Principles behind the **kakama** manifesto

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within

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One simple word is **kakama**, which means 'quick to adjust', or 'fast'.

Another option is **he ringa miti tai heke**.

Ringa: Your hand. **Miti**: To lick – your hand licks the water. **Tai heke**: Tidal waters – experience in handling the canoe in strong tidal waters. **He ringa miti tai heke**: You're adjustable.

Another way to express it is **te ararau o Tangaroa**.

Ara means path, **rau** means many – 'the many pathways of Tangaroa'.

There are many ways you can travel the sea, but you have to be able to adjust to the elements, weather patterns, and other natural things that occur at sea. He kakama koe – you're agile!

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agile*

in

te reo Māori

*and more!

NOTES

Developed by Te Papa's Reo Māori Writer Ranea Aperahama and the Digital Product and Operations team in 2018.

A poster can be downloaded from **tepapa.nz/tereodigital**

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kaiwhakamahi
user
manuhiri
visitor

Kai is a prefix added to verbs which express some kind of action to form nouns denoting a human agent (i.e. the person doing the action). **Whakamahi** is 'use'.

Therefore, **kaiwhakamahi** means user.

Manuhiri is the translation of visitor.

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tū mai
stand-up

In te reo Māori stand-up is **tū mai**. **Tū** means 'stand', **mai** means 'in front'.

When you say 'e tū' it's a direct instruction. With 'tū mai' you have more freedom – you can choose to stand or not. Tū mai can also mean to be active, to show, exhibit, or express yourself.

papa kōrero
the board

Not Te Papa's Board, but a board, or wall – a flat surface. But it can also refer to discussion, a place where you have a debate or dialogue.

There are two ways to interpret papa. **Papa** is a flat surface, so it can be the wall, the surface you write on.

Or papa can be the surface you stand on, the place where you stand. It's like our name, Te Papa – the land, the place where we stand. So papa is where you write or present your thoughts.

And **kōrero** means 'dialogue' or 'discussion'. **Papa kōrero** gives us 'the board'.

kōrero
story

Kōrero is speech, narrative, story, news, account, discussion, conversation, discourse, statement, information.

kakama
agile

Agile is to be nimble, quick to adapt, to shift or change quickly – qualities that are useful when you're tacking on a boat.

Therefore, the Māori term I've chosen borrows from how you would masterfully navigate, or row, a canoe. Whether the sea is flat or tumultuous and challenging, you have to be aware of your environment, and adjust how you paddle or sail.

a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity – the art of maximising the amount of work not done – is essential.

The best architectures, requirements, and designs emerge from self-organising teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

whakaputunga
backlog

You know how you can get sort of clogged up? Pile, heap, collection, cache, corpus, archive, store, hoard, reserve, stockpile. I like the word 'stockpile' – a supply, or stash.

In te reo Māori, it's **whakaputunga**, the collection of something. It's held, or grouped, somewhere – and not moving.

titiro whakamuri
retrospective

Titiro is to look at, inspect, examine, observe, survey, view. **Whakamuri** means backwards, behind, towards the rear.

Therefore, **titiro whakamuri** is to look back and examine.

e mahi ana
doing

This is about doing something. An action in progress. Activity, exercise, operation, function. In te reo Māori, **mahi** is the word for 'action'. The **ana** is the progress in action – or action in progress.

So **e mahi ana** is doing. The 'ana' is like '–ing' in English. The *do*-ana, the doing. Or, the mahi-*ing*! E mahi ana!

rangitira
product owner

Rangatira is to be high ranking, chiefly, noble, esteemed. A boss, supervisor, employer, landlord, owner, proprietor.

Ranga is also to weave. **Tira** is group. An individual who weaves people together, who manages a team.

tū raru
risk

We all know what 'risk' means in relation to problems, trouble, or conflict.

The key word here is **raru**. Raru is the word for trouble or conflict. **Tū** is a state, what type of problem it is.

Tū raru gives us 'risk'.

Whaka means cause it to, and **tipu** means to grow. Tipu can also refer to the plant itself. So, **whakatipu** means to cause to grow.

To sustain something, you multiply it and strengthen its growth. 'Multiply' in Māori is **whaka**, and rea means to grow, grow, grow. **Whakarea** is really saying to cause to grow, grow, grow!

So, to grow and sustain is **whakatipu, whakarea**.

kua oti
done

Done. Finished. Finito. Something has changed from a state of doing, to a state of being complete. **Kua** is past tense, and **oti** is 'finish'. So, **kua oti**, done.

To put it in a sentence that could be useful around Te Papa: Kua oti te mahi – the task is done.

ohia mano
design sprint

This is about spur of the moment thinking, multiple choices, multiple ideas. To express that in Māori is **ohia**, a way of spontaneous thinking, and **mano**, the word for thousand.

So, many thousands of thoughts gives us **ohia mano**.

kōkiri
initiate

There are many ways to describe 'initiate' – start, thrust forward, attack, rush forward, champion, lead, advocate. The spirit of these words can be brought into the Māori word kōkiri.

Kō is a direction, and **kiri** is the force that you give to that direction. So, initiate is to push something, to move it somewhere – which gives us **kōkiri**.

te ruirui
develop

With te reo Māori, context is everything. There are many ways you can translate 'develop'. What I've chosen is based on discussions from meetings around the word 'develop'.

Ruirui means to sprinkle, to shake to and fro with the hand upright, like when you're sprinkling seeds. It's the beginning stages of growing, or developing, something.

te āta morimori
high care

When we say 'high' in relation to care in this context, we mean mean deliberate, purposeful, intentional. So 'high care' in te reo Māori is **te āta**.

Morimori is when you hold something in your hands and you're very careful with it. You caress it, handle it carefully, nurture it. So, **te āta morimori** is 'high care'.

tū mahi
chore

Tū is the type of activity, and **mahi** is activity. Exercise. Operation. Function. So, it's the type of task or activity.

Tū mahi gives us 'chore'.

te tīma
the team

Tīma is the transliteration of team.

ki mua/panuku
next

'Next' implies a forward motion, to go from one point to another. It can also mean 'in front of', or 'ahead'. The phrase in te reo Māori is **ki mua**. **Ki** is 'to', and mua is 'front'.

Another word is panuku. Pa is 'to cause an act', and nuku is 'move'. So, panuku is to move next, to go from one state to another.

whakatipu, whakarea
grow and sustain

This is related to our discussion about 'develop' – te ruirui, to sprinkle seeds. After you've cast the seeds and watered them, the warmth and nutrients in the soil help the seeds to grow.

whakakapapa
planning

Whakakaupapa is to institute, formulate, devise, plan, set up, establish, arrange in a coherent way.

Logic, planning, proposal, project, lay out.

toa kakari
scrum master

Toa is to be experienced, accomplished, adept, competent, skilful, capable. **Kakari** is to battle, fight, agitate for (it also means "scrum" in rugby).

Therefore, **toa kakari** is an experienced, skilful fighter.

kua tārewa
blocked

There are different ways you can look at what 'blocked' means. You can have a blocked toilet. You could look at it that way. Or, something has not changed from one state to another – unresolved, unsettled, undecided, unfinished, inconclusive, delayed, deferred.

The key word here in Māori is **tārewa** – to hold in suspension. **Kua** is past tense – it's just happened. **Kua tārewa** – it's suspended, on hold.