

# Ngā Whakapaparanga Pakihi

*A layered way of thinking about Māori business.*

This framework illustrates how responsibility in a Māori business widens over time - from connection and place, through practice and reciprocity, to rangatiratanga.

Earlier layers are not replaced - they are carried forward as responsibility widens.

This is intentionally different. This framework does not add Māori values onto a Western business model.

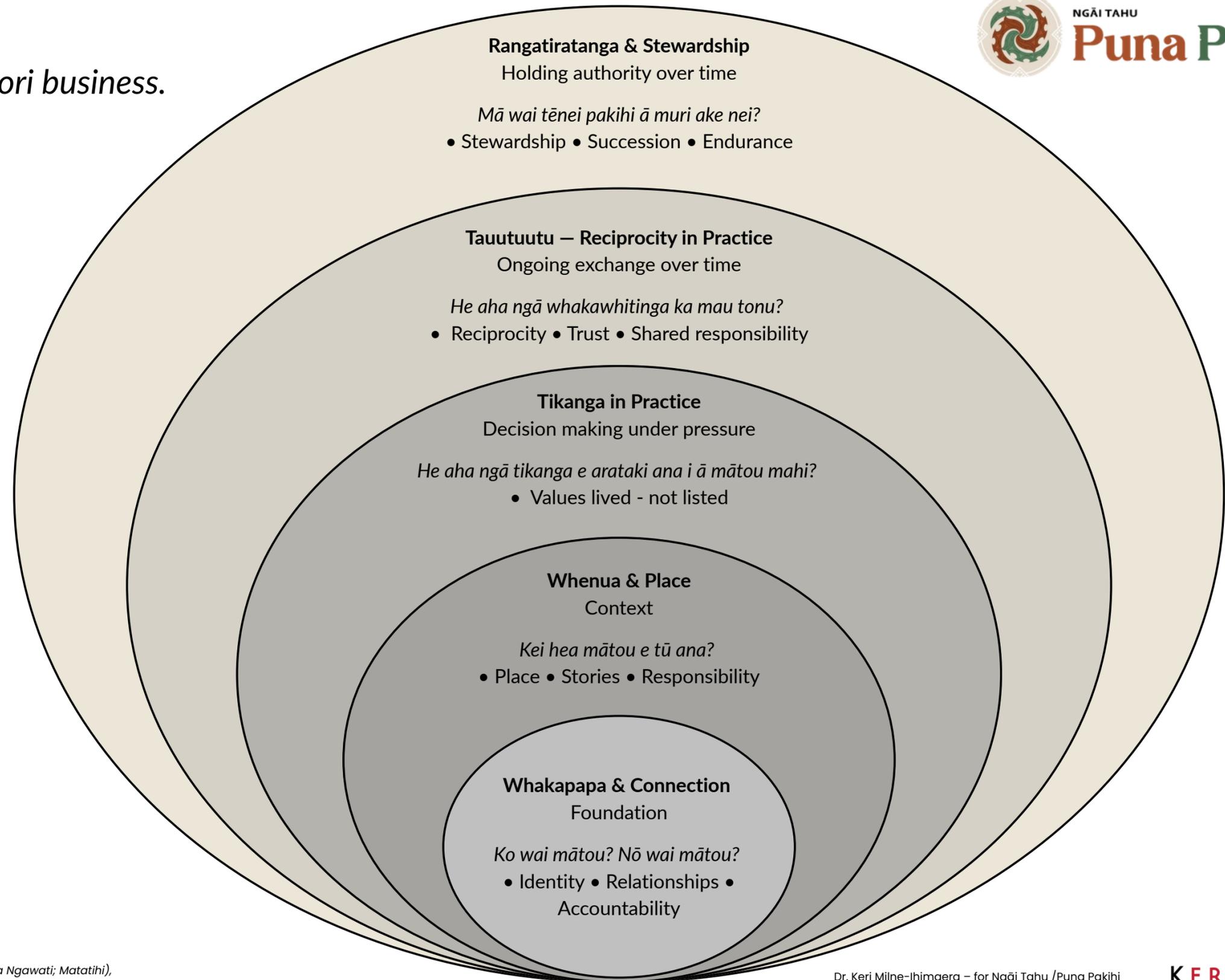
It begins from Māori understandings of connection, place, obligation, and time, and builds business thinking from there.

Being Māori is not the decoration. It is the operating system.

This framework treats te reo Māori as a living practice, not a branding exercise.

Businesses may reflect on:

- where te reo Māori is used naturally in internal communication
- how pronunciation, kupu, and everyday kōrero are supported and normalised
- whether the business environment encourages confidence, learning, and progression over time



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## How responsibility widens across the layers

This framework reflects a progression of decision weight, rather than business stages.

As a Māori business develops, responsibility widens — like ripples — while earlier commitments remain present.

- Connection → who we are accountable to
- Place → where we stand
- Practice → how we behave under pressure
- Tauutuutu → how repeated exchange shapes trust and information
- Rangatiratanga → who holds authority, on whose behalf, and over what period of time

Earlier layers are not replaced. They are carried forward, shaping how authority is exercised over time.

## Layer explanations:

### 1. Whakapapa & Connection / Foundation

This layer focuses on connection — the foundation of Māori enterprise.

Think about:

- Who are we answerable to — and who would notice if this business disappeared?
- What relationships existed before this business began?
- When decisions are difficult, who do we feel responsible to first?

Values in action:

- Whakapapa is demonstrated through consistency, loyalty, and showing up — especially when it is inconvenient or costly.

### 2. Whenua & Place / Context

This layer invites businesses to consider their relationship with place — not just location.

Think about:

- What do we know about the whenua we operate on beyond its commercial use?
- How do we acknowledge mana whenua in ways appropriate to place and context?
- How does our connection to whenua and place, shape how we host, welcome, or represent ourselves?

Values in action:

- Kaitiakitanga is demonstrated through care, restraint, and respect — not extraction, speed, or over-use.

### 3. Tikanga in Practice / Decision-making under pressure

This layer focuses on how tikanga shows up when things are hard, not just when they are going well.

Think about:

- How is manaakitanga demonstrated every day, but especially when there is conflict, pressure, or financial risk?
- What behaviours are non-negotiable, even under stress?
- How do we resolve disagreement before defaulting to adversarial or legal approaches?

Values in action:

- Manaakitanga is shown through fairness, transparency, and maintaining dignity in all areas of business — most clearly when things are not going well.

## Purpose

This one-pager is designed as a thinking tool, not a checklist. It supports Māori businesses — new and established — to reflect on what it means to operate as a Māori business beyond surface indicators such as ownership, branding, or naming.

Rather than prescribing what a Māori business must be, this framework:

- opens space for reflection and dialogue
- acknowledges that businesses develop over time
- recognises Māori business as diverse, contextual, and relational

It is intended to help Māori business owners lean into the strategic strength of being Māori — in decision-making, structures, behaviours, and long-term direction.

### 4. Tauutuutu — Reciprocity in Practice / Ongoing exchange over time

This layer focuses on how repeated exchange builds trust and shapes behaviour over time, forming relationships that endure beyond individual transactions.

Tauutuutu reflects the cumulative effects of how businesses respond to others' investment, risk, and honesty across ongoing interactions. These responses influence what information is shared, when issues are raised, and how problems are worked through together — strengthening coordination and long-term commitment.

Think about:

- As trust, visibility, or profit grows, how do our responsibilities change?
- What behaviours signal commitment to relationships, not just short-term gain?
- How do we respond when others invest time, knowledge, or risk in our success?
- Where might immediate advantage weaken long-term trust?

Values in action:

Tauutuutu is demonstrated through consistent, good-faith behaviour that sustains relationships, improves information flow, and enables shared problem-solving — not through transactional exchange or symbolic gestures.

*This layer is informed by contemporary Māori impact and evaluation work, including Matatihu's application of a tauutuutu lens to trust, information quality, and value-chain performance.*

### 5. Rangatiratanga & Stewardship / Holding authority over time

This layer centres Māori understandings of authority, time, and continuity.

Think about:

- Who — beyond us — is this business accountable to?
- What must be protected rather than leveraged?
- How are we normalising succession, and prioritising growing the skills and talents of others?
- Where might choosing not to grow be the most responsible decision?

Values in action:

- Rangatiratanga and kaitiakitanga are demonstrated through restraint, foresight, and the protection of integrity — not scale for its own sake.