

Lifting our gaze

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Key points



What we did isn't working



A failure of imagination & understanding



Unicorns & short-termism

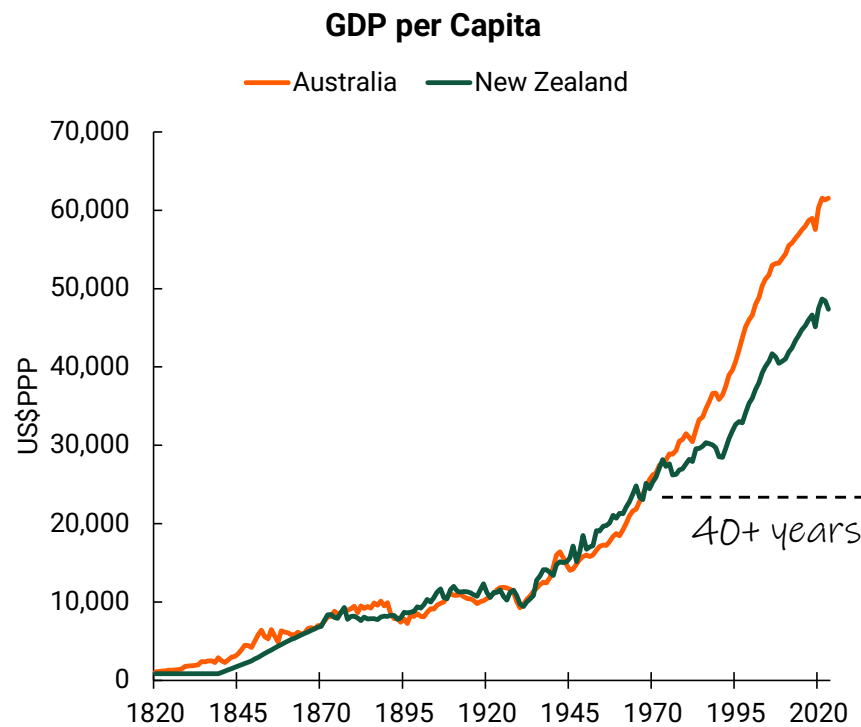


Better is possible; requires paying it forward



Organising: meaning, coordination, collective action

What we did isn't working



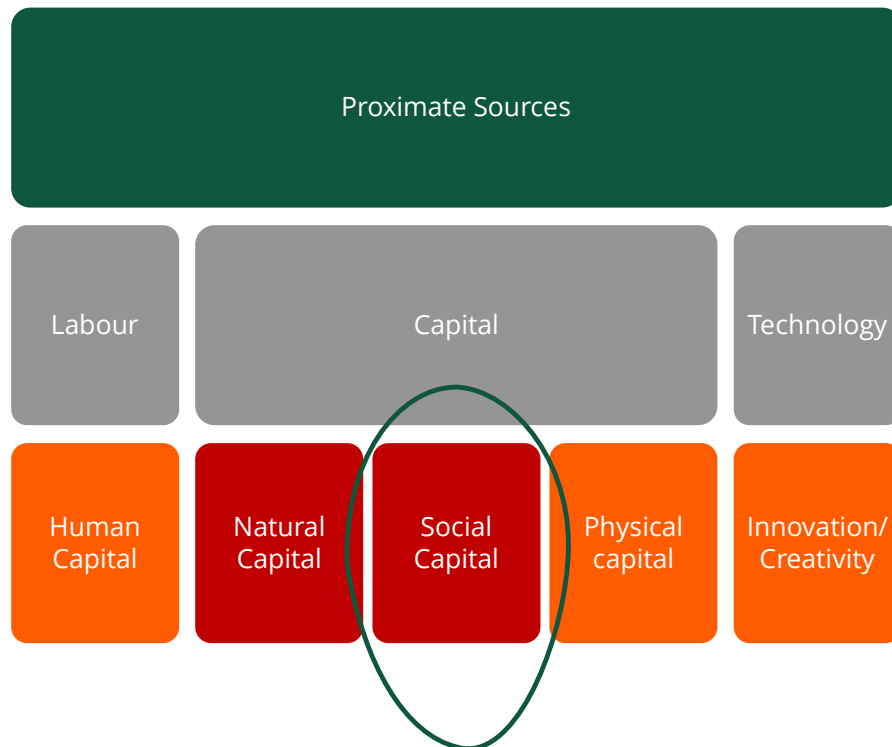
Source: Maddison Database, IMF, Simplicity Research Hub



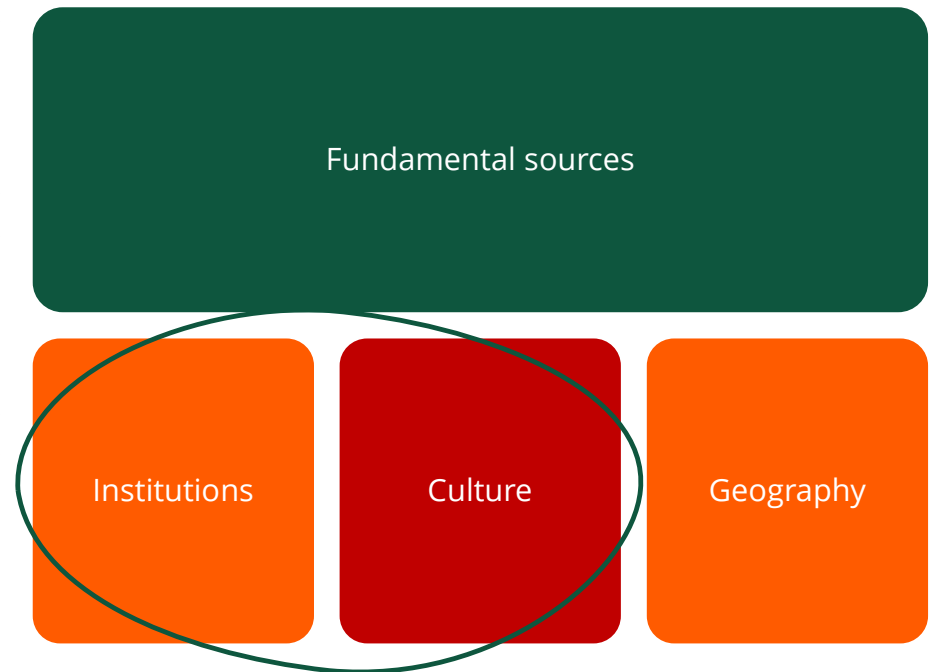
Source: MSD, NZIER, Statistics New Zealand, Simplicity Research Hub

What is the economy?

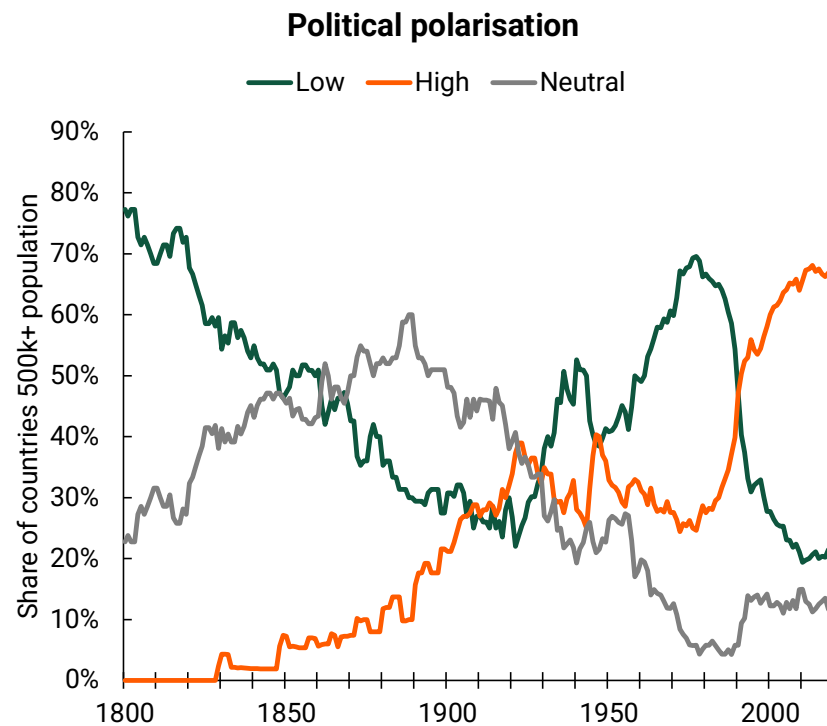
Describes economy



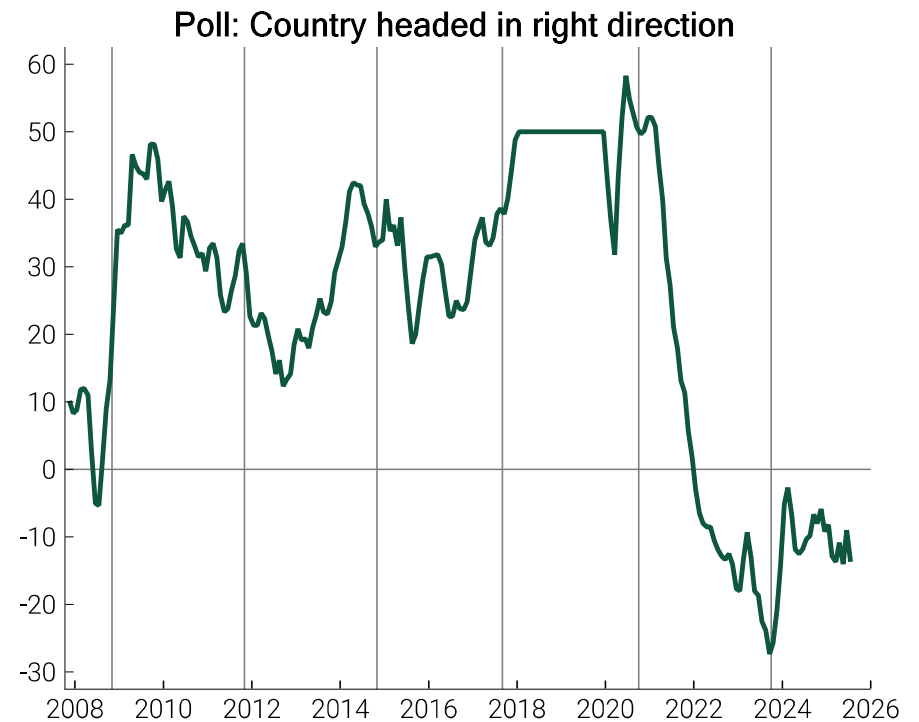
Causes prosperity



Growing discontent



Source: Polity Project, Simplicity Research Hub



Source: Roy Morgan, Simplicity Research Hub

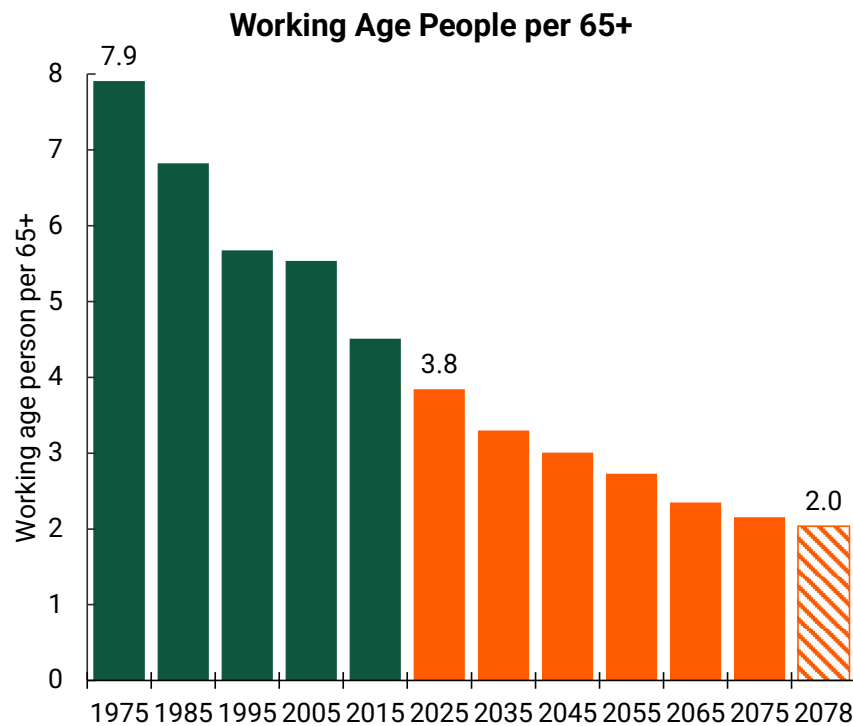
Unicorns & consequences



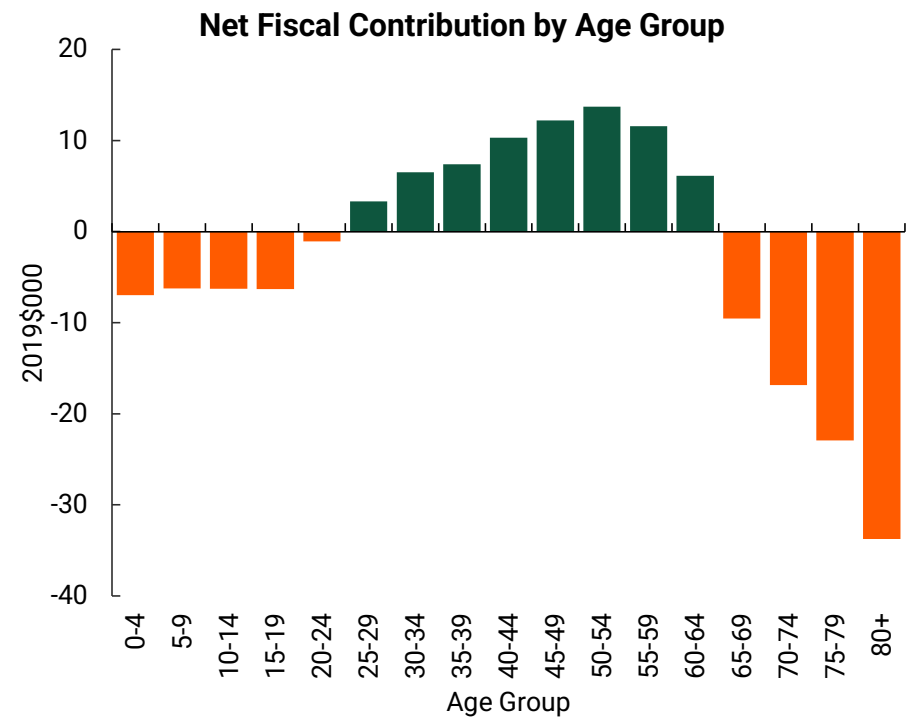
Politics

Unorthodox/less durable policy
Institutions under attack
Fiscal pressures
No centre/fractured

Slow but inevitable



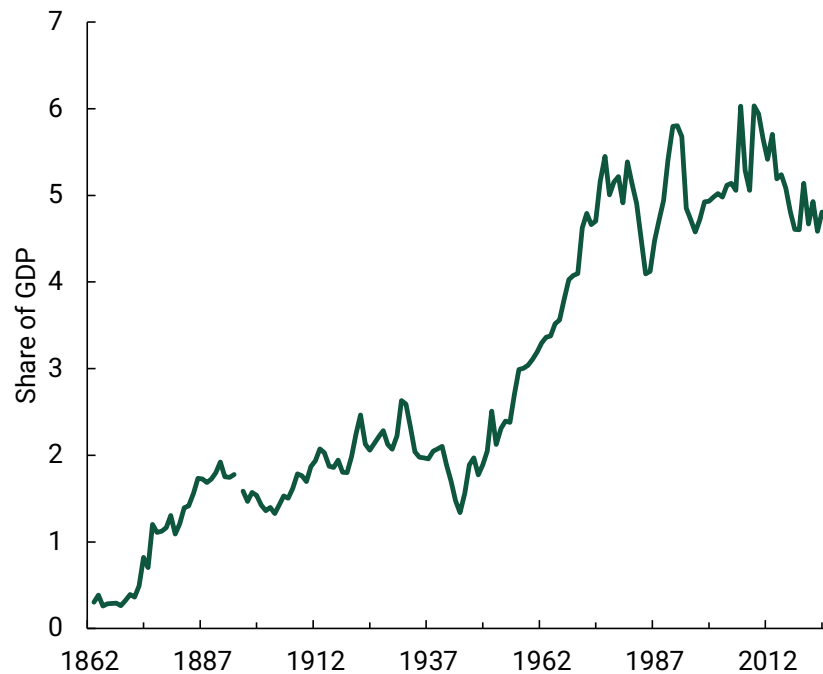
Source: Statistics NZ, Simplicity Research Hub



Source: NZ Treasury, Simplicity Research Hub

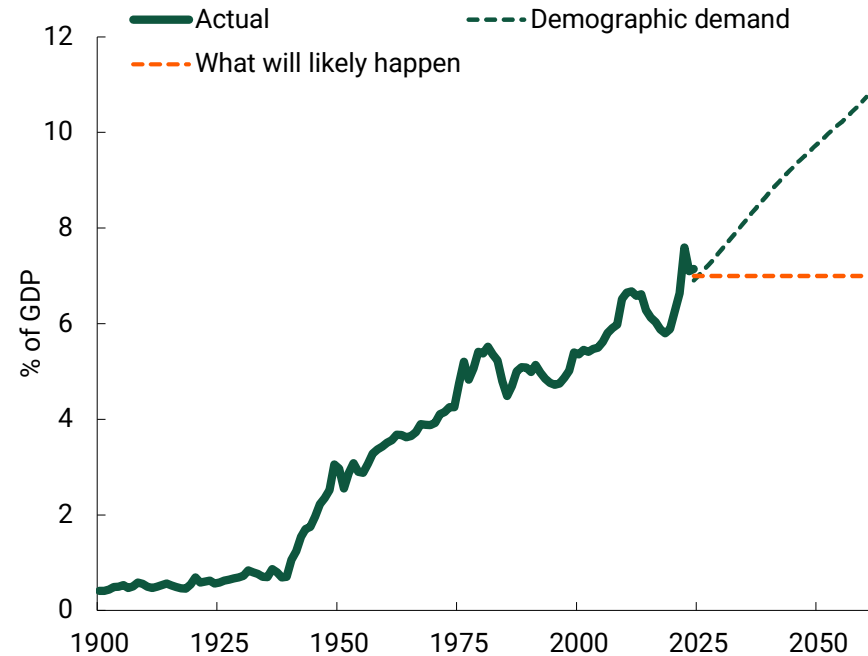
Choices by and for whom?

Public Education Spend



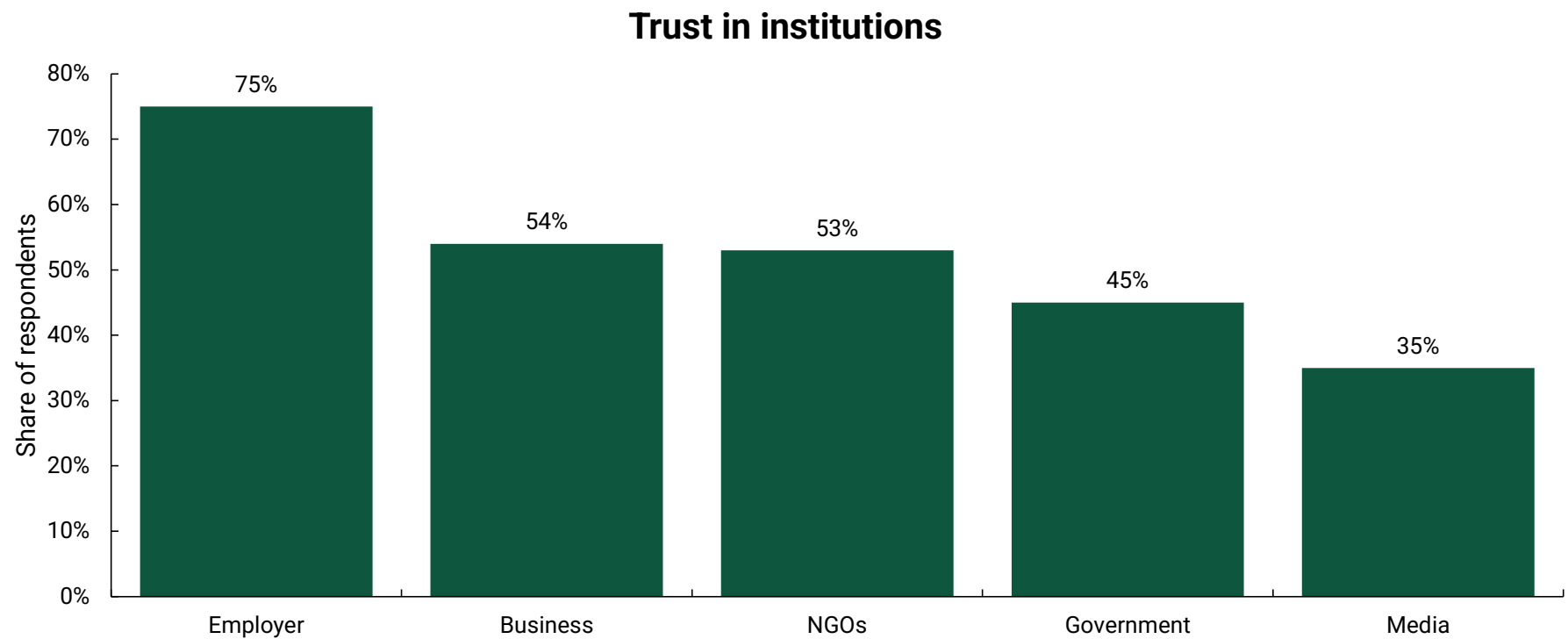
Source: Treasury, Statistics NZ, Simplicity Research Hub

Public Health Expenditure (1900-2060)



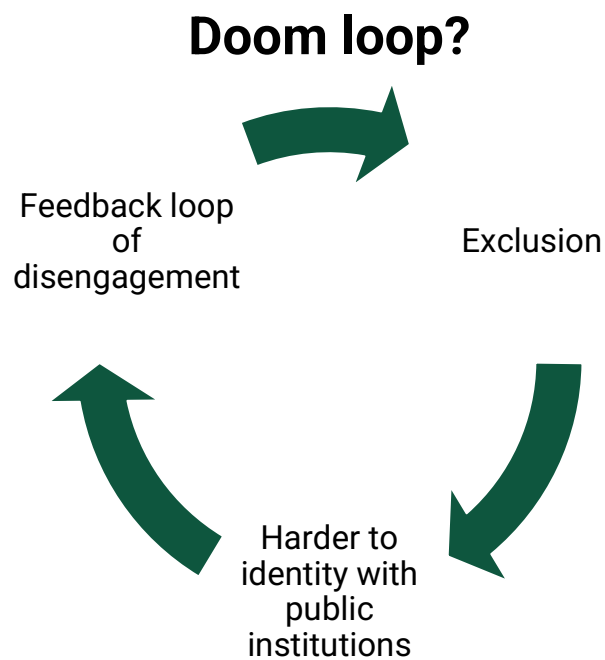
Source: Treasury, Statistics NZ, Simplicity Research Hub

Rebuilding trust and cohesion



Source: Acumen Edelman Trust Barometer 2025

Trapped in a spiral; harness complexity



Holding complexity



Economically complex

Innovative
Resilient



Culturally complex

Mediate conflict
Adapt institutions
Sustain coordination amidst diversity

Action heavy; coordination light

Influence	Engage	Design	Develop	Resource	Deliver	Control
Advising	Listening	Connecting	Championing	Charging	Nudging	Devolving
Lobbying	Informing	Engaging	Agreeing	Incentivising	Educating	Providing assurance
Agenda setting	Consulting	Analysis	Partnering	Contracting	Building	Licensing
Role modelling	Convening	Forecasting	Planning	Co-funding	Providing	Regulating
Auditing	Collaborating	Modelling	Commissioning	Targeting	Reforming	Intervening
Governing	Negotiating	Testing	Interpreting	Investing	Safeguarding	Enforcing
Publishing	Running elections	Piloting	Drafting	Funding	Preventing	Sanctioning
Scrutinising	Setting standards	Evaluating	Legislating	Recovering	Protecting	Prosecuting

A tikanga lens

Aspect	Orthodox View (Conventional)	Tūhoe Tikanga View (Indigenous)
Core Principle	Based on Ownership of assets.	Based on Stewardship of resources.
Driving Force	Driven by individual Rights .	Driven by collective Responsibilities .
Primary Beneficiary	The Individual (self).	The Collective (the whole).
Measurement Focus	Measures Flow (like a P&L) – focusing on transactions and income in the present.	Measures Stock (like a Balance Sheet) – focusing on overall wealth and well-being over time.
View of the Future	Discounts the future, valuing it less than the present.	Explicitly values the future, making its preservation a primary goal.

More in common?



Source: Sense Partners (2022), "Tūhoe economic worldview", Report to MBIE & Tūhoe

Ingredients for good outcomes

Institutions which:



Provide basis for social meaning



Provide basis for coordination of groups



Provide the justification for collective action.

Good processes, which reflect:



Administrative capacity



Evidence base



Stakeholder engagement



Engagement of political conditions

Lessons for organising



External context: complex & fragile societal landscape



Its all political: bottom up or top down?



How we act: trust building & maintaining



Idea 1: Organising to provide meaning, coordination & collective action.



Idea 2: Fixed end goal vs *progress*.



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