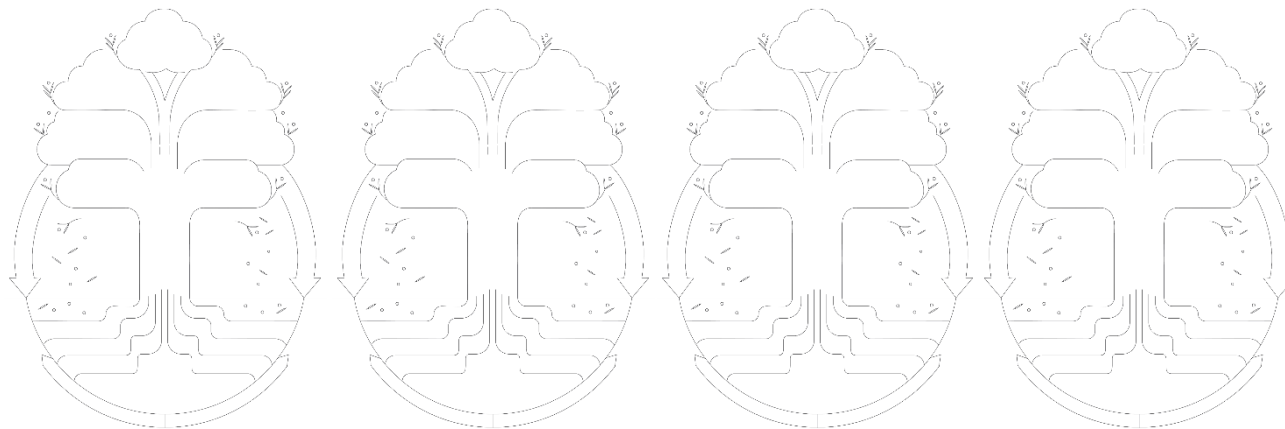


Te Tōtara ā tātou

Our Te Tōtara Team Exercises



November 2022

Overview

These team exercises have been created to help introduce Te Tōtara to your team.

Using Te Tōtara might be different than your current process for growing people's capabilities or identifying learning and development. Changing to a new process can be daunting for everyone involved. So, take it easy and decide what works for you and your team.

The big picture is for people to grow their own capabilities to keep up with customer demand, changing technology and collective team capability and culture. Te Tōtara shows what those capabilities could look like and prompts you to think which areas you could change/improve in and where you could share your learning with others.

Start slow, select a couple of capabilities to focus on first, before diving in boots and all.

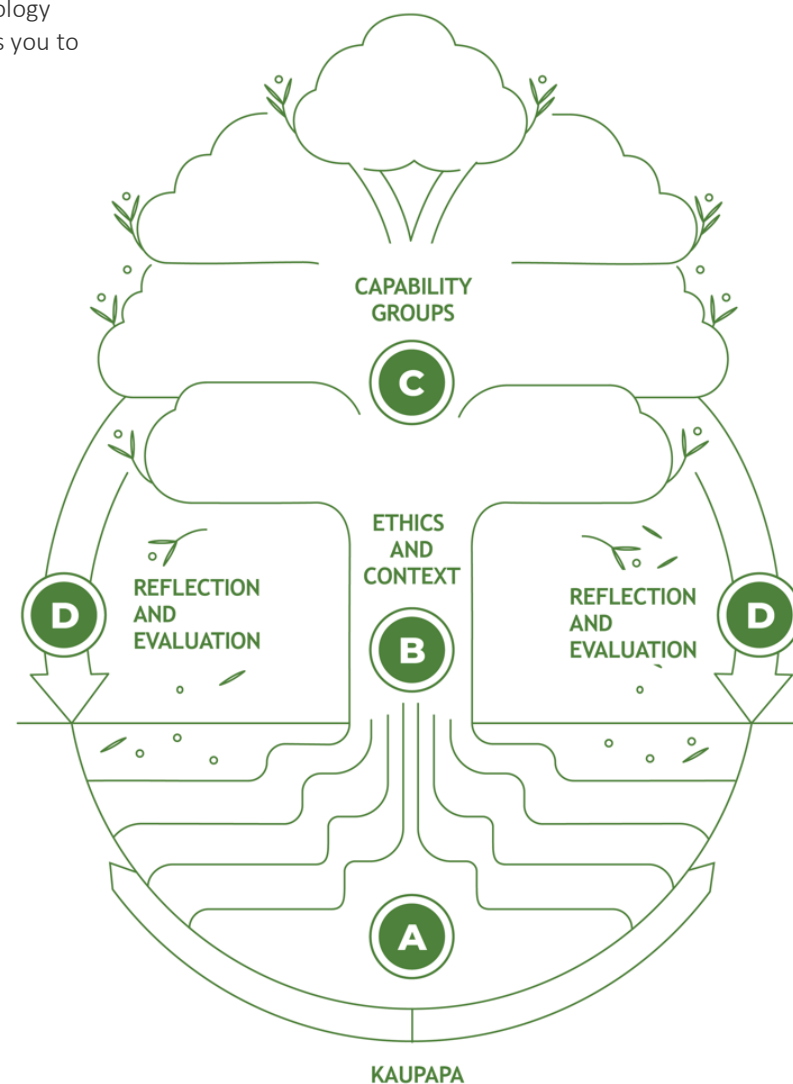
Four team exercises

Just like the forest, teams work best as an organic ecosystem where everyone has responsibility for contributing.

These exercises are designed to help introduce the model of Te Tōtara, hui together to get clarity around your collective values and principles, kōrero around your context, share your whakaaro about the capabilities within your team, and support each other when evaluating your mahi.

Facilitated by your leadership team, the team exercises introduce each part of Te Tōtara:

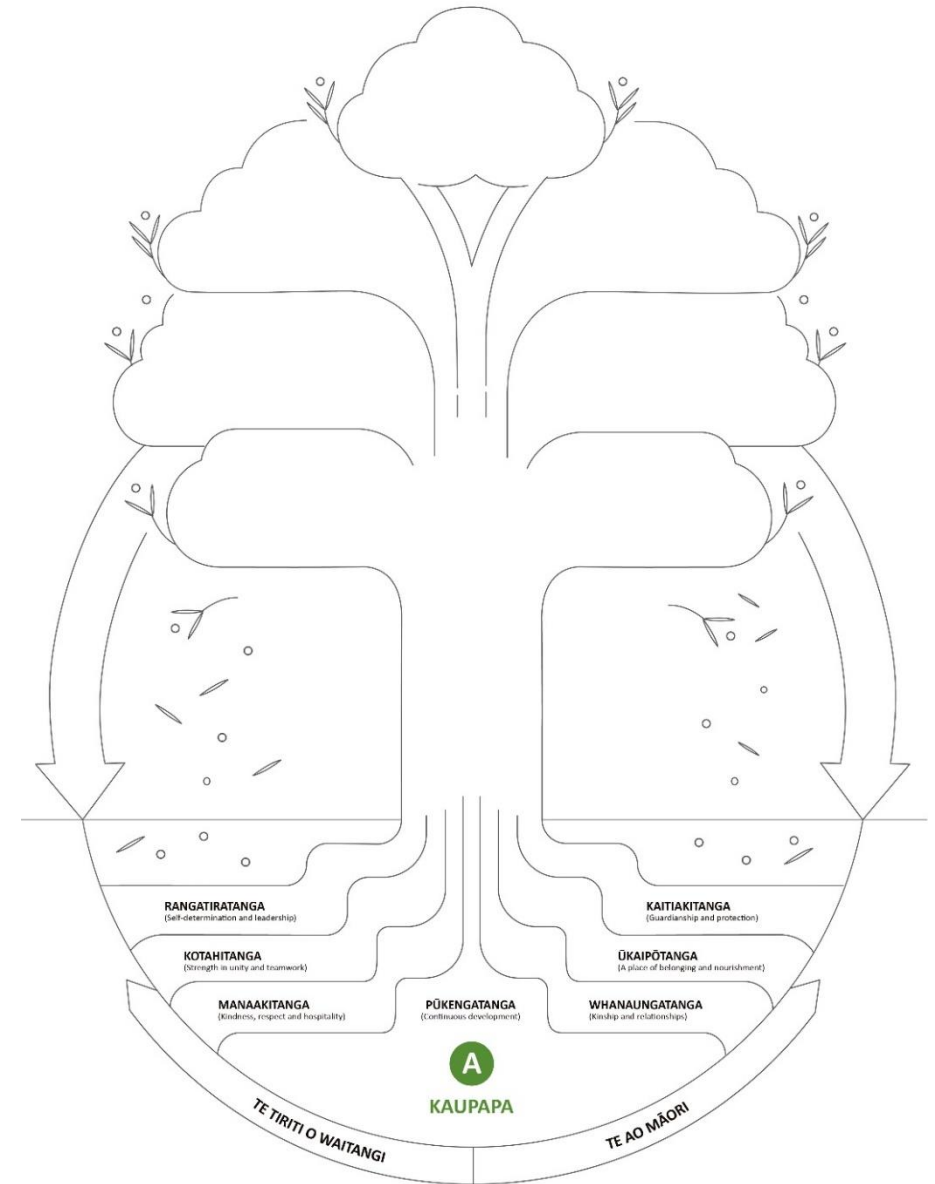
- A** Ngā paiaka – the roots containing the kaupapa
- B** Te tīwai – the trunk containing ethics and context
- C** Ngā rūhā – the branches containing capability groups
- D** Te rau hinga – the fallen leaves containing reflection and evaluation



A. Ngā paiaka | The roots

Kaupapa as a strong foundation

Guiding us from the roots to the tips of the branches



He tina ki runga, he tāmōre ki raro

In order to flourish above, one must have strong roots below

Team Exercise A: Agreeing on our foundation

Purpose

- Get clarity on the collective values (our kaupapa, how we respect te ao Māori and how we honour Tiriti obligations) and what these mean for the team and the organisation
- Get input from the team to help everyone engage with the values
- Strengthen team by supporting each other with the learnings that some values might trigger in people

Leadership team preparation

Take stock and discuss the current situation:

- What are our current values? Do they match with the kaupapa?
- What is our team's current level of knowledge around Te Tiriti and Te ao Māori and what is the gap we need to bridge as an organisation?
- What do we think our team needs now to collaborate on these principles?
- Who else needs to be involved in that kōrero?

Format

Depending on your team, this exercise will have different formats. There are two ends of the scale, with many variations in between:

1. **You have a diverse team who all support the values and principles you have in place (that are similar to the kaupapa in Te Tōtara), and you feel you are honouring Te Tiriti in all levels of your organisation.**
In this case, as a team, agree and adapt Te Tōtara with your kaupapa, values, principles and descriptions. Reaffirm your foundation and its role in the learning and development lifecycle.
2. **You are missing diversity in your team/organisation, have no relevant values/principles in place, and are not sure where to start of your journey to honour Te Tiriti within your organisation.**
In this case, engage with a Māori advisor about the best approach to learn more about Te Tiriti, Te ao Māori and how to become a better Tiriti partner. Talk to the Organisational Development or HR department about any existing material or approaches. Organise a series of sessions to start the process with the whole team to increase knowledge, understanding, respect and application of the kaupapa in your organisation.

Some suggestions for formats could be:

- **Team Day** around te ao Māori, creating a mix of practical learning as well as group kōrero around what these principles mean for us at mahi and at home.
- **Follow-up Hui**, discussing about 3-4 kaupapa at a time and recording 'what does this look like within our organisation', 'what will we action to embed these principles' and 'what will we agree to keep ourselves accountable'?
- **Ongoing Tiriti, Te ao Māori and tikanga development** that is meaningful for your organisation, local community and wider sector.
- **Interactive visibility** can be having your principles printed out and visible around the library, or having a "Ka pai!" whiteboard or Teams board where everyone can share and celebrate recent examples of actions within the library that showcase one of the values.

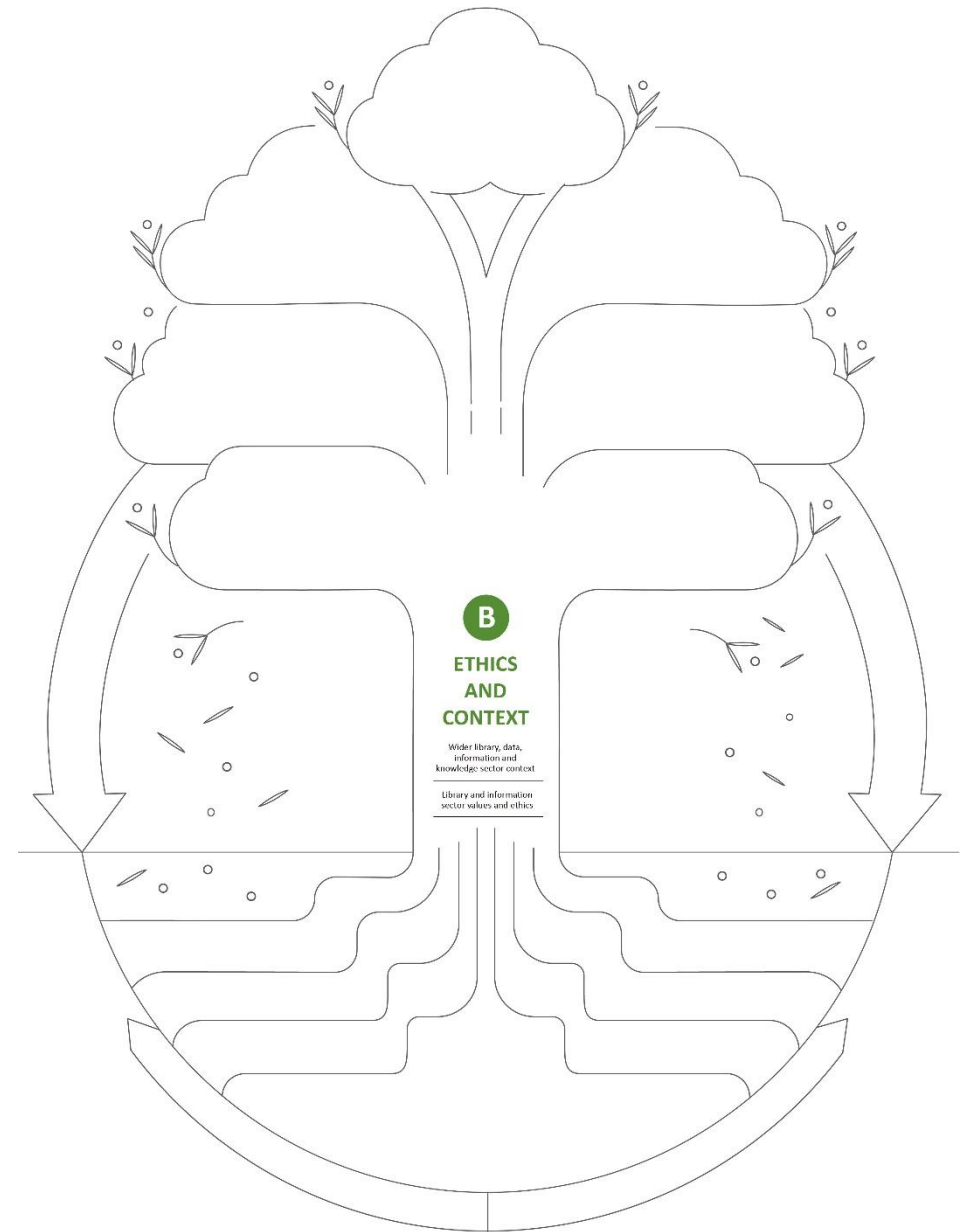
B. Te tīwai | The trunk

Context for structure

Standing united will help us work together as a strong team

He tōtara wahi rua he kai na te ahi

A totara split in two is food for the fire



Team Exercise B: Building on our sector and organisational responsibilities

Purpose

- Help the team refresh/refocus on the bigger organisational picture and the library's wider responsibilities to stakeholders
- Understand the direction of the library, to ensure staff learning and development aligns with that direction as well as personal growth

Leadership team preparation

Take stock and discuss the current situation:

- What is our team's current level of knowledge around librarianship and sector context, and our team's willingness to learn more about pressing industry issues?
- What are our current responsibilities towards our wider organisation/management? Is there a wider strategy or long-term plan you need to work towards?
- Who are all our stakeholders, what's going on for them at the moment, and which relationships are most important at the moment?
- What does our team needs now to collaborate around this context? Do they know the library strategy or direction? Which elements are not understood well?
- Who else needs to be involved in the kōrero?

Format

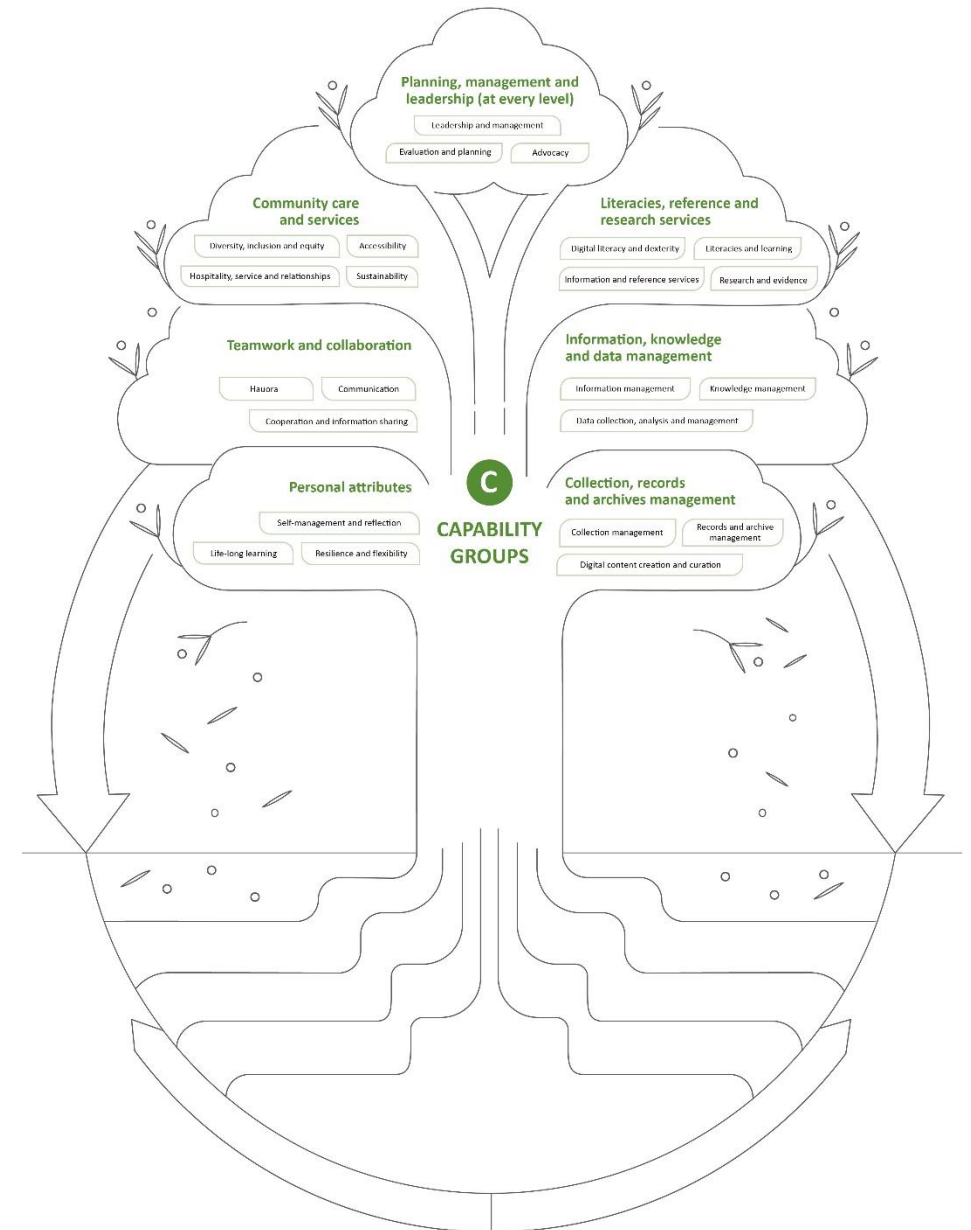
Whole team hui, facilitated by the leadership team.

Short introduction on purpose of the day	To get clarity on library direction and responsibilities towards stakeholders
Group kōrero	• Who are our stakeholders? (Note all stakeholders on a whiteboard/flip chart paper, with space around each group) • What major responsibilities do we have to each of these groups? (Eg, uphold ethical standards towards the sector, achieve KPIs in Council long-term plan)
Create small groups, one for each stakeholder group Ask the question:	• Imagine you are this stakeholder and think about what impact/value this stakeholder expects from our library. • Take 20 minutes to discuss/record the major impacts/values • Report back to the group.
Summarise insights from each of the stakeholder groups	Can you put it in one sentence? "Besides being a good library and providing accessible library services, we are here to [A, B, and C]"
Share direction	Share the high-level direction for the library for the 3/ 6/12 months, and summarise in 3-5 areas to focus on. Does this align with the team's insights?
Share outcomes of the hui with staff	Email outcomes and ensure your discussed 'context and ethics' are visible within the library offices so any casuals or new staff are also aware "this is why we are here and these are our responsibilities".

C. Ngā rūhā | The branches

Seven capability groups to nurture

Guided by the kaupapa and context, each person's capabilities grow at their own rate, and some capabilities can differ depending on functions and environment



Ahakoia he aha te rākau, he hua kei roto

No matter what the species of tree, they all bear fruit

Team Exercise C: Cultivating our capabilities

Purpose

- Create understanding around the capability framework in a group situation, prior to doing individual self-assessment
- Overcome negative mindset, by creating a positive experience that could result in a better way of doing things within a team.

Leadership team preparation

Take stock and discuss the current situation:

- In Te Tōtara, look at most straight-forward capabilities that can apply to a team context, for example:
 - Hospitality, service and relationships
 - Communication
 - Cooperation and information sharing
 - Advocacy
- Select the capability where your team excels in at the moment (you want to start with a positive session before moving to a more challenging topic in the next 3/6/12 months)

Format

Whole team hui or specific team hui (eg, Programmes), facilitated by the leadership team or the team leader:

Short introduction on purpose of the day	• To create understanding around the capability framework as a group, prior to doing individual self-assessment
Give each team member a print-out of the next 2 pages (or create one for a different capability by taking a screenshot of that capability in the main Te Tōtara document)	• Follow the instructions on the worksheet: ○ Take 10 minutes to read through the capability and its descriptions ○ Write down any thoughts about what else the capability means within your team or organisation ○ Share your thoughts with the team and agree on a few major points to add to the capability description. ○ When everyone is clear on what this capability looks like within your team/organisation, take 15 mins to reflect on the team's capability level, strength and work in progress area ○ Share your thoughts with your team. ○ Agree on a major strength and a major 'work in progress' area that you would like to address as a team.
Set a goal and agree on accountability	Set a goal for a strength and a work in progress area (either in this session or a following session, if people need time to process). What will you agree on to keep accountable?
Share outcomes of the hui with staff	Share any outcomes, make your goal visible, and book a 'progress check in' for this capability and any goals set. Once a quarter, share these goals in an all-team hui to encourage others.

Cultivating our capabilities

Take 10 minutes to read through the capability and its descriptions below.

Hospitality, service and relationships

Ability to be responsive to community needs and requests, communicate kindly and build wider community relationships that extend beyond the transactional.

	Mōhio	Mārama	Mātau
1. Hospitality and customer service	☐ Focusing on providing a positive customer experience for all, showing hospitality, respect, courtesy and fairness and providing professional and efficient customer service in appropriate style and language	☐ Monitoring customer service requirements using customer feedback, data and information to evaluate and improve customer service delivery	☐ Ensuring systems, processes, and programmes respond to customer needs and managing cross-sector alliances to share ideas on improving service delivery and relationship building
2. Queries and issues	☐ Identifying and responding quickly to customer needs, including resolving queries, complaints and complex issues (eg, dealing with challenging behaviour)	☐ Helping others prepare for complex customer issues and needs, and offering support to help de-escalate challenging behaviour or to improve outcomes for customers and the teams	☐ Liaising with senior stakeholders to find new ideas and innovative approaches on key issues and ensuring policies are in place and training is available for dealing with complex customer issues, needs and behaviours
3. Relationships	☐ Engaging and collaborating successfully with Māori and Pacific patrons, colleagues, families and communities (as well as other cultures prevalent in the community) demonstrating respect and reciprocity	☐ Nurturing respectful and reciprocal relationships and partnerships, and supporting colleagues to strengthen their abilities to build and establish collaborative and respectful relationships	☐ Prioritising resources and support for colleagues to spend time 'in the field' to strengthen their abilities to build and establish collaborative, respectful and reciprocal relationships with Māori, Pacific and other patrons, colleagues, families and communities

Write down any thoughts about what else the above capability means within your team or organisation (For example, what does this look like for us, that isn't covered in the descriptions above?)

Share your thoughts with the team and agree on a few major points that should be added to the above description.

When everyone is clear on what this capability looks like within your team/organisation, take 15 mins to reflect on:

- where you think your team’s capability level is at (tick a button on the capability scale below)
- your team’s strengths and work in progress areas (write 1 thing in each box below)
- what you can do to help further grow in this area as a team.

Kōrero*		Mōhio		Mārama		Mātau	
Discussion (foundational)		Knowledge (comfortable)		Understanding (confident)		Wisdom (capable)	
☐	☐	☐	☐	☐	☐	☐	☐

Hospitality, service and relationships

 In this area, our team’s greatest strength is: 	 Our collective ‘work in progress’ in this area (to develop more strength in) is to:
 How can we use the above strength better? 	 What other reflections are useful for our team in this area?

Share your thoughts with your team.

Agree on a one major strength and one major ‘work in progress’ area that you would like to address as a team.

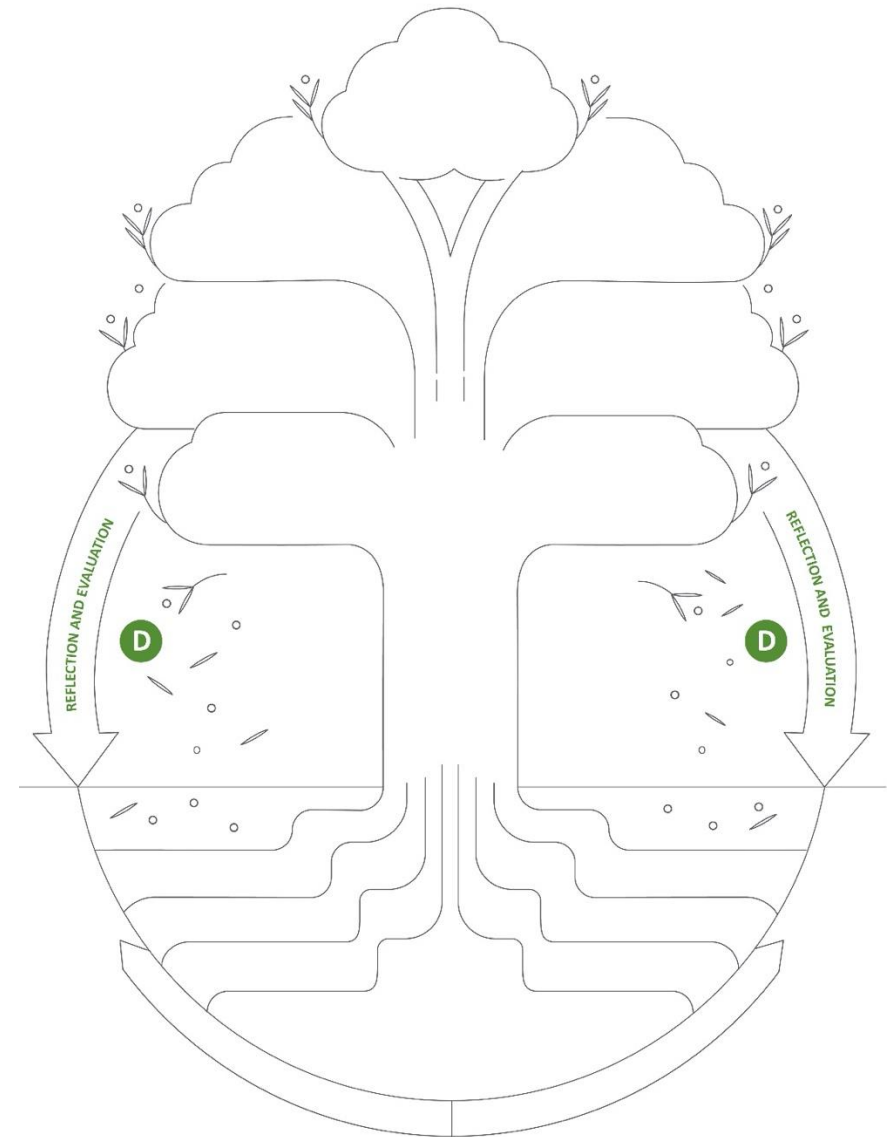
Set a goal for each (either in this session or a following session, if people need time to process).

What will you agree on to keep accountable?

D. Te rau hinga | The fallen leaves

Reflection and evaluation

Insights feed back into the roots and land, strengthening values and supporting nourishment and growth around us



Mai i te kōpae ki te urupa, tātou ako tonu ai

From the cradle to the grave, we are forever learning

Team Exercise D: Debrief for development

Purpose

- Support the team to take positive next steps around learning and development at work
- Understand what learning and development means within the team, and what is available
- Talk about potential blockers to development and how to overcome them

Leadership team preparation

Take stock and discuss the current situation:

- How keen are people about learning and development? Do they have dedicated time and budget for learning, and do they know they have permission to learn?
- What type of learning and development is available to our organisation (internal, external, funded, free etc)?
- What other personal development plans are in place and how will you use these with Te Tōtara?
- Do your staff need help with setting solid goals?
- Who else needs to be involved in the kōrero (eg, HR/OD/LD representative?)

Format

Whole team hui, facilitated by the leadership team.

Short introduction on purpose of the day	• To get clarity on what learning and development means, and what next steps we can take to grow our skills
Group kōrero	• What type of learning and development opportunities are you aware of? (Ensure that professional develop is also included, like networking) • What type of learning would help you the most at the moment? Is it available? • What are some blockers that could stop you from learning and development? (Include a fixed mindset) • What could we do to tackle some of these blockers?
Share Taku Tōtara worksheet with staff	Briefly explain how to complete it (follow instructions on the worksheet and chat with your team leader) If leadership want to put more emphasis on the principle values, ask staff to set a goal to: ○ develop in 1 of the kaupapa/principle areas ○ develop in 1 of the capability areas ○ share their skills with other team members in 1 of all the kaupapa/capability areas.
Share outcomes of the hui with staff	Share outcomes of the hui with staff and set up a time to kōrero with each staff member about their learning and development action plan.