

FORGE INSIGHT 003

Building What Matters

A perspective on strategy, commercial value and organisational conditions for Māori and iwi leaders.



Document Classification

PUBLIC

Prepared for Māori and iwi leaders navigating strategy, investment, organisational development and long-term value creation. Offered to prompt kōrero, not to prescribe an approach. This is not a strategy, a proposal, a capability statement, or a piece of marketing collateral.

Strategy rarely begins with a blank page.

Every organisation carries conditions into the decisions it makes. What it holds. How it is constituted. What it is responsible for. Who it is connected to. Those conditions shape the choices available to its leaders, long before any strategy is written down.

This Insight draws on ten Māori and iwi-led organisations — different in scale, structure, settlement history and commercial philosophy.

The differences are not something to smooth over. They are what make the comparison useful.

There is no single model to extract from them.

Forge's question begins somewhere else: what organisational conditions allow purpose to be carried?

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Strategy does not begin with a blank page.

Across the organisations examined, strategic choices appear to be shaped by materially different starting conditions. Looking across that comparison, four conditions recur.

What it holds	Whenua, capital, assets
How it is constituted	Legal form, governance, commercial structure
What it is responsible for	Purpose, people, future generations
The environment it operates in	History, geography, relationships

The strategic environment

Eight conditions form the environment within which an organisation operates. Strategy is shaped by these conditions, not created apart from them.



STRATEGIC CHOICES

I — THE STRATEGIC ENVIRONMENT

Every strategy begins somewhere.



Purpose needs somewhere to live.

Understanding the strategic environment is only one part of the challenge.

Strategy also has to be carried. It has to survive decisions, investment, changing circumstances, organisational constraints and the demands of implementation.

That raises a different question: what organisational conditions allow purpose to become lasting value?

What conditions must exist for our purpose to become lasting value?

Forge's perspective begins where the evidence runs out.

DECISION-MAKING GOVERNANCE CAPABILITY LEADERSHIP INVESTMENT
PARTNERSHIPS READINESS MEASUREMENT

Purpose needs somewhere to live.



WHAT THIS DOCUMENT IS

A Forge perspective on the strategic environments in which Māori and iwi leaders pursue purpose, commercial value and long-term outcomes.

WHAT IT IS NOT

A definition of Māori strategy. A model for iwi organisations. A substitute for iwi knowledge or authority. A cultural assessment. A prescription. A proposal for services.

WHERE IT SITS

Part of the Forge Insight series, beneath the Forge Philosophy and the Forge Model.

*What are we building that will still
matter when we are no longer here?*



F ABOUT FORGE

Forge helps organisations understand what their environments are already producing before intentionally designing the conditions for better performance.

OBSERVE → DIAGNOSE → DEVELOP → MEASURE → SUSTAIN

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