

THE TEAM LEADER

Connecting our Students from the "Space In-Between"

Tuākana – Who are we?

- **Tuākana:** *older sibling*
- **Tuākana matua:** *head prefect*
- **Teina:** *younger sibling*
- **Tuākana/teina:** between senior student and junior student specific to Te Ao Māori (the Māori world)
- Tuākana Arts supports Māori and Pacific (MPI) students
- We employ senior students to guide undergraduate MPI students in an academic and pastoral capacity



In the Ideal World

- Our objectives were like your own:
 - Engage, retain and enhance
- But in the ideal world:
 - Tuākana principles pervade our space
 - MPI formal **and** informal success
 - Faculty-wide cooperative endeavour



In the Real World

- Our programme survived but never thrived
- Modern circumstances harmed its success:
 - Depersonalization of university experience
 - Increasing time pressures
 - Faulty lines of communication up and down
- An emergent 'space in-between'

Hypothesis: Team Leader

- We needed a Tuākana *for* the Tuākana
 1. Experienced administrator, coordinator
 2. Visible member of Faculty staff
 3. Confident communications officer
- Intermediary party working remediating growing divide

The '**space in-between**' Tuākana and academic staff

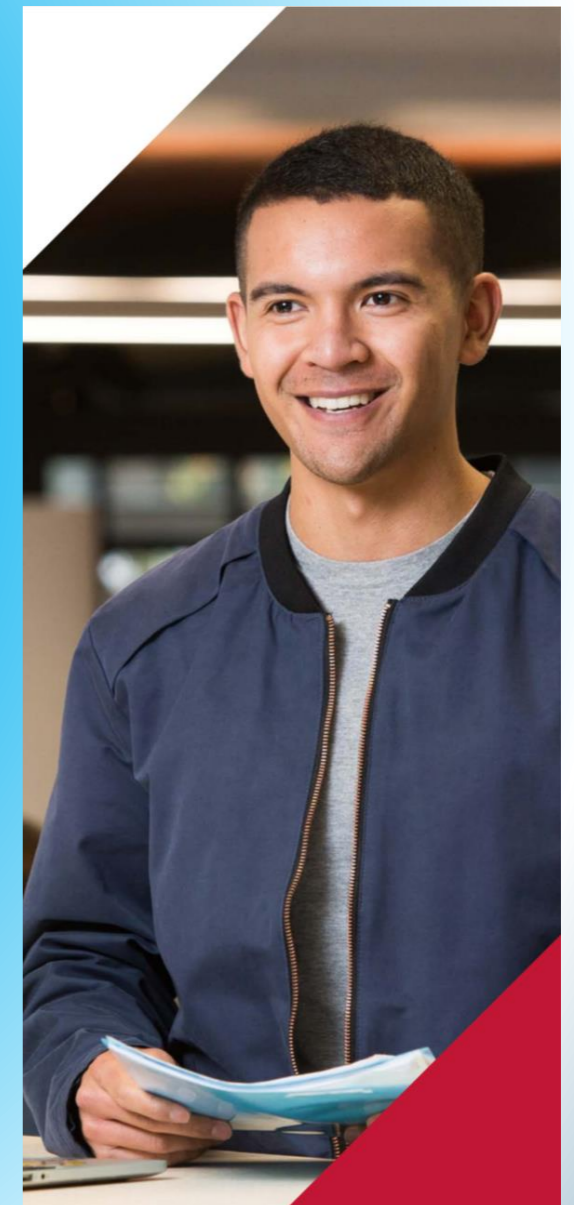
The First Iteration

- **Kiri West-McGruer**, BA (Hons), M.A.;
graduate, scholar, tutor
 - Conduit between Tuākana and academic staff
 - Administrator
 - Practical guide
- Understanding of academic staff
- Finger on Tuākana mentors' pulse
- Low Tuākana engagement rate
- Divide continuing to grow: "team?"



The Second Iteration

- **George Greig**, BA, LLB; Tuākana, undergraduate
 - Conduit between Tuākana and Tuākana
 - Administrator
 - Faculty representative
- Efficient management of space in-between: “team!”
- Stronger internal communication
- **Inconsistent rates of staff engagement**
- **Overly centralized command**





The Team Leader: Revised

“There can be no **leadership** when there is no **team**”
Jocko Willinck



The Team Leader: Revised

- Control what can be controlled, **forget** the rest
 - Tuākana, yes
 - Academics, no
- Team leaders **synonymous** with space in-between
 - Academia is rigid
 - Tuākana are fluid
- Communication achieved in **two** forms
 - Being read
 - Being seen

From Us to You

- Designing the role:
 - Hire internally, focus internally
 - Identify your **space**, confine the role
 - Routinize communications and admin
 - Coordinate staff, facilitate mentors
- Confine it per semester, purge it per year

From Us to You

- Assigning the person:
 - Must understand your program
 - Confident, multi-faceted communicator
 - Senior student or graduate
 - Dynamic, team-oriented personality
- Tendency to ask for forgiveness than seek permission



arts

THE UNIVERSITY OF AUCKLAND

YOUR TEAM LEADER

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