

REPORT 7

# PERSONAS AND PATHWAYS

**Mapping pathways** from **current realities** to  
the Future of Work

An Initiative of Alo Vaka:  
The Auckland Pacific Skills Shift

**MARCH 2022**



# MATANGI FOU

A **thriving local economy** supported by  
a **thriving Pacific community**



## Acknowledgement

We wish to acknowledge and thank those who participated in a representative cohort that was convened to provide insights for the current reality analysis. We are grateful for their time and valuable knowledge for contributing to the development of this report.



### **The Cause Collective**

The Cause Collective is a community organisation that aims to create the conditions for communities to thrive from this generation to the next. The organisation is focused on transforming the way in which community and public services are experienced by individuals, families and whole communities.

As a population-focused organisation, TCC has a particular interest in Pacific peoples across Aotearoa, underserved and South Auckland communities. The organisation works upstream to address the causes of complex problems and further downstream to strengthen prevention systems. This is achieved by delivering end-to-end services to communities, clinical and provider networks and to delivery partners.

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# MATANGI FOU

Matangi Fou is the name of an initiative that partners Pacific communities and business leaders with The Cause Collective, to deliver a set of breakthrough initiatives to support the Future of Work. These initiatives aim to create conditions for transformation in the labour market for Pacific workers and their families. The initiatives have a focus on Pacific peoples who live in South Auckland but are designed for scale with communities facing similar challenges.

The shared goal we are working towards is that the Pacific workforce actively participates in quality employment opportunities in new and emergent industries. Transformation looks like a thriving local economy supported by a thriving Pacific community.

## **Note on terminology used in this report**

For the purposes of Matangi Fou, the terms **Future of Work** and **jobs of the future** are used interchangeably to describe employment opportunities in new and emergent industries. The terms also refer to the reconfiguration of existing industries which will need to respond to demographic shifts, globalisation, COVID-19, climate change and technology advancement. These terms consider that some jobs and industries will cease to exist if they are unable to adapt to labour market conditions.

The background is a solid dark purple color. It features a large, faint, light purple circle in the center. At the top and bottom, there are decorative horizontal bands with repeating geometric patterns. The top band consists of a row of squares, followed by a row of triangles and arrows, and another row of squares. The bottom band is a mirror image of the top. In the top-right and bottom-left corners, there are diagonal white bands with a repeating geometric pattern.

**Mapping pathways** from **current realities**  
to the **Future of Work.**

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## About this Report

This report is an amalgamation of the information gathered in the Matangi Fou report series which has been used to create a set of personas that bring to life pathways to the Future of Work for Pacific communities. Through the Pele family characters, the report explores the mindsets which underpin decision making for Pacific communities about their career aspirations. The report creates pathways from each of the character's current reality to their desired future state. These pathways provide examples of what the Future of Work could look like for Pacific families in the short to medium term and are aligned to the Matangi Fou Our Future Now report.

## Methods used

The fieldwork was analysed and hypotheses were formed to create fictional characters or 'personas' which is a tool used in design thinking. The character mindsets were tested using scenarios from the surface-level challenges outlined in the Matangi Fou Current Reality Analysis report.

The fieldwork used to create the personas was completed by The Cause Collective in 2021 and included a survey of 100 households. Participant interviews and focus groups were also held for insight gathering purposes and have been incorporated into the development of the personas. The future reality analysis completed as part of the Matangi Fou Our Future Now report provides the basis for the design of pathways to the Future of Work for the characters.

## Limitations

Personas are a useful tool to help understand a broad range of perspectives and characteristics within the target audience. However, it is recognised that personas have limitations, including that they are based on creating a fictional character or stereotype to represent the key themes derived from the data. Using current reality data is one way to mitigate this constraint.

## Take-home messages for policy makers, designers and deliverers

- There are six predominant mindsets that feature across the analysis for Pacific workers and their families with the fear and hesitancy mindsets being the most prevalent. Targeted interventions for the Future of Work need to consider how they address the fear and hesitancy mindsets to remove barriers to Pacific people's participation in those initiatives.
- Pacific people's decision making about their career pathways is heavily influenced by the opinions and perspectives of their family, their support networks and by community and cultural obligations. The approach to supporting Pacific workers to shift into new and emergent industries will benefit greatly from including their family, and by reinforcing key messages through Pacific community networks.
- The social and cultural capital that Pacific workers bring into the workplace is not utilised. Organisations can harness the latent talent and skills of their Pacific workers to create win-win scenarios for their workplace and for their workers.
- Without customised pathways from current realities to career aspirations, it will remain difficult for Pacific workers to navigate the various complex systems they interact with to pursue jobs of the future. This is particularly in new and emergent industries. Technology will be a prerequisite to 'connecting the dots' for school leavers, job seekers and budding entrepreneurs. Effective community engagement and awareness raising activities among Pacific families and communities will also be important, to help Pacific peoples navigate the Future of Work confidently.

## Introduction

It is projected that Pacific peoples will make up one third of the Auckland workforce by 2026. Understanding what influences Pacific people's decisions about their career aspirations is important to ensure Pacific communities are included in the formation of the Future of Work for the Auckland region.

In design thinking, mindsets and personas are tools used to ensure that end-user expectations, preferences and behaviours are incorporated early in the design process. This report provides an overview of five key personas which have been derived from fieldwork undertaken by The Cause Collective as part of the Matangi Fou report series. The personas are then used to create pathways from the current realities experienced by the fictitious characters to their future reality.

## The process

The fieldwork completed for the Matangi Fou report series was analysed and synthesised to identify patterns of behaviour and the underlying attitudes, values, beliefs and preferences of Pacific communities and business leaders. From the analysis, hypotheses were formed which were used to create fictional characters from the fieldwork. These characters were tested using scenarios that were derived using the surface-level challenges outlined in the Current Reality Analysis report. A further iteration was completed using a rubric from the Future Reality Analysis to create pathways from the persona's current reality to their career aspirations.

## Mindsets

Mindsets help us to understand how people perceive the world around them. This is informed by their lived experience, beliefs and perceptions they hold about a particular system, relationship or interaction. This is important because mindsets help us to understand the thought process that people will likely apply to plan their future actions - such as their career. In the Matangi Fou report series, six predominant mindsets have surfaced from the analysis which are summarised below:

<b>Optimist mindset</b>	Excited about the opportunities the future will bring and are highly motivated to be part of the Future of Work.
<b>Entrepreneurial mindset</b>	Resourceful and able to make the most of opportunities when they are presented. Overcomes setbacks quickly and sees them as an opportunity to learn new skills and solve problems.
<b>Survivor mindset</b>	Is not concerned about the jobs of the future because their focus is on the present and meeting the unmet needs of their family.
<b>Apathetic mindset</b>	Not interested in the jobs of the future because they don't understand how they relate to their current reality and it seems to be 'out of reach' for them.
<b>Fearful mindset</b>	Is uncertain about what the future holds and what the implications might be on their ability to fulfil their roles and duties as members of their family, church and community.
<b>Hesitancy mindset</b>	Interested in the Future of Work but lacks the confidence and self-belief to pursue their passion or a career in a new and emergent industry.



## Personas

Personas are fictional characters based on the lived experience and insights gathered from fieldwork. A persona is a useful tool to understand the patterns of behaviour, key influencers and to build empathy with end-users.

This tool helps decision makers to understand what their end-users need, what they value and how best to engage with them. There are five key personas that we have identified that demonstrate the predominant mindsets in action. These personas represent our target audience and what must be considered when designing pathways to the Future of Work.

### Diagram one: the persona creation process.



Source: The Cause Collective, 2021.

## Meet the Pele family

The Pele family comprises a set of fictional characters who represent a 'typical' Pacific family living in South Auckland. We know the family is 'typical' because of the six years of data collection and mental mileage The Cause Collective team has completed across the One Love neighbourhood initiative in South Auckland. The personas represent five key characters of the Pele family:

Ina (daughter) – school leaver

Niko (son) – recently unemployed

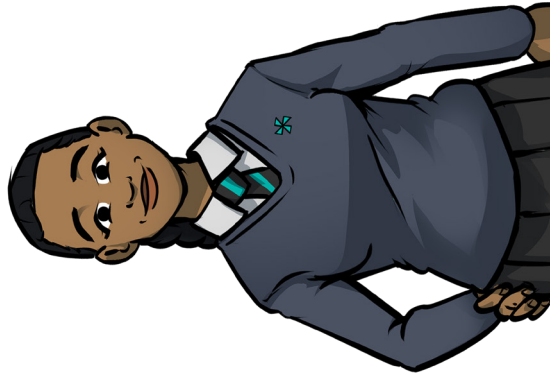
Mele (Niko's partner) – entrepreneur

Alani (father) – employed (worker)

Naima (daughter) – employed (manager)



**From left to right:** Naima, Ina, Alani, Niko, Mele



## INA PELE

Age: **18**

Profession:

**Year 13 student**

Passion:

**Design, technology and storytelling**

Ina is getting ready to leave school and she is excited about her future. She comes from a family with a lot of love and support, but they do not have a lot of money to go around. Ina is the second youngest of the four siblings in her family.

Ina has been volunteering for her church helping with digital literacy, especially since many of the church services have moved to an online format. Ina has created a series of digital stories about Pacific superheroes which has gained a lot of traction with other South Auckland youth. This has been good for Ina's confidence because she is anxious about showing her talent to others. Even though her friends tell her she has a real gift, Ina doesn't know any other Pacific animators and wonders if she's got what it takes to make it in animation.

Ina has enrolled to study animation but has no idea what type of jobs might be available for her in the future. It is a big sacrifice for Ina's family to allow her to study with their financial situation. Ina's dad wants her to go and get a job because he is worried that he might get laid off as some of his co-workers have lost their jobs. This has caused a lot of stress in the family, especially with Ina's older brother recently becoming unemployed.

### **Aspirations**

- To work for a leading animation studio in Aotearoa
- To be able to help her parents financially

### **Values**

- Family
- The voluntary work she does for her church
- Give back to her community

### **Mindsets**

- Survival
- Fearful
- Optimist
- Hesitancy

### **Power dynamics**

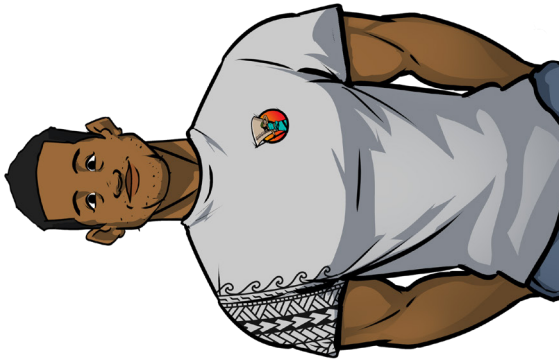
- Decision making on career aspirations is influenced by parents

### **Needs**

- Immediate income to help support family
- Help to explain to her parents' what animation is all about
- Information to help her make decisions now about what the jobs of the future might be for her chosen field
- Introduction into the industry
- Business skills and coaching

### **Behaviours**

- Ambitious
- Conscientious
- Creative
- Worried
- Fearful



## NIKO PELE

Age: **25**

Profession:

**Recently unemployed**

Passion:

**Anything using his hands,  
outdoor work**

Niko left school just before his seventeenth birthday as he decided formal education wasn't for him. He wasn't sure what he was going to do but his mother asked him to start mowing lawns for some of the church elders and Niko found he really liked the outdoors work. Soon he started working on their gardens and then fixing things around their properties that were broken. Niko's father began talking to him about some of the work his grandfather used to do back in the islands, working in the plantation and some of the traditional knowledge used for planting. This started Niko on his own learning journey about Pacific landscape and design.

Niko decided to apply for a landscaping job and was excited to get the call that he was the successful candidate. Niko started at the bottom as a labourer, but because he had such a good work ethic, it wasn't long before his boss Terry promoted him into more senior roles. Soon he became Terry's right hand. Prior to COVID-19, the business picked up a big contract to landscape a housing development. Niko spoke to Terry about creating a new offering in the business to bring some of his Pacific design concepts into the housing development which Terry thought was a great idea.

COVID-19 hit the business hard and the housing development Terry was counting on fell through. Terry made the decision to close the business down and take an early retirement. Niko was devastated to have lost his job and is feeling quite anxious about the future. As Niko has no formal qualification he is apprehensive to apply for jobs. Niko can no longer see how his dream of becoming a Pacific landscape designer will eventuate. Niko's father has told him he can get him a job at the factory he's working in. Niko's partner Mele is pregnant so he needs to get a job before the new baby arrives, but the thought of working indoors all day is making Niko depressed.

Niko plays an important role in helping his family out financially. It is also playing on his mind that he is not able to contribute financially to the family.

### Aspirations

- To specialise in Pacific and indigenous landscape design

### Values

- Family
- A good work ethic
- Traditional knowledge

### Mindsets

- Apathetic
- Fearful
- Survival
- Hesitancy

### Needs

- Immediate income to support his pregnant partner and his family
- A pathway to qualification
- A pathway to fulfil his dream in an emergent field

### Behaviours

- Conscientious
- Fearful
- Worried
- Apprehensive

### Power dynamics

- Decision making is influenced by role in the family dynamic
- COVID-19 impact's influence decision making about career pathways



## MELE

Age: **24**

Profession:  
**Mum**

Passion:  
**Helping people**

Mele used to work in the kitchen at a local café and she loved it. The hours were difficult sometimes with the early starts and managing the care of her daughter and her grandmother who stays with Mele. In the end Mele decided to give up the job because it was becoming difficult to juggle work and home life.

Mele has now been out of the workforce for four years and with her partner Niko losing his job, she is thinking about going back to work. However, Mele is feeling anxious about re-entering the workforce and thinks others might be more qualified with more experience than her for the type of work she wants to do.

During the COVID-19 lockdowns Mele started making dinners for large families on a budget who were isolating. Soon the word grew and people from all around Auckland started asking if she could make a meal once or twice a week for them. Her point of difference was that she used traditional Pacific recipes cooked in healthy and nutritious ways. Mele was so surprised there was a demand for her meals and she couldn't believe how quickly her venture grew.

Pregnant with her second child, Mele is wondering if she should step out in faith to pursue her dream of running her own business. Mele thinks this would be a good fit for her family if she can run her business from home while raising her children and caring for her grandmother. Mele has ideas about creating an online food hub and has started planning menus for pre-cooked meals for diabetics like her grandmother. Mele is very resourceful and has established her own local supply chain which provides Mele with discounted produce for her start up business.

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### Aspirations

- To run her own business from home that allows her to work around her family responsibilities

### Values

- Family
- Service to others

### Mindsets

- Entrepreneur
- Fearful
- Hesitancy
- Optimist

### Needs

- A customised pathway to fulfil her dream in a new field
- Business skills and coaching
- Exposure to entrepreneurial mindsets and experience

### Behaviours

- Conscientious
- Compassionate
- Resourceful
- Organised
- Fearful
- Apprehensive

### Power dynamics

- Decision making based on balancing work and home life, family obligations



## ALANI PELE

Age: **54**

Profession:  
**Factory worker**

Passion:  
**Leading others through service**

Alani is father to four children and husband to his beloved wife Alana. Alani is well respected by his workplace, family and community as he holds a leadership role in his church, and an honorific chiefly title for his family.

Alani has worked at a manufacturing company for 30 years producing healthcare products in South Auckland. He is very proud of his work there and is well respected on the factory floor. Even though he is not a supervisor, Alani is often called on to help when issues arise between workers and management. Alani is very proud of his eldest daughter Naima as she is a manager at the company.

Sometimes Alani gets frustrated when he sees some of the younger generation coming into the factory and not respecting the opportunity they have. When he can, he provides informal leadership and talks to them about taking their cultural values with them into the workplace.

Lately Alani has been feeling worried he might lose his job as some of his co-workers were made redundant when management introduced new technology to meet the high demand for health products during the pandemic. Alani is worried he might be out of a job soon if he is unable to adapt to new technology in the workplace.

Alani feels he is too old for someone else to employ him, and while the business is busy now, he is concerned about what will happen after the COVID-19 pandemic. He is wondering how he might go about preparing for his future but is unsure what he should do, or how to talk to his employers about training him for new roles that might emerge.

### Aspirations

- To secure employment with the same company until his retirement

### Values

- Family
- Serving others

### Mindsets

- Survival
- Fearful
- Entrepreneurial

### Power dynamics

- Respected leader, has influence with workers in the absence of a formal leadership role

### Needs

- To understand the business goals of his company and how he can contribute to these
- Confidence in using new technology
- In-house training for the jobs of the future

### Behaviours

- Conscientious
- Humble
- Loyal
- Respectful
- Fearful
- Apprehensive



## NAIMA PELE

Age: **27**

Profession:  
**HR Manager**

Passion:  
**Working with people,  
administration**

Naima is an HR manager at a manufacturing company that produces healthcare products in South Auckland. Her father Alani has been with the company for more than 30 years and got her a summer internship which turned into a full-time job after Naima finished her studies.

Naima enjoys her job but sees there is room for improvement in the way things are done. Naima keeps thinking about her father and why he has worked for the company for so long but has never taken a promotion. Naima knows her dad has many untapped skills and talents that the business is not using but is not sure how they can be brought into the workplace. Naima sees that her dad's soft skills could be harnessed to improve worker wellbeing and worker productivity but is not sure how to bring this up with her boss.

Naima's father has been talking to her about some of his co-workers being made redundant and replaced by computers. In fact, Naima had a disagreement with her dad about it as she replied to him, "it's the way of the future, you can't stop progress". But that thought bothered Naima, was it really the way of the future? Naima wasn't sure. In one part of the company they were desperate to fill positions and in other parts they were making people redundant as they introduced new technology. If this was the way of the future, Naima started thinking about how she might redeploy people like her dad into new roles.

### **Aspirations**

- To run her own business from home that allows her to work around her family responsibilities

### **Values**

- Family
- Serving others

### **Mindsets**

- Optimist

### **Power dynamics**

- Management holds power to make decisions in the absence of formal feedback loops with workers

### **Needs**

- A customised pathway to fulfil her dream in a new field
- Business skills and coaching
- Exposure to entrepreneurial mindsets and experience

### **Behaviours**

- Organised
- Problem solving
- Empathetic
- Concerned

## Pathways to the Future of Work

This section creates pathways to the Future of Work for each of the Pele family members. It is noted that Naima's pathway is focused more on the first steps business leaders may take in considering making incremental changes in their organisations.

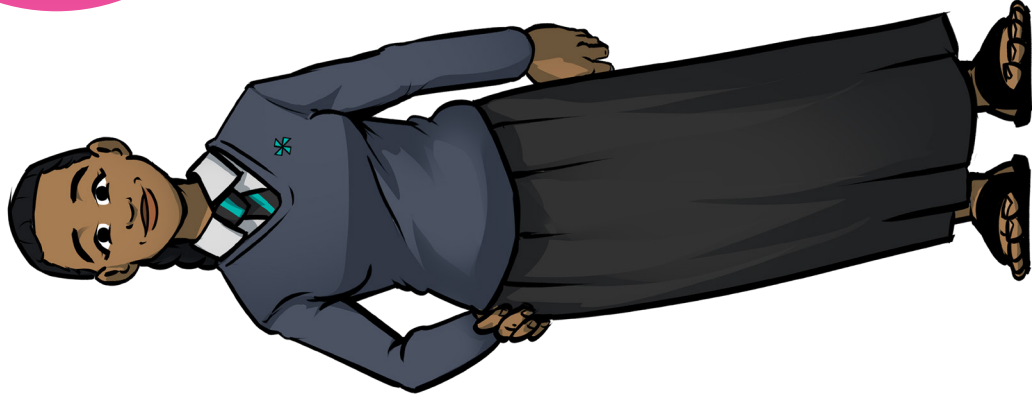
The touchpoints on the pathways represent actions:

**Green:** actions which overturn the Matangi Fou primary cause one: The supply-side only does what is necessary and sufficient for this point in time.

**Orange:** actions which overturn the Matangi Fou primary cause two: The demand-side is not aware of what the jobs of the future will be, or how the future of work relates to their current reality.



## Ina (school leaver)



### Current Reality

School leaver  
Enrolled to study animation  
Excited but uncertain  
about the future  
Family is important and Ina  
is looking for part time work  
to support them.

Ina hears the Matangi  
Fou podcast and  
decides to join  
the community of  
practice. This builds  
her confidence to  
share her knowledge  
and talent with others.

Ina's school connect  
her with an app that  
helps her work out a  
plan for becoming an  
animator.

The app job matches  
Ina with a job  
opportunity, and she  
starts working with a  
local firm as an intern  
on an animation  
project immediately.

Ina's parents hear  
about the Future of  
Work on their Pacific  
language radio  
programme and  
start talking about it  
at church with their  
friends.

After six months Ina is  
eligible for the in-work  
training programme  
and obtains a  
micro-credential in  
animation and design.

Because Ina has  
started work  
immediately she is  
able to contribute to  
the family financially  
which has taken a lot of  
financial pressure off  
the family.

Ina's Supervisor meets  
with her parents and  
explains the exciting  
opportunities available  
in animation. Ina's  
parents are excited  
Ina's work might be in  
the movies one day.

Ina is invited back to  
her high school to  
present on what its like  
to be an animator and  
she encourages other  
young Pacific people  
to give it a go.

### The Future

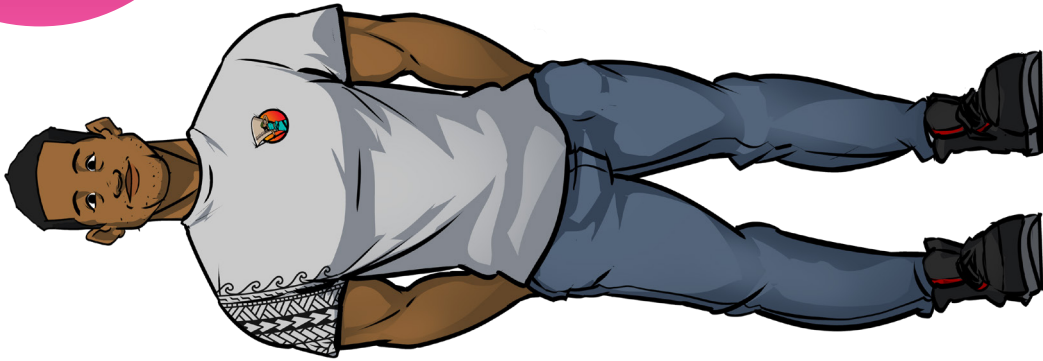
Working for a leading  
animation studio in  
Aotearoa  
Able to help support her  
parents financially.



## Niko (Out of work landscaper)

### Current Reality

No qualifications  
Currently unemployed due to impacts of COVID  
New baby on the way  
Family is important as Niko contributes financially to support the family.



Matangi Fou creates a partnership between community, industry and training institutions.

Niko joins Matangi Fou Community of practice (COP). COP works with Niko on how to best address his immediate needs.

Using an app, Niko can assess his hidden and known human, cultural and social capital that can be used in the jobs of the future.

RPL & E - Recognition of prior learning & experience to validate landscaping experience as a qualification. Add to Learning by Doing to create a portfolio or in work qualification for Niko on the go.

RPL & E - Recognition of prior learning & experience identifies strengths to validate e.g. landscaping and gaps to backfill e.g. portfolio. This assessment guides micro-credentialing for Niko.

An app plots Niko's career pathway and options for him.

Niko is supported as part of the Matangi Fou initiatives to build confidence and access pastoral support.

### The Future

Secures a job in landscaping specialising in Pacific design and/or owns a Landscaping business  
Has a recognised experiential based qualification.

## Mele (Wants to be an entrepreneur)



### Current Reality

Out of work for four years  
Pregnant with second child  
Has an entrepreneurial mindset  
Lacks knowledge on how to go about it.

Matangi Fou creates a partnership between community, industry and training institutions.

Mele joins the Matangi Fou community of practice to help her connect with a network of aspiring entrepreneurs.

Mele is part of the Matangi Fou hub where young entrepreneurs can test business concepts and get feedback (feasibility), potential funding.

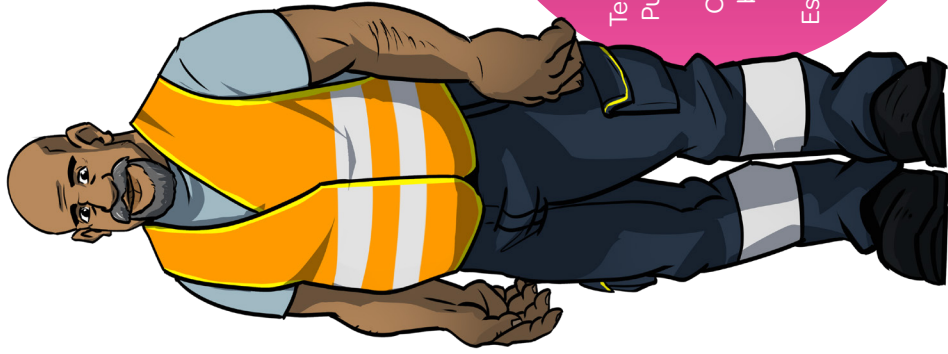
### The Future

Runs her own Food business  
Good Life-work balance,  
works around family  
Has a recognised  
experienced based  
qualification.

There is pastoral support from the Matangi Fou youth champions group to help with hesitancy and anxiety.

RPL & E - Recognition of prior learning & experience identifies skills and knowledge strengths to validate e.g. cooking. This assessment guides micro-credentialing for Mele.

## Alani (Hard worker)



### Current Reality

Father of four  
Family and community leader  
30+ yrs experience in the job  
Workplace champion.

### The Future

Technology confident and job secure  
Puts his leadership skills to work as a  
new Health and Safety advisor  
Cultural capital is recognised in the  
business and he supports Pacific  
worker wellbeing  
Establishes feedback loops between  
management and workers

Alani joins the Matangi Fou community of practice which helps to connect him with a network of Pacific workers on the similar pathway for support.

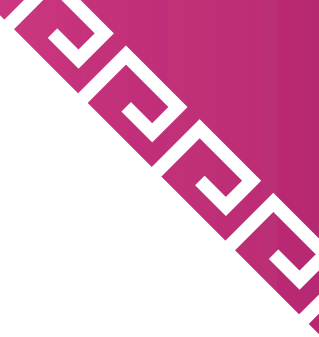
Matangi Fou facilitates worker and management engagement and communication to improve productivity.

Using an app, Alani can work with his employer to assess his hidden and known capital that can be used in the workplace.

Management recognise Alani's talents and contribution to the business.

The workplace recognises the human capital Alani brings and that it is important to advance their roadmap to the Future of Work. They decide to invest in Alani.

Alani undertakes a micro credentialing programme to recognise his leadership skills, and works towards health and technology goals to support his career progression.



## Naima (Workplace Champion for Change)



### Current Reality

HR Manager but has no real leadership influence in the business  
Understands business and lived experiences of Pacific workers  
Sees opportunities in the business to help others like her dad.

Naima joins the Matangi Fou community of practice for middle management roles which helps to connect her with a network of Pacific workers in similar roles.

Matangi Fou facilitates worker and management engagement and communication to improve productivity.

Naima works with the Matangi Fou to develop an assistance programme for employees that can be used in the workplace.

### The Future

Becomes a champion for the Future of work in her organisation and in her community.  
Leads big changes in the business that support workers for the Future of work with a focus on Human Capital  
Champion of the Matangi Fou community.

Naima is supported through the Matangi Community of Practice with tools to create a compelling case for change within her business.  
Her managers listen and support her as they make the connections between worker wellbeing, the Future of work and increased productivity.

Naima works to create micro-credentialing opportunities for her staff with training providers - customised to the needs of her business.

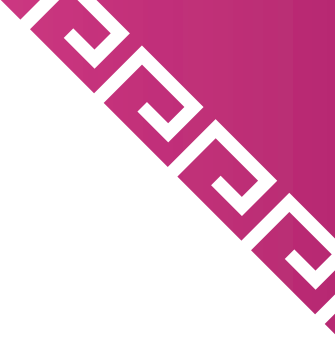


## **Summary**

The personas bring to life the current realities experienced by Pacific communities and identify the mindsets that will likely drive their decision making about the Future of Work. Common throughout the personas are the mindsets of fear and hesitancy. The findings of the Current Reality Analysis suggests that these mindsets are predominant because of a lack of confidence and self-belief, uncertainty about the future, and limited access and exposure to knowledge and knowhow. Targeted interventions will need to consider how they address the fear and hesitancy mindsets to remove barriers to Pacific people's participation in those initiatives.

The pathways identify important considerations for the planning of the Future of Work. This includes consideration of how to:

- Systematically surface and value the latent talent and skills (social and cultural capital) within Pacific communities to create win-win scenarios for management and workers.
- Customise pathways for school leavers and job seekers that include multiple pathways and career matching abilities.
- Work with Pacific communities to reframe how they view their social and cultural capital, and convert this into skills that can be used in the workplace (e.g. through micro credentialing).
- Support companies to partner with their workforce to share organisational goals to create the Future of Work together. This is achieved through win-win scenarios for workers and business leaders (e.g. learning by doing to retain loyal employees and retrain them for new roles somewhere else in the organisation).
- Identify pathways to nurture entrepreneurial mindsets and find ways to rapidly test good business ideas and seed, incubate and grow them.



This report is part of a Matangi Fou series of working documents that informed development of the published report “Pacific Peoples and the Future of Work”.

- 1. Insights Report**
- 2. Pacific Young Entrepreneurs Storybook**
- 3. Insights for Business Leaders**
- 4. Current Reality Report**
- 5. Ecosystems Report**
- 6. Our Future Now Report**
- 7. Personas and Pathways Report**

These reports can be downloaded from: [www.matangifou.nz](http://www.matangifou.nz)



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