



# Good governance for a strong Aotearoa New Zealand

## Principal Advisor – Māori Governance He kōrero mō te tūranga | Position description

**Reports to:**  
General Manager Governance Leadership Centre

**Location:**  
Institute of Directors, Wellington

**Job dimension:** Full-time / Permanent

**Direct reports:** Nil

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### Mō mātou | About us

The Institute of Directors (IoD) is the professional body for directors and is at the heart of Aotearoa New Zealand's governance community. We believe good governance has the power to positively transform organisations, business and communities for the benefit of Aotearoa New Zealand.

Our mission is to support directors to provide value to their organisations and positively transform the future. We do this by connecting them through our 10,500 strong member network; developing and providing governance resources, insights, training and professional development; supporting director and board effectiveness through our board services; research, advocacy and thought leadership to set and improve the standards of governance.

### Te aranga o te tūranga | Position purpose

The Principal Advisor – Māori Governance supports the IoD to strengthen the capability of Māori directors and support effective governance of Māori economic, social and cultural entities. A newly established position within the Governance Leadership Centre (GLC), this role will help develop a sustainable Māori Governance programme – through the lens of governance best practice and thought leadership – that reflects Māori aspirations and contributes to stronger governance across Aotearoa New Zealand.

With a substantive understanding of governance, te ao Māori, tikanga Māori, and mātauranga Māori and drawing on and sharing the knowledge, expertise and networks of the IoD, this role will create and provide advice to internal stakeholders in the development of Māori-aligned resources, tools, programmes and education, ensuring that Māori perspectives, values, and practices inform and enrich IoD's work and are integrated into current and/or new offerings. This role will also contribute to the GLC work programme as required to ensure broader team and organisational effectiveness.

With shared accountability across the IoD, the Principal Advisor – Māori Governance will contribute to strengthening the IoD's relevance and impact with Māori leading to increased strength and breadth of IoD's relationships and partnerships with iwi and Māori organisations, growth in Māori participation across IoD programmes, an increase in the number of Māori directors and entities supported by the IoD, and support the IoD towards delivering our Māori Governance kaupapa in alignment with Te Tiriti principles.

## Ā mātou uara | Our values

|                                           |                                                         |
|-------------------------------------------|---------------------------------------------------------|
| <b>Māiatanga   Courage</b>                | We are bold and have the courage to do the right thing. |
| <b>Manaakitanga   Support</b>             | We are welcoming and show respect for each other.       |
| <b>Kaitiakiatanga   Stewardship</b>       | We take responsibility of care.                         |
| <b>Whakautetanga   Individual</b>         | We respect the value each individual brings.            |
| <b>He pukenga wai   Learners for Life</b> | We seek to learn and share our knowledge.               |

## Ngā haepapa matua | Key responsibilities

### Engagement and partnerships

- Contribute to building and strengthening IoD's relationships and partnerships with Māori organisations, iwi and Māori governors and leaders.
- Engage with Māori stakeholders through hui, events and wānanga to understand their needs, attitudes, barriers, and aspirations towards engaging with governance and the IoD.
- Identify and collaborate with external stakeholders e.g. governance leaders, iwi and Māori organisations, Government, sponsors and partners etc to support the success of IoD's Māori governance initiatives.
- Establish and support a Māori governance advisory network to guide the development of exceptional governance offerings and services for Māori that meet their current and future governance needs, including for and by Māori responses.
- As able, provide guidance and/or support to the others within the IoD in their engagement with Māori to ensure culturally responsive, authentic interactions.

### Māori governance work programme

- Lead the co-design and delivery of a sustainable Māori Governance work programme that responds to the needs of Māori organisations, members and governors, including identifying the short and long-term needs for the organisation and a pathway to achieving that.
- Consider and recommend ways for IoD to improve offerings for Māori – ensuring they are aligned to or support IoD's strategic, commercial and for purpose ambitions.
- Guide IoD to support delivery of the Māori Governance kaupapa in alignment with Te Tiriti o Waitangi principles to ensure cultural responsiveness.
- Collaborate with internal teams and the wider IoD community e.g. Board, Council and Branch Committees to inform practices that will lift cultural competency, awareness and understanding.

### Thought leadership and content creation

- As a member of the GLC, provide subject matter expertise within the IoD on matters relating to governance - in particular in a Te Ao Māori context.
- Develop exceptional governance materials that are Māori led, grounded in Māori values and perspectives, and tailored to current and future Māori governance needs, while ensuring these approaches are visible within and included across mainstream governance offerings.
- Contribute to the wider GLC work programme through the creation, development and review of governance thought leadership for example research, articles, reports, practice guides, governance updates – and lead this work in regard to Māori governance and the Māori economy.
- Monitor local and international governance developments – including indigenous governance practices – and advise on and/or contribute to debate and discussion on governance issues affecting directors and members, for example court cases, economic, social, environmental, legislative, policy and business developments.
- Draw expertise from a wide community of directors, academics, leaders in Māori governance and business and international alignments, including reference groups of them where appropriate.
- Lead research in specified areas on the roles, duties and responsibilities of boards and directors –

for example, legal and ethical, financial and risk, corporate social responsibility, international governance trends etc.

- Contribute to the currency of the IoD's Four Pillars of Governance Best Practice, the authoritative standard for governance best practice in Aotearoa New Zealand.
- Support quality assurance for internal teams and partners that align to IoD's standards, ensuring they are current, leading edge, and align support continuing professional development requirements – for example, director/board development products (courses, tools, guides etc), governance services offerings, partner publications.

### Research and advocacy

- Contribute a Māori governance practice, research and policy perspective to IoD advocacy work including submissions on policy and regulatory developments.
- Contribute to IoD's positioning and voice at events and in the media including writing or contributing to speeches and articles.
- Build commitment to the IoD's kaupapa within the Māori governance community and be a visible advocate for Māori governance leadership within the governance community.
- Contribute to IoD research including the annual Director Sentiment Survey and Director Fees Survey, and the biennial Brand Health research.

### General

- Contribute to a collaborative and high-performing 'one IoD team' that focuses on outcomes, impact, effectiveness and delivering value for our members and customers
- Prioritises the health, safety and wellbeing of self and others
- Undertake other activities as are reasonably required to carry out the functions of the position.

## Ngā hononga matua | Key relationships

| Internal                                                                                                                                                                                                                                                                                                                    | External                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• IoD's Chief Executive and Leadership Team</li> <li>• IoD's Board and Council</li> <li>• Governance Leadership Centre</li> <li>• Learning Design and Development Team</li> <li>• Manager – Commercial and Strategic Partnerships</li> <li>• Diversity Programmes Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Iwi, Māori governors and kaupapa Māori organisations</li> <li>• IoD partner and sponsor organisations</li> <li>• Government and other regulatory organisations where relevant</li> <li>• Māori advisors and advisory groups (as relevant)</li> </ul> |

## Mōu ake | Person specification

### Te Ao Māori

- A understanding and experience of Māori governance and how it relates to the broader governance context in Aotearoa New Zealand
- Strong capability and confidence operating in Māori and iwi contexts, including te reo Māori me ōna tikanga, and a demonstrated commitment to ongoing learning and application in governance settings.
- An understanding and knowledge of Te Tiriti o Waitangi and it's principles in respect to governance in Aotearoa New Zealand
- Culturally appropriate skills in oral presentation and facilitation with ability to confidently represent the IoD with internal and external stakeholders.

## Qualifications and experience

- A tertiary level qualification or equivalent experience in business, policy, law or similar
- A minimum of 10 years' professional experience in an environment that engages with business, government and Māori organisations
- Proven understanding of governance and applied governance experience
- Significant experience engaging with Māori organisations and senior leaders
- Demonstrated experience in establishing and leading strategically significant work programmes and achieving outcomes
- Experience in turning strategy into action particularly with weaving Te Ao Māori into existing frameworks

## Knowledge, skills and competencies

- Governance perspective informed from a Maori world view
- Exceptional writing skills – able to communicate complex information in a clear, succinct way
- Excellent research skills and proven ability to develop policies, practices, guidelines and toolkits for engaging effectively with Māori and improving outcomes for Māori governors and organisations
- Strong relationship building skills, across a wide range of stakeholders
- Demonstrated ability to influence in an authentic way to build trust and commitment in culturally sensitive situations.
- Ability to translate strategic concepts into priorities, plans and outcomes
- Able to develop, monitor and manage budgets.

## Ngā tohungatanga matua | Other key competencies

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>We drive vision &amp; impact</b> | <p>We set and model our vision, purpose and values in all we do</p> <p>We build partnerships to drive purpose and transformation in the sector</p> <p>We create competitive and breakthrough strategies and show a clear connection between vision and action</p> <p>We set courageous goals, holding ourselves and others to account for achieving them</p> <p>We empower innovation and inspire others to do the same</p> <p>We bring a strategic mindset and anticipate future needs, trends and impacts</p> <p>We are commercially savvy and understand our financial and operating environment</p> <p>We think long-term and lead sustainability</p> |
| <b>We lead with influence</b>       | <p>We are sought out as experts in our field, valued for our advice and respected as ambassadors of IoD</p> <p>We express ideas and issues with impact - concise, clear and in a way that appeals to our diverse audiences</p> <p>We use healthy conflict to challenge respectfully and build mutual agreement</p> <p>We have an ethical heart and mind and create trust through honesty, integrity and authenticity</p> <p>We know what's important, what's not, and when to say no</p> <p>We make tough decisions and do what's necessary for the good of the IoD</p>                                                                                   |
| <b>We are outcomes focused</b>      | <p>We strive for excellence and look for better ways to do things.</p> <p>We harness technology to drive continuous innovation, improvement and efficiencies.</p> <p>We push ourselves forward, show persistence and resilience to bounce back.</p> <p>We way up the future impacts of actions and decisions and take calculated risks</p>                                                                                                                                                                                                                                                                                                                |

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| <b>We create<br/>safe spaces</b>                            | <p>We are welcoming and respectful to all regardless of culture, beliefs, lifestyle, position, gender, sexual orientation, or ability.</p> <p>We encourage diversity of thought and the sharing of ideas and opinions</p> <p>We are self-aware, lead by example and model and uphold positive behaviours</p> <p>We call out behaviours that fall short of our values or expectations</p> <p>We understand power dynamics and manage these</p> <p>We know our biases and work hard to overcome these</p> |
| <b>We value<br/>teamwork &amp;<br/>collaboration</b>        | <p>We participate actively, positively and constructively</p> <p>We bring team spirit and believe that together is better</p> <p>We back each other up and support our teammates and colleagues</p> <p>We offer up ideas and solutions that improve or benefit the team</p> <p>We share responsibility and recognise the good work that others do</p> <p>We face up to conflict in a healthy way and focus on the issue, not the person</p>                                                             |
| <b>We put our<br/>members &amp;<br/>customers<br/>first</b> | <p>We act for the good of the IoD and our purpose to positively transform governance</p> <p>We go the extra mile for our members and customers - both inside and outside the organisation</p> <p>We care about how our work impacts our members and customers</p> <p>We see things from our members' and customers' perspectives and design services and create solutions that meet their needs</p>                                                                                                     |

## Rangatiratanga | Authority

The Principal Advisor – Māori Governance has the authority to make decisions and carry out actions in all matters related to the responsibilities and deliverables of the position consistent with budget approvals.

## He whakahounga ki ngā haepapa | Amendments to the responsibilities

The responsibilities of this position are expected to change over time as the IoD responds to the changing environment and commercial demands and requirements. This position description will be updated as required to reflect these changes. The incumbent will need flexibility to adapt and develop as the environment evolves.

## Travel

This role is required to travel nationally and work outside core business hours from time to time including overnight travel.

## Dated

October 2025