

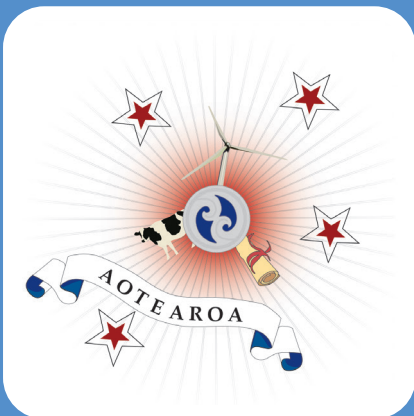


StrategyNZ MAPPING OUR FUTURE

THE WORKSHOP WAS HOSTED AT THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA AND THE LEGISLATIVE COUNCIL CHAMBER, WELLINGTON, NEW ZEALAND

Ten groups share their outputs from the March 2011 workshop:

1. A magazine cover that showcases success for New Zealand in the year 2058.
2. A coat of arms that illustrates what New Zealand should focus on going forward.
3. A strategy map that articulates a vision and outlines how that vision might be achieved.



Groups at work



Each of the ten groups preparing their strategy maps; navy blue, rust orange, purple, brown, teal, plum, yellow, red, avocado and emerald green (in clockwise order).

Introduction

This booklet outlines the outputs of the Institute's two-day workshop, *StrategyNZ: Mapping Our Future*, held on 30–31 March 2011. The workshop started at the Museum of New Zealand Te Papa Tongarewa and finished at the Legislative Council Chamber in Parliament, Wellington, New Zealand. This publication provides participants and other interested parties with a resource that they can use to revisit the methods, ideas and strategies generated at the workshop.

Purpose

The aim of the workshop was to encourage a conversation about New Zealand's long-term future: where do we want New Zealand to go?

The workshop brought together 100 participants from around New Zealand and challenged them to develop strategy maps in groups that showed not only their vision for New Zealand but how they might get there. Our aim was to 'put New Zealand in the room' to gather a broad range of perspectives; therefore, we invited a diverse range of participants of different ages, professions and backgrounds. The methodology is discussed in more detail in *Report 13*, and I highly recommend you read this report. It is available on the publications page of our website.

The Institute was endeavouring to crowdsource ideas about the country's future direction using two tools; (i) the creation of strategy maps (from Harvard Business School), and (ii) applying future studies methods (from the University of Houston). On 28 March, many of the 100 participants attended a two-day preparation course run by Dr Peter Bishop, the associate professor of strategic foresight and director of the graduate programme in futures studies at the University of Houston. Peter flew to New Zealand to support the overall aim of the workshop and played a significant role in making the event such a success. The goal was twofold: that participants would take these skills back to their work and put them into practice and the Institute would take the participants' work and build on their thoughts and findings.

Process

Participants were divided into 10 groups, with each group including a 'process chair' and a designer. The 10 group pages are contained in this booklet from pages 5–24.

Each group provided a vision for New Zealand's future and a strategy for reaching it. They were then tasked with providing three outputs, requiring collaboration, creativity and critical thinking:

Output 1

A cover design of the *New Zealand Listener* magazine in 2058 to display where the vision would take us.

Output 2

A redesigned New Zealand Coat of Arms to represent the vision. See the front cover for the ten proposed Coat of Arms and the back cover to learn more about New Zealand's current Coat of Arms.

Output 3

A strategy map that shows the scope in which the country intends to operate.

Four groups were chosen by four judges to present their findings to a large audience at the Legislative Council Chamber. The judges were: Hon. Fran Wilde, Chair of the Greater Wellington Regional Council, who also acted as chair for the judging panel; Dale Pearce, Principal of Palladium Group and an expert in strategy mapping; James Palmer, Director of Strategy at the Ministry of Agriculture and Forestry; and Alex Fala, a senior executive at Trade Me.

There was also a prize for the best Coat of Arms. This was judged by Rik Athorne (manager of Weta Workshop Design Studio), who chose the winning design for challenging the viewer to see New Zealand through a different lens. The winning Coat of Arms can be seen on page 9.

The keynote address by Sir Paul Callaghan was riveting; on the following two pages you can read a summary of this talk. His ideas resonated with the participants and electrified the event, creating a momentum that pushed participants to produce extraordinary results at the Legislative Council Chamber. There was clear consensus that participants wanted New Zealand to be a place where talent wants to live.

So many people helped bring this idea to fruition. Special thanks go to two MPs for hosting the event at the Legislative Council Chamber: Charles Chauvel and Chris Auchinvole. The speakers provided a range of excellent insights; videos of their presentation can be found on the Institute's YouTube channel. Acknowledgements can be found on page 26. Lastly, I want to personally thank all the supporters who made this workshop possible, see the back cover. It was an ambitious goal, and it worked. Thank you again for all your support.

Wendy McGuinness
Chief Executive
McGuinness Institute

Sustainable economic growth for New Zealand: An optimistic myth-busting perspective

Sir Paul Callaghan

Long-term vision is something we tend to avoid in New Zealand, with the possible exception of Māori, who have greater reason to focus on the development of their assets for future generations of mokopuna. But I will argue here that vision is essential to any strategy aimed at enhancing prosperity. It is my belief that we are poor because we choose to be poor, and that what holds us back are self-serving but dishonest myths.

The first myth is that we are an egalitarian society, a great place to bring up children. But in income disparity, child mortality, imprisonment rates and most other negative social indicators, we are among the worst in the OECD. The second myth is that we are clean and green. In truth, the reality is altogether different. Like other developed countries we have despoiled our environment to eke out a measure of prosperity, and we therefore have no moral high ground from which to preach to others. Our valuable dairy industry severely impacts our rivers and lakes. Our pastoral industries are significant emitters of greenhouse gases. The third myth is that we, as New Zealanders, do not need prosperity, that we have 'lifestyle' instead. But we complain that our health system cannot afford to meet our needs and that our infrastructure is decrepit. Now we face significant economic stress following the Christchurch earthquake. Furthermore, the 'lifestyle' argument is hard to sustain, given New Zealanders are the second hardest working in the OECD. But when we look at how hard we work against how productive we are, in comparison to other OECD countries, we see that New Zealanders are amongst the least productive.

Fifty years ago more Australians migrated to New Zealand than vice versa and the New Zealand dollar was much stronger than Australia's. Now Australia is 35 percent richer than New Zealand, representing a \$40 billion per annum GDP shortfall for us. Let me illustrate that in a different way. There are 1.3 million full time equivalent of jobs in New Zealand. In order to maintain our current per capita GDP we need a revenue per job of \$125,000. In order to match Australia we need around \$170,000. Tourism brings in around \$80,000 per job, and while usefully employing unskilled New Zealanders, it cannot provide a route to prosperity. By contrast the dairy industry brings in around \$350,000 a job. The problem with dairy is

that environmental limitations prevent us from scaling it up at all, let alone by the factor of 5 or 6 we need to make up the \$40 billion per annum shortfall.

Interestingly, our largest export-earning sector is manufacturing (contradicting yet another New Zealand myth that everything is 'made in China'). At around \$250,000 a job on average, these businesses thrive by producing goods that have a high profit margin and a high ratio of value to weight. The key to this kind of manufacturing is knowledge content, and that in turn is driven by investment in research and development (R&D). The poster child of such business is Fisher and Paykel Healthcare, with \$500 million per annum of exports. If we had 100 such companies, our prosperity would be assured and in a manner which is entirely sustainable. Such businesses generate no greenhouse gases, do not require land or energy, and do not dump nitrates into our streams. Out in the larger global economies, there are even more startling examples of sustainable businesses which are highly productive. Apple Inc. earns around \$2,000,000 per job while Google and Samsung around \$1,400,000.

*100 inspired entrepreneurs could
turn this country around.*

*It currently takes one genius
entrepreneur to make a company
... and it takes time to grow it.*

*100 individuals could earn us
\$440 bn per annum in exports
and get our prosperity up with no
environmental downside.*

The obvious and the politically fashionable products will undoubtedly be addressed by much bigger players than New Zealand in the world economy. Where we will be successful is in the technology niches. Because we are only 0.2 percent of the world's economy, we are subject to a 500

times multiplier which can make such niches highly profitable bases for businesses which are large on the New Zealand scale. Fisher and Paykel Healthcare dominate the world market for respiratory humidifiers. Rakon are world-class players in crystal-controlled oscillators. And if we can, as we do now, have ten such companies exporting between them nearly \$4 billion per annum, why not 100? Indeed, we have grown such companies despite a complete lack of awareness by the New Zealand public that we can do this sort of thing. These businesses are essentially invisible. They do not sell in New Zealand, but internationally. They do not sponsor the ballet or children's soccer. They make weird products that our kids and their parents do not understand.

*Fundamentally, creative,
intelligent people have a choice
where they live in the world.
And so the fundamental mission
statement [for New Zealand] has
got to be 'a country where talent
wants to live'.*

But we have it in our power to change all that. We have an excellent education system, as good as the Danes or Swedes. If we care for our environment and create a just, equitable and creative society, a 'place where talent wants to live', then we can attract the best in the world, and provide an opportunity for our most talented Kiwis to see their future here. Imagine what we could achieve if we built a strategy around, and made central to our thinking, the existing success of our emerging knowledge sector, gearing our education system accordingly. One hundred inspired New Zealand entrepreneurs can turn this country around. That is the challenge for us all.

Sir Paul Callaghan (GNZM, FRS, FRSNZ) is Kiwibank's 2011 New Zealander of the Year, for his service to science in the fields of nanotechnology and magnetic resonance. He holds a Doctor of Philosophy from the University of Oxford, was made Professor of Physics at Massey University in 1984, and was appointed Alan MacDiarmid Professor of Physical Sciences in 2001. Sir Paul is the founding director of both the multi-university MacDiarmid Institute for Advanced Materials and Nanotechnology and of Magritek. He is past president of the Academy Council of the Royal Society of New Zealand and the current president of the International Society of Magnetic Resonance. The distinctions he has received include: becoming a Fellow of the Royal Society of London, Ampere Prize, Rutherford Medal, Principal Companion of the New Zealand Order of Merit, KEA/NZTE World Class New Zealander Award, the Sir Peter Blake Medal, James Cook Research Fellowship, the Günther Laukien Prize for Magnetic Resonance and in 2010 he shared the New Zealand Prime Minister's Science Prize.



Sir Paul Callaghan giving his keynote address; see the video on the McGuinness Institute YouTube channel.

Group 1: Emerald green

Selected for presentation at the Legislative Council Chamber

Vision: Ka haere nga mokopuna kit e hi tuna! The grandchildren will fish the eels

Participants: Alison Nevill (*Process chair*), Ben Guerin, Christian Silver, Don Christie, Ema Weepu, Grace Ridley-Smith, Joseph Stafford, Richard Randerson, Ruth McLennan, Simon Harvey, Sue Hanrahan, Katy Miller (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that by 2058 Aotearoa will be recognised as the happiest nation on earth. Our vision is that our grandchildren will fish the eels (tuna). Tuna are our indicator species for the four wellbeing goals (pou and pukorero); their health demonstrates to us that the ecosystem is healthy. The story of the importance of the eel is shown on our *New Zealand Listener* cover.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve healthy ecosystems, flexible and intelligent communities, improved living standards, and strong trade and peacekeeping relationships, draws on the values and knowledge of indigenous and pakeha communities, our commitment to our grandchildren's health and wellbeing, and the unique characteristics of our geographical and environmental place in the world. This is shown in our Coat of Arms which brings together people, indigenous knowledge and our unique environment.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is that of recognising and acknowledging four aspects of wellbeing: Papatuanuku (restored environment), Kotahitanga (dynamic and capable communities), Manaakitanga (prosperous and developing economy) and Whakawhanaungatanga (global connectedness). Recognising and acknowledging the social, productive, spiritual and financial value of ecosystem services as the beginning point. Those who live in Aotearoa will be well educated and understand the role of government and civic processes.

We are looking to commercialise smart business ideas and commit to strategic relationships and humanitarian concerns. This means sharing industry and community collaboration, incentivising and regulating for transparent government, increased access to capital, and openness and transparency in cross cultural relationships (see Strategy Map opposite).

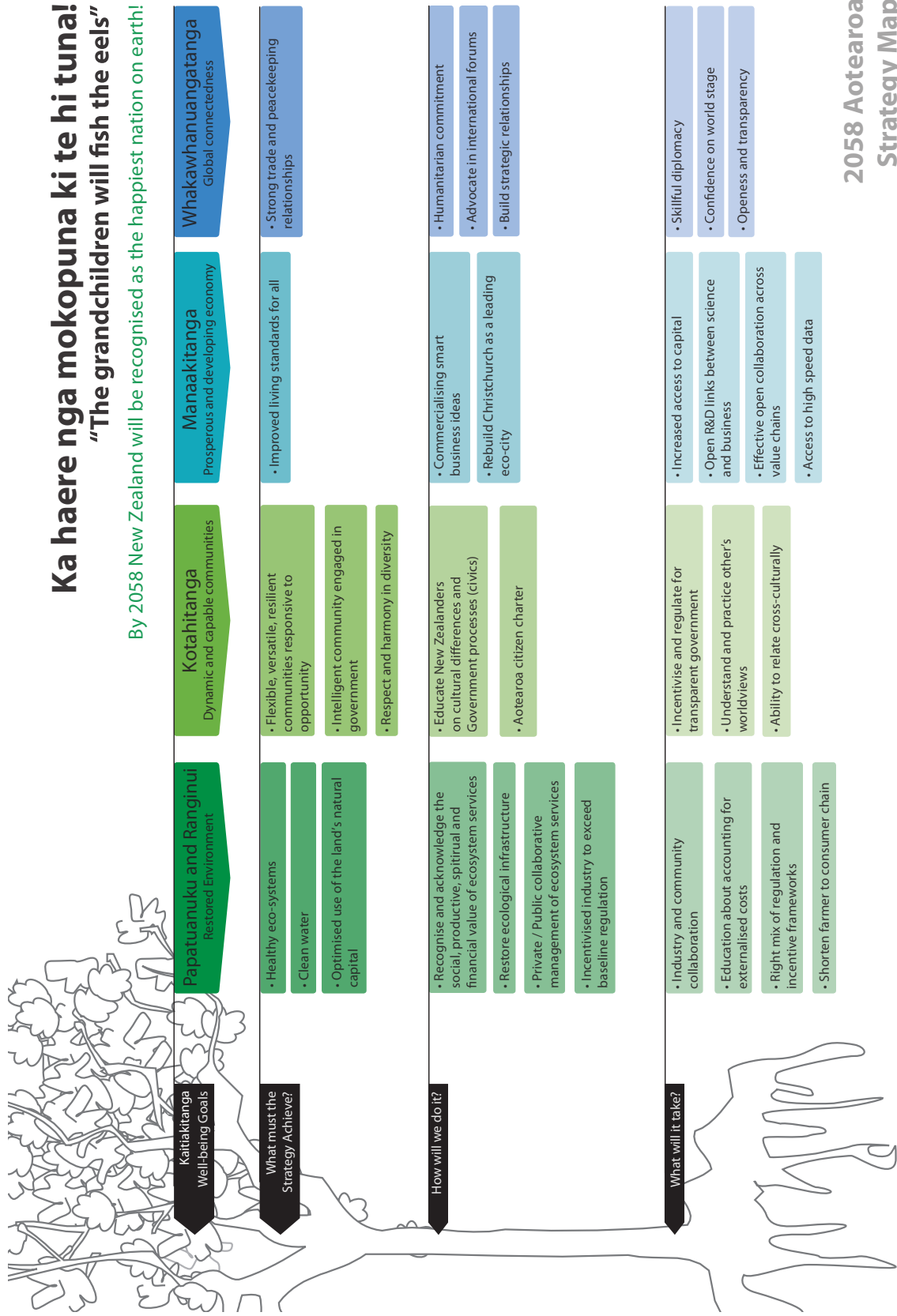
Output 1: New Zealand Listener cover in 2058



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 1



Group 2: Avocado

Selected for presentation at the Legislative Council Chamber

Vision: In 2058 Aotearoa will be a healthy, creative and prosperous country in which people will want to live

Participants: Jan Bieringa (*Process chair*), Anthony Cole, Caleb Jago-Ward, Geoff Hamilton, Grant Ryan, Hugh McDonald, Joanna Randerson, Mark Hargreaves, Raf Manji, Sue Peoples, Angus McBryde (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that by 2058 we want Aotearoa to be a healthy, prosperous and livable nation, an example to the rest of the world of how to build a self-sustaining society. Our *New Zealand Listener* cover illustrates our vision as it shows the end of hospitals and schools as we know them today – we have a vision that in 2058 there will be personalized education and healthcare distributed using e-delivery.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is through following our three core values: education, wellness and kaitiakitanga. These represent the timeless human values of knowledge, health and stewardship. Our focus will be our mokopuna with major investment into our children from birth to adulthood. We will equip them for the opportunities that lie ahead. A new written constitution will provide the foundation for the journey ahead. Civics education will equip all for participating in the road ahead. Above all we will champion innovation and creativity as the drivers of our prosperity. Long-term thinking and foresight will become an embedded part of our policy process. These ideas are exemplified in our Coat of Arms which symbolises knowledge, health and environment, and shows the progression that New Zealand has made from the past and into the future.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is to direct investment to those areas with large payoffs: early childhood education and support; personalised nutrition and health management; person centered education strategies; research and development of at least five percent of GDP, the highest in the world; using e-delivery for governance, education and medicine; enviro-programmes in all schools; new ecosystem service markets alongside valuation of our natural capital; long-term investment in the use and stewardship of our natural resources; reform of our economic structures; taxing resources not creativity; creating a monetary framework that provides a stable and sound money base; empowering business to create; we will become a talent utopia. Above all we will continue to be guided by our core vision and our values: education, wellness and kaitiakitanga (see Strategy Map opposite).

Output 1: New Zealand Listener cover in 2058

Hospital image courtesy of Tagishsimon



Output 2: The New Zealand Coat of Arms



Strategy Map
New Zealand 2058

Vision: in 2058 Aotearoa/New Zealand will be a healthy, creative and prosperous country in which people will want to live.

themes	Foresight	Reform	Education	Kaitiakitanga	Wellness
achievements	<p>Innovative high-tech business</p> <ul style="list-style-type: none"> · Foresight centre · Investment R&D · Talent utopia · Govt/Bus partner · Global networks 	<p>Mode 2 governance participation prosperity</p> <ul style="list-style-type: none"> · Constitutional reform · Broaden monetary framework · Tax resources · Civics education · Youth vote 	<p>Education for schools of the future</p> <ul style="list-style-type: none"> · Investment · Enviro schools · Foster creativity · Systems thinking · Civics curriculum · Life-learning 	<p>Sustaining our environment</p> <ul style="list-style-type: none"> · GPI account tech · Kaitiaki education · Eco-services · Business kaitiaki 	<p>A healthy human population</p> <ul style="list-style-type: none"> · Food without tax · School lunch M2 · Preventative & monitoring health care
how?	<ul style="list-style-type: none"> · Visionary culture · Increase R&D to 5% of GDP · Expand entry visa criteria · Global marketing strategy 	<ul style="list-style-type: none"> · Constitution · Policy targets broadened by Reserve Bank · Est. and fund office of strategic foresight 	<ul style="list-style-type: none"> · Expand funding · Curriculum dev. for <ul style="list-style-type: none"> - Environment - Civics · Teachers empowered · Build on best practice 	<ul style="list-style-type: none"> · Ecoservices markets · R&D invest · GPI centre & Res +\$ · Business as kaitiaki · Consumption as kaitiaki 	<ul style="list-style-type: none"> · Tax free fruit & vege · Health checks to 18yr · e-Medicine growth · Climate change disease mitigation
what will it take?					

Group 3: Purple

Selected for presentation at the Legislative Council Chamber

Vision: New Zealand: The place to be

Participants: Phil Tate (*Process chair*), Donald Clark, Hamish Gow, Hilary Sumpter, Hugh Norriss, Maria Ioannou, Michael Moore-Jones, Paul Atkins, Tim Clarke, Wayne Silver, Jeremy Star (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is to establish New Zealand as ‘The Place to Be’ by 2058 – by valuing our past, to actively create our future. We translated this vision into our *New Zealand Listener* cover design.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is by redefining healthy, wealthy and wise by rebalancing our values for the future world. Healthy New Zealanders will live in healthy communities and in a healthy environment. We will redefine wealth in New Zealand in greater than economic terms and by delivering a high quality of life in a low carbon world. Our economy will be underpinned by keeping New Zealand attractive to – and driven by – purposeful, passionate citizens. This is shown in our Coat of Arms which positions New Zealand at the top of the globe, highlights our environment and connects us to other communities across the world.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is establishing the courage and leadership to make bold choices – choices that build on New Zealand’s legacy of pioneering decisions. This strategy is a journey. A journey as important and bold as the one our ancestors took from the Pacific Islands hundreds of years ago. To guide us on this journey we need to create a shared, national responsibility for the delivery of our vision. We need to take our first steps towards this now, which are: Develop a New Zealand constitution as a nation-building exercise; create a role for the Keeper of the Long View, a Parliamentary Commissioner for the Future; implement a five-year term for governments; and increase the domestic capital base by incentivising investment in productive assets and introducing compulsory superannuation savings. Our strategy map outlines how and what we need to do to achieve our goals (see Strategy Map opposite).

Output 1: New Zealand Listener cover in 2058

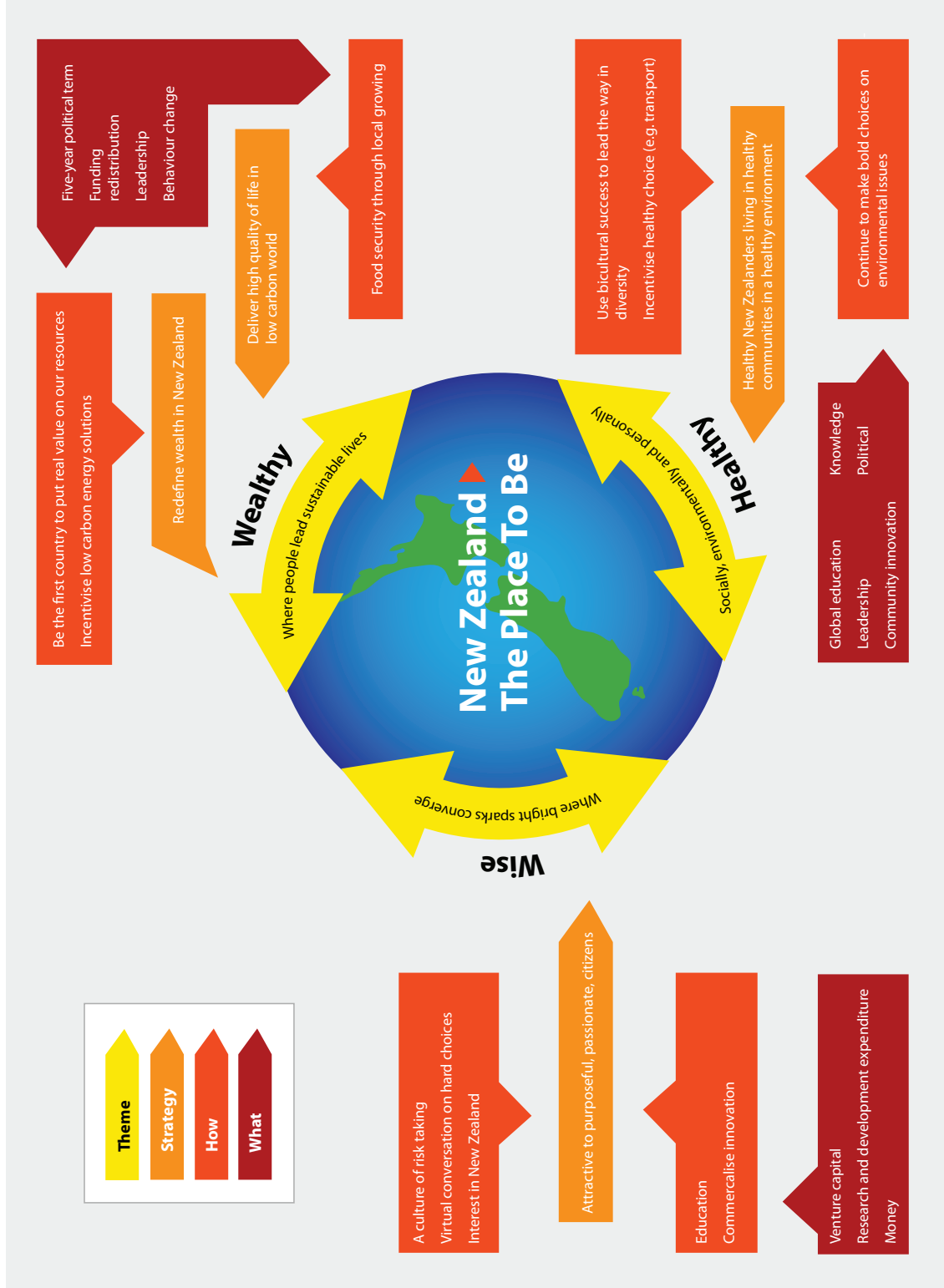
*This cover was altered for publishing purposes



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 3



Group 4: Yellow

Selected for presentation at the Legislative Council Chamber

Vision: By 2058, New Zealand will be the most desirable country to live in

Participants: Leanne Silver (*Process chair*), Carolyn Gullery, Hayden Wilson, Jill Bowman, Neville Henderson, Peter Furnish, Roger Tweedy, Scott Dalziell, Trish Franklin, Joshua Jeffery (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that New Zealand will be the most desirable place in 2058. World rankings will highlight New Zealand as a place of opportunity and strong community. Participative government will provide real empowerment and resilience to adapt to future events. This will lead to unprecedented interest in immigration to New Zealand and nobody wanting to leave. We captured these ideas in our *New Zealand Listener* cover which shows people flocking to New Zealand from all over the world.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is shown in the Coat of Arms which was designed to portray the vision of the strategy created in 2011. It represents a multicultural, diverse demographic working together paddling a traditional waka in unity. The boat design harnesses innovation and creativity without forgetting the past. It is on a planned voyage which has been mapped out to follow the Southern Cross towards a bright and sustainable future that contains no boundaries. A true representation that was envisaged in the 2011 strategy map.

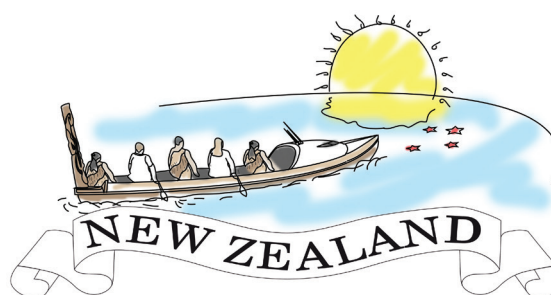
Output 3: Strategy Map

The niche (scope) in which the country intends to operate is by having the courage and leadership to position our vision statement at the core of the map. The five themes in our strategy map build a pragmatic path to a sustainable and inclusive society. The themes articulate the essential values and methods to achieve the vision, emphasising New Zealand's strengths and tackling the challenges we face. Desirability is achieved through quality of life, improved wellbeing, increased opportunity and active engagement with environmental and community issues. Incentivising investment in productive assets and introducing compulsory superannuation savings is also key (see Strategy Map opposite).

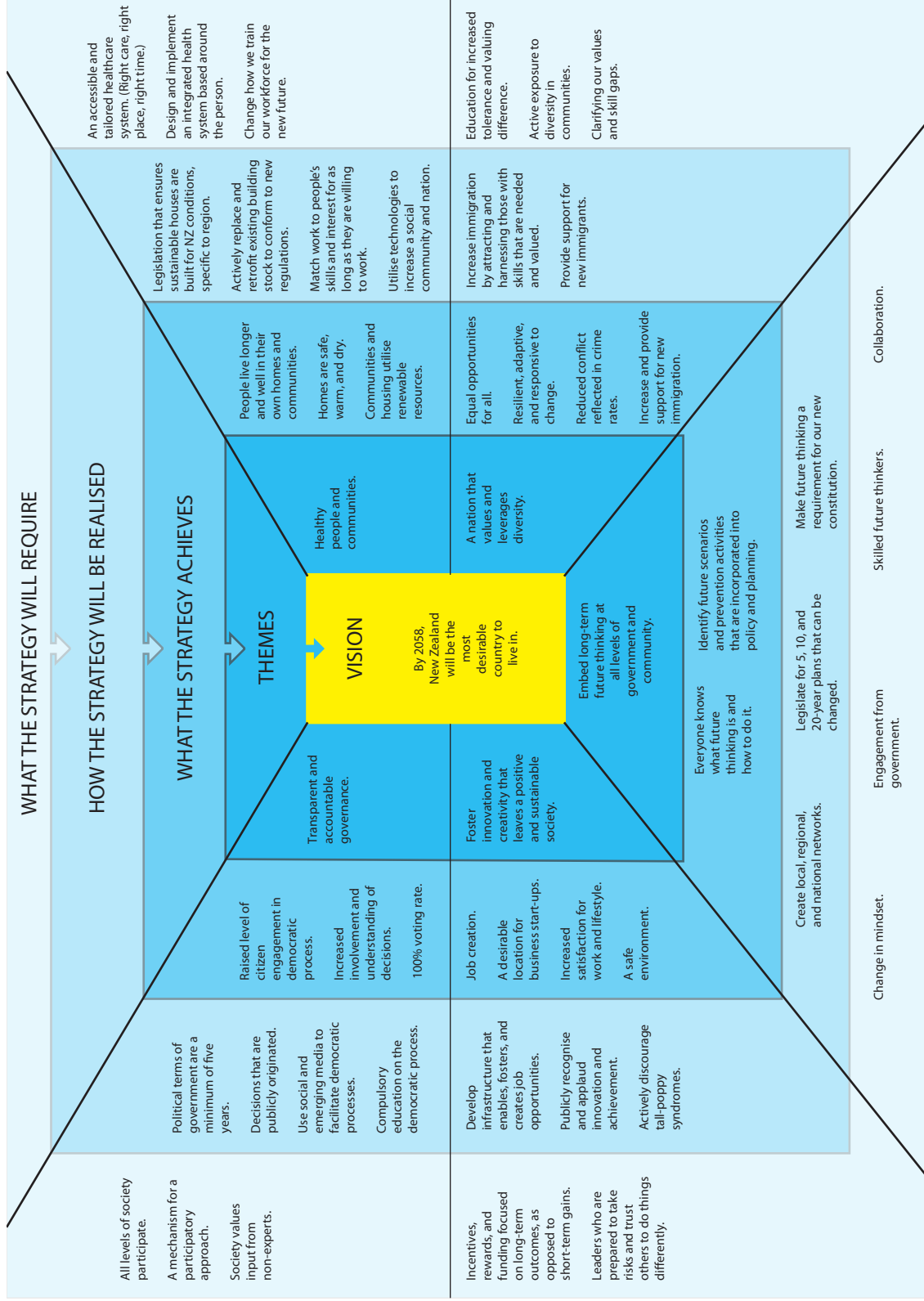
Output 1: New Zealand Listener cover in 2058



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 4



Group 5: Teal

Vision: Aotearoa – the most desirable place in the world

Participants: Murray Wu (*Process chair*), Andrea Frost, Ben Mason-Atoni, David McGuinness, Desmond Darby, John Tocker, Kat Thomas, Mick Abbott, Shona Albert-Thompson, Rodger Pringle, Machiko Niimi (*Designer*)

Output 1: New Zealand Listener cover in 2018

The objective (vision) the strategy is designed to achieve is that Aotearoa (New Zealand) offers a quality of life unparalleled in the rest of the world. New Zealanders balance economic affluence with a rich natural environment and a society that values equity and fairness. This is shown in our *New Zealand Listener* cover which highlights our community, environmental and our economic advances.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is by focusing on our special characteristics. As a new pioneering nation we have an ability to take the best ideas from around the world and mould them into innovative ways of living and working. The new Coat of Arms depicts these characteristics. While the figures retain the links to the founding of New Zealand, the shield incorporates modern images of nimbleness (the fantail), knowledge (the mauri), growth and development (the punga) and interconnectedness with the world (weaving).

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is focused on three core themes. Economic prosperity is generated by creating a vibrant export-driven economy supported by an innovative education system. A strong connection to the environment is developed by acknowledging both the economic uses of natural resources and the identity that all New Zealanders have with the forests, mountains, lakes and rivers. New Zealand's tradition of egalitarianism and social progressiveness is advanced by increasing participation in government and developing strong communities (see Strategy Map opposite).

Output 1: New Zealand Listener cover in 2018

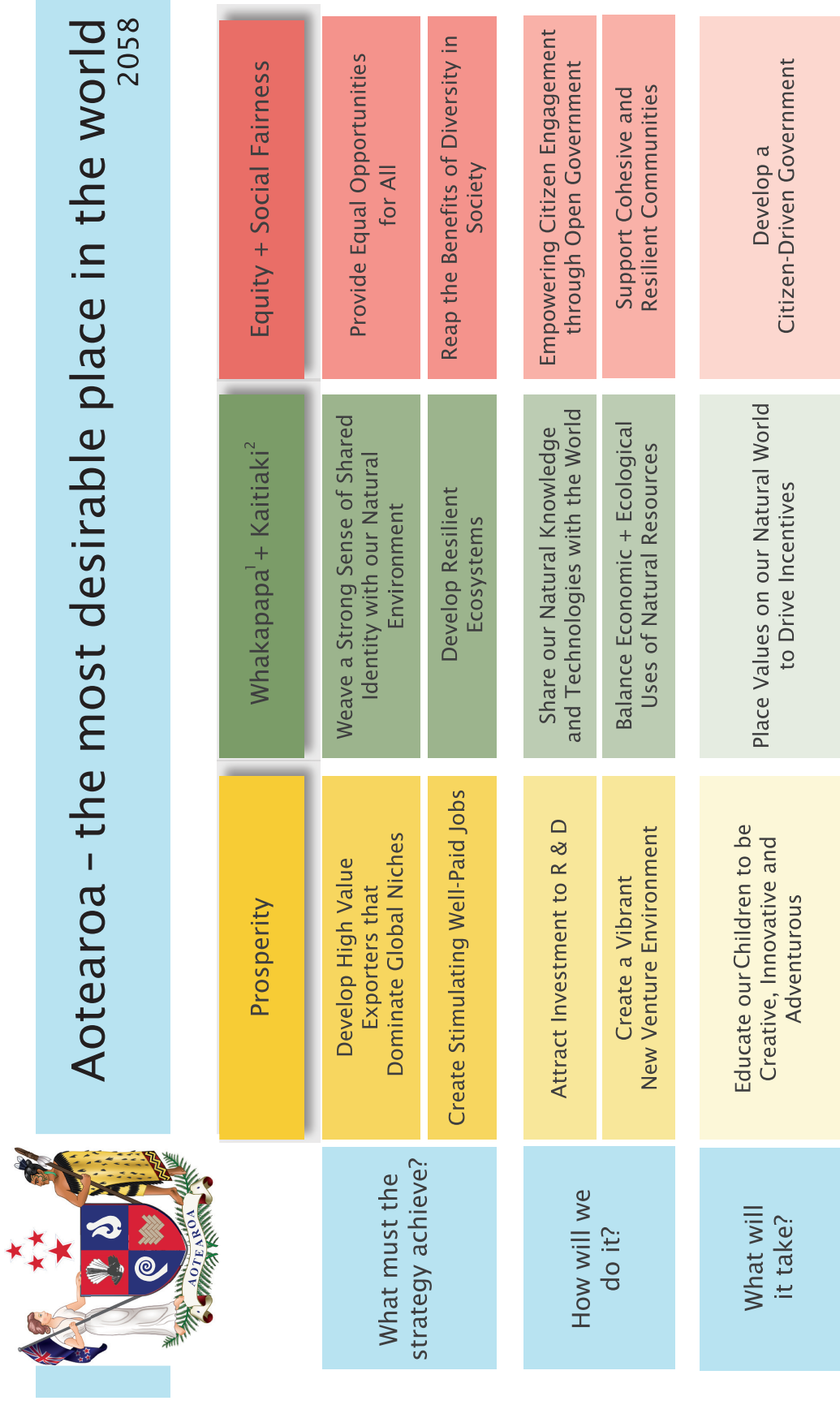
Images courtesy of Greg O'Beirne and 100photos.com
*This cover was altered slightly for publishing purposes



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 5



1. Whakapapa : Connection between people and the land
 2. Kaitiaki: Guardianship and stewardship of the land and ecological systems

Group 6: Navy blue

Vision: Borderless Aotearoa

Participants: Ged Lynch (*Process chair*), Heike Schiele, Kieran Meredith, Lance Beath, Matthew Sole, Onur Oktem, Richard Logan, Stuart Barson, Yvonne Curtis, Marina Battisti, Josie Lee Brough (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that Aotearoa will nurture and maximise its potential by connecting beyond our borders – both physical and intellectual. Success in this would mean that by 2058 Aotearoa’s full potential would be maximised and we would consistently lead the Global National Happiness Index, as shown on our *New Zealand Listener* cover design.

Output 2: The New Zealand Coat of Arms

Aotearoa’s potential will be realised through he Tangata, sharing and respecting the values of Aotearoa and participating in society through numerous connections beyond traditional boundaries.

Output 3: Strategy Map

The means (advantage) by which the country will achieve this objective is:

He Tangata – its people. We will cultivate people not farms. We will celebrate and learn from diverse views and experiences which will enrich he Tangata and create a smart and healthy population able and eager to participate in advancing Aotearoa’s interests.

Zealandia – the place. 96% of Aotearoa is water. We are the LAND and SEA. Research will enable us to expand our horizons and realise the full potential of Zealandia – in particular the 96% of Aotearoa that is below sea level.

Mauri – Life force. The connectedness of ‘People and Place’ he Tanagata and Zealandia is our unique ‘Life Force’.

The niche (scope) in which the country intends to operate is by focusing on three catalyst actions that future Governments, businesses and communities should organise themselves around, as a national call of action:

1. To have an investment-based economy that invests in people and businesses so that as a nation we are a net exporter of capital rather than a net importer. This will create long-term economic security.
2. We will have a sustainable competitive advantage by having high quality, networked knowledge. This means that as a nation all our important decisions are based on real evidence.
3. Ensure that local, regional and central Government is participatory and high quality. Ensure regulations and governance do not erect barriers but allow and encourage businesses and communities to reach their potential. See Strategy Map (opposite).

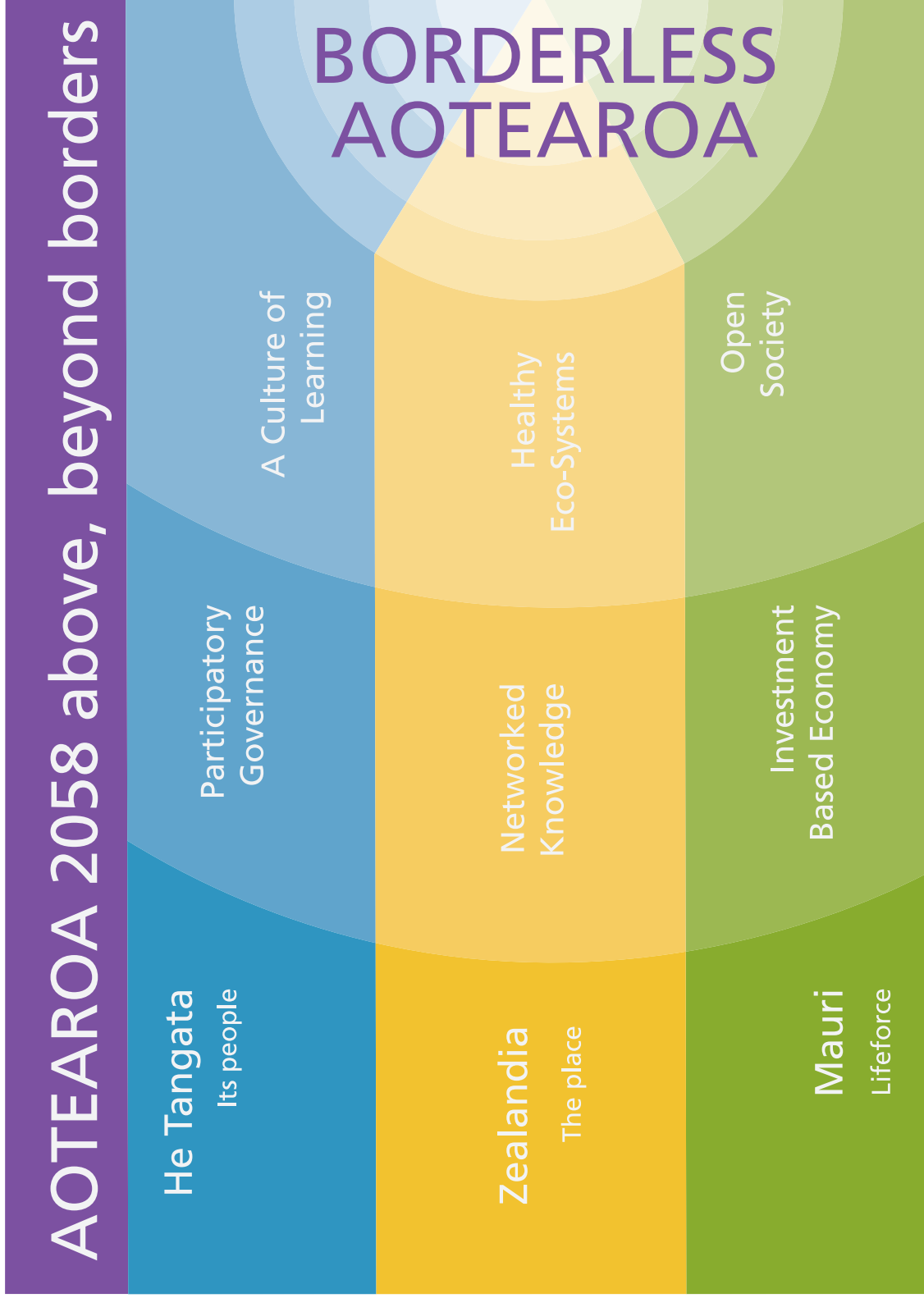
Output 1: New Zealand Listener cover in 2058



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 6



Group 7: Plum

Vision: Aotearoa is a place where talent belongs

Participants: Leanne Holdsworth (*Process chair*), Anake Goodall, Beat Huser, Krystal Gibbens, Marie Collin, Rebeka Whale, Stephen Hay, Vibhuti Chopra, Gillian McCarthy (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that in 2058 people will be queuing to enter New Zealand because there is a holistic valuing of talent. As a nation we will value a diverse range of skills and outlooks and people's contributions to society will be measured broadly. This is illustrated in our *New Zealand Listener* cover which shows talented New Zealanders engaging in a variety of different activities across the country.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective of a broadening and celebration of talent, will be through creating an economy that serves society and the environment. This is seen in our Coat of Arms which is a symbol that represents unity and the importance of the environment.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is aligned along three planks; economic co-operation, societal leadership, and individual wellbeing. We need recreate the way we think about the economy, ensuring that it serves both social and environmental wellbeing and harnesses the full potential of our immigrants. Societal leadership will be encouraged through forward planning and disaster management and by establishing governance structures that support the economic goals of social and environmental wellbeing. A focus on individual wellbeing will result in empowered, connected contributors who want to stay in New Zealand (see Strategy Map opposite).

Output 1: New Zealand Listener cover in 2058

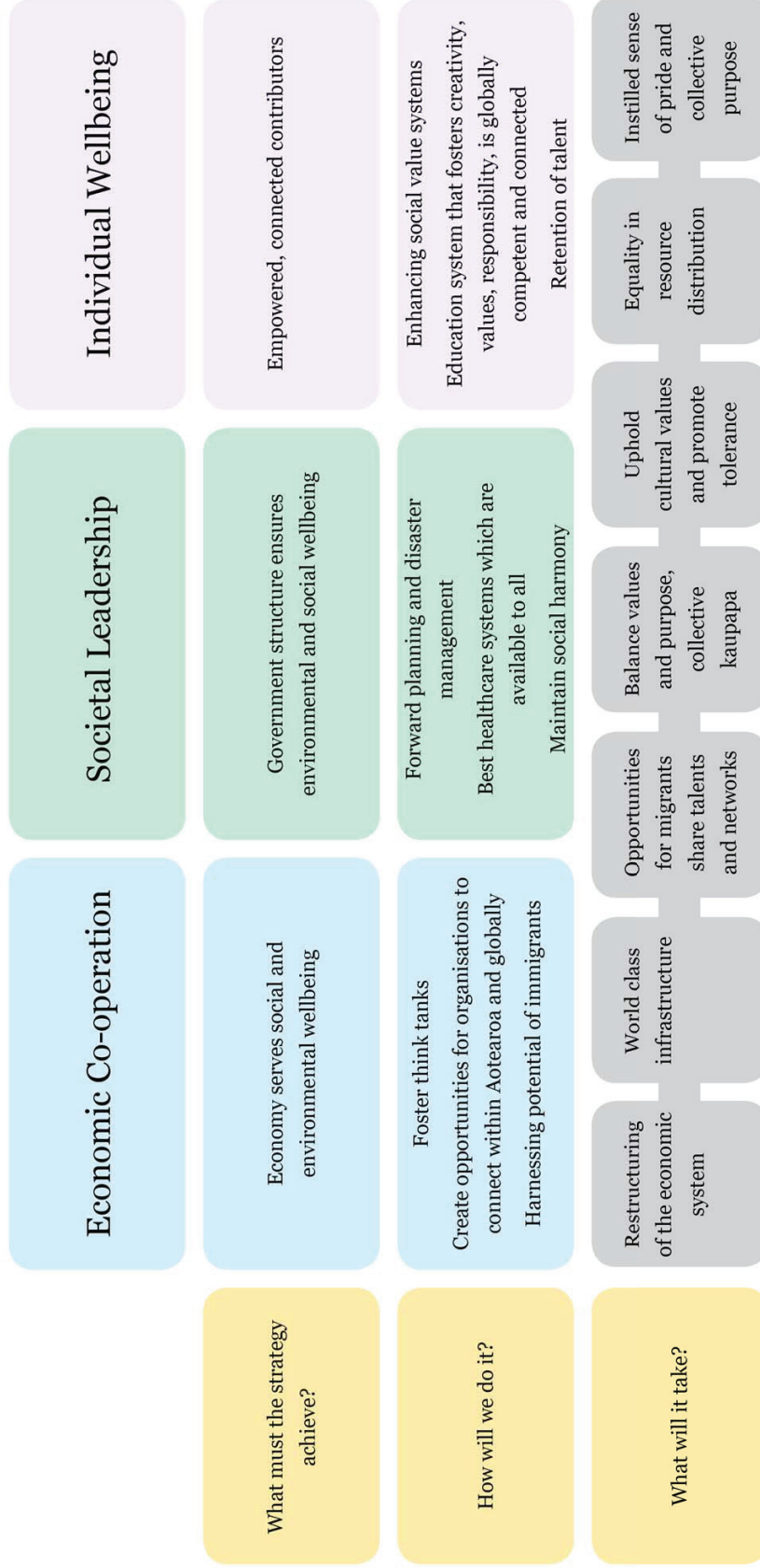
*This cover was altered for publishing purposes



Output 2: The New Zealand Coat of Arms



Aotearoa is a place where talent belongs



Group 8: Brown

Vision: Aotearoa will transcend boundaries to generate new models of cultural wellbeing and wealth

Participants: Marty Donoghue (*Process chair*), Damian Lawrence, Debbie Dawson, Gareth Moore-Jones, Mia Gaudin, Lauren Christie, Rachel Bolstad, Rodney Adank, Sascha van der Plas, Storm Adams-Lloyd, Te Ao Pritchard (Te Ao Hinengaro, Te Awhi Paa Trust & Te Runanga o Rauakawa), Scott Savage (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that by 2058 Aotearoa, New Zealand will have transcended geographic boundaries to the world through technological bridges, showcasing innovation, creativity and leadership: generating new models of cultural wellbeing and wealth for the nation. This has been expressed through our *New Zealand Listener* cover design that asserts Aotearoa as the digital World Expo host.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is through an abundant, expanding and regenerative environment, and being able to translate the development of our community wellbeing into innovative services for others. The representation of this is expressed through a new Coat of Arms that emphasizes the movement of culture, respect between Māori and pākehā, and recognizes the land, sea and sky as fundamental to our wellbeing.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is through developing:

- A technological culture built on an adaptive infrastructure that encourages early adoption, engendering a technology for life culture.
- Connected communities amongst a global village that recognizes the Treaty of Waitangi, and use measures of community wellbeing as a key performance indicator of success.
- A flourishing economy, through focus on sustainable and incentivised new product and service development, building financial literacy and entrepreneurial leadership.
- Smart education personalised, tailored, community centred, engendering a participatory democracy.
- A Bill of Rights for the Environment.

These ideas are laid out in our Strategy Map (see opposite) which indicates how we will reach our vision.

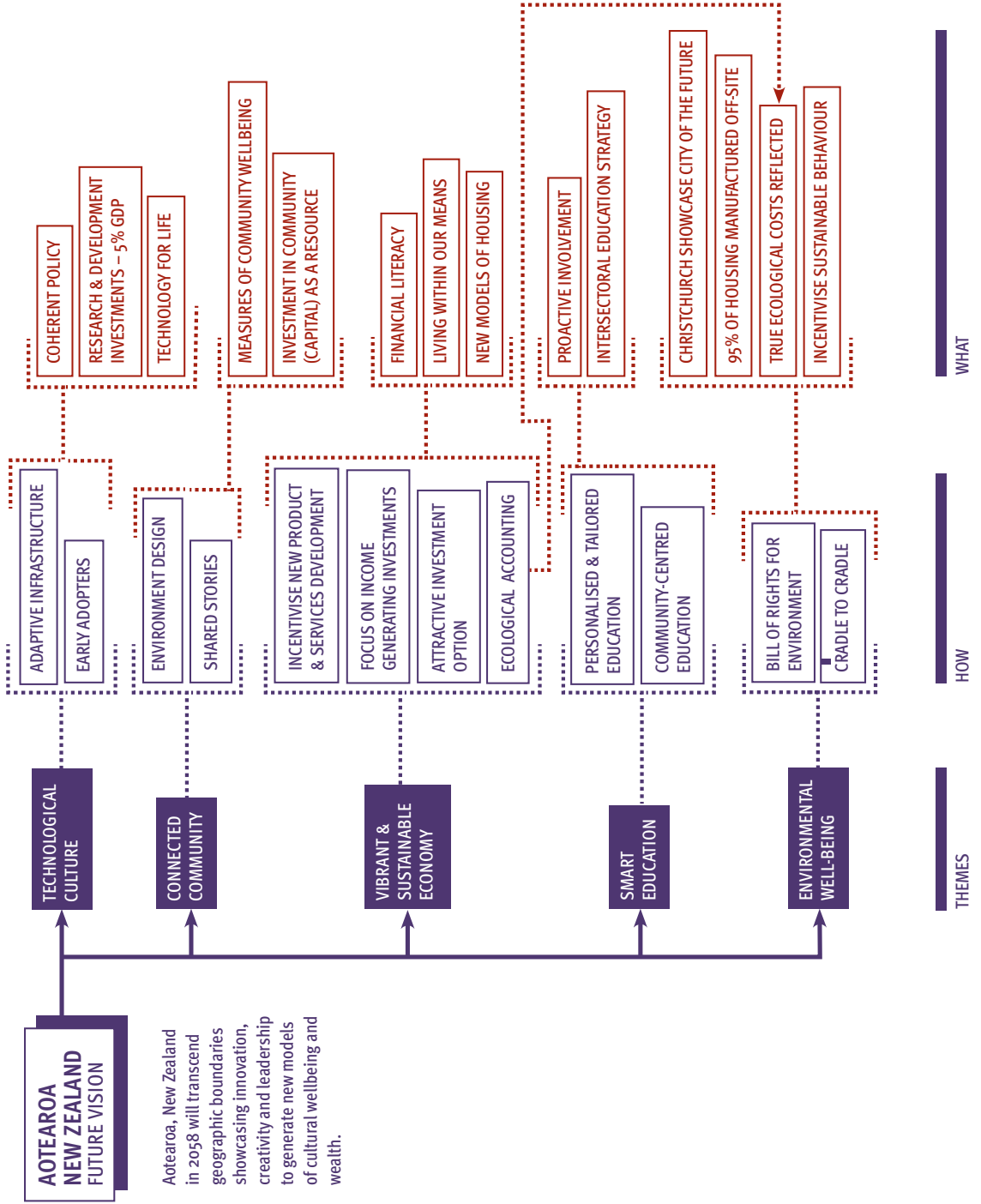
Output 1: New Zealand Listener cover in 2058



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 8



Group 9: Red

Vision: Aotearoa is the most fantastic place to live and work

Participants: Jonathan Routledge (*Process chair*), Sheryl Boxall, Amy Fletcher, Anna Jacobs, Beth Houston, Christian Williams, David Glover, Fred Staples, James Wall-Manning, Sarah Wakes, Susan Jones, Lara Rapson (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective (vision) the strategy is designed to achieve is that by 2058 Aotearoa is recognised (through benchmark OECD indicators) as the most fantastic place in which to live, work, learn and grow. Our *New Zealand Listener* cover exemplifies this, and includes the image of a waka carrying the citizens of Aotearoa forward together.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective is through ensuring that no Aotearoan will live in poverty and all citizens will have access to quality housing, health care and sustenance. Educational success will be a hallmark for the country and we will be sought out as a seat of learning, development and growth. In economic terms we will be a Pacific leader through innovative policies, practices and global co-operation; and finally Aotearoa will progress to a completely balanced, productive and sustainable environment. Our Coat of Arms reflects these ideas, as it shows prosperity, represented by the fish hook, and the unity of people and culture is represented by the tui.

Output 3: Strategy Map

The niche (scope) in which the country intends to operate is that underpinning our entire effort and inter-weaved in everything we do will be our national culture and values; we will manage critical strategic change programmes through two cross-functional 'themes' of an 'inclusive society' and 'smart & sustainable wealth' – necessary to bind the nation, deliver the resources required to achieve the bold national objectives set out in the strategy, and importantly ensuring that the ability of future generations to meet their own needs is not compromised. The start of the journey will be to deliver constitutional reform as the platform to launch the strategy. Internally, education will develop potential that will lead to innovation growth. At the same time Aotearoa will be promoted as a safe, rewarding place to invest; Greenfield partnerships with overseas investors encouraged; and investments will be made to ensure our environmental prosperity. Our infrastructure will be innovative, durable and future-proofed, greenhouse gas emissions will be negligible (see Strategy Map opposite).

Output 1: New Zealand Listener cover in 2058

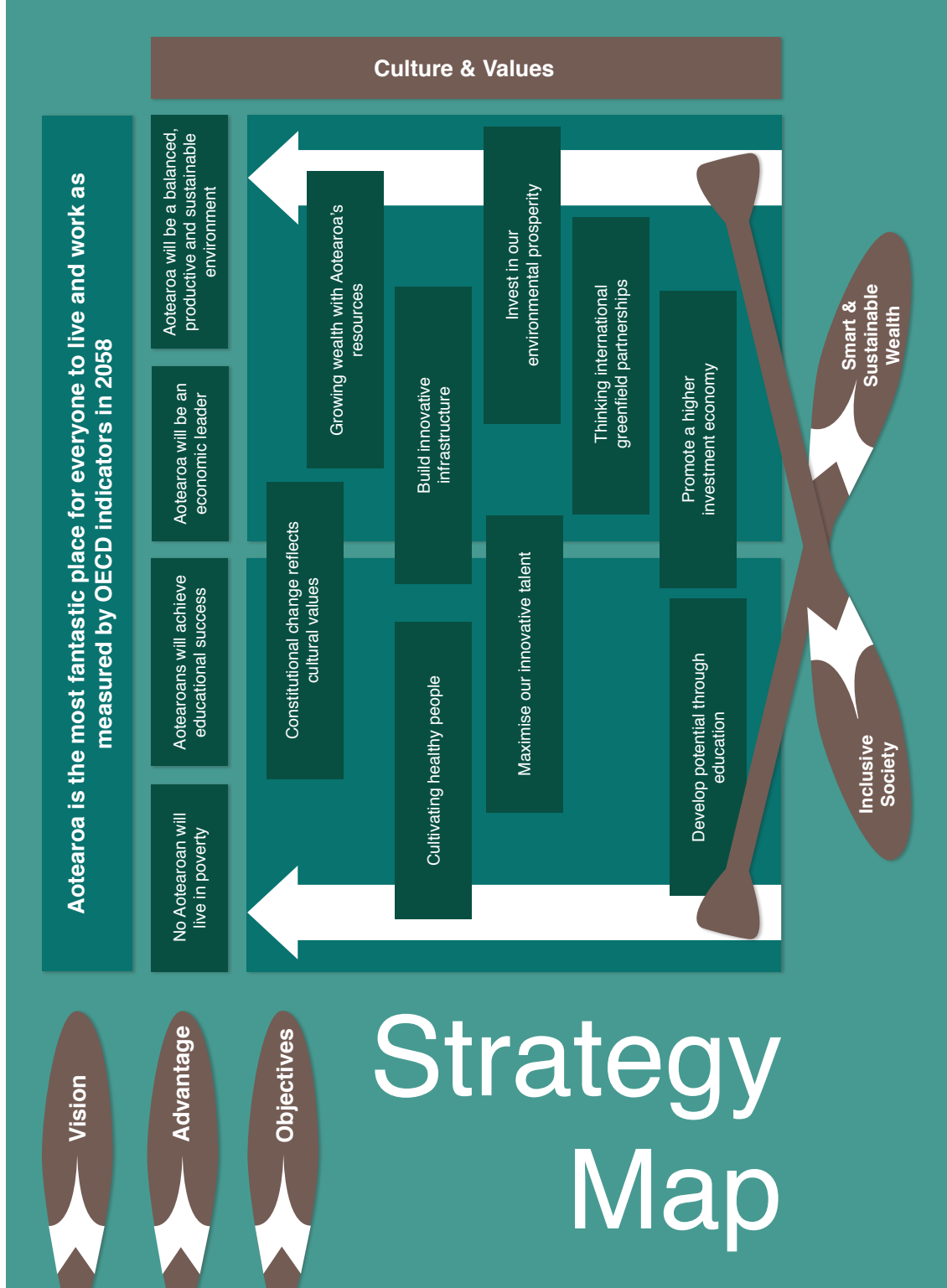
Images courtesy of Katclay and Phillip C



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 9



Group 10: Rust orange

Vision: The greatest living space on Earth

Participants: Ella Lawton (*Process chair*), Ashok Parbhu, Barbara Nicholas, Brian Penetaka Dickson, Kaila Colbin, Megan McMullan, Nina Harrap, Peter Rankin, Rhys Taylor, Rodney Scott, Sarah Ottrey, Stephanie Bickerstaff, Chris Lipscombe, Rob Cape (*Designer*)

Output 1: New Zealand Listener cover in 2058

The objective the strategy is designed to achieve is 'Kaitiakitanga – guardianship of our place and people'. Aotearoa New Zealand will lead the world in progressive stewardship, and countries from all over the planet will look to us as a shining example of economic and environmental innovation. Aotearoa New Zealand is a place where people will come for opportunities. Our *New Zealand Listener* cover illustrates why we are the 'greatest living space on Earth', through our strategy themes of 'lifestyle' and 'opportunity'. The cover also notes our vision of 'katiakitanga' that we will take care of our environment while investing in technology and innovation.

Output 2: The New Zealand Coat of Arms

The means (advantage) by which the country will achieve this objective will be through taking advantage of the natural resources and the benefits of our geographic isolation. We will have a robust government, education system, and social infrastructure. We will have people who believe in the greatness of New Zealand and who are willing to do the work to make it happen.

These ideas are shown in our Coat of Arms which illustrates the different modes of economic progress that we see New Zealand taking – through education, innovative new technologies, and industry.

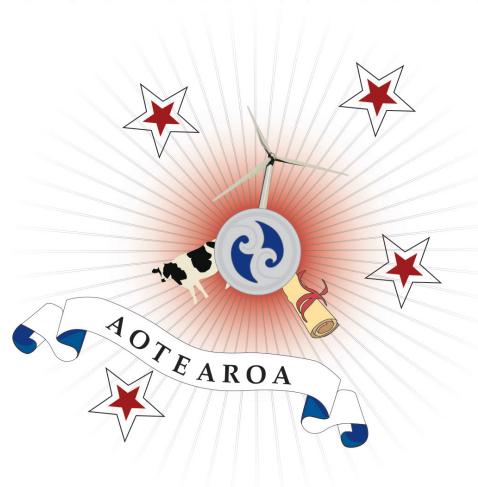
Output 3: Strategy Map

The niche (scope) in which the country intends to operate is through creating a country of leaders who can act strategically to implement two core themes and bring about a country overflowing with lifestyle choices and opportunity. The key themes of lifestyle choice and opportunity mean creating a place of desirability, an outstanding living space, a space with social cohesion allowing for access to capital, a focus on innovation, and the interconnectedness necessary to bring the world closer. How we will achieve these key themes is outlined in our Strategy Map (see opposite).

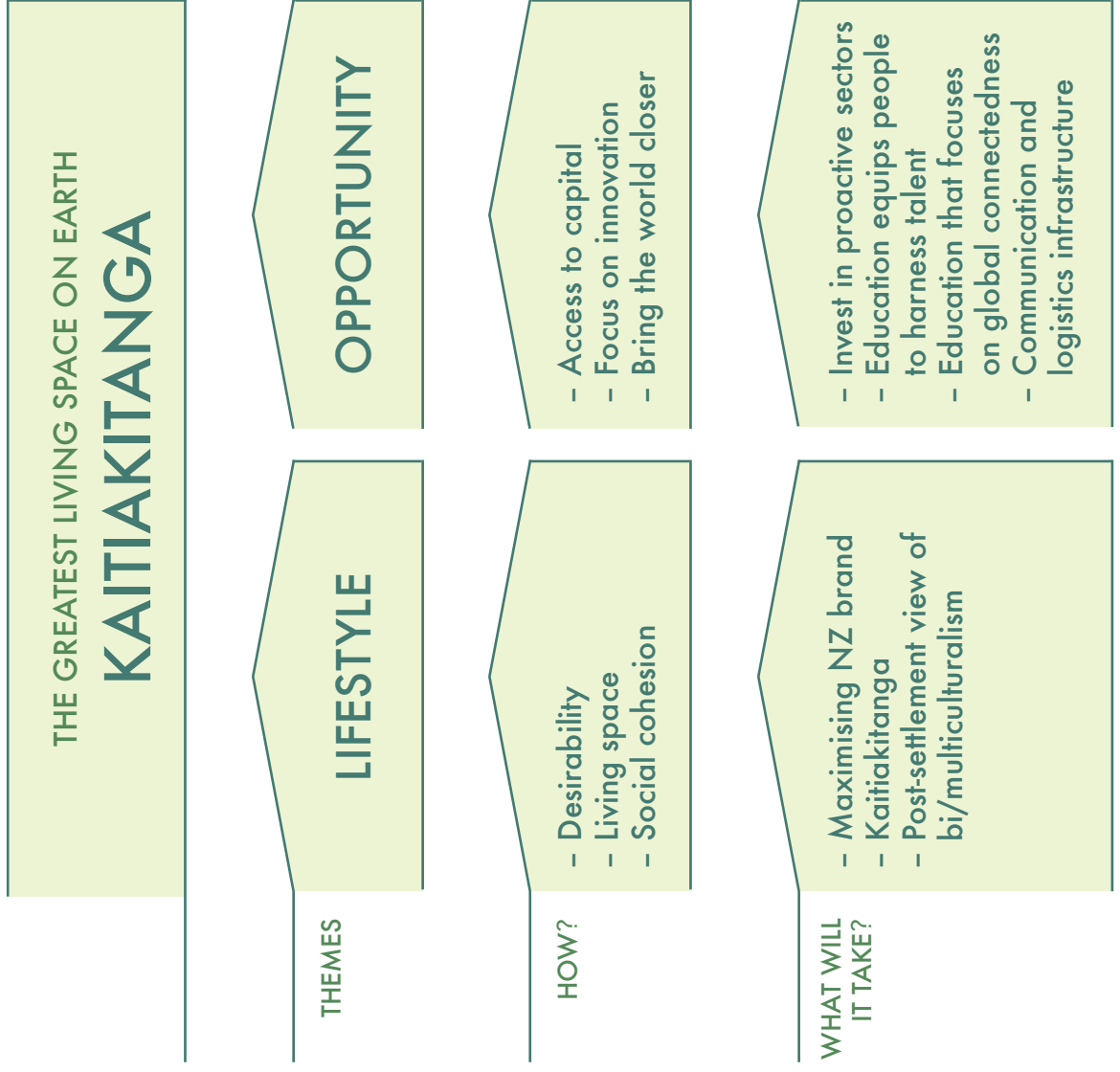
Output 1: New Zealand Listener cover in 2058



Output 2: The New Zealand Coat of Arms



Output 3: Strategy Map – Group 10



Workshop participants

Special thanks to the participants who made the event a success.

Group 1: Emerald green

Alison Nevill (Process chair)
Don Christie
Ben Guerin
Sue Hanrahan
Simon Harvey
Ruth McLennan
Christian Silver
Joseph Stafford
Richard Randerson
Grace Ridley-Smith
Ema Weepu
Katy Miller (Designer)

Group 2: Avocado

Jan Bieringa (Process chair)
Anthony Cole
Geoff Hamilton
Mark Hargreaves
Caleb Jago-Ward
Raf Manji
Hugh McDonald
Sue Peoples
Joanna Randerson
Grant Ryan
Angus McBryde (Designer)

Group 3: Purple

Phil Tate (Process chair)
Paul Atkins
Donald Clark
Tim Clarke
Hamish Gow
Maria Ioannou
Michael Moore-Jones
Hugh Norriss
Hilary Sumpter
Wayne Silver
Jeremy Star (Designer)

Group 4: Yellow

Leanne Silver (Process chair)
Jill Bowman
Scott Dalziell
Trish Franklin
Peter Furnish
Carolyn Gullery
Neville Henderson
Roger Tweedy
Hayden Wilson
Joshua Jeffery (Designer)

Group 5: Teal

Murray Wu (Process chair)
Mick Abbott
Shona Albert-Thompson
Desmond Darby
Andrea Frost
Ben Mason-Atoni
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Kat Thomas
John Tocker
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Group 6: Navy blue

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Yvonne Curtis
Richard Logan
Kieran Meredith
Onur Oktem
Heike Schiele
Matthew Sole
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Group 7: Plum

Leanne Holdsworth (Process chair)
Vibhuti Chopra
Marie Collin
Krystal Gibbens
Anake Goodall
Stephen Hay
Beat Huser
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Group 8: Brown

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Te Ao Pritchard
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Group 9: Red

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Amy Fletcher
David Glover
Beth Houston
Anna Jacobs
Susan Jones
Fred Staples
Sarah Wakes
James Wall-Manning
Christian Williams
Lara Rapson (Designer)

Group 10: Rust orange

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Kaila Colbin
Nina Harrap
Chris Lipscombe
Megan McMullan
Barbara Nicholas
Sarah Ottrey
Ashok Parbhu
Brian Penetaka Dickson
Peter Rankin
Rodney Scott
Rhys Taylor
Rob Cape (Designer)

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Members of Parliament who hosted the presentations at the Legislative Council Chamber

Chris Auchinvole
Charles Chauvel

Master of Ceremonies

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Legislative Council Chamber: Hon. Fran Wilde

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Scots College
St Patrick's College
Wellington Girls' College

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Grace White
Miriam White

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World Futures Studies Federation

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Christian Williams
Dr Morgan Williams
Dr Pamela Williams
Hayden Wilson
Murray Wu
Mike Yardley
Ian Yeoman

Thank you

Gold:



NEW
ZEALAND
POST
GROUP

WILLIS BOND & CO

Silver:



Palladium
Executing Strategy

TE RAUKURA
TE WHAREWAKA O PONEKE

Bronze:



Deloitte.

Scratch. [design from scratch]

About New Zealand's Coat of Arms



1906: A competition was established to choose a Coat of Arms for New Zealand; however, the original designs were destroyed when fire swept through the Old Parliament Buildings in 1907.
1908: A new competition was re-advertised resulting in some 75 designs, of which three finalists were sent to England for judging.



1911: The decision was to generally accept the design by Whakairo (which means to carve) – see image on left. However, changes were made, such as replacing the Māori carvings at the bottom with 'more conventional' decoration and making the Zealandia figure 'more demure' and the Māori figure 'less challenging' – see centre image.



1956: A committee was established to standardise the Coat of Arms, and a revised version received the Queen's approval. This remains the current Coat of Arms for New Zealand – see image above.



The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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