

Guest speaker: Jarrod Haar

What can we learn from Māori Leaders?

Leadership is such a heavily debated topic, with much research and many approaches. However, the majority (almost all!) is based on western leaders and western approaches. In response, there have been calls for further examination of leadership models, particularly indigenous leadership models. In some respects, this aligns with indigenous approaches providing unique insights.

This presentation will respond to these calls and suggests Māori leaders' values add insights into enhancing our understanding of positive leadership. Professor Haar will share details and results of three studies that establish and confirm the role of Māori values and their influence on leadership styles and follower outcomes. Study one, based on kaupapa Māori research methods, is an exploratory 22-interview study of Māori leaders and identifies five values, (humility, altruism, long-term orientation, collectivism and cultural authenticity) as common to successful indigenous leaders. In study two, 249 employees rate their leaders on these five dimensions in relation to the positive leadership styles and exchange relationships. Structural equation modelling shows strong support for the distinct nature of the five values and their positive influence on leadership perceptions and quality exchange relationships (LMX). Study three, on 122 employees, reinforces the findings of study two—and demonstrates that LMX predicts job outcomes both indirectly and directly, with humility and collectivism also directly predicting outcomes.

The findings suggest that indigenous leaders' values enhance perceptions and outcomes of leadership styles for employees. The implications for how adopting these styles in leader development and leader recruitment are addressed.



Dr Jarrod Haar (PhD) is of Ngati Maniapoto and Ngati Mahuta descent, and is a Professor of HRM in the Department of Management (Auckland University of Technology) and is the Deputy Director of the New Zealand Work Research Institute. Professor Haar has a broad research focus, exploring work-family issues including work-life balance; indigenous (Maori) cultural factors and their influence on employee and organizational outcomes; the relationships between leaders and followers; team composition and wellbeing, and entrepreneurs. Professor Haar is ranked as a world class researcher; an award winning writer; and has been on important funded grants (Marsden, FRST) and is currently on a National Science Challenge (Science for Innovative Technology) and a Marsden Grant (Living Wage). He is a keen quantitative researcher and serves on numerous editorial board. He has over 330 refereed outputs including 78 journal articles.

He is a Chartered Fellow of the Human Resource Institute of New Zealand; a Research Mentor of the Australia & New Zealand Academy of Management; and was the 2016 Winner of the HRINZ HR Researcher of the Year. He was recently appointed to the Marsden Fund Council, and is the new convenor of Economics and Humanities and Behavioural Sciences panel.