"In a climate of uncertainty and fear ~ and without strong and visionary leadership ~ people will panic."

Patrick Dodson (2008 Sydney Peace Prize)

The views from Mount Bundy

Mount Bundy station is where the tropics meet the outback and lies about 130km south of Darwin on the Adelaide River. It’s also where AMSANT hosted its seventh Aboriginal leadership workshop and, for the first time, invited high-profile role models to share their knowledge and swap ideas with a new generation of young health professionals.

The following pages detail the quality of discussion and planning that occurred at Mount Bundy, and the synergies that arose between the old and the new.

The views that emerged came from years of personal insight and are both exciting and original. And they’re practical views that you won’t find in any leadership manual!

People came from all over the Northern Territory to get to Mount Bundy ~ some from the bush, some from the city and some from regional towns. Many of these people have worked long and studied hard, and taken responsibility for senior positions in their health services. They’re leading the way ~ and AMSANT is growing the future.

Leadership is about doing the right thing. It’s about being a true person. And AMSANT is proud to nurture those people who stand up to be heard. They’re Aboriginal people with modern skills and traditional knowledge, each with a passion for progress.

To develop our leadership program to new heights we’ve appointed elite athlete Patrick Johnson, who will align our activities to accredited leadership and professional development courses at colleges and universities. Education and training is the key.

AMSANT has always been serious about Aboriginal leadership and its impact on modern Australia. Now we’re moving into new territory, with new problems to solve and new ways of thinking.

Read on to see where we are now ~ and where we’re going.

Share the journey.
Our latest leadership workshop at Mount Bundy was the best yet – prominent Aboriginal leaders yarning about the future and making plans with some of our younger health workers and administrators. They’ve all got plenty of good ideas to discuss, as you will see.

But this is also a call to action – our leadership program is at the crossroads. It’s a critical time.

Strong Aboriginal leadership is vital in redressing the inequalities that exist in modern Australia – inequalities of health access, education, training, housing, job opportunities and commerce.

But this isn’t a whinge – we’re getting down to the business of nurturing our new leaders. And we want you to join us.

Since our first leadership workshop in Alice Springs in 2006, AMSANT has been strongly supported by Oxfam Australia and the Fred Hollows Foundation. They’ve been great and their help has been priceless.

But their sponsorship has come to the end of its cycle so we’re looking for new groups and individuals to get involved. We need you to help us continue the work.

New Aboriginal leadership will shape the future of this country, not just up north, but right across the nation. Support AMSANT in this quest. Lead by example.

If you’d like to talk to me about Aboriginal leadership in the Northern Territory, call me any time. This is my personal number: ~ 0418 904 727 ~ and email ~ john.paterson@amsant.org

“Our leadership program is at the crossroads. It’s a critical time for our emerging leaders.”

We’ll continue to attract high-profile role models to AMSANT’s leadership program – people who are active for change and who inspire the best in other people.”
Traditionally the leaders in Aboriginal communities were men but that's been changing in recent years and women now take on more of a leadership role among our people.

At Mount Bundy PJ told of his personal journey, living on a boat for 17 years with his dad in Queensland and attending twenty different schools in his early, nomadic, beach-combing life. “My greatest inspiration as a child came from my dad and grandmother who were great leaders within our family and kept us all together, despite the great challenges they faced. Traditionally the leaders in Aboriginal communities were men but that’s been changing in recent years and women now take on more of a leadership role among our people.”

“Leaders must always lead by example and have the ability to challenge themselves … regardless of the outcome.”

PJ said that education, health and family were the key elements in his life. He studied politics, philosophy, anthropology and languages at uni and worked for the Department of Foreign Affairs and Trade in Canberra. He played a lot of chess, and then started running in his twenties. Many said he was too old to succeed … “There’s always doubters and knockers out there but I don’t hang out with negative people ~ I don’t associate with them at all. You need hard work, commitment and passion to create that idea within yourself that anything is possible.”

As an elite Australian athlete, PJ learned to look after his health through exercise and diet, but many of his family died very young … “We’ve got to change that whole psyche that it’s normal for our mob to be suffering from chronic diseases or accidents or suicides. There were so many early deaths in my family when I was growing up in Queensland and that’s given me a strong ‘health’ focus, so I’m really glad to be working in primary health care with AMSANT.”

Being a leader isn’t always easy, PJ told the group at Mount Bundy … “There has always been a bit of a stigma about Aboriginal leadership because often you’ll be standing up alone and, of course, not everyone agrees with what you’re doing or saying.

“But you don’t have to be a CEO to be a good leader. Some people in our health centres have been quietly leading the way for 20 years or more ~ working hard, supporting their colleagues, growing up their families, helping their neighbours. It’s something they do every day in their communities ~ and it’s these people who inspire me every day.”
Nova Peris was born in Darwin and is the first Aboriginal woman elected to Federal Parliament (2013) and the first Aboriginal person to win an Olympic gold medal (hockey) at Atlanta, USA in 1996.

In 1997 she was voted as Young Australian of the Year and went on to win gold medals in athletics at the Commonwealth Games in Kuala Lumpur in 1998.

When an opportunity presents, you bloody well take it!

Nova’s personal journey was well received at Mount Bundy as she told of growing up in Darwin and dreaming big about playing sport. Her family did it tough at times but they stuck with it. “Every single day we’re all confronted with something that might hold us back or make us upset. When this happens I just think how tough things were for my nanna and my family when I was a kid. Those previous generations had very few opportunities and some terrible hardships, but they made great sacrifices so we kids could get ahead.”

Nova has thought a lot about leadership in recent years … “The word ‘leadership’ sometimes scares Aboriginal people because our culture is more about a collective leadership from our elders. Other indigenous cultures around the world often have a chief or a single leader, so it takes some courage to stand up as an Aboriginal person to make a difference.

“Good leadership is essential for change and Aboriginal people have a lot of issues that need changing like unemployment, education, health. We need good leaders to drive that change.

“One good way to promote Aboriginal leadership, especially in the health sector, is to give young people key responsibilities as early as possible. If they make a mistake, it’s not a failure. Humans are faulty creatures and even strong leaders make mistakes. Mistakes aren’t a bad thing – you’ve just got to learn from them.”

Nova said things get pretty heated and stressed in the political battles of Canberra … “Politics in Canberra is a lot about ego and self-importance, but in my life I’ve won some and I’ve lost some along the way and I have compassion, so I know I can make an impact as a Senator.

“It’s important to look after yourself in your leadership journey and not to get burnt out along the way. You’ve got to recharge your batteries sometimes and find time just for yourself, to relax and think about where you’re going.”

The Senator was realistic about the highs and lows of life … “You can’t control everything – shit happens – so you’ve got to be realistic about what you can and can’t change or achieve. But, believe me, when an opportunity presents itself, you bloody well take it!”

Nova’s personal journey was well received at Mount Bundy as she told of growing up in Darwin and dreaming big about playing sport. Her family did it tough at times but they stuck with it. “Every single day we’re all confronted with something that might hold us back or make us upset. When this happens I just think how tough things were for my nanna and my family when I was a kid. Those previous generations had very few opportunities and some terrible hardships, but they made great sacrifices so we kids could get ahead.”
Adam Gibson was born at Warburton Mission in WA and spent time in Darwin with his foster family while studying at Stuart Park Primary School. Some of his childhood friends were killed when Cyclone Tracy struck town in 1974 and he returned to the Western Desert as a young man to settle in Kintore. Adam’s worked at the community store since 1981 and takes great pride in showing the young ones how to sing and dance in the traditional way. He speaks six languages.

Adam is a quiet, thoughtful man who was a bit nervous when the leadership camp started. "I was a little bit shy when I first got to Mount Bundy and everyone was talking so fast, asking lots of questions. But I soon made some friends there. It was good. We were all from different tribes and different places but we all shared our knowledge and had some good things in common.

"Things were really fast at Mount Bundy. I want to learn about leadership more slowly, not fast. Maybe go to school or college to learn more skills. But that camp was a great start for me ~ it showed me the way to go."

At home in Kintore, a tough eight-hour drive west of Alice Springs, Adam works at the local store and leads the young people in the traditional ceremonies that inform their lives. "I’ve been leading those young men and boys in the dance here in Kintore. Our mob have been doing it that same way for thousands of years. I teach those big kids, young kids, the right way. I say: ‘Follow me, you come in behind me’ and lead them that way, in culture way.

"We’ve got problems ... but we’ve got culture too."

"We’ve got so much strength in our culture here ~ in language, traditional skills, songlines, storylines. We’ve got plenty of problems ~ but we’ve got our culture too."

Like so many Aboriginal children, Adam had a difficult problem to overcome when he went to school. "When I was young I went to Stuart Park Primary School, up there in Darwin. But my hearing was so bad, like with a lot of our people, that I didn’t understand what was going on at all. I was really confused, all the time. It made it very difficult for me."

Adam had a great time at Mount Bundy. But there was one thing that made him a little bit cranky. "When I first saw those cane toads hopping around I said: 'Somebody help me! I want to go home!' They’re too scary. They were everywhere.

I hate those frogs!"
Mandy went to AMSANT’s leadership camp full of hope and optimism. She’s an accomplished woman who wants to further her health career and lead by example. Mandy was very impressed with what happened at Mount Bundy. “The leadership camp was great. By the second day a lot of very shy people were telling their stories and having a quiet yarn with new people. The atmosphere was really friendly and people began to open up, maybe for the first time in that way.”

She was very excited about the strong leaders at the camp. “When Nova Peris was speaking I thought ‘Oh my gosh, that lady’s making history. She’s the first ever Aboriginal woman in Federal Parliament’. But she’s just like me, a working mum who’s juggling all these responsibilities and commitments. Sometimes I feel like a one-legged tap-dancer!”

“The main message from Mount Bundy was that if you really want to make a difference as a leader you’ve got to do what it takes, however hard that might be and whatever sacrifices you have to make.”

The main message from Mount Bundy was if you really want to make a difference you’ve got to do what it takes.

True leadership never comes down to pulling rank or big-noting yourself. A good leader treats everyone as equal and talks to their colleagues and gives support where they can.”

Like many lucky people, Mandy draws great strength from her family. “So much of who I am comes from my family. My grandparents were very influential on me through their wisdom and kindness. They instilled good values in us kids and it was always very re-energising to spend time with them, to come back to them.”

Mandy has worked with some of the best leaders around. “When I think of great Aboriginal leaders, I think of Charlie Perkins who I worked with at ATSIC in the 1990s. That man had such presence and such passion. When we’d go into a community together he’d be stopping to talk to people all the time, finding out what makes them tick and asking them what they needed. He was such a great leader but, at the same time, just a humble bloke from the bush.”

Mandy said that the AMSANT leadership program had opened her eyes to the historic struggles of Aboriginal people. “The sessions at Mount Bundy about governance, human rights and Aboriginal history in the NT were deadly. I come from over Cairns way so those stories of the struggles and the triumphs of Aboriginal people in the Territory were very inspirational.”

MANDY SHEPHARD ~ PROGRAM MANAGER

Mandy Shephard is a program manager at The Fred Hollows Foundation, working in intensive clinics for cataract treatment throughout remote and regional areas of the NT. Mandy was born in Far North Queensland and has worked at ATSIC (now defunct) and various government health agencies. She one day hopes to study nursing and continue her work in treating preventable blindness.
Charlie’s ‘media session’ really hit the mark with people at Mount Bundy …

“The media has never been a friend of Aboriginal people so we need to learn how to use it better, to give us a stronger voice. The media has a mind-set of misery, heartache and pain for us. They just don’t see the many stories of celebration we have in our culture.

“One problem is that we don’t have a strong voice in the media. No one is ever a spokesman for Aboriginal people as a whole – that’s rubbish – but we do need new voices and new stories to grab the attention of the media in a positive way.”

He was pleased with the reception his talk got … “The people at Mount Bundy were very engaged and hanging on every word. They were absorbing the messages then discussing the issues around the dinner table, after the sessions. I thought that was very promising.”

Charlie is in high demand as a public speaker around the country but he knows it’s not an easy thing to do … “Many Aboriginal people are terrified of public speaking. That’s a bit about the language and not knowing the terminology or jargon, but with practice you can deliver your message with confidence and impact. People see other people speaking up and think: ‘I can’t do that’ – but they can!”

“I think the best thing to do in your life is to identify your greatest fear and confront it. For many people, that’s public speaking.”

“You’ve got to have pride in your tribe! I don’t think of myself as ‘Aboriginal’ or ‘indigenous’ … I’m a Gurindji man.”

“The best thing to do in life is identify your greatest fear and confront it.”

Charlie is one of the NT’s most famous people and he knows a thing or two about leadership, at any age … “If you want to be a leader then you’ve always got to do the right thing. First up, to succeed, you must be a decent human being! And as a leader you can inspire thousands of troops, or just a few, and it’s something you can do at any age. Teenagers often make great leaders when they’re involved with other young people and they have a plan to move forward.”

Charlie hasn’t let fame go to his head. He knows precisely who he is … “You’ve got to have pride in your tribe! I don’t think of myself as ‘ Aboriginal’ or ‘indigenous’. I’m a Gurindji man, through and through.”
Erin spoke at Mount Bundy about the backbone of the NT Aboriginal health service – Aboriginal & Torres Strait Islander Health Practitioners (ATSIPs) – and the challenges they face in the clinical environment…

“...There’s a lot of financial instability and general uncertainty in our sector and that makes it difficult to recruit and retain our ATSIPs. It’s made worse by under-resourcing and a lack of professional recognition.”

Erin is a young woman with a strong past and a promising future. “There’s a lot of pressure on a young person taking on a senior role. Sometimes we set people up to fail. I’ve been lucky so far but often young Aboriginal leaders are pushed too hard, and in the wrong direction, to get ahead too quickly. It’s got to be at a pace that suits them. You can’t work them too hard or they’ll burn out. And we’ve always got to consider what their family and cultural commitments are and allow them to find a good balance in their lives.

“With good support and professional opportunities, I’ve been able to balance my own pathways in life with work, family and study, although it’s never been easy.”

Erin well knows the value of AMSANT’s leadership program. She’s been involved since it started in 2006... “There was a lot of self-reflection at Mount Bundy and people started to realise that they were truly valuable and that they weren’t just stuck out in a remote health service all alone. They learned that they can play a great role with what’s happening in their community, in the Territory, nationally and globally. We all began to see the bigger picture.

“There was a lot of self-reflection at Mount Bundy. We all began to see the bigger picture.”
It's a mighty long way from Kintore to Mount Bundy but Nero was so glad he made the trip ... "I made good friends at Mount Bundy and those teachers and senior leaders were good too. But it was scary standing up and talking to those people ~ they were asking a lot of questions and there were cameras everywhere. It got better as time went on. I got more relaxed. Public speaking is really hard but it's important to stand up sometimes and talk for your land."

Nero is a ‘ngankara’, a respected healer, who knows the damage alcohol and other drugs have caused ... "I want to be a leader for our young fellas in everyday life, in a healthy way. I tell them to keep away from the smoking, the grog and the drugs. That's no way to live your life.

"I say: ‘Keep away from the smoking, the grog and the drugs’. That's no way to live your life."

"Out here, we're forming a group to talk up traditional healing, to try and get it recognised in the mainstream."

"Out here in Kintore, we're forming a group to talk up traditional healing, to try and get it properly recognised in the mainstream. In other places our ways of traditional healing are recognised, but not here in the Territory."

He's set up a small, well-equipped gymnasium at Kintore and talks the young men of the town through weight training, good diet, regular exercise and living with a healthy mind and body. Yet Nero is happiest when he's out in the scrub, looking for tucker ... "When I'm at home I like to go hunting for kangaroo, goanna, turkey. It's great to be out on the land where you belong. I feel good balance when I'm on my country."

"I want to help our people in both ways ~ in that traditional healing way and in the new ways that I'm learning about as an Aboriginal Health Worker."

"I want to lead our people in both ways ... in that traditional healing way and in the new ways that I'm learning about as an Aboriginal Health Worker."

"Public speaking is hard but it's important to stand up sometimes and talk for your land."
Elisabeth’s presentation at Mount Bundy explained how the NTGPE collaborated with Charles Darwin University to provide GP training and education to doctors who were posted to remote Aboriginal towns. She stressed the importance of ‘two-way learning’, as cultural mentors and community members shared their expertise and cultural knowledge with GPs and medical students.

Mount Bundy had a strong impact on Elisabeth… “That leadership camp had a beautiful atmosphere with people coming from many different cultures and different backgrounds. We made a lot of connections there, sometimes with people we were related to by ‘skin’ and also with new people from right across the Territory.”

“I’ve worked a lot in health services and government agencies so the session on ‘governance’ was very good – it’s something I hadn’t heard of before. But it gave me an insight into how political structures operate, from shire councils right up to the Australian Government in Canberra. I understand better how and why things happen now, and I’m able to give practical advice in my work and cut down on the dramas that affect so many of our people, especially those patients in the health system.”

She acknowledges the growing power of Aboriginal women in the NT. “There’s a lot of strong Tiwi women who are leaders – they participate in ceremony, singing and travelling with our culture. And their work with traditional healing is very important because so many of our young people are self-harming or taking their own lives. We have a lot of trauma and pain to deal with at home.”

“It’s good to be a leader in my community and help and advise my people. I’ve got my strong Tiwi culture and language, and a good education and training from the ‘western way’, so I’ve got a good life balance to make a little bit of change.

“A leader needs to be a good listener and a bit independent. They need to be supporting their people in practical ways and showing what’s possible by making a good example for people to live by.”

“…” it gave me an insight into how political structures operate.”

“Education is the key and you’ve got to work hard and save your money to get ahead and, hopefully, inspire some others to do the same.”

“…it gave me an insight into how political structures operate.”
Tania’s presentation about human rights gave the people at Mount Bundy a sense of history and took us back 2500 years to the ancient Persian ruler, Cyrus the Great, who inscribed the first declaration of ‘human rights’ in that time of slaves, peasants, aristocracy and royalty.

The session explored, interactively, the development (and diminution) of human rights ever since, up until the 2006 United Nations Declaration on the Rights of Indigenous Peoples.

Much discussion centred on the proposed changes to Australia’s Constitution that would recognise our first peoples and embrace Aboriginal and Torres Strait Islander culture and law.

Tania cut straight to the chase... “You need a good awareness of human rights and the history of the Aboriginal struggle to stand up and be powerful when you advocate for change.”

She had a few good thoughts about leadership too... “Leaders come in all different shapes and sizes, but they all have solutions and places they want to go. A good leader is a good listener – they don’t just fly off in one direction on their own. And true leaders don’t feather their own nests or expect anything in return for their efforts.

“True leaders don’t feather their own nests or expect anything in return.”

“Many Aboriginal leaders get sick a lot and they’re always under great pressure. They get hassled and hounded and discredited by governments and their own people, so we have to spread that load among new and upcoming leaders.

“The best way to grow up good leaders in Aboriginal health services is to give them time for professional development and to support them along the way with mentors. It’s hard to do that sometimes because there is only limited staff, but it’s got to be done!”

The Fred Hollows Foundation has long been a supporter of the AMSANT leadership program and Tania has seen it grow since 2006.

“The AMSANT leadership program develops strong pathways for professional development and accredited training. The participants are respected and listened to, and the presenters are real people who are doing good things in the community. Education is the key, for sure.

“We’ve got some deadly leaders in the NT, especially in the health sector. Marian [Scrymgour], Aunty Pat [Anderson] and Josie [Crawshaw] are strong leaders with big personalities who keep pushing hard for change and reform. They’ve inspired me a lot.”

Tania McLeod is a senior project officer at The Fred Hollows Foundation who has worked in community services for ten years in the Darwin and Katherine areas, promoting health, housing, governance and human rights. Tania is a board member of the Yilli Kung Aboriginal housing group and is a strong advocate for homeless, or ‘long grass’, people in the Top End.
Day 1
Welcome to Country
Welcome by AMSANT (Erin Lew Fatt)
Introductions and ‘Icebreaker’ (Ronnie Burns)
The AMSANT Aboriginal Leadership Program (John Paterson)
Year of the Aboriginal Health Worker (Erin Lew Fatt & Sharon Wallace)
Cultural Mentoring (Elisabeth Heenan)
‘Why is leadership important?’ (John Paterson)

Day 2
Human Rights Awareness [Tania McLeod]
Personal Media Journey (Charlie King)
Governance (Kootji Raymond)
Question & Answer session
‘Being Resilient’ – men’s and women’s sessions (John Paterson & Jaki Adams-Barton)
‘Looking after yourself’ (Sarah Haythornthwaite & Tanya Hirvonen)
Review of day’s work

Day 3
Oxfam Australia’s leadership support
Cultural Safety (Don Christophersen)
Public Speaking (Ronnie Burns)
Personal Journey (Senator Nova Peris)
The Bachelor of Health Science course (Robyn Williams & Katherine Taylor)
Professional Development (Kelly-Anne Browne)
Leadership project role (Patrick Johnson)
Reflections on Mount Bundy

AMSANT is the Aboriginal Medical Services Alliance Northern Territory. We’re the peak body to 26 Aboriginal community controlled health services throughout the NT.

We’re based in Darwin and Alice Springs and provide expert support and professional expertise to our member services in the areas of public health policy, leadership, information technology, communications, eHealth, legal issues, research, accreditation, workforce support, media and CQI.

Since we started in 1994 AMSANT has advocated for equality in health access and has supported the provision of high-quality comprehensive primary health care for our people in Aboriginal communities.

Our work enables the Aboriginal health services – in remote, regional and urban areas – to provide the best-possible clinical care to their communities.

AMSANT is recognised and respected nationally as a key player in ‘closing the gap’ on Aboriginal disadvantage, as we continue to influence government policy to promote health equity for all people and provide better health outcomes for Aboriginal people.
The AMSANT Leadership Program is proudly supported by...

AMSANT

Oxfam Australia

The Fred Hollows Foundation

NORTHERN TERRITORY General Practitioner Education
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