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
YOUR TEAM LEADER

Connecting your Students from the “Space In-Between”