



# One Degree to Rule them All: Responding to the Opportunity of Te Pūkenga

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# In this Presentation

- Productivity and Performance
- Management capabilities
- A Business degree for the ITP sector



# Productivity in Aotearoa – New Zealand

While many aspects of New Zealand's economic performance have been strong, productivity has been a problem for decades. . . A brief boost . . . in the early 1990s, but productivity growth . . . flat or trended down . . . since 2000, . . . lost ground relative to the top half of the OECD.

**In short, New Zealand has an ongoing productivity problem.**

(Teece & Brown 2020)



# Factors contributing to low productivity. . .



Small & far away country, with tricky geography.

Many smaller, older, family firms.

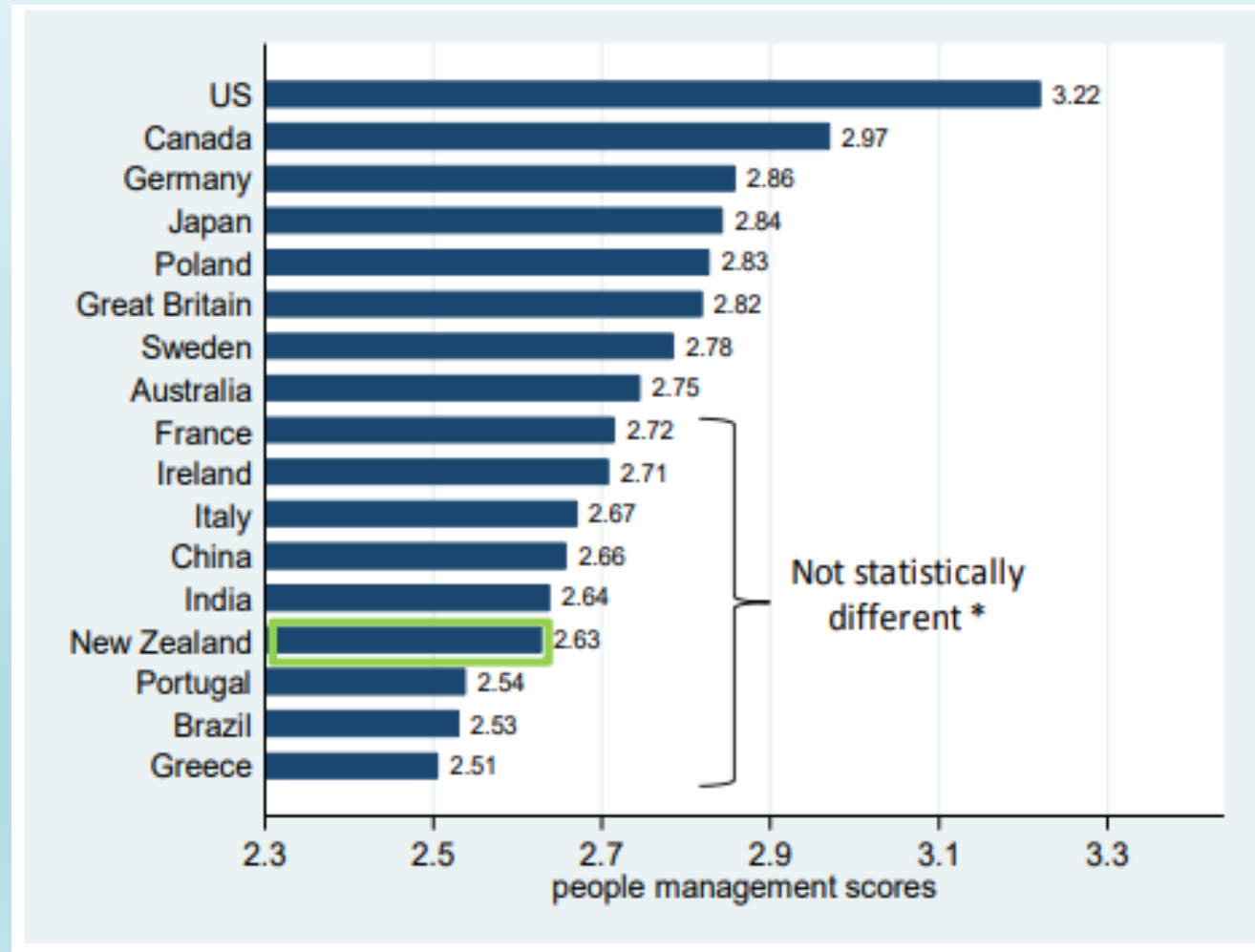
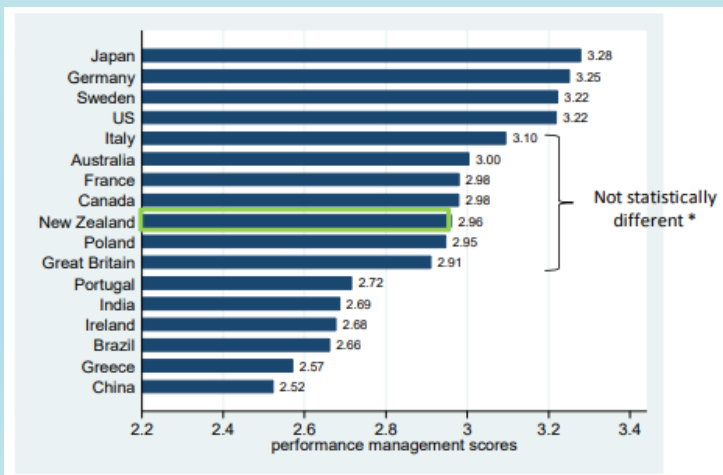
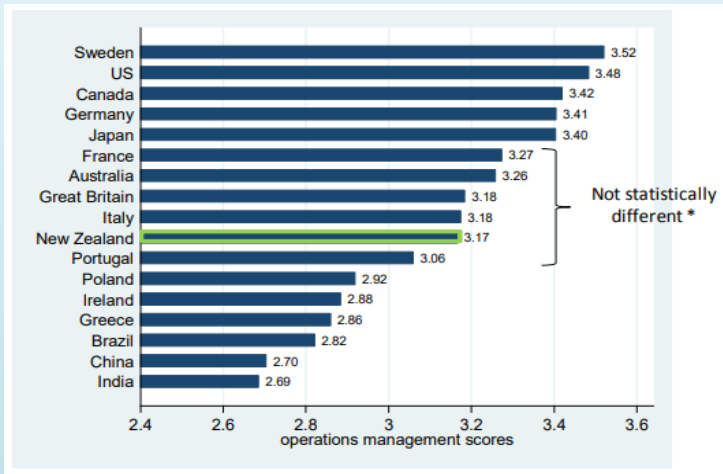
Low capital investment.

Weak management capability.

Et al.

# People management is our weakness

(2010 global benchmarking project)



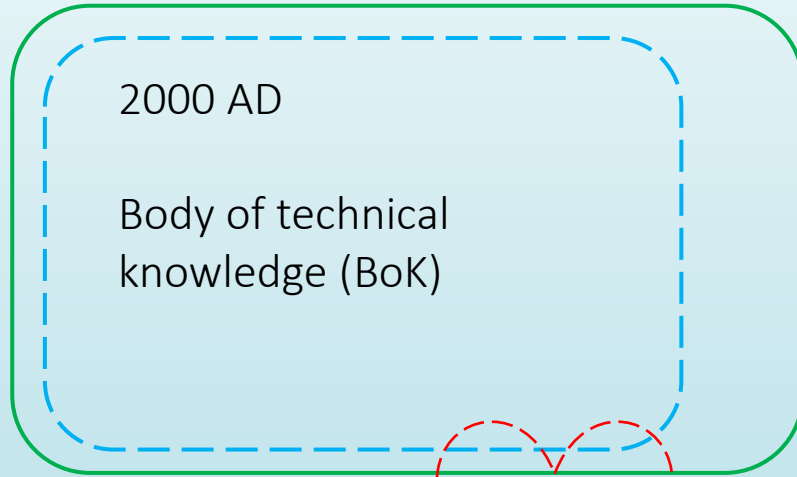


# Business education responds. .

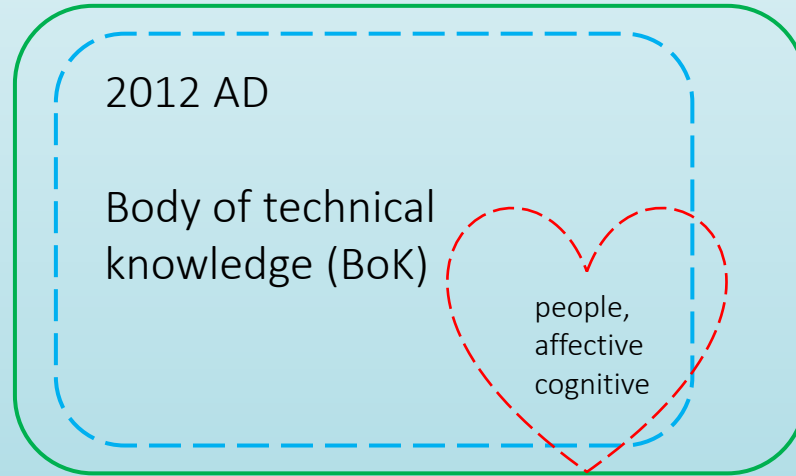
*“New Zealand needs to better utilise skills, and particularly raise management capability. The low level of growth in labour productivity is seen as an indicator of under-utilisation of skills. National and international research shows that **improving management skills, in particular people management skills, is needed to lift productivity.**”*

The New Zealand Qualifications Authority, 2012

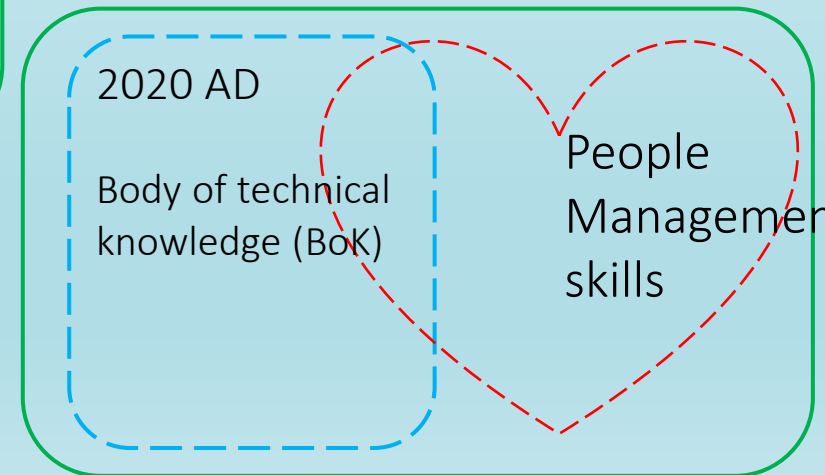
# The changing context (2000 – 2020)



Example: BBS - internship

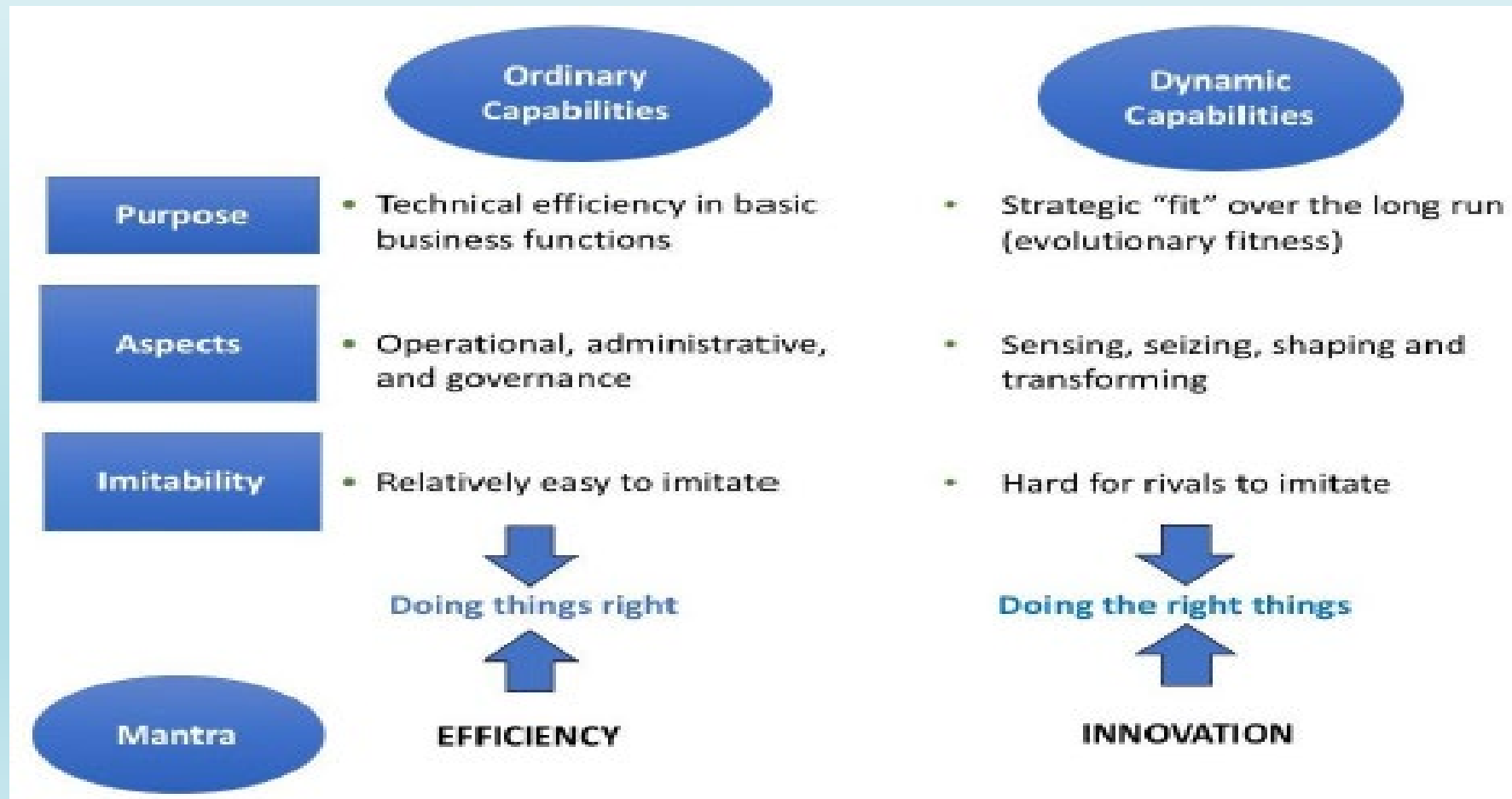


Example: NZDB5



Example: Bach. Applied Business (?)

# Can we build Management Capabilities?



(Teece & Brown 2020)





# Can we build Management Capabilities?

1. Ordinary management capabilities - ‘best practices’ across business functions.

*Can easily be taught / learned - Improve business efficiency - Improve productivity*

2. Dynamic management capabilities – strategic thinking & sense making.

*Traditionally thought to be developed through experience and not focused on – improve business effectiveness - set direction for growth.*

(Teece & Brown 2020)



NEW ZEALAND  
PRODUCTIVITY COMMISSION  
Te Kōmihana Whai Hua o Aotearoa

# Top competencies, pūkenga

A literature review ( Ayling & Hebblethwaite, 2019) of local and international research shows the top competencies required by industry were:

Problem solving

Critical thinking

Teamwork/Collaboration

Communication (oral more than written)

Creativity

Self awareness

Resilience

Planning & prioritisation skills.





# So what is missing?

Dynamic capabilities:

*“Sensing” - continuously seeking information and processing it with a combination of analysis and intuition.*

*“Seizing” – innovation and capturing value*

*“Transforming” – being agile ( kia kakama)*



# Organisational success rests with people.

‘The business of business is people’

(Herb Kelleher, Founder & CEO of SouthWest Airlines).

*“we hire those who make us laugh at the interview, and then never stop loving them”*

‘He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata’.

(Whakatauki, unattributed)

*“What is the most important thing in the world? It is the people, the people, the people”*

# Te Pūkenga opportunity



A vocational business education with a clear focus on people management capability.

An opportunity to increase productivity and performance through increasing the emphasis of soft skills and using Te Pūkenga to deliver a transformational & nationwide approach to business thinking and practice.

One degree to rule them all.