



## What's in my kete?

An exploration of women and leadership in not-for-profit organisations in Aotearoa/New Zealand

By Valerie Animoa Goold

## Overview

- Purpose – to explore what is the essence of leadership for five women who have executive leadership roles in non-for-profit organisations.
- Very exploratory in its methodology and findings – more questions than answers at the end?
- Impetus came from conversations I had been part of as a woman in the sector myself, as well as concern about the lack of knowledge and research into the experience of women in leadership – particularly in this sector.



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## Overview of research method

- Qualitative Research – utilising a phenomenological approach.
- Five women participants (initial intention was to have 6 but one had to pull out for personal reasons) – selected through a purposive sampling approach.
- Two waves of research gathering occurred - a month apart. Once participants gave informed consent they were given a physical kete for one month (to facilitate reflection) then were gathered for a korero, that occurred over a whole morning, which was recorded, transcribed, then the data analysed to form the basis of this thesis.



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## Methodology - Kete

- A key concept in Te Ao Maori
- The use of a physical kete to encourage the gathering of stimulus material for later conversations
- Sought to utilise metaphor to give voice to the participant's perspective – Lakoff, G., & Johnson, M. (2003). *Metaphors we live by*. Chicago: University of Chicago Press.



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## Methodology - Korero

- Korero – conversation as well as speaking
- A development on the 'Focused Conversation' approach initiated by Clough, P., & Nutbrown, C. (2002). *A Student's Guide to Methodology*. Thousand Oaks, CA: Sage.
- The opportunity for participants to add to another participants initial ideas and description.
- I was more facilitator more than participant.



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## Findings – Korero Tahī

- May 2012
- Two women – Corrie and Ruby



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## Findings – Korero Rua

- June 2012
- Three women – Natalie, Marie, Julie



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## Discussion of Findings – 1. Personal community

- Family at the core – why, what and how of leadership
- Family order
- Childhood experiences
- Models, mentors, and peers



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### Discussion of Findings – 1. Personal community

- Sinclair, A., & Wilson, V. (2002). *New faces of leadership*. Melbourne: Melbourne University Press ;
- Sinclair, A. (2005). *Doing Leadership Differently* (Revised ed.). Melbourne: Melbourne University Press;
- Sinclair, A. (2007). *Leadership for the disillusioned: Moving beyond myths and heroes to leading that liberates*. Crows Nest, NSW: Allen & Unwin.



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### Discussion of Findings – 1. Personal community

If personal community, and particularly family, are of such central significance to leaders, are there ways to integrate and improve the recognition of these realities into the organisational environment – for example in recruitment, appointments, work conditions, supervision, team building, or leadership development?



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### Discussion of Findings – 2. Purpose and Belief

- Leadership approaches
- Personal philosophies/beliefs about leadership
- Significance of the sector more than the organisation
- Importance of learning and reflection



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### Discussion of Findings – 1. and 2.

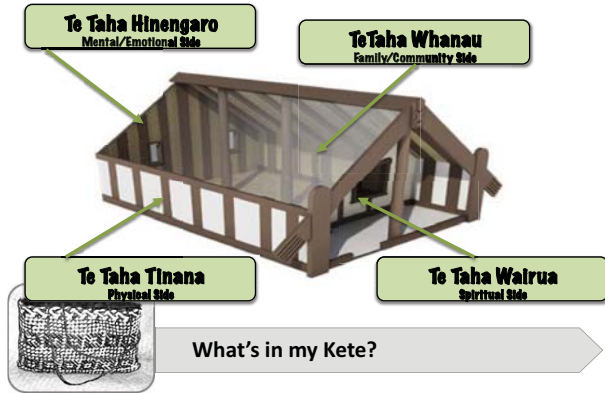
- Echoes the model of wholeness developed by Mason Durie – Te Whare Tapa Wha

Durie, M. (2004). *An Indigenous Model of Health Promotion*. Paper presented at the 18th World Conference on Health Promotion and Health Education, Melbourne, Australia.



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## Discussion of Findings – 1. and 2.



## Discussion of Findings – 3. Power

- Power- full
  - Work with meaning
  - Empowering others
  - Choice to work in sector
  - Variety in the work
- Power-lessness
  - Limitations in resourcing
  - Working with government and volunteers
  - Skill and expertise deficits
  - Increasing need



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## Conclusion

- Questions more than answers...
- Does not-for-profit leadership provide a context where women can lead in a different way and create organisational environments that are different, particularly from those approaches and structures that have traditionally seen to limit the opportunities for some members in our society, that might provide a model and impetus for change in the way leadership is exercised across all sectors of society?



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## Conclusion

*Whaowhia te kete matauranga*  
Fill the basket with understanding



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The full thesis is available from the Massey University Library.

You can contact me for any questions or enquiries on:  
[val@tscf.org.nz](mailto:val@tscf.org.nz)



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