



# Presentation

**Professor Jarrod Haar & Dr Maree Roche: Saturday 6<sup>th</sup> June**

**Title of Presentation:**      **Lessons from Māori Leadership in the Development of Authentic Leaders: A Twofold Investigation**

**Presenter Name:**            **Professor Jarrod Haar & Dr Maree Roche**

## **Abstract:**

Western research on positive leadership has experienced phenomenal growth. Authentic leadership, is one area positive leadership and is characterised by the leaders self-awareness, relational transparency, balanced processing and internalized moral perspective. The underlying tenet is that authentic leaders develop and enhance individual, organisational and community wellbeing (Avolio & Luthans 2006; Avolio et al., 2009). However, less is understood regarding the antecedents of authentic leadership, and even less research is from an indigenous perspective. Consequently, we suggest the beliefs espoused by Māori leaders may act as general antecedents to authentic leadership, and this in turn influences employee wellbeing (represented by anxiety and depression). We also suggest a mediated relationship via the leaders' competence.

## Methodology & Findings

Stage one of the research involved qualitative research using interpretative phenomenological analysis (IPA), in order to gain insight into Māori leaders stories and experiences. In total 18 were interviewed, with 8 male and 10 female from various localities, leadership positions and business types. From these interviews five key themes surrounded Māori leaders' personal philosophies, or the core components of Māori leadership, and their beliefs surrounding leadership, were identified. These were: (1) humility, (2) collectivism, (3) long term orientation, (4) altruism, and (5) cultural authenticity. In addition, these leaders presented aspects of their leadership styles that similarly reflect positive leadership styles including authentic leadership.

Stage two of the project was a quantitative study. We applied the range of leadership characteristics from stage one then using survey methodology, 2000 university alumni in New Zealand/Aotearoa were surveyed and 251 employees responded. This survey therefore

extended these unique factors from the Māori leaders research (Stage One) and applied them to a range of typical New Zealand employees who rated their leaders.

From the sample of 251 employees, we asked respondents to rate their leaders on their personal characteristics and then also their leaders' authentic leadership style. We used established measures and all constructs were robust and analysis conducted in SPSS. Overall, we found strong support for leaders who are more altruistic, humble, with a long-term (as opposed to short-term) orientation, more collectivistic (sharing in rewards) and culturally authentic, as being rated as having more positive leadership style as measured by Authentic Leadership. Finally, one month later, in stage three, we asked respondents about their own anxiety and depression and the competence of their leaders. We used established measures and all constructs were robust and analysis conducted in AMOS. Overall, we found in our structural model that long-term view, collectivism and cultural authenticity predicted authentic leadership, which in turn predicted managerial competence, which in turn was negatively related to followers' anxiety and depression, and managerial competence fully mediated the influence of authentic leadership.

In summary, by examining Māori leaders' philosophy we garnered insight into Māori leadership that is missing from the literature. Secondly, the insights gained from Māori leaders about their philosophies and experiences of leadership were then tested across New Zealand/Aotearoa generally, in relation to positive leadership perceptions. We find that the experiences and philosophies of Māori leaders translate, or act as positive antecedents, toward authentic leadership and employee well-being.

### **Presenter Biography:**

#### Professor Jarrod Haar

Professor Jarrod Haar (PhD) is a Professor of Management in the School of Management (Albany), and has tribal affiliations of Ngati Maniapoto and Ngati Mahuta. His research focuses on four main areas: (1) work-family; (2) workplace cultural factors; (3) teams; and (4) leadership and its influence on followers. Jarrod was the principal investigator in a New Zealand Marsden grant examining the role that cultural support play upon Maori employees. He has published in *Personnel Psychology*, *Journal of Vocational Behavior*, *Stress and Work*, *Human Resource Management Journal*, and *Journal of Occupational Health Psychology* amongst others. He has over 230 refereed academic outputs including 57 refereed journal articles.

#### Dr Maree Roche

Dr Maree Roche is Senior Lecturer in Organisational Psychology, School of Psychology, University of Waikato. Her research focus is in leadership including the psychosocial environments created by leaders, followership theory, and leadership contagion. She has a particular interest in positive leadership, and has research publications in this area in the following journals: *Personnel Psychology*, *Journal of Occupational Health Psychology*, *International Journal of Human Resource Management*, and *Leadership & Organizational Development*. She has numerous journal and refereed academic publications, as well as providing consultancy to organisations in these areas. She is also currently the co-editor of the *New Zealand Journal of Human Resource Management*.