KELLOGG RURAL LEADERSHIP PROGRAMME 2015

DID THE CONCEPT OF TE AUTE COLLEGE SHAPE OUR LEADERS

"QUIT YE LIKE MEN BE STRONG"

Farrell Chrystal 2015

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Introduction

Te Aute College

I will be exploring the topic of Maori leadership that has come from a Maori boarding school since the 19th Century. Te Aute College holds a proud heritage of Maori leadership and this is viewed through stories and generation of students who have attended Te Aute a Maori boarding school for males in Hawkes Bay, New Zealand.

Leadership for Maori communities is an important pathway for our youth to become leaders including a need for developing effective leadership and governance and also look at traditional and contemporary.
Maori leadership, my question is; has the concept of Te Aute College helped shape our leaders.

Leadership has been recognised as an important issue for Maori communities this includes a need to develop effective leadership and governance and explore the different styles of leadership.

I have created a survey to pull information from past pupils to help towards the conclusion of my findings and to hopefully assist Te Aute College in future years to once again establish themselves as one of the greatest Colleges in Aotearoa, New Zealand.

“I cherish the deepest regard for Te Aute for my three years in the College.
Laid the foundation for my academic career. It was the teachings at Te Aute and the formation of the Te Aute old boys association that ingrained into myself and others our responsibility to the Maori people”.
This quote is taken from a letter written by Sir Peter Te Rangihiroa Buck in 1951 to the principal of Te Aute College Richard Webb. Buck had an outstanding list of accomplishments while attending he college which shaped his passion for excellence and his contribution to the Maori people.

Sir Peter Te Rangihiroa Buck http://www.nzedge.com/heroes/buck.htm

History

Te Aute College is a male boarding school in Hawkes Bay, it was established in 1854 by Archdeacon Samuel William after a meeting with chief of the Nga, Te Whatuiapiti (local tribe) and governor George Grey at Te Roto - A – Tara pa, Pukehou on April 17th 1853.
Te Aute represents a combination of Maori values (tikanga) Anglican belief.
Te Aute College has a tradition and culture of being an Anglican boarding school for boys where generations of students have gone to the school for the Te Aute experience.

In 2004 Te Aute College celebrated 150th Anniversary making it Aotearoa, New Zealand's oldest Maori boarding school putting it along side other schools like; Wesley College of Auckland 1844, Christchurch College 1844 and Wanganui College 1854.
Te Aute has experienced a range of highs and lows that have seen the school excel in sport, academic achievements and leadership while at the same time experience the lows of financial hardship, small rolls negative publicly and near closure.

Te Aute College prides itself on helping towards the development of growth for Maori Communities of Aotearoa as a nation throughout history.
The College has produced a number of leaders who have excelled in their respective fields, whether that is growth in their communities marae, community clubs and organisations.

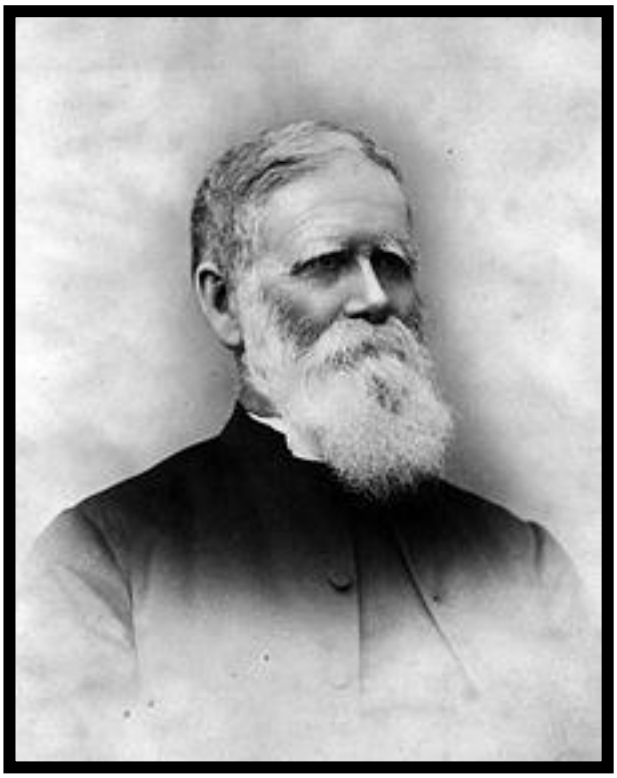
Major George Rupuha Skudder
When George Skudder first ran onto the field as an All Black in 1969 he said his education at Te Aute College played a crucial role in his sporting success. "I was taught the discipline to succeed at Te Aute" said George Skuuder.

Sir Howard Morrison
Son of Temuera Morrison, Howard Morrison attended Te Aute College not excelling in rugby but as an entertainer. "Sir Howard was a New Zealand success story from humble beginnings he became an international success. First with the Howard M quartet and then in an illustrious solo career. Mr John Key said, " but more then that Sir Howard was one of New Zealand's best loved entertainers, his appeal spaning every age group."

Te Aute College board of trustee's chairmen John Tangaere said, "It was important to acknowledge the past and present leaders and set a bench mark for the future".

Te Aute College has been instrumental in shaping some of Maoridom finest leaders and it is fitting that we acknowledge those who are still with us. This celebration of leadership is about repositioning Te Aute College in the minds of iwi Maori as a place to educate their sons as future leaders.

THE BEGINNING



SAMUEL WILLIAMS

On 30 September 1846, Williams married Mary Williams, daughter of William and Jane Williams and thus his first cousin. He was also ordained at St John's College in Auckland in 1846.

Williams was sent to Otaki to assist Archdeacon Octavius Hadfield. In 1853, after William Colenso was dismissed from the Church Missionary Society, Williams was persuaded to move to Hawkes Bay.

Williams worked with his uncle and father-in-law, the Revd William Williams, to establish the Te Aute estate as a school for Māori boys. Te Aute College opened in 1854.[5] However the school buildings were destroyed in a fire. Williams worked the Te Aute estate in order to provide the financial resources to rebuild the school. His aunt Catherine Heathcote assisted with financial support and in 1870 he had accumulated £700; building began in 1871 and was completed in 1872.[6] Williams was gifted £700 from his aunt Catherine Heathcote to build a school for Māori girls. The school that became Hukarere Girls' College was opened in 1875.]

In 1859 Williams built Christ Church at Pukehou, nearby to Te Aute.[5]Williams was the Rural Dean of Hawke's Bay from 1854 to 1888. He was archdeacon in 1888 and in 1889 was appointed the archdeacon and canon of St John's Cathedral, Napier while still continuing his work at Te Aute College.

Woods, Sybil M. (1981). Samuel Williams of Te Aute. Pegasus Press reference

Sir Apirana Ngata

Apirana Turupa Ngata was one of the most influential and important people in New Zealand in the twentieth century. His life's work was focused on restoring the balance of Maori and Pakeha in New Zealand and improving social conditions for Maori. He was born in 1874 to Paratene Ngata, of Ngati Porou, and Katerina Naki, a half-caste Ngati Porou from Waipiro Bay. He was educated at Waiomatatini Maori School, Te Aute College and Canterbury College (Canterbury University). He was a Member of Parliament for 38 years and the Minister of Maori Affairs for six of them. He was the third Maori to be knighted and is featured on the NZ $50 note. He died in 1950 at the age of 76.

What was Sir Apirana Ngata's leadership attributes?

* Vision
* Understanding of followers and their needs
* Courage and resilience
* Intelligence
* Self-confidence
* Decisiveness
* Trustworthiness
* Public speaking
* Capacity to motivate people
* Skill in dealing with people
* Eagerness to accept responsibility

Connection with the Young Māori Party

The Young Māori Party established in 1902, which was dedicated to improving the position of Māori, grew out of the Te Aute Students Association, started by former students of the college in 1897.] Old boys of Te Aute who were associated with the Young Māori Party include Apirana Ngata, Te Rangi Hīroa, Paraire Tomoana and Maui Pomare.

Sir Pita Sharples

Sir Pita Russell Sharples KNZM CBE (born Peter Russell Sharples,[1] 20 July 1941) is a Māori academic and politician, who was a co-leader of the Māori Party from 2004 to 2013, and a minister outside Cabinet in the National Party-led government from 2008 to 2014. He was the member of Parliament for the Tāmaki Makaurau electorate in Auckland from 2005 to 2014. He stepped down as co-leader role of the Maori Party in July 2013

Sharples was born in Waipawa, a town in Hawke's Bay.[2] His mother Ruiha was of Ngāti Kahungunu, and his father Paul was a shearer and a second generation New Zealander whose family came from Bolton, United Kingdom.

He received his early education at Waipukurau District High School, but then became a boarder at Te Aute College. His four years there culminated in him becoming head boy, and he credits this time as a turning point of his life.[4] He then attended the University of Auckland, studying education. After graduating, he remained at the University as an instructor, working at the Faculty of Education. He subsequently gained an MA (1st class) in Anthropology, and later a PhD in Anthropology and Linguistics – both also from the University of Auckland.

TE AUTE LEADERS 1ST XV

Knights of the realm, war heroes and doctors among those honoured in Te Aute Leaders 1st XV

Knights of the realm, war heroes, professors, doctors, former All Blacks, iwi leaders, entertainers and artists were named in the Te Aute leaders 1St XV at a celebratory dinner at Te Papa Museum in Wellington tonight(14.10.09).

Maori King Tuheitia Paki inducted the first fifteen leaders into a hall of honour and presented them their awards at the black tie event attended by 250 people.

Te Aute College Board of Trustees Chairman John Tangaere said it was important to acknowledge the past and present leaders and set a bench mark for the future.

“Te Aute College has been instrumental in shaping some of Maoridom’s finest leaders and it is fitting that we acknowledge those who are still with us. This celebration of leadership is about repositioning Te Aute College in the minds of iwi Maori as a place to educate their sons as future leaders.”

The event was intended to honour old boys who are alive, but the conveners agreed Sir Howard Morrison should continue to be included in the inaugural XV as he had agreed to attend before his passing on September 24.

“Sir Howard Morrison is an exception to the rule and one of the college’s most famous old boys. We discussed his inclusion with some of the other recipients who wouldn’t accept their nomination without Sir Howard being honoured.”

The conveners plan to hold the event every five years in perpetuity

The Te Aute leaders 1st XV 2009 are: Sandy Adsett, Sir Edward Durie, Professor Mason Durie, Rowley Habib, Dr Apirana Mahuika, Sir Hirini Moko Mead, Sir Howard Morrison, Sir Henare Ngata, Joseph Northover, Stanley Pardoe, Professor Piri Sciascia, Dr Pita Sharples, Major George Skudder, Bishop William Turei, Major John Waititi.

Te Aute 1st XV leaders biographies in alphabetical order.

1, Sandy Adsett:

Sandy is a leading contemporary Maori artist of Ngati Pahauwera and Ngati Kahungunu descent. Sandy joined a movement in the late 1950s and 1960s to introduce Maori culture into schools and worked in art education as a specialist arts and crafts adviser. He was one of three principal art tutors at Toihoukura, the School of Maori Visual Arts in Gisborne, before establishing Toimairangi, a new school of Contemporary Maori Visual Arts with Te Wananga o Aotearoa in Hastings .

2, Sir Edward Durie

Sir Edward Durie became a member of the judiciary in 1974 when he was appointed as a judge of the Māori Land Court . Aged 34, Durie was the youngest judicial appointment to the Māori Land Court . He was appointed Chief Judge of the Court from 1980. He served as the Chairman of the Waitangi Tribunal until 2002. Again, making history, Sir Edward was the first Māori to be appointed to the High Court. In the 2008 New Year's Honours list, he was made a Distinguished Companion of the New Zealand Order of Merit.

3, Professor Mason Durie

Professor Mason Durie has transformed health services in New Zealand over the past 30 years and has paved the way for the introduction of Maori health perspectives into treatment and care. Mason of Rangitane, Ngati Kauwhata and Ngati Raukawa iwi was appointed Director of Psychiatry at Palmerston North Hospital in 1976. It was there that he took a major role in developing Family Therapy as part of a community mental health programme. From 1986 to 1988 he was the Commissioner on the Royal Commission on Social Policy and in 1988 he was appointed to the Chair in Maori Studies at Massey University . He is currently Professor of Maori Research and Development and Assistant Vice-Chancellor (Maori & Pasifika). He is also Deputy Chair of Te Wananga o Raukawa.

4, Rowley Habib

Rowley Habib is one of New Zealand ’s most accomplished writers with works published in New Zealand and overseas. In 1967 he formed his own theatre company, 'Te Ika A Maui Players', which performed his play 'Death Of The Land' in marae and community halls around the country for three years. He also produced plays for stage, television and radio, as well as documentaries. He’s won several awards including the Maori Affairs Writers Award (1975), the Feltex Award for Best TV Script (1982) and was a recipient of the Katherine Mansfield Fellowship (1984).

5, Dr Apirana Mahuika

Dr Apirana Mahuika is the chair of Te Rūnanga o Ngāti Porou, a seat he has held since the tribal authority was set up in 1987. Apirana carries that mana into the various roles he holds, as an Anglican minister of the Church, as the chair of Gisborne’s Tairāwhiti Museum and Te Rōpu Manukura, an iwi group that promotes higher education with Waikato University ; and as a recipient of the 1990 Commemorative Medal and the NZ Historic Places Trust Heritage Award.

6, Sir Hirini Moko Mead

To say that Sir Hirini Moko Mead has had a lot to do with advancing the opportunities of Maori at University is an understatement. In 1978 he created the first department of Maori studies in New Zealand . Sir Hirini was responsible for building the first university-based Marae on a mainstream campus and was founding Professor of Maori studies at Victoria University . He established tribal university, Te Whare Wananga o Awanuiarangi, at Whakatane. Sir Hirini is of Ngati Awa, Tuwharetoa and Tuhorangi iwi descendant. He has

countless publications. He has written books, published articles and authored short stories. In 2002 he (along with co-author Neil Grove) became the recipient of New Zealand 's most prestigious book awards, the Montana NZ Book awards. Committed to Ngati Awa, Sir Hirini has been the chief negotiator for Ngati Awa's Treaty claims. He has served as Chairman of the Ngati Awa Trust Board and remains active in the affairs of Ngati Awa...

7, Sir Howard Morrison

Sir Howard Morison couldn't match his Maori All Black father's prowess on the rugby field - but that didn't stop him from going on to be one of New Zealand 's greatest icons. Reminiscing about his years at Te Aute College, Sir Howard says he couldn't make the College's 1st XV or 2nd XV. However, the son of Maori All Black Tem Morrison told Maori Television in an interview profiling his life that he later earned a trial for the Hawke's Bay Rugby team when he had a little more meat on his bones. "I played in the trial and I thought I did pretty well…my father came in to the changing rooms afterwards and said 'you did pretty well, but you're a better singer,' Sir Howard said. "Well, it broke it my heart!" Sir Howard, 74, passed away at his home in Ohinemutu, Rotorua on September 24. However, he had previously accepted the nomination to be inducted into the Te Aute 1st XV leaders 2009. Prime Minister John Key said Sir Howard had been at the forefront of New Zealand music for more than 50 years and his contribution was immense. "Sir Howard was a New Zealand success story. From humble beginnings he became an international success, first with the Howard Morrison Quartet, and then in an illustrious solo career," Mr Key said."But more than that, Sir Howard was one of New Zealand 's best loved entertainers, his appeal spanning every age group."

8, Sir Henare Ngata

Sir Henare Ngata is the youngest son of Sir Apirana Ngata and Lady Arihia Ngata of Ngati Porou. Sir Henare attended Te Aute from 1931 to 1933 and went to Victoria University to study law at the outbreak of War, Sir Henare enlisted for the Maori Battalion. He rose to the rank of Captain, but was a prisoner of war for four years in various German war camps. After war, Sir Henare returned to Victoria University , and in May 1948, he graduated with a double degree, a Bachelor of Arts and a Bachelor of Commerce. At the graduation ceremony, his father was conferred with an honorary Doctorate of Literature. Sir Henare returned to Gisborne in 1948, and a burgeoning career would follow in accountancy, leading to the chairmanship of many incorporations across the East Coast including the extremely successful Mangatu Incorporation, and the chairmanship of committees responsible for three royal tours. In 1981, Sir Henare was knighted for Services to Maoridom and the community. He still resides in Gisborne.

9, Rev Joseph Tuahine Northover

Joe Northover pays homage to Te Aute College by describing Te Aute as "the inspiration to my aspirations". Of Ngati Porou, Ngati Hine and Ngati Kahungunu affiliation, he trained with the Royal New Zealand Air Force for two years. However, he was pressed by his elders to re-establish his links with the Ringatu faith of his ancestors. Joe has since served on a range of organisations including the Eastern Institute of Technology, the Eastern Police

Regional District, Legal Services Hawke's Bay and the Matai Manatu Trust. He has been a member of the board of directors for the Aotea Forestry Training Trust, the Hastings and Guilin Sister Cities and Ngati Kahungunu Iwi Incorporation. Joe's 'contribution to the community' was recognised in 2004 when he was honoured by a citation on the Queen's Birthday Honours list. In 2008 Joe was appointed to the Waitangi Tribunal for a three year term.

10, Stan Pardoe

Thousands of boys have passed through the hallowed halls of Te Aute College – but none have battled as hard and as long as Stan Pardoe to keep the doors open. Stan has been the Chairman of the Te Aute College Trust Board of Trustees since 1985 and has been one of the key negotiators with the Crown in battling to secure funding and improve facilities and courses at Te Aute and sister college Hukarere. Stan is also Chairman of his East Coast based Rongowhaakata Trust. His commitment to Te Runanga o Turanganui a Kiwa has spanned 27 years, including as an original trustee and previous chairman. He is currently Deputy Chair. A major focus of his Iwi currently is completing their land claims. His farming interest cemented by the agricultural training at Te Aute continue. He farmed for 30 years, is Chairman of Pohaturoa Farm Trust, on the committee of Tapere Incorporation and Pakarae Committee as well as a Director of Pakarae/Whangara B5 Farming Partnership, which this year won the coveted Ahuwhenua Maori Farmer of the Year award. His past interests have included serving on boards of other farming incorporations and fishing entities including Moana Pacific.

11, **Professor Piri Sciasica**

Professor Piri Sciascia is acknowledged as one who has strived for and attained a pinnacle of excellence with regard to knowledge of Maori performing arts. Professor Sciascia provides strategic advice to Victoria University 's Vice-Chancellor and the Senior Management Team. Of Ngati Kahungunu and Kai Tahu descent. ln 2000, he was an adviser to the Chief Executive of Te Puni Kokiri. He has also been Assistant Director-General of the Department of Conservation, Assistant Director of the QEII Arts Council and director of the Māori and South Pacific Arts Council. He holds a commemorative medal for service to the arts. A graduate of Victoria and Otago Universities , Professor Sciascia became Victoria University 's first Assistant Vice-Chancellor (Māori), Te Toiahurei in July 2000, and was appointed Pro Vice-Chancellor (Māori) in May 2003...

12, **Hon Dr Pita Sharples**

Co-leader of the Maori Party Dr Pita Sharples is only the second Minister of Maori Affairs to come from Te Aute College, after Sir Apirana Elected to Parliament in 2005 as the Member of Parliament for Tamaki Makaurau, he is a Minister outside Cabinet in the National-led Government.

Dr Sharples of Ngati Kahungunu descent has a doctorate in Anthropology/Linguistics and was formerly a Professor of Education at the University of Auckland .

Pita's lifelong passion has centered around Hoani Waititi Marae, one of Aotearoa's first inter-tribal Marae for urban Maori, which he was instrumental in building. As well as pioneering the development of kohanga reo throughout New Zealand , he founded the first kura kaupapa Maori at Hoani Waititi Marae in 1985 and later developed the first Whare Kura (secondary school) for graduates of kura kaupapa.

He pioneered the development of the Race Relations office in NZ and was appointed the inaugural Chief Executive Officer from 1972-1980. In 1990 he was awarded the great honour of a CBE in the Queen's Birthday list of honours for his services to Maori and has been recognised for his involvement in a great number of initiatives aimed at Maori development, including being the cultural advisor to the various NZ Police Commissioners over the past 30 years.

13, Major George Rupuha Skudder

When George Skudder first ran onto the field as an All Black in 1969, he says his education at Te Aute played a crucial role in his sporting success.

"I was taught the discipline to succeed at Te Aute," says George. "And when I played my first test (as wing) against the Welsh I couldn't believe I was playing with legends like lock Colin Meads and fullback Fergie McCormack."

His pride in his Maori heritage made George forfeit his position with the All Blacks in 1970, as a protest at the South African government's decision to treat Maori in the team, and Maori spectators, as 'honorary whites'...

"I had a year of penance and got back in for the '72 tour of the British Isles and France ."

14, Bishop William Brown Turei

Bishop William Brown Turei has dedicated his life to the Church and the community. Bishop Turei who attended Te Aute from 1939 to 1943 joined the C Company of the Maori Battalion aged 19. After the war he attended St John's College , Auckland . He was ordained a priest in 1950. A long-standing commitment to the Church has seen Bishop Turei serve in parishes and pastorates in places including Tauranga, Whangara, Te Puke, Whakatane, Manutuke, Christchurch and Waipatu. 1982 marked his appointment as Archdeacon of Tairawhiti. He served as the Chaplain of Hukarere Girls before going on to serve as the Chaplain of Napier Prison. Turei continued to ascend the church hierarchy and was elected to Te Pihopa Ki Te Tai Rawhiti in 1992. In February 2006 he was elected to succeed Whakahuihui Vercoe as Pihopa o Aotearoa. On the 11th of May 2006 he was appointed co-presiding Bishop of the Anglican Church in Aotearoa and Polynesia .

15, Major Hone Hikitia Te Rangi Waititi

There was only one school for 28th Maori Battalion veteran Hone Waititi – Te Aute College. But getting into the Maori boys boarding school in the 1930's wasn't an easy task. All students had to pass a proficiency exam to gain entry into secondary school and families had to provide at least two years boarding fees. "I was just as surprised as my family when news came that I had passed. I can still remember my father telling the rest of the whanau

there's only one school for my son, Te Aute College!," Major John recalls. “It was 1934 and my fate was sealed for the next four years!” Major John joined the 10th reinforcement to Egypt in 1943 and also served in Italy and was involved in the Battle of Casino. He enlisted with the rank of Second Lieutenant and rose to the rank of Major and is the only surviving commander of 28th Maori Battalion. When World War II broke out, he managed to persuade family members to run his farm while he went to fight. Wounded three times during the advance through Italy , he was given the option of returning home. "I decided to stay with my boys."

My Journey

Te Aute College " Whakatangata Kia Kaha"

Firstly, I would like to acknowledge that there were many different students that attended Te Aute College. Dependant on who you talked to you will hear a number of versions, I believe every story needs to be respected and because we come from different back grounds we were always going to have diverse experiences.

I would like to take this opportunity to share my story as a student, I spent five years of my life at Te Aute College that transformed me positively to be a better person from when I started in Feb 1986 until I left in 1990.

I remember arriving at the school and being greeted by the principal; Awi Riddell, he told me to grab my bags. I followed him to the dorms that would be my room for the next five years, I remembered the boys looking at me and I could feel myself becoming scared at the reality that Mum and Dad were leaving me here. Leaving home at 13 years old to fend for myself and experience life without my parents to run to. It was my first introduction to feeling intimidated, confused and quietly scared. I would call this place home for the next five years and I realised I would never live at home again in my life.

During my first two years at Te Aute we were introduced to many values and traditions of the school. Discipline and respect were high up the ladder, creating good habits became first nature of our day to day living. Installing values in us that would set us up for the future. As a junior you learnt to acquire respect for those who are older then you and who have a particular standing within the school including prefects and staff. This understanding was more caught then taught. Each day was planned and very structured you didn't have an option or choice of what the day would consist of, it was all about routine, military style.

Religion had a strong presence at Te Aute being an Anglican school we spent hours in the chapel learning about religion faith and God which I believe played an important part in creating leaders by singing, Kapa Haka and performing regularly for guests.

Awi Riddell always spoke at our morning assembly, we were never left in any doubt where he stood on anything, he was very clever on what he meant which let us understand exactly what he meant. He would always finish on a positive note and would usually close with a statement. Two that come to mind is; "if it's doing its worth doing well" and "always aim to achieve excellence in anything you do, and thrive for excellence".

During my senior years I became a house captain on my fourth year at Te Aute College which at the time was young for that responsibility, I found this role challenging but also life changing. I learnt that being a leader amongst your peers has different challenges then leading students younger than yourself.

In 1990 I was a prefect, member of the 1st XV and in charge of various activities which at 16 years old made me realise that the role I was playing was all about leadership, being able to

communicate, speak in public and lead by example. These were the skills that I picked up in my journey at Te Aute College.

Life after Te Aute College

Unfortunately I missed out on University entrance and was left wondering what was my next step. I found myself working as a labourer at Tomoana Freezing Works in the Tannery Department, curing cattle hides for three years. During this time I was made supervisor of our section.
When Tomoana closed down I worked at Pacific freezing works on the boning chain. Although the money seemed good I missed the outdoor life. The idea of being stuck inside a chiller for my journey did not seem very appealing.
I played senior rugby for Clive, during this era of my life which I enjoyed because most of my team were Te Aute old boys. The culture of the club was like still being at college, we had 13 old boys in the side.
In 1999 my father was diagnosed with cancer so I moved back to Tutira on the farm to be close to him. I found myself taking up shearing as a career which i found challenging but soon realised the potential in this career if you were willing to work and save.

Three years later I brought the contract and started out on my own. It was the beginning of learning what managing staff and customers were about. Starting off having one shearing team was a good introduction and learning curve to management.
During the next ten years I was blessed to have met my wife Connie together we grew our business and currently run 4-5 shearing teams during our busy period employing up to 50 staff.
In 2003 we brought the local Tutira Store this was great introduction to creating new skills dealing with the public. I soon learnt that communication and presentation were key factors in serving the public.
In 2005 we sold the store and moved to town, with our business growing we struggled with employees in the small country community. Our move to town brought us closer to larger populated suburbs. During this stage in our lives I also found and interest in property investing and learnt how important education is and up skilling should always be a priority. "*What you don't know you don't know"* a good friend always says this to me.
My wife and I own and operate an Indoor sport Centre which we get great satisfaction out of being able to interact and teach youth and expose them to good role models. We try to create a Whanau "Family" concept bringing good values and Tikanga Māori to their lives.
I feel that Te Aute College assisted me in my current occupation by giving me that firsthand experience in leading and giving me confidence to lead people and installing good habits, values, respect, culture and gave me the desire to be a role model for people. Being a seven day boarder at the school you were exposed to these values daily creating these leadership qualities due to living amongst that environment this pathway became natural and installed life skills in us, to help lead in the future.

Te Aute also gave me the desire to be a role model, demonstrating leadership at a local level, being humble, strong, assertive and confident to listen and learn.

Education is priceless".

What is leadership?

The Ability
Leadership comes in many different styles that can be shown by leaders in the political business or other fields. (Katene, 2010)

Authoritarian
Leadership tends to keep strict control over followers. These leaders make sure only to create a distinct professional relationship. Direct supervision is what they believe to be the key in maintaining a successful environment. Authoritarian leaders have a focus on efficiency as other styles such as a democratic style, may be seen to be a hindrance on progress.

Paternalistic
This leader works by acting as a father figure. Taking care of their team as a parent would. In this style of leadership, the leader supplies complete concern for his followers of workers and in return he or she receives complete trust, loyalty and respect of his people.

Democratic
This leadership style consists of the leader sharing the decision making abilities with group members by promoting the interests of the group members and by practicing social equality. This style involves discussion, debate, sharing ideas and encouraging people to feel good about their involvement. The democratic style tries to encourage everyone to participate in group discussions, Traits of good leaders compiled by the Santa Clara University and the team Peters Group
Research has found this leadership style is one of the most effective and creates higher productivity when colleagues contribute, it tends to increase morale. Democratic leadership can have its downfalls in situations where roles aren't clear or time is a major factor. It can lead to communication breakdown or uncompleted projects.

Transactional Leaders
This style of leadership focuses on efficiency routines and procedures rather than making changes. They work better in teams where lower levels of emotion are going into the project. This is because individuals can:
-Think freely and have all their focus on the task
A transactional leader is negatively affected when emotion level is high and positively affected when emotion level is low.

Transformational Leader
This style of leader is a person in which the leader is not limited by his or her follower's perception. It is the ability to redirect people's mind-set. Leaders that follow the Transformational style of leading, challenge and inspire their followers with a sense of purpose and excitement. They also create a vision of what they dream to become.

Charismatic Leadership
This style of leadership has a broad knowledge of field a self promoting personality, great energy and willing to take risks. Uses different strategies to stimulate followers to think outside the square.

Authentic Leadership
This style of leadership is an approach to leadership that emphasises building the leader's legitimacy through honest relationships with followers which value their foundation; generally authentic leaders are positive people with truthful self concepts who promote openness.

Katene, S. (2010). Modelling Māori Leadership: What makes for good leadership. MAI review, 2 , 1-16.

METHODOLOGY

Did Te Aute College shape our leaders?

I have found this topic very passionate, being an old boy of the school. I have gained most of my information by interviewing past pupils of the school and also sending out a Questionnaire to gather information and facts on how past pupils viewed the school and whether they thought Te Aute played a part in their journey as a leader, in their field of work.

The old boys I chose to interview have very different roles in their communities ranging from lawyers to shearing contractors.

From the eight people I interviewed and completed questionnaire sheets I found there was a common trend which seemed to agree that Te Aute did contribute greatly to their journey in life, up skilling them in confidence to lead. Whether by being a house captain, prefect or coaching some of the many sports teams going at the time.

I also researched into the famous leaders that have been through the school such as:

- Sir Apirana Ngata – historian, scholar, politician, first Maori to graduate from university
- James Carrol -
- Te Rangihiroa – anthropologist, politician, doctor
- Moana-nui-a-kiwa Ngarimu – soldier, recipient of the Victoria Cross
- George Nepia – former All Black
- Sir Howard Morrison – Singer and entertainer
- Manu Bennett – Actor
- Pita Sharples – Minister of Maori Affairs and Maori party co-leader
- Piri Weepu – Former All Black

TE AUTE COLLEGE QUESTIONNAIRE

When did you attend Te Aute College?
1990 -1993

How long where you a student at Te Aute College?
3 half years

What were your main interests while at Te Aute College?
All sport, started the Chess club.. Haka Reo, Mates, Eeliing

Whose decision was it to send you to Te Aute and why?
My parents mainly because out Whanau were there but also because it was a prestigious school with lots of mana and pur local school wasn't so.

Was growing leadership skills a key determinant for you or your Whanau in your discussion to attend Te Aute?
Kao I was sent ther to grow my Tikanga and reo, also my brother and cousins were there soit was a natural pathway for me to take.

What was your journey while at Te Aute in regards to leadership?
I was placed in leadership positions by school leaders such as teachers, the chaplin, sports coaches etc. I excelled at sports and academically so fronted on a number of levels. I was small so had to have a leadership edge in order to hold my mana.

Was sport at Te Aute a big part of your leadership journey?
Absolutely, I won swimming and cross country trophies, regional athletics rep in javelin and was captain of rugby teams. I started the lunch time chess club. I was the HB secondary school clay bird shooting champion at the age of 15.

What leadership skills did you gain while at Te Aute?
Pride, respect, learning what to do is the right thing to do, Tikanga and kawa processes, the need to be humble and the need to work hard and work smart. I also had to learn to be cunning!!

What leadership skills do you still use today?
All of the above. The Whakawhanaungatanga across Te Aute old boys is strong and works well in connecting with leadership and related outcomes. Also across Maoridom just because you attend Te Aute. A key point is respect for others in particular elders, wahine and tamariki.

What other skills and knowledge did you gain?
Reo was a key learning and also my wairua. I recall an early rugby coach telling us the three top inches is the most important and this is what I used to excel.
Being prepared to stand for what is right and at times against the norm.

What influences outside of Te Aute College shaped your leadership skills?
I have worked in large industry environments such as the meat works and the orchards. This allowed me to work with many Maori and this is a key point in connecting with others and working effectively with them.

I have played NPC rugby and professional rugby and this environment taught me a lot about politics and performance**.**
I have worked in public sector organizations and this revealed to me the need for strong Maori leadership in delivering better outcomes to our people.
I have held some Maori leadership roles and I have learnt that in order to survive in such political environment. I hold fast to my values and take care of my own health first and foremost.

What are the points of difference that equip you for leadership?
Integrity, intelligence, the ability to korero in both languages and facilitate cultural processes. The ability to hold a solid debate. My youthful energy, yet my old wairua. That I am not afraid to challenge a perspective that I do not agree is tika, right or correct. That I connect will with people o f all ages and cultures and am empathetic to others.
A key point is delivering on your word and getting the mahi done.

Which one of these do you believe enabled you to effectively lead?
That I connect well with people of all ages and cultures and am empathetic to others. Just like the powhiri process, if you don't get thought he gate, you don't get the Kaupapa done. Many organizations are forgetting this first and critical step of whakawhanaungatange.

Please outline a role or experience that portrays you as a leader and your leadership style.
I once managed a public sector operational team. It was a relatively new team with mostly inexperienced staff. Within four months we were the highest performing team in the country.
I managed to do this through working with my team as a team member but leading from the front. Being clear on expectations and performance outcomes and how they relate to every day actions created a clear link. I did things differently to other managers and team appreciated this creating a team environment and trust in their manager. I acknowledged and rewarded success and most of all I kept my staff safe by leading the hard conversations, by being mindful of their health and their families.

Was there an event or moment that triggered your leadership journey? If so, at what period of your life did this take place?
Whilst in the fourth form at Te Aute College, the chaplin made me come to the front of the Kapa Haka line. I was a fairly little fella and also am quite fair skinned. The following week week, he called me to the front again and told me to stay there. My peers and myself then realized that I was considered a leader. Front here I grew confidence, I also ended up travelling to all of the Te Aute old boy Tangihanga with the Chaplin.
Most of my phenomena related to leadership have occurred in a spiritual sense.

Rank from 1 – 10 key leadership attributes as you see them.

1. Culture / values _____
2. Vision _____
3. Trust / Honesty _____
4. Communication _____
5. Courage / Confidence _____
6. Challenge / Outcome _____
7. Capacity to motivate _____
8. Self awareness / know your limitation _____
9. Empower _____
10. Mentor _____

How would you describe your leadership style?
Democratic

What do you think Te Aute could have done to improve your leadership development while you were there?
Specifically focus on leadership development and call it what it is. Be clear that Te Aute is developing leaders for the future. Provide opportunities across all spectrums to develop these skills in particular business skills.

How would you summarize your leadership journey since you left?
Fantastic, I have always held to what is right and often have had to challenge the behaviors, perspective and perceptions of my elders. I allow to be guided by tike and pono and work with my tipuna to guide me.

Lawyer · Tama Potaka.

Te Aute College Questionnaire

Kia ora bro – sorry about the double vowels herein there were no macrons readily available.

When did you attend Te Aute College?
1989-1993 (the last of the hard years)

How long where you a student at Te Aute College?
I think when you attend, you are a student? Nah, 1993.

What were your main interests while at Te Aute College?

Academic study, culture (e.g. reo, tikanga, kapa haka), rugby.
Was growing leadership skills a key determinant for you or your whanau in your discussion to attend Te Aute?
It was an influencing factor, but probably not the key determinant.

Whose decision was it to send you to Te Aute and why?
Ultimately, my parents made the decision based on a number of factors e.g. brother and whanau members went to Te Aute, I really wanted to go there, it gave a multi-faceted educational experience e.g. academics, culture, sports, wairua

What was your journey while at Te Aute in regards to leadership?
Started slow, sped up at the end. Saw some excellent examples – good and bad – of leadership amongst governors, teachers, community stakeholders and students. Ended up with leadership responsibilities as a result of various factors.

Was sport a Te Aute a big part of your leadership journey?
I absolutely enjoyed sport at Te Aute – softball, cricket, tennis, swimming, rugby. However, I was more a team person/player than a leader in this facet of education.

What leadership skills did you gain while at Te Aute?
Here are some of the leadership skills/knowledge I found at Te Aute:

- There are different types of leadership roles in a school e.g. the captain of the First XV, the head prefect(s), the house captain, the Board chairperson, the Principal, the Prep Monitor, the Block leader, the Kapa Haka leader, the Chaplain
- There are different types of leaders
- Everyone can be a leader
- Leadership skills/knowledge can be nurtured and taught
- Who you are is as important (and possibly more important) than what you know
- Leadership without followers is more academic/theoretical than practical and long-lasting

What leadership skills do you still us today?
All the leadership skills/knowledge I found at Te Aute is still relevant now and I will use at various times – in whaanau, mahi, and other spheres.

What other skills and knowledge did you gain?
N/A

What influences outside of Te Aute College shaped your leadership skills?

The key influences were as follows:

- Whaanau – parents, uncles, aunties, cousins
- Marae – the dynamics and politics of marae throughout the Rangitikei, Manawatuu, Whanganui, Taranaki, Ruapehu areas
- Mentors – there have been a few
- Whakatupuranga Rua Mano (including Te Waananga o Raukawa), Tira Hoe Waka o Whanganui, Te Kaapunipuni Reo, Te Waananga o Aotearoa, Te Panekiretanga o te Reo, Kiingitanga, Project Takitini/Hui Tuakana, Federation of Maaori Authorities – and other inspiring kaupapa Maaori that I have been a part of and exposed to
- Educational institutions – Victoria University and Columbia University in particular
- Workplaces – overseas and NZ law firms, NZ government,
- Governance roles/responsibilities – e.g. PKW Incorporation, Otaki-Porirua Trusts Board
- My wahine and tamariki – Ariana Paul, Tiaria Te Ikaroa, Te Awarua Tamatereka, Aorangi Te Aaionuku
- Passion Projects that my wahine and I have innovated/led e.g. www.trimaori.nz, www.youngengineers.nz, www.squiggle.org.nz, Pei Te Hurinui Jones publications (e.g. He Tuhi Maareikura)
- Various conferences etc

What are the points of difference that equip you for leadership?

- I like to think that what I know is less important than who I am
- I have a myriad of kaupapa Maaori, kaupapa puutea,

kaupapa Paakehaa experiences that inform my actions
- Less hui more dui is current mantra

Which one of these do you believe enabled you to effectively lead?

- Still learning about life and leadership is a part of that

Please outline a role or experience that portrays you as a leader and your leadership style.

- Collaborative leadership is critical – one of the highlights but biggest challenge for me is being a good father. My role as a whaanau leader is 24/7/12/365.25 and I am not where I want to be yet
- I would rather someone else let you know than me but work is only part of what I do – in fact life/work balance is more of a focus than work/life balance

Was there an event or moment that triggered your leadership journey? If so, at what period of your life did this take place?

- As I went through Te Aute, I felt that I had something to offer in this space
- When I came out of Te Aute and to university, I really invested time in what I know (academic study)
- Over the past 5-10 years, I have tried more to focus on who I am – this has involved working more with my wahine on passion projects
- Over the next 5-10 years, I sense I will try to focus more on bringing the what/who together into how to accelerate/support change

Rank from 1-10 key leadership attributes as you see them (of the ones that were listed)

1. Culture / Values
2. Capacity to motivate
3. Trust / Honesty
4. Vision
5. Empower
6. Self-awareness / Know your limitation
7. Communication
8. Courage / Confidence
9. Challenge / Outcome
10. Mentor

How would you describe your leadership style?

- Kaupapa Maaori
- Collaborative
- Action oriented
- Holistic

If there was one thing that Te Aute did for you in terms of contributing to your future what would that be?

- Believe that kaupapa Maaori and our people can guide our future

What do you think Te Aute could have done to improve your leadership development while you were there?

- More support for different learning/teaching practices e.g.

Maaori language education

- Less physical/psychological violence
- More engagement with iwi e.g. Ngaati Kahungunu, Te Whatu-i-aapiti

How would you summarise your leadership journey since you left

- Diverse
- Motivated
- Action-oriented

Leadership

Classes of leadership were determined by mana (power prestige) mana of the chief was important for the mana of the tribe achieved through outstanding acts of daily operational chiefly rule. The chief or Rangatira inherited mana from his ancestors or by outstanding deeds in warfare.

Through my research and interviews from Te Aute College, there is strong indication that Te Aute contributed towards them becoming leaders in Aotearoa, New Zealand. They were placed in various leadership roles by teachers, Chaplin and sport coaches where they were exposed to opportunities to lead.
Respect and Pride, learning to do what is the right thing to do, tikanga-kawa process.
The need to be humble, work hard and work smart. Installing good habits and values at a young age while attending Te Aute has helped create future leaders in New Zealand, giving them confidence and experience in leading.

Being able to connect with people and communicate with people is a key factor in leadership. Without these you cannot lead.

FEEDBACK FROM QUESTIONNAIRE

Reference Shane Walker - “I once managed a public service sector operational team, it was a new team with mostly inexperienced staff. Within four months we were the highest preforming team in the country. I managed to do this through working with my team as a team member but leading from the front, being clear on expectations and performance, outcomes and how they relate to everyday actions, created a clear link. I did things differently to other managers and the team appreciated this, creating a team environment and trust in the manager. I acknowledged and rewarded success and most of all I kept my staff safe by leading the hard conversations and by being mindful of their health and their families.

Reference Shane Walker - “Whilst in the fourth form at Te Aute College the Chaplin made me come to the front of the kapahaka line, being fair skinned and small. The next week he called me to the front again and told me to stay there, my peers and I realised that I was considered a leader. From there I grew confidence and self belief”

Bentham – Te Aute Transformed me
“The learning I acquired was mostly about values based on living and adapting to a totally different environment than I was used to. I gained a huge appreciation of the diversity of the people in our Maori culture given the boys came from the four corners of the country. I was mentored and taught by some outstanding leaders. Through this I gained a respect and appreciation of the roles of leadership in Maori society that required tenacity, responsibility, getting things finished, hard work and understanding the benefits of this for our people.

An obvious point was leaving home at 13 to go to boarding school. How you're forced to become independent at a young age. I learnt what good looked like, what excellence looked like early in life and having to rely on the influence of elder students and teachers to create this pathway.

In recent times Te Aute College has had significant financial issues and continues to face survival issues. The decision was made to shift the trusteeship of the school from Te Aute Trust board to the Angilcan Church which has now cleared the debt based on this an Alumni hui was called to bring old boys up to date on the affairs and predicament of the school and utilised the opportunity to celebrate. Te Aute now has a solid foundation to build the school on to be fit for the needs of Maori males into the future.

"Whakatangata Kia Kaha" – "Quit ye like men be strong".

"Our teachers tried their best to provide quality education that the principal Awi Riddle promoted, to be frank some of them were not that great at all in terms of providing quality learning experiences"."

Conclusion

Values, whanau, respect and discipline.
In summary these are the thing that define Te Aute College in its finest hour.
In moving forward Te Aute College must remain relevant, embracing new technology and new Maori leaders to be the best they can.
A common thread in my survey about how leadership could be improved in Te Aute College is to run specific classes and focus on leadership development and be clear that Te Aute College is developing leaders of the future.

Parents chose Te Aute College as a building platform for their boys because of the values and mana it represents.

The school was established to develop hard working Maori men the different eras of the Te Aute College students as in both WW1 and WW2 and significant presence in the Maori battalion. Also came to prominence as part of the Thornton experiment when principal at the time, John Thornton extended the students beyond the government secondary school. Education for Maori student's policy at the time. The success of this experiment raised alarms with the government due to the outstanding success of the students that included Sir Apirana Ngata and other successful students who attended Te Aute College through the Loten and Thornton era. This included; Te Moana Nui a Kiwa Ngarimu VC, Sir Maui Pomare, Sir Turi Carrol, Te Rangihiroa. In more modern times Te Aute has produced leaders such as Sir Mason Durie, Sir Eddie Durie, Sir Howard Morrison, Minister or Pita Sharples, Norm Hewitt and Piri Weepu.

Did Te Aute College shape our leaders?

From my research survey;

I have found that Te Aute did play a big part in developing leaders and still does. Discipline routine and creating good habits which was and still is a big part of the values of Te Aute College seem to suit this system.

"Each morning our personal appearance will be checked in military manner starting with our shoes polished, uniform clean, our fingernails the length of hair and posture while standing at attention. This includes in this activity was the daily practice of our army drills including marching standing at attention and responding to calls from various leaders whether it be from house captains, prefects or staff.

This research has looked at how Te Aute College has helped shape our leaders in New Zealand and worldwide. How Te Aute has helped Maori advancement and confirms that Te Aute needs to continue its pathway into the 21st century given sound strategic planning and direction.

Te Aute College is a school built on values and religion. I have looked at the different styles of leadership and from my research participants have told of there experiences at Te Aute

and how being exposed to leadership at an early stage helped develop confidence and mana in themselves.

My research focused on leadership and was Te Aute a big part in shaping our future leaders. Today Ngai Te Whatuiapiti continue to have an important role to play, they hold the mana whenua and so have vested interest in the governance and management of Te Aute College where their representatives assist in seeing that Te Aute realises its educational objectives as a Maori boarding school providing education for its students.

The contributions of past Te Aute leaders like;
Sir Apirana Ngata – Historian, scholar, politician, he became first Maori graduate from University (MA Canterbury, 1894).
Sir Maui Pomare – Medical pioneer, foreign Minister.
Pita Sharples, Minister of Maori Affairs and Maori Party co-leader
Piri Weepu – All Black
George Nepia – All Black
Sir Howard Morrison – Singer Entertainer
Moana-Nuia Kiwa Ngarimu – Soldier recipient of Victoria Cross.
Eddie Durie – Judge of Maori land court at 34 was the youngest to hold this position

Just to name a few, shows that respected appointed leaders came out of Te Aute and played major roles in communities, iwi and the political world contributing to Maoridom and to citizenship in NZ. Te Aute College has the potential to sustain and carry on a tradition of contribution into the 21st Century by recognising and strategically planning ahead for the future.

TE AUTE COLLEGE QUESTIONNAIRE

When did you attend Te Aute College?

_____

How long where you a student at Te Aute College?

_____

What were your main interests while at Te Aute College?

_____

_____

Whose decision was it to send you to Te Aute and why?

_____

_____

Was growing leadership skills a key determinant for you or your Whanau in your discussion to attend Te Aute?

_____

Whose decision was it to send you to Te Aute and why?

_____

_____

What was your journey while at Te Aute in regards to leadership?

_____

_____

Was sport at Te Aute a big part of your leadership journey?

_____

_____

What leadership skills did you gain while at Te Aute?

_____

_____

What leadership skills do you still use today?

_____

What other skills and knowledge did you gain?

_____

_____

What influences outside of Te Aute College shaped your leadership skills?

_____

_____

What are the points of difference that equip you for leadership?

_____

_____

Which one of these do you believe enabled you to effectively lead?

_____

Please outline a role or experience that portrays you as a leader and your leadership style.

_____

Was there an event or moment that triggered your leadership journey? If so, at what period of your life did this take place?

_____

Rank from 1 – 10 key leadership attributes as you see them.

11. Culture / values _____
12. Vision _____
13. Trust / Honesty _____
14. Communication _____
15. Courage / Confidence _____
16. Challenge / Outcome _____
17. Capacity to motivate _____
18. Self awareness / know your limitation _____
19. Empower _____
20. Mentor _____

How would you describe your leadership style?

_____

_____

What do you think Te Aute could have done to improve your leadership development while you were there?

_____

How would you summarize your leadership journey since you left?

_____

_____

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