GST
Session costs: Accommodation and catering	\$2000 +GST

The programme fee must be paid in full before the programme starts or an arrangement put in place for payment to ensure a place on the programme.

Participants will be provided with a journal, and information packs are sent out with reading material at least two weeks prior to each retreat, and there is an expectation that participants come fully prepared for each retreat.

Dates for the 2021 retreats are outlined below, and to determine if you can schedule your activities and meet the attendance requirements, please refer to [The Mana Moana Experience 2021 – Dates](#) for details on specific dates and planned locations. Confirmation of being able to meet the attendance requirements will be discussed during the interview process.

The programme spans eight months of the year – 20 days that require attendance.

2021 Dates

Opening Retreat + Launch - Va Tupuna	Thu 25 – Sat 27 March	Auckland
Retreat Two - Va Fonua	Thu 6 – Sun 9 May	Northland
Retreat Three – Hala / Ala / Ara	Thu 10 – Sat 12 June	Auckland
Retreat Four - Va Tagata	Thu 29 – Sat 31 July	Auckland
Retreat Five - Va Moana	Thu 9 – Sat 11 September	Waiheke
Retreat Six + Graduation - Va Mokopuna	Wed 27 – Sat 30 October	Auckland

Attendance is mandatory for all the retreats. If a participant cannot attend the retreat, they may not be able to participate in (or graduate from) the programme. If a participant is unable to attend a retreat due to an emergency, the Programme Manager should be contacted as soon as possible. Please note that missing half days and late arrivals/early departures are discouraged.

Leadership NZ will review the viability of an individual's continued participation in the programme if absences are such that the attendance requirement is at risk. There is an expectation that chosen participants will commit to the programme and delegate work responsibility around the confirmed programme dates. Participants who are unable to achieve this are encouraged to withdraw prior to the commencement of the programme.

Early notice of such withdrawal (and possible deferment to a later year when the attendance requirements can be fulfilled) will enable one of the 'reserve' applicants to be offered a position in the programme. It is, however, programme policy not to replace withdrawals once the programme year has commenced.

By accepting a place on the Mana Moana Experience, a participant enters into a contract with Leadership NZ. As Leadership NZ is not able to replace a participant who withdraws from the programme once it has commenced, no refund will be given if a participant withdraws after the programme has commenced.

By submitting an application, you are indicating that the [Leadership New Zealand Trust vision](#), mission and values are meaningful to you and that you are prepared to take another step in your leadership journey.

We welcome your application and look forward to engaging with you through the selection process.

Application Checklist:

- I have read through and understand all the relevant information in this document, and in the FAQs
- I have checked that I can attend the 2021 retreat dates
- I have the full support of my organisation / employer (if applicable)