

# Te Whāriki 2023-2024: Impact Report

*“Activating the intersections of identity to lead systems change”*

## Intersectionality and Systems Change Project

Leadership Lab

# Kaupapa | Purpose

**Te Whāriki** is one of three ngā kaikōkiri hubs in JR McKenzie Trust's [Intersectionality and Systems Change Project](#). In 2020, the Trust launched its ten-year strategy, [Te Anga Rautaki](#), with a vision for a:

***socially just and inclusive Aotearoa New Zealand***

The Project connects strongly to [Leadership Lab](#)'s vision to see equitable and thriving communities and organisations, by giving effect to the articles of Te Tiriti o Waitangi and growing leaders who are fostering collective approaches to complex issues, guided by our values:

***mana ōrite, kotahitanga me manaakitanga***

Te Whāriki focusses its impact on:

***activating the intersections of identity to lead systems change***

The kupu 'Whāriki' was chosen to fit with other part of the Leadership Lab '[LinC Ecosystem](#)' (Incubator, Puāwai and Rourou) and expresses the way intersectionality and identity weave together.

# Te Ao Hurihuri | Theory of Change

If we....

## People

*Invite existing intersectional young leaders who have **experienced discrimination and marginalisation.***

and....

## Project

Develop a 12 month internship experience based on **mentoring, project experience, networking and facilitating activation initiatives**

then we...

## Impact

Activate the **intersections of identity to lead systems change**

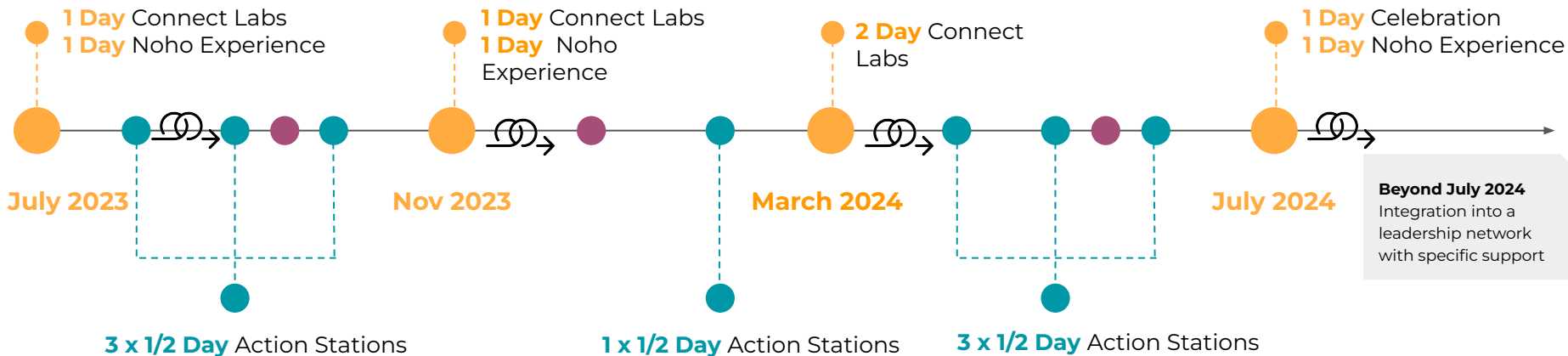
so that...

## Vision

We contribute to a more **equitable society and system** through excluded communities being more **connected**

The Theory of Change and a developmental evaluation process guided every step in the co-creation of this emergent journey, through ongoing collaboration between Leadership Lab, J R McKenzie Trust and the two other Kaikōkiri hubs.

# Te Haerenga | Journey



## 1-on-1 CHECK-IN

- Strengths Coaching
- Mentoring
- Self Reflection

KO WAI AU?

## CONNECT LABS x5

- Whakawhanaungatanga
- Themed Kōrero with Guest experts (from LL network)
- Facilitation Workshops
- Action Learning Groups
- Field Trips

KO WAI KOE?

## NOHO EXPERIENCE x3

- Wānanga with the wider Leadership Lab whānau & ecosystem
- Noho Marae experience (Rāpaki Marae)

## ACTION STATIONS x7

- Project Ideation
- Projects in Action
- Group Reflection Circles
- Support Network Sharing Sessions
- Wider ecosystem engagement

KO WAI TĀTOU?

# Whakawhanaungatanga | Building Relationships

The journey of Te Whāriki 2023-24 was built on a foundation of trust and safety, where the quality and strength of relationships allowed the kōrero to deep dive into meaningful and challenging spaces.

Intentionally allowing space for these relationships to grow set the kaupapa up for success!

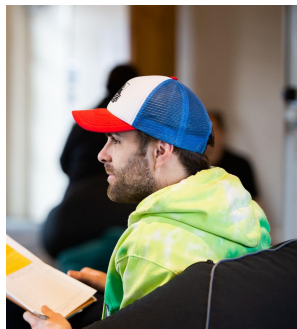


# Ako ki te ako | Learning Together



Te Whāriki 2023-24 was an explorative learning journey, to better understand self (ko wai au?), each other (ko wai koe?), and our collective potential for systems change (ko wai tātou?).

The use of wānanga, strengths coaching, connect labs, noho marae and webinars, provided the opportunity, space and structure for deep listening, open sharing and rich learning.



The use of [Ngā Uri O](#), to activate the intersections of identities, and [Te Korekoreka](#), to identify strategies for systems change, were particularly significant kawa for this journey.



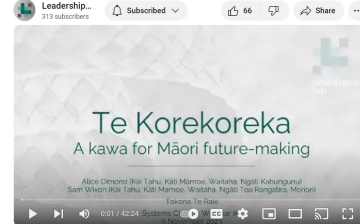
Systems Change Series | Hautū Waka with Auckland Co-Design Lab

Leadership... 313 subscribers



Systems Change Series | Design Thinking, Systems Thinking & Futures Thinking 101 | Jade Tang Taylor

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Systems Change Series | Te Korekoreka | Alice Dimond & Sam Wixon

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# Ako ki te ako | Learning Together



How might we improve and amplify our Te Whāriki kaupapa to further support intersectional leaders?



## TAWHIRIMATEA

What are the 'stormy winds' that hinder the success of intersectional leaders?

Trauma	Prejudice	Racism	Populist Politics
Fear	Xenophobia	Patriarchal Society	Gate Keepers
Justice System (not acknowledging intersectionality)	Education System (not encompassing intersectionality)	Tyranny of Majority	Social Construct Colonial Mindset
Anti-indigenous model of working	Global influences		

What are the things that help to calm the 'stormy winds'?

Mātauranga /Education	Exposure	Relationship Connection & Love	Safe space & time to kōrero
Cohesion in values & beliefs	Time (to digest, reflect and respond)	Kindness	Celebrating Differences
Challenging Up	Mythbusters Challenge & Debate	Healing	Robust disagreements



## RAKAMAMAO

What are the 'kindly winds' that help the intersectional leaders Thrive?

Brave intersectional leaders voicing it	Flipping the script "my superpower"	Allies	Making lived experience seen
Being great storytellers	Indigenous frameworks tikanga & kawa	Safe spaces to be vulnerable	Media (social, doco, podcasts)
Legislation Politicians changing	Reclamation of indigenous understanding	Give effect to Article 2 & 4	

What are the things that hinder us from utilising the 'kindly winds'?

Tokenism	Misinformation	Appropriation	Access
Money	Uncomfortable change anxiety	Trauma	Time
So much going on	Polarisation	Can't prioritise	Polarised echo chambers
Over saturated	Power Play (political, media)	Cultural Taxation	Burn out



## BIG STEPS

- Whakarongo**  
Developing wānanga to support Te Whāriki in deeper thinking/ listening  
Tools/understanding of tikanga/ kawa to support the above
- Learning**  
the different ways to listen & uphold responsive practice  
to understand not to be right
- Storytelling**  
Sharing experiences through social media & others
- Pollinating**  
Opportunities and change media narratives
- Wānanga**  
Rāpaki - Leadership Lab & Tokona te Raki
- Convening**  
intersectional networks to facilitate sensemaking opportunities
- Creating**  
space to build authenticity in identity
- Voice in Government**  
Advocacy  
Policy level
- Outreach**  
Fundlers - putea Stakeholders
- Activating**  
the emerging opportunities "Whakarongo ki te tangi" creating a listening network
- Developing**  
supports for current/future intersectional leaders and growing channels for intersectional leadership
- Showing Up**  
Purpose, vibe and connection
- Supporting**  
people to be themselves through whanaungatanga
- Leading**  
the celebrational intentionality



# Mahi Whakaaweawe | Project Ideation

Sharing stories of lived experience was identified as a strategy for amplifying our kaupapa. [Conscious Catalysts](#) is a series of kōrero to share stories of people who are living and learning intentionally so that they might provoke and catalyse systems change. The series shares the lived experiences of LinC's Te Whāriki team members, intersectional leaders exploring and activating the intersections of their identity to provoke systems change. Each episode is averaging over fifteen listeners per week since they were published.





# Mahi Whakaaweawe | Project Ideation

[AllyShift 2024](#) was a one-day 'unconference' in Tamaki Makaurau to "shift the dial on Allyship, Diversity, Equity & Inclusion (stuff beyond 101)". Te Whāriki participants were sponsored to attend this event, with five of the rōpū presenting, speaking on panels and facilitating sessions. Topics covered included:

- DEI and Te Ao Māori: Recognising the uniqueness of Aotearoa New Zealand in its social history and challenges, this session aims to explore what it means to have a DEI landscape that is uniquely ours.
- Creating safer spaces: Exploring best practices for creating safe and inclusive environments that empower open communication and respect, and prevent ongoing cycles of further marginalisation.
- Intersectionality and systems change: Why understanding intersectionality matters and how might we sustain systems change leaders in Aotearoa New Zealand.



# Mahi Whakaaweawe | Project Ideation

The majority of our Te Whāriki whānau were able to attend [Festival for the Future Conference](#) in Wellington in July 2024. Two of te rōpū were involved in delivering four workshops, attended by over 260 attendees:

- 2x Level 1 Workshop: Who we are is how we lead - Exploring Intersecting Identities
- 2x Level 2 Workshop: Who we are is how we lead - Intersectionality and Systems Change

The workshops were informed by activities and learnings from Te Whāriki, and received overwhelmingly positive feedback from those who attended.

We're exploring opportunities to share these workshops across Aotearoa to continue building momentum for intersectionality, leadership and system change.



# Ngā Kōrero Whakaaweawe | Impact stories

The impact of Te Whāriki 2023-24 has been significant, both in terms of the participant experiences and their collective impact.

The emergent and ongoing nature of systems change means that measuring specific outcomes and impacts can be challenging.

As such, the participants themselves are best placed to articulate the impact to date of their journey together on Te Whāriki 2023-24.



## Kōrero Whakaaweawe | Amanda's Story



**Amanda Smith**

**Pronouns:** *She/her*

**Age / Tau:** 34

**Whakapapa:** *Māori, Pākehā*

**Community / Hāpori:** *Māori*

*"I work for Te Ora Hou Ōtautahi and am currently a tuakana for Puāwai. Systems change is challenging current systems that don't work for marginalized people. It's about creating equitable outcomes so that everyone can have experience equal opportunity."*

Te Whāriki for me was a place for colliding perspectives, If systems change is ever going to happen we have to learn to be uncomfortable. To be able to sit in a room with someone else that has opposing values and beliefs and be okay with that.

The Te Whāriki Haerenga helped me recognise that my uncomfortability wasn't about others and their diversity but rather my own core beliefs and that quite possibly many of them are lies. I am definitely not where I want to be yet, in the area of fully celebrating diversity however Te Whāriki better equipped me to hold space for others. I am okay with not needing to understand the ins and outs of a person's identity, their identity is theirs.

It didn't feel like we were showing up as strangers. It doesn't feel like work - it feels like friends... We've created magic. We've done something that most people think is impossible to do - Aotearoa needs to know that!

**"In order to grow others you must first grow yourself... and so stepping into spaces to grow myself, to know how to be a good ally...I'm tired of minority groups fighting each other. I think we can work better together. That's one thing I've discovered from Te Whāriki."**

Conscious Catalysts, Episode 3

# Kōrero Whakaaweawe | Cooper's Story

Self belief



Cooper Sides

**Pronouns:** They/ Them  
**Age/Tau:** 36  
**Whakapapa:** Pākehā  
**Community/Hāpori:** Rainbow

*"I'm Pākehā, sixth generation, so feel very connected with Aotearoa but am privileged to have done a lot of research about my whakapapa so feel grounded in other cultural connections."*

*"AllyShift was really cool... knowing that somewhere like Leadership Lab was proud of me... that I was asked to be on that panel for a reason...I have more motivation and realisation that I am a changemaker and I have got power."*

*"It's really encouraged me in what I know and built my self esteem up... that I know my shit. It's confirmed for me that I came into this programme and I'm now leaving with more knowledge and understanding on intersectionality than most."*

Acceptance

*"I've loved being in a space where I can use this language and people understand what I'm talking about."*

*"It feels almost like my haven... Sometimes it's my time to breathe."*



Connections

*"It's the only place I'm connected with where people actually want to do better in the world."*

*"It's given me some good friends and I hope the friendships stay."*

# Kōrero Whakaaweawe | Shiloh's Story



**Shiloh Sutherland**

**Pronouns:** She/ Her

**Age / Tau:** 31

**Whakapapa:** Ngati Kuri, Ngati Wairere, Scotland, Wales,

**Community / Hāpori:** Māori

*'I'm passionate about culture, mahi tika (social justice), feminism and equitable outcomes for my people through decolonisation. This is what led me to working in the community space.'*

**"I've enjoyed the get togethers and deep conversations... The relationships as a group grew over time. The rōpū felt safe and there was a permission to ask challenging questions and be open to share and grow together."**

Conscious Catalysts, Episode 1

Thinking of intersectionality you automatically think about your own identity and where it fits. For me, working in a Kaupapa Māori space means that I can be in a bit of a bubble surrounded by people who share my passions. Te Whāriki gave me the opportunity to hear broader perspectives, and alternative views from people who are passionate about their particular part of society.

The learning journey about intersectionality has helped me look outside of myself and take time to think about what's important through the lens of others. Reflecting on the experiences of my peers and their individual viewpoints has been the gold for me. How all of our individual stories can have moments of overlap and the positives that can come from the celebration of each other.

# Kōrero Whakaaweawe | Erica's Story



## Erica Austin

**Pronouns:** she/her

**Age/Tau:** 34

**Whakapapa:** Chinese

**Community/Hāpori:** Migrant, Neurodiverse

*"I'm a Chinese woman living with ADHD. I describe myself as a multipotentialite dancing in multiple spaces and contributing to a wide range of civic, creative, community and entrepreneurial initiatives in Ōtautahi and beyond."*

**"The thing that I love about Te Whāriki, and the reason the kupu was chosen for this learning experience... is the idea of us being able to understand and unpack our own whāriki within us, to reweave or to strengthen it, in order to collectively weave together a new whāriki."**

Conscious Catalysts, Episode 3

## Reflective Practice

*"Discovering more of my whakapapa has been interesting, and learning about links to other parts of the world. Really knowing your whakapapa and connecting to parts of your identity - there's a piece of your soul that needs that. Using these reflecting spaces to pause, reflect and celebrate who we are, and all the other strands we are involved"*

## Growth

*"I've enjoyed the intentionality of drawing from more indigenous knowledge, using the pōwhiri model to create an atea space to be more vulnerable. I'm learning so much in the Leadership Lab space and how to be a better Te Tiriti partner. I'm more committed to honouring Te Tiriti and taking action on this, and truly making processes more inclusive including front-loading whanaungatanga into all aspects of my life."*

## Leadership Identity

*"We've created a collective momentum for us to begin to have that systems change kōrero and I'm really excited that we're able to plug everyone in, including myself, to speak publicly on these important issues. Being able to have a confidence boost in my own leadership skills and give myself the opportunity to step up and into the opportunities that I create - acknowledging my own skills and offer these skills and experiences beyond the cohort and beyond the Leadership Lab."*

# Kōrero Whakaaweawe | Tyler's Story



## Tyler Ngātai

**Pronouns:** *he / him*

**Age/ Tau:** 34

**Whakapapa:** *Māori*

**Community/Hāpori:**

*Māori*

**“Being Māori is more than just a title or a piece of whakapapa - there’s a whole lot of unseen expectation that I also have to carry as well. That’s something that I’ve found through this journey, in being able to unpack who I am.”**

Conscious Catalysts, Episode 1

When we embarked on this journey, we had no idea of the depth and significance it would hold. Our initial aim was to address systemic issues, but we soon discovered a richer, more complex reality. It became apparent that the impacts of generational trauma, colonisation, and white privilege were deeply entwined with our experiences.

The work we were doing wasn't only affecting the participants but also inspiring others who faced similar intersectional challenges. The way in which we model systems change within our communities, within our work, has also helped others join a journey of navigating what that could look like and how to hold their lived experience in a position to inform how people work and how people co-exist.

This journey also led me to reflect on my own identity within these systems. I came to understand that being Māori is much more than a title or a piece of whakapapa. It involves navigating unseen expectations and deeper connections, something I've come to appreciate through this experience.

The impacts of generational trauma and colonisation have left deep scars, influencing how we navigate these systems today.. By confronting these legacies and addressing their effects, we work towards a more inclusive and equitable future for all in Aotearoa New Zealand.



# Kōrero Whakaaweawe | Judith's Story



**Judith Brouwer**

**Pronouns:** *She/ Her*

**Age / Tau:** *34*

**Whakapapa:** *Pākeha*

**Community / Hāpori:** *Care-Experienced*

*"I have a passion for shifting power to those who use systems, to make decisions, so that new systems that are beneficial for all."*

**"Connecting with other people who were on similar journeys was a wonderful experience to know we weren't alone in what we wanted to do, to shift the power to those who are using systems."**

## Past

*My main driver for joining Te Whāriki was to change systems for those who had similar experiences to mine. While being care experienced was my main identity going into this journey I have realised it is only a part of who I am.*

*I am care experienced but also a wahine, a mother, a graduate, and a social worker. All of this makes up who I am and how I show up in spaces as my true self. Te Whāriki was an amazing supportive environment where it felt safe, to be honest and share my true self.*

## Present

*Te Whāriki was a journey of changes. While I have seen some changes in myself through this journey, the greatest change I have seen is in those around me. By being open to others' experiences I can question those who are allowing systems to keep so many people oppressed.*

*Te Whāriki has opened my eyes to causes that I am not personally connected to. How can I show up as an ally and friend.*

## Future

*I hope to keep the friendships and connections I've made through Te Whāriki and keep the kaupapa going in my own life. Te Whāriki has opened my eyes to sharing experiences with my children. While we want to protect our children from the scary world I believe it is imperative to teach them, beyond what they experience in their own whare, whanau or hapori.*

*Mō tātou, ā, mō kā uri ā muri ake nei*

# Kōrero Whakaawewe | Atarau's Story



**Atarau Hamilton**

**Pronouns:** *He/ Him*

**Age / Tau:** 29

**Whakapapa:** *Māori*

**Community / Hāpori:** *Māori*

*Atarau has had a tuakana role in our Puāwai programme where he works with rangatahi Māori in the areas of identity, leadership skills and strengths and supports them to curate their own stories using digital media.*

**“I’ve really enjoyed it - I jump at every opportunity I can. “I saw this as another way to meet like minded people and combat against the issues we face every day. “It’s been awesome to receive some of the opportunities available through Te Whāriki”**

This journey has been transformational in the way I now think about the different relationships our identities have to Te Tiriti o Waitangi. Looking at the how some parts of our identity require more understanding, in turn seeing ourselves within a single context can actually limit us from realising how we can advocate for communities through this foundational identity document.

I’m a strong believer in shared experiences that build a consciousness which can traverse appearances. I made friends on a level I didn’t understand at first, now recognising I connect because we are similar in one aspect and that is enough. Te Whāriki showed me the parts I was sometimes missing.



## Wikitoria Kurene

**Pronouns:** She/her

**Age/ Tau:** 31

**Whakapapa:** Māori, Samoan, Ghanaian, Irish

**Community/ Hāpori:** Māori, Pasifika - Indigenous, Hauora & wellbeing

*"I am an indigenous wāhine who is on a journey to self and discovery of the multiverse I get to navigate as an intersectional leader.*

*Passionate about people and why we do the things we do. It gives me opportunities to wear many different hats in my communities and serve where I can. I advocate for change, equitable and safe healthcare, and try to connect people in with places and faces to build leadership skills and confidence to lead themselves and communities."*

## Kōrero Whakaaweawe | Wiki's Story

*He Kakano Ahau...I am the Seed! When we allow ourselves to be watered, nurtured and open to other rays of light, we allow ourselves to grow, learn, realign and keep growing. Te Whāriki and those who have been apart of the journey have been the never ending well of water and rays of light that have challenged me, nourished me, encouraged and supported me.*

*When I initially applied to be apart of this journey, I thought of all the systems I wanted to influence and change, the projects I'd be interested in planning and implementing and so forth, if anything, this journey has been a systems change of self! "...systems change within myself is looking inside and seeing actually how can I use my experiences to recognise that, yes, that experience was painful at some point but actually this can be used as a way to influence change for good..." (Conscious Catalysts, Episode 5)*

*Just like the seedling, the environment plays a vital part in the way it grows and is nourished. Creating an environment that felt safe - culturally, physically, emotionally, mentally and spiritually was important for me to feel seen, heard and okay to be vulnerable. Overtime as we explored our identity our intersections, and where these intersections may crossover, I felt the environment naturally shift into these spaces of safety. If we needed to pause, challenge and discuss, we could in ways that helped us move forward, or reflect on the intersection we were at, and that maybe it was best to park that, and come back to it at a later time.*

*"Our space at Te Whāriki - it was a space where we could be ok with the uncomfortable and be able to challenge one another in our different ways of thinking and ways of learning. It was also acknowledging that we don't know everything and there's still so much more to learn and understand about other people, and time allows us to do that. We move through life so quickly sometimes, but being able to pause and take time to reflect and think about these things is so important to help recognise where we've come from and where we are, and where we can move forward."*  
(Conscious Catalysts, Episode 5)

*I love calling it a journey because although there was a start and finish for the program, the learning and connecting never stops. The constant nourishment and learning is required to enable us to influence change within, and without. 'Ko te pae tawhiti, whāia kia tata. Ko te pae tata, whakamua kia tina - Seek out distant horizons, and cherish those you attain.' This chapter in this learning journey comes to a close, however, new opportunities are emerging for this roopu, which is super exciting!*

# Kōrero Whakaaweawe | Kath's Story



**Kath Harrison**

**Pronouns:** she/her/ia

**Age/Tau:** 45

**Whakapapa:** Tangata Tiriti, Celtic

**Community/Hāpori:** Mental health

*"I am a pansexual woman in a long-term hetero relationship, with lived experience of complex trauma and mental illness. I'm an English-speaking migrant who's passionate about indigenous rights and wholeheartedly embraces the responsibilities that come with the privilege of being Tangata Tiriti."*

## Connection

*"One of the most impactful parts of the journey with Te Whāriki for me has been the relationships. I knew some of te rōpū beforehand, but not super well, and others not at all. The depth of connection we were able to create in such a short timeframe has been so powerful. I feel like I've got allies for life now. It's so comforting to know you have like-minded people who get the kaupapa and understand the struggle and appreciate all the intersectional layers of me."*

## Clarity

*"The learning and reflection I've been able to do along the way has helped me get really clear on who I am, what I bring, and how I can step into being an intersectional leader. I think before Te Whāriki I had a general idea, and heaps of passion and purpose, but now I've kinda got a roadmap and a bit of a vision for the role I want to play in systems change. I actually felt a bit uncomfortable at the beginning of the process, like imposter syndrome - how am I an intersectional leader. But now I know I am."*

**"It's conversations like this where we step back for a minute and critique and try to create ripples of change."**

Conscious Catalysts podcast, Episode 2

## Courage

*"I'd never spoken publicly about my intersectional identities before going on this journey. I'm a tertiary educator so kinda used to public speaking, but never about myself. Te Whāriki has given me opportunities and courage to use my intersectional lived experience as a force for systems change, and to offer my learned experience to promote allyship. I've always championed the voice of lived experience as an ally, but now I recognise that I have a story to tell too."*

*Ehara taku toa i te toa takitahi, he toa takitini*

*Our strength is not as individuals,  
but as a collective*

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