

# IDEAS ON NAVIGATING RACE AND GENDER IN THE WORKPLACE

## Intersectionality and Māori women's leadership in the workplace

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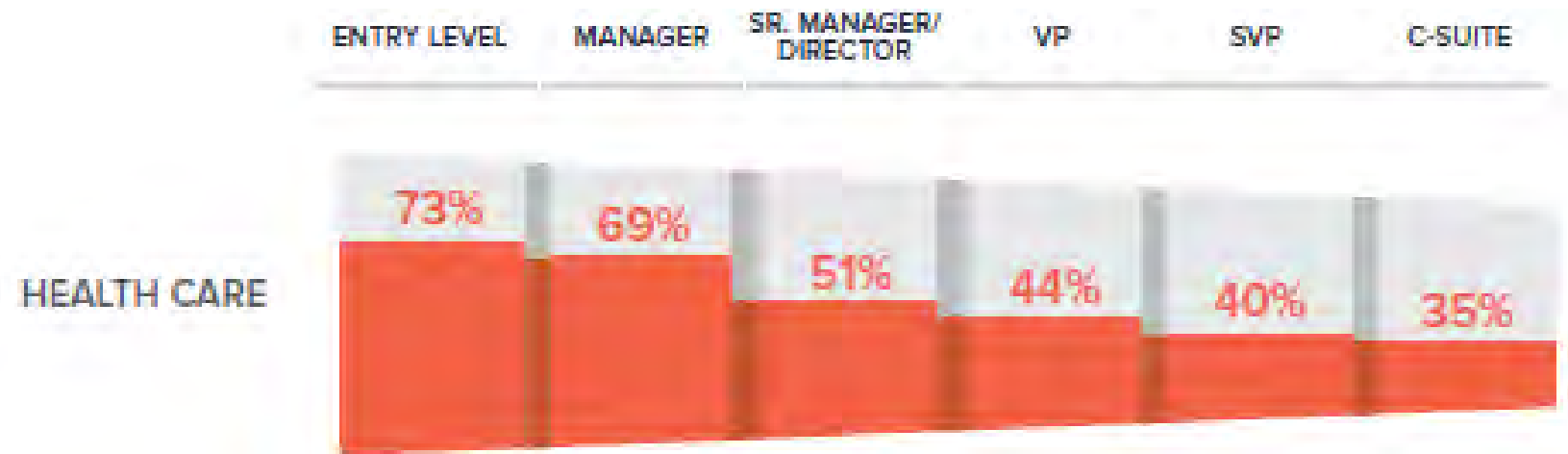


# The sitch

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Women are **better educated** and **more qualified** than their male counterparts but this does not translate into career progression

(Ministry for Women NZ, 2017)



McKinsey & Company, 2017

# What Drives the Gender Wage Gap?

Motu Report (2017)

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**WOMEN**  
**Like men,**  
**only cheaper.**



Women are paid 16% less than men in the same industry for making the same value of contribution to their firm

# Women in the Workplace Study 2017

McKinsey and Company and Lean In

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- ❖ Women fall behind early and continue to lose ground with every step
- ❖ The workplace is especially challenging for women of colour
- ❖ Men are more likely to say they get what they want without having to ask
- ❖ Women get less of the support that advances careers
- ❖ Women are less optimistic they can reach the top
- ❖ Men are less committed to gender diversity efforts
- ❖ Many women still work a double shift



# Māori women and colonisation

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## PRE-COLONISATION

- ❖ No hierarchy of sexes
- ❖ Held leadership positions, held knowledge of whakapapa (genealogy)
- ❖ Role of wāhine in decision-making
- ❖ Shared child rearing
- ❖ Importance of whānau



Ena Papatahi (Ngāpuhi)

## POST-COLONISATION

- ❖ Missionaries and settlers imposed patriarchal ideas of women.
- ❖ Dismantling of structure of Maori society. 'Nuclear family'
- ❖ Men as head – male only land owners, Te Tiriti
- ❖ Domestic work

# Feminist's differing ideas

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## INDIVIDUALIST

- ❖ Pragmatism, realism, self-sufficiency
- ❖ Personal responsibility. Power to make choices
- ❖ Individual empowerment
- ❖ Women can do anything
- ❖ Zoom in to behaviours
- ❖ Sheryl Sandberg
- ❖ Give women a seat at the table
- ❖ Equip women to operate inside society

## SOCIAL

- ❖ Communal, idealistic, mutual interest, solidarity
- ❖ Shared responsibility to eliminate sexism
- ❖ Collective liberation
- ❖ Value women's work
- ❖ Zoom out to the collective
- ❖ Kimberlé Crenshaw
- ❖ Take the table apart and build a new one
- ❖ Transform society

# Intersectional feminism

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Identity as complex and multifaceted

Complicated and nuanced experiences of individuals based on different intersections of privilege and oppression



Our struggle as Māori women is our own struggle. To lose control of that struggle is to lose control of our lives. We are not in a position therefore to simply endorse or graft on to the projects of white women. We have to develop according to the reality and logic of our lives. Leah Whiu



# Mana wāhine

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Acknowledging and enhancing the place of Māori women and making visible our contribution

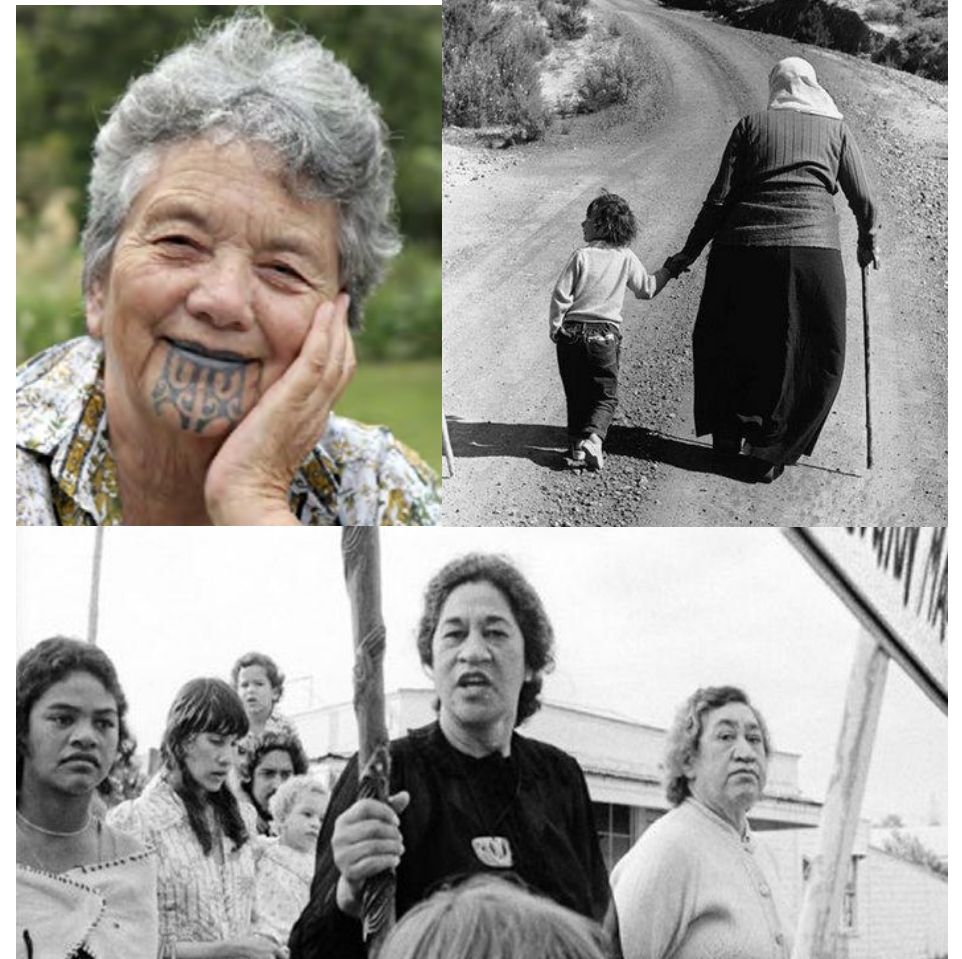


Robyn Kahukiwa

# Māori women leadership

Ruru, Roche and Waitoki (2017). Research on how Māori women leaders use tikanga/ Māori values and an authentic leadership style:

- ❖ **Hūmārie** - Humility
- ❖ **Toa Takitini and Rangatiratanga** - Collectiveness
- ❖ **Mana ake** - Courage
- ❖ **Anga whakamua, Mokopunatanga** - Future orientation
- ❖ **Oranga ngākau** - Physical and psychological wellbeing



# Māori women leadership

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**Mehemea ka moemoeā ahau, ko ahau  
anake**

**Mehemea ka moemoeā tātou, ka taea e  
tātou**

If I dream, I dream alone. If we all dream  
together, we can succeed.

**Te Puea Herangi**



Authentic Māori Women Leadership Styles (adapted from Henry 1994)	
Rangatira/chief	Chiefly, austere, supremely confident, directive, autocratic
Kuia/grandmother	Directive, directing, esteemed, venerable, confident, and manipulative when necessary
Whaea/mother	Facilitator, quietly in control, outwardly strong, maternal, malleable, guiding, and nurturing from behind
Tuākana/first born	Senior lineage, stoic, giving direction to juniors whilst seeking conformance with peers
Teina/younger sibling	Leader, junior lineage, outspoken, risk taker, can be constrained but generally leads through friends
Pōtiki/youngest	Outspoken and daring, leads by force of personality (sometimes indulged)
Tohunga/specialist	Leads through expertise, is analytical, aesthetic and idealistic displaying confidence in certain parameters
Wahine Toa/warrior	Warrior leader, outwardly strong, inwardly directed, leading by example



# Great expectations

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Struggle against patriarchy  
**and** colonialism

Strengthen Māori society and  
culture. Whānau, hapū, iwi.

**Quadruple** bottom line  
(economic, environmental,  
social, cultural)



# Māori feminism priorities



HAZELWELL: HAZELWELL: THE KAITIAKI MĀORI WELCOME TO THE REVEREND MAHĀI BENTLEY AT THE AUCKLAND MĀORI LAST SUNDAY.

Rangatiranga/  
Sovereignty first

Reclaim what we  
were, are, and will  
be

Fight the  
patriarchy

# Walking tightropes

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Bitch v Bimbo

Warmth v Competence

Angel in the home v Career hag

Ambition v Lovability



# Tensions for Māori women

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Humble Kūmara v Angry Māori  
Woman

Kaupapa v Kupapa

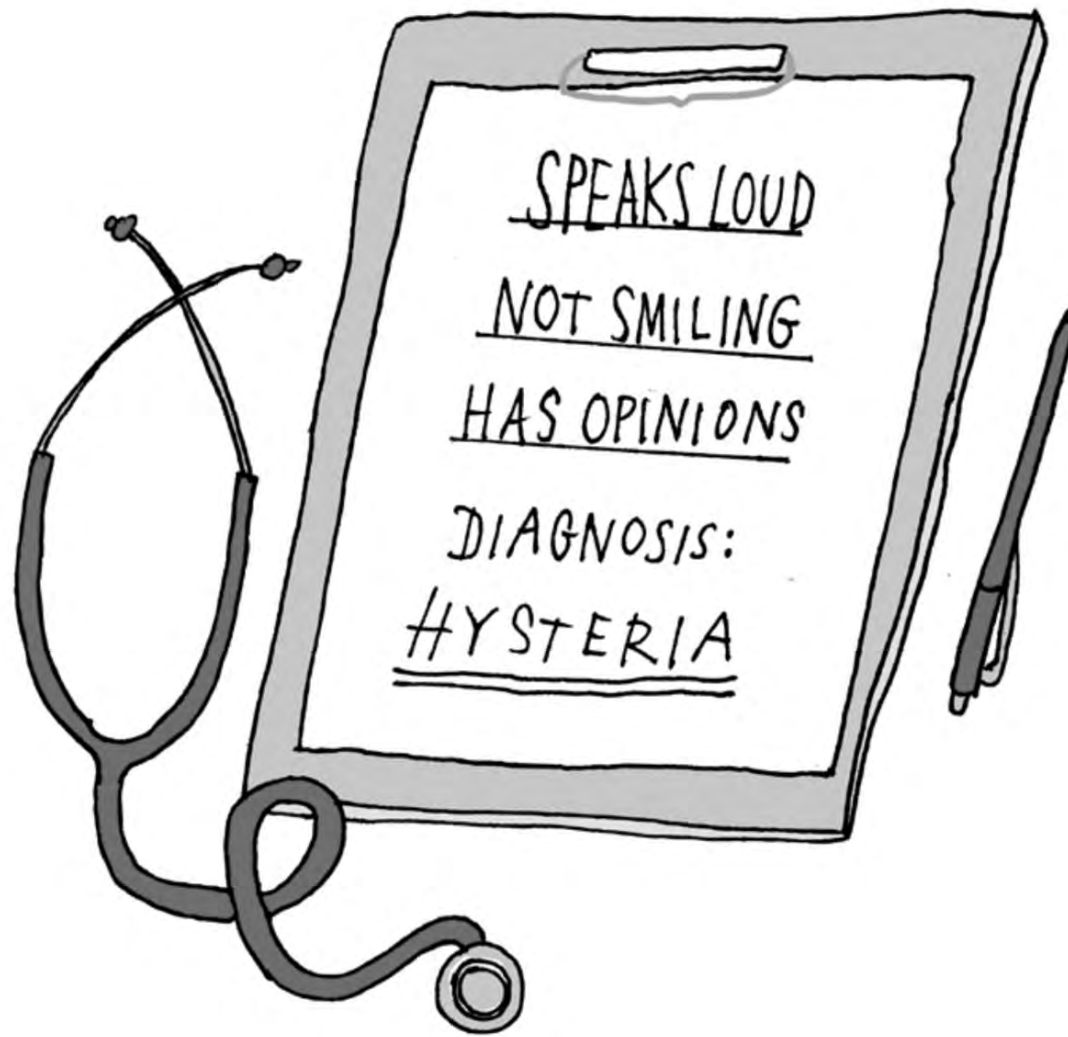
Urban v Hau Kāinga

Hui v Do-ey

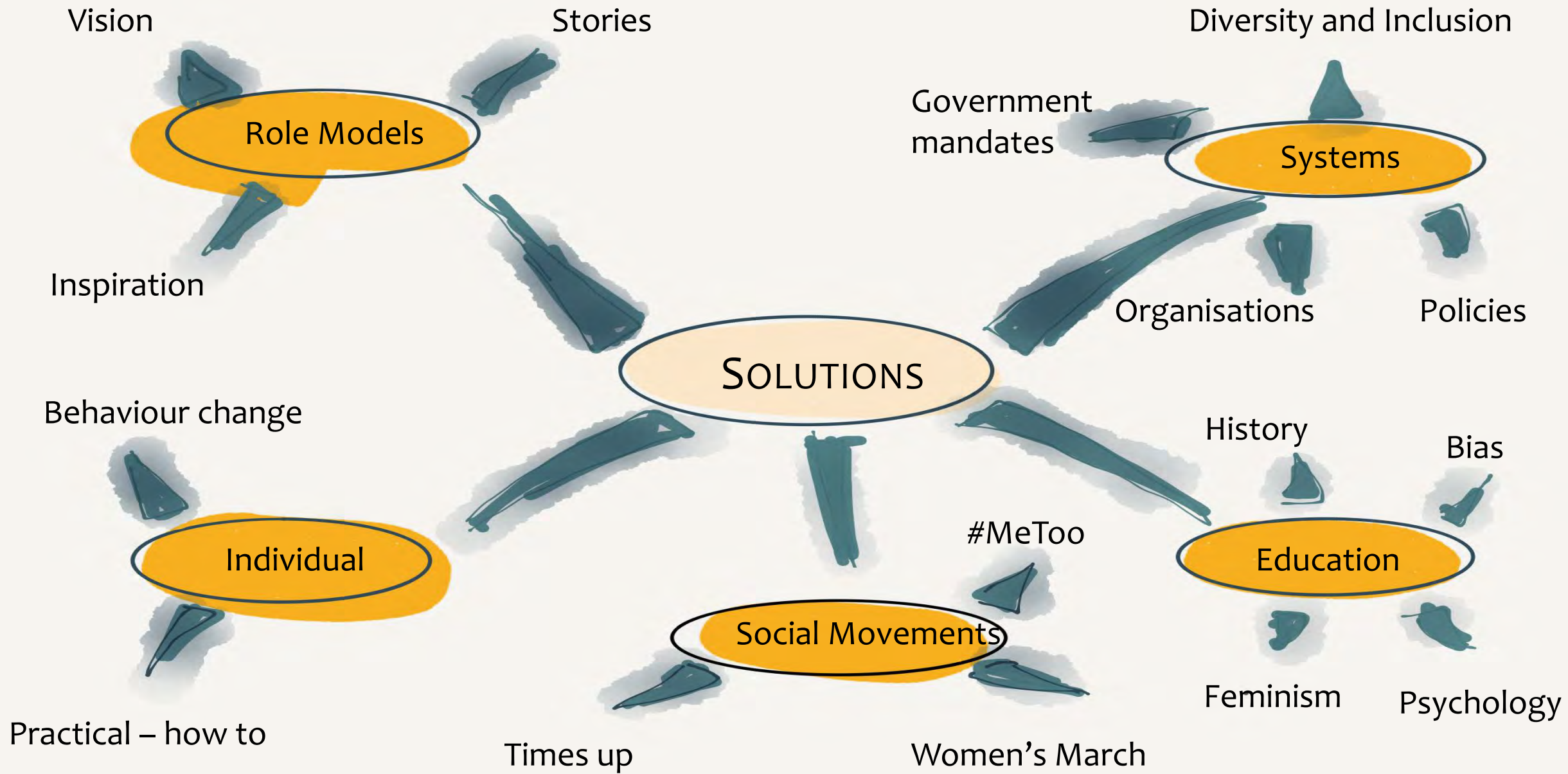


<http://horowhenua.kete.net.nz/en/site/images/5020-maori-woman-preparing-flax-fibre-for-weaving>





Feminist Fight Club



# Applicability of recommended strategies for Māori women?

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## ALIGNMENT

- ❖ Sit at the table, be visible, take up space
- ❖ Build a personal brand, be political
- ❖ Women supporting women
- ❖ Make your partner a real partner
- ❖ Myth of doing it all / Drop the ball

## CONFLICT

- ❖ Humility - Hūmārie
- ❖ Collectivism – Toa takitini
- ❖ Nurturing and feeding - Manaaki
- ❖ Talking style - Kōrero

# Solutions



Use your time and energy wisely - Be strategic, navigation

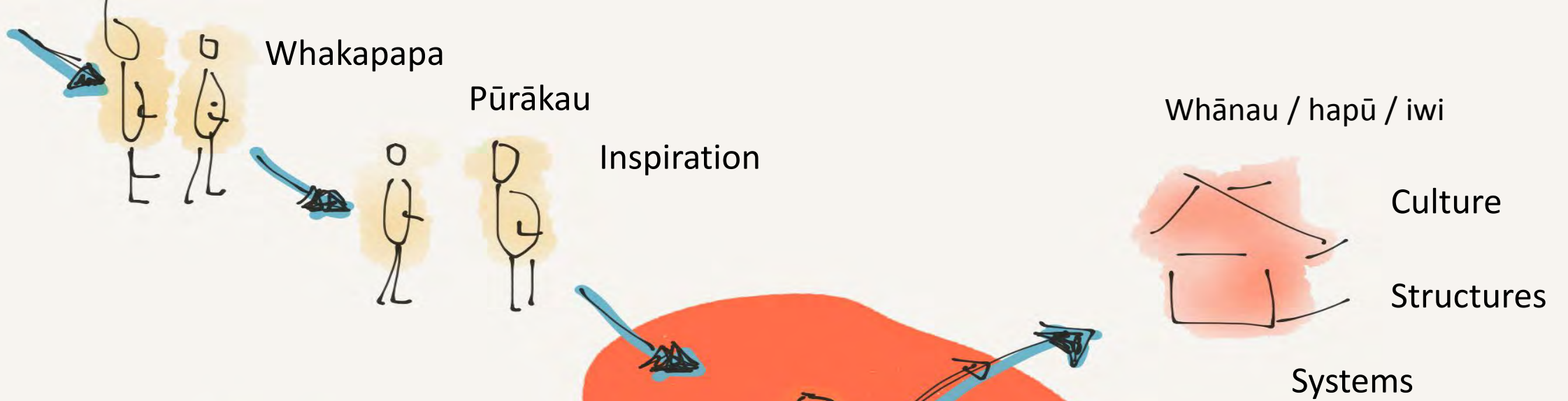
Find your village - Mentors, relationships, networks, role models

Pūrākau as a resource - Links wahine through whakapapa to Papatūānuku, Hineahuone

Shapeshifting - Authenticity + different skillsets for different contexts



PAST



PRESENT

Village: Push, expectations, support, whakawhanaungatanga

FUTURE

Next generation  
tamariki, mokopuna

## #9 WHEN YOU DISAGREE

### "THREATENING"



### NON-THREATENING



“When all else fails, wear a moustache so everyone sees you as more man-like. This will cancel out any need to change your leadership style. In fact, you may even get a quick promotion!”





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