



Leaders are made not born



ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009



THE MOB

ABORIGINAL LEADERSHIP CAMP / BANATJARL

KATHERINE 2009

AMSANT

- John Patterson
- Erin Lewfatt
- Michelle Simmons
- Gavin Greenoff
- Kylie Thorn

DANILA DILBA

- Sharon Manhire
- Candice Evans

SUNRISE

- (Beswick)
- Deanne Kennedy

MINWATJ

- Jenna Oatway
- Ross Mandi
- John Morgan

PINTUPI

- Desmond Ragett
- Marlene Nambajimba

ANYINGINYI

- Pricilla Martin
- Sheri McFarland

CONGRESS

- Sheralee Fitz
- Steve Lake

WURLI

- Gwenda Gliss
- Andrea Roe
- Letisha Jackson

FRED HOLLOWS

- Mia Christopherson

OXFAM

- Kelly Newall

SPECIAL GUESTS/ VISITORS

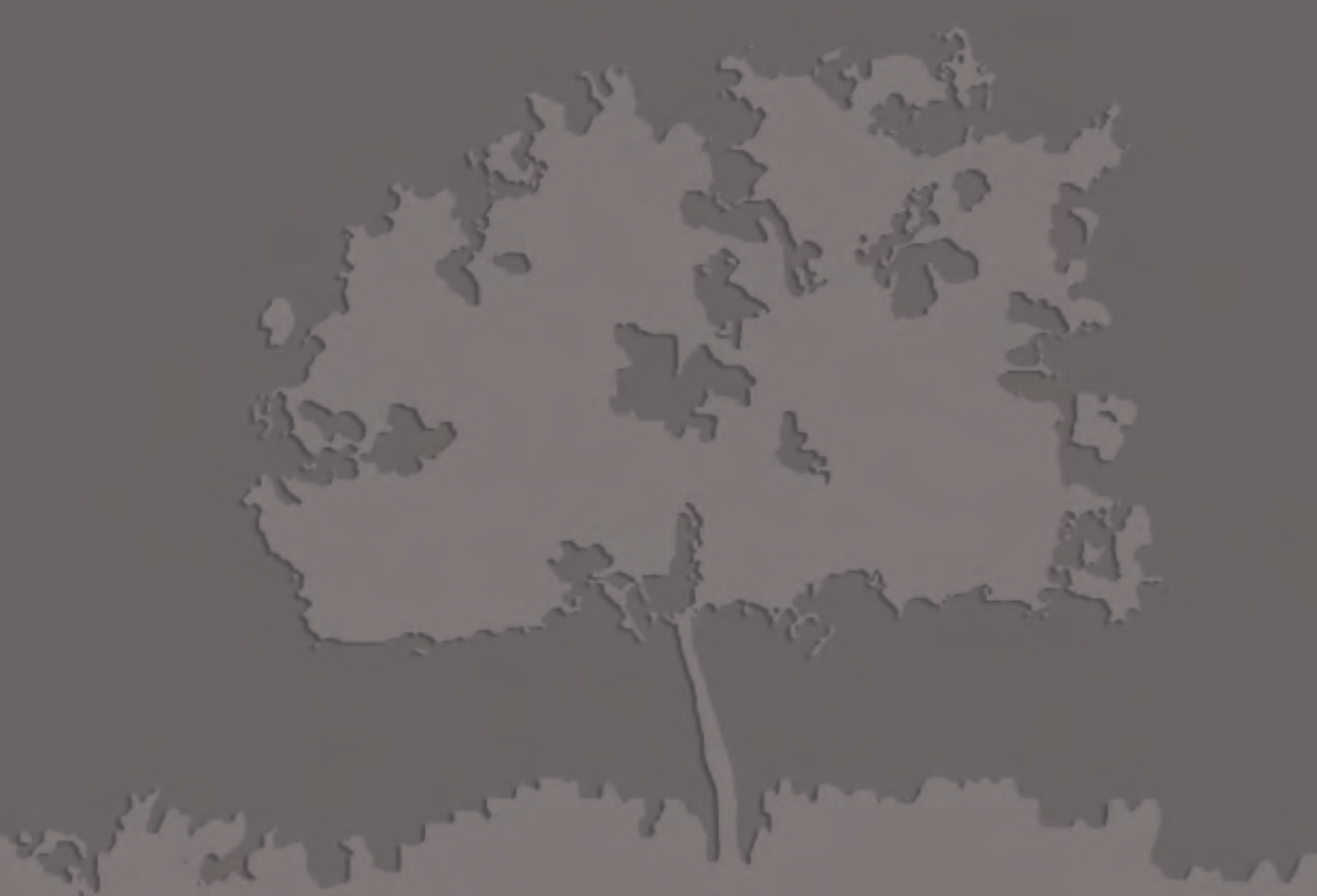
- Wes Miller – CEO
Jawoyn Association
- Preston Lee –
Jawoyn
- Monica Barolits –
Business
Development

AMSANT

- Maddie Bower
– FRED HOLLOWS
Minister
Karl Hampton

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Leaders



INTRODUCTIONS

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009



● PATTO AND IRENE



● MICHELLE



● PRESTON LEE
(JAWOYN)

*Leadership
is the capacity to translate
vision into reality*

The Leadership Camp began on Tuesday 11th August with a traditional welcome to country by local Jawoyn owner Preston Lee.

John Paterson, CEO AMSANT welcomed the group and was inspired to see so many possible future leaders sitting around the camp with potential to take over the future of community controlled health in the territory.

Ms Stephanie Bell, Chairperson of AMSANT sent her apologies and Ms Irene Fisher, CEO of Sunrise Health addressed the group and spoke of the need to 'Close The Gap' and highlighted her personal concerns in regards to low birth rates, social detriments under intervention and the low level of employment rates amongst our people. Irene emphasized her own desire for improvement, to make the community a better place and 'strengthen family. She fully supported and emphasized how important leadership and support networks are and wished us all the best on our journey.



WOMEN'S CAMP ●





● STEVE TAKES A BREAK



● CANDICE AND SHARON
(DANILA DILBA)

INDIGENOUS LEADERS

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009



● ROSS Y AND JOHN M (MIWATJ)



● ERIN AND DEANNA



This next session was presented by Michelle Simmons – AMSANT Leadership Coordinator

Indigenous leaders: - 'What is leadership?' – 'What makes a good leader?' – 'Are Indigenous leaders unique?'

Group divided into pairs and discussed a leadership statement given to them and what it means and also what characteristics do leaders need.

1 "Leadership is the capacity to translate vision into reality" This pair believed that wisdom and knowledge is important and that tribal elders possess this. In order for capacity building to occur we must translate community and vision.

2 "Leaders don't force people to follow – they invite them on a journey" This pair emphasized the importance of establishing what leaders we are listening to.

3 "Good leaders make people feel that they're at the very heart of things. Everyone feels that he/she makes a difference to the success of the organisation. When that happens people feel centred and that gives their work meaning" This pair felt that there are many opportunities to embrace and it could make a difference for Aboriginal health.

4 "Leadership is not about telling people what to do – it is about conviction in your own decisions and ideas, and the ability to translate them into positive outcomes for all concerned" This pair emphasized the importance for leaders to respect individual needs and who they are. It is important for leaders to 'get out in the field' and interact

with 'the people'. Leaders have to have respect and be good role models for the next generation of leaders, be an aspiration for young people to aspire to.

5 "Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond it's normal limitations" This pairs' discussion simply centred around how important it is to have a vision, discuss the vision, share the vision and plan for the vision to become a reality.

6 "Leadership is action not position" This pair highlighted that regardless of position, take ownership and be a leader in all environments and take action. They believed that the next generation is learning from our actions and that leadership is gained by example.

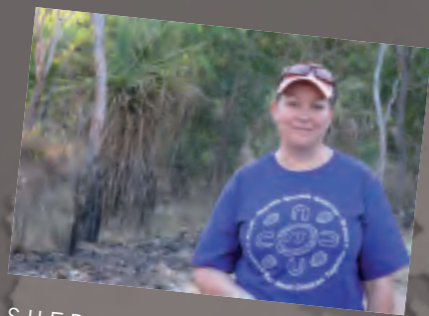
7 "Leaders are made not born" This pair discussed this at length and came to the conclusion that this statement would take longer to discuss and they were for and against this statement. Saying that some are born and some are made. When you are born, you are nurtured by birth and supported and encouraged to pursue your dreams often.

8 "Leadership is about inspiration of oneself and others" This pair, as the previous had a lot of discussion about this statement and agreed they needed longer and it was a good thought provoking statement.



● SMILEY KYLIE

Leaders are made not born



SHERALEE



DEANNA (BESWICK)

INDIGENOUS LEADERS

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009



ANDREA, LETISHA AND MARGARET (WURLI)

Leadership is about inspiration of oneself and others



DES AND MARLENE (ALL THE WAY FROM PINTUBI)



All of the groups were given the question: "Do you think there are unique characteristics to Indigenous leadership, needed to lead into the 21st century?"

This is a collection of their responses:



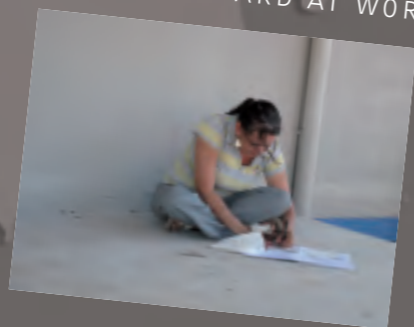
SHERI

- respect
- action
- two-world learning, culture and western responsibilities at all levels
- knowledge
- caution
- not over zealous – time to listen
- using structure – alternative pathways to get there
- ability to listen
- confidence
- be realistic
- show positive direction
- stand up for beliefs – strong voices
- involved in community activities
- a fighter
- understanding of Aboriginal culture
- good communicator
- passionate
- knowledgeable
- honest
- ability to reflect on decisions; why they came to that decision and the affect that it will have on others
- inspiration to others

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MICHELLE HARD AT WORK



VALUES

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Leadership is not about telling people what to do it is about conviction in your own decisions and ideas, and the ability to translate them into positive outcomes for all concerned"



GROUPWORK (PRESTON, STEVE, GAVIN AND PATTO

The next session we focused on Values – looking at yourself and other' values as well as problem solving styles and was presented by Michelle Simmons – AMSANT Leadership Coordinator:

This session was to learn about your own personal values and how to act upon them and be the person you want to be and if you do this enough times you become that person, YOU!

'VALUES ARE THE THINGS THAT WE BELIEVE IN AND WHICH WE THINK ARE IMPORTANT. EACH PERSON HAS A VALUE SYSTEM WHICH HAS BEEN INFLUENCED BY THEIR BACKGROUND AND THEIR PHILOSOPHY OF LIFE.'



A number of small groups were formed and were presented with a values scenario which they worked through and presented back to the big group. The exercise focused on team work, collaboration, valuing other's and respect. They were then given personal tasks which they reflected on then and for the future. They looked at their own personal values and listed what they were from very important to unimportant to them personally. The aim was to look at what each individual considered very important and to start looking at whether they thought their current role satisfied these values and to think about if they thought it was important to do a job which satisfied their values.

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JOHN M AND SHARON



● CHIPS MACKINOLTY

PREPARING A SPEECH

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Leadership
is action



not position



The next session was presented by **Chips Mackinolty – AMSANT Manager Policy & Strategy – ‘Preparing a Speech’**, presenting to the group some useful tips on planning, preparing a speech without it frightening the heck out of you... The group listened to the famous 1963 speech by Martin Luther King. The group responded positively and felt the speech was delivered with **belief, passion, personal, with a strong idea about what he was saying and articulate.**

Chips emphasized to the group that in preparing a speech it is important to have 1 simple idea in mind and



grew a huge reaction from the audience.

The third example of a speech listened to was Greenbush soundtrack, set in an Aboriginal radio station and the DJ put on a track of an Aboriginal activist speaking at a Clash concert. It was thought provoking about delivering a speech to what is most probably an audience that was very alien to the speaker. The group discussion with Chips highlighted that getting your facts

right with research is a key point and being able to lean on others for support and ideas.

Chips left us with the following key points to remember:

- 1 Be aware of the length of your speech and time it (slow down) and on average 130-140 words per minute is the norm**
 - 2 Starting sentences with the same theme (repeating), is powerful**
 - 3 Ensure you have a beginning, middle and end,(ending with the start is useful)**
 - 4 Consider how you are going to capture your audience**
 - 5 The ideal is to win hearts and minds**
 - 6 Remember confidence in speech writing and delivery will not happen over-night**
 - 7 Get over nervousness**
 - 8 Make use or non use of your hands**
 - 9 Injecting appropriate humour can work**
 - 10 Deliver what you are capable of**
- *A copy of the speeches is included with this report***

believe in it and have passion. It is important to speak loudly, clearly and in an understandable language. Fear is no doubt involved and it can be scary and lonely but we need **to conquer this.**

Chips also talked about speeches can be off the cuff or formalized but there are three key points that are important to remember:

- 1 Know your audience**
- 2 Be clear on the purpose of your speech**
- 3 Get a central moment in your speech**

The second speech the group listened to was a non-Aboriginal person (Paul Keating) delivering a pre prepared speech to a group of Aboriginal people. As the group listened to it, it was easy to recognise the point where it

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● GREAT PARTNERSHIP (JENNA AND KYLIE)

● CANDICE



The afternoon of our first full day was led by Mia Christophersen and Maddy Bower from Fred Hollows Foundation with some team building exercises. We also utilized this time together to reflect on how we were all travelling on this journey so far.

TEAM BUILDING

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Leaders
don't force people
to follow
They invite them
on a journey



● DEANNA, MADDY AND ERIN



● MIA

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SHARING OUR JOURNEY

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Good leaders make people feel that they're at the very heart of things. Everyone feels that he/she makes a difference to the success of the organisation. When that happens people feel centred and that gives their work meaning"



GWENDA GLESS (WURLI)



WES MILLER (CEO JAWOYN)



MINISTER KARL HAMPTON

Day two began with three very inspirational speakers who each addressed the group with the aim to share their individual journeys and inspire this group of future leaders. (It was also Patto's birthday)

Wes Miller – CEO Jarwoyn Association

Wes admitted to the group that he still gets nerves when speaking. He spoke on leadership issues and that he enjoys sharing guidance, skills and experiences of his past and does not stress struggles but talks about challenges. Two of his role models have been Jack AhKit and Mick Dodson. He also believes that your early experiences of growing up shape who you are. Wes told us that he never gives up on a challenge and learnt a lot in a short amount of time.

Wes concluded with some key points for the group:

- Early years do shape your life
- Don't dwell on the past, find a motivation
- Don't quit, if it gets hard, then you work harder
- Look for your champions, leaders in their own rights, watch and listen
- Build a strong network, lean on people and have your mentors and role models

- Don't let others drag you down, you know who you are
- Challenge yourself always
- Find enjoyment in your job

Gwenda Gless – Clinic Coordinator – Wurli

Gwenda spoke to us passionately about the day in the life of a clinic coordinator, in the middle management position she holds and loves.

Gwenda concluded with some key points for the group:

- Keep the communication open and going
- Enjoy being in your position
- Trust in yourself and others that the job will be done
- Be committed to the workplace

We were also honoured to have **Minister Karl Hampton** speak to the group.

Karl believes that education is important and you can have the best of both worlds. He believes that your role models are your leaders and that his were his grandparents. Karl explained some of the many portfolios he has and explained what some entailed, these includes **Regional Development** focusing on Indigenous Economic Development leading to jobs in regions and bush, **Information Communication Technology** focusing on e-business and e-learning, getting IT infrastructure in east Arnhem and **Central Australia** looking at a Youth Action Plan.



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SHARING OUR JOURNEY

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

"Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond it's normal limitations"

Karl believes that it is a huge sacrifice to be a leader, it is a privilege not a right and it is very important to have a self-care plan, his priorities are firstly his family and kids, his electorate second and government third. Karl concluded to have a vision and bring people along on the journey.



● WES, ROSS AND JOHN M



● THE WURLI CREW (ANDREA, GWENDA, LETISHA AND MARGARET)



● KARL, WES, MICHELLE AND PATTO

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DEANNA ON THE MOVE



IMPROVING MY HEALTH SERVICE

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Our next session led by **Michelle Simmons – AMSANT Leadership Coordinator** was **'Improving My Health Service'** and looking proactively at change.

We looked at a series of statements which came out of feedback in a group session from the previous Leadership Camp in 2007 at Kakadu, which were still very pertinent to the group.

The task was to look at their given statement and discuss and record;
Why it is important?,
List some possible ways on **how** it is achievable? And
Who do I need to engage to make it happen?

Group 1: "Mentoring Programs for young staff" It is important as it is giving young people the opportunity and also the opportunity to have a mentor to go to for support. Young people will become our future leaders and we need to upskill them and build self-confidence.

It will be possible through more workshops and programs, a full orientation, funding and support, commitment, ensuring a 'buddy system' in place for young people to feel comfortable and to ask questions.
It needs to come from the top down, the CEO and Board Members.

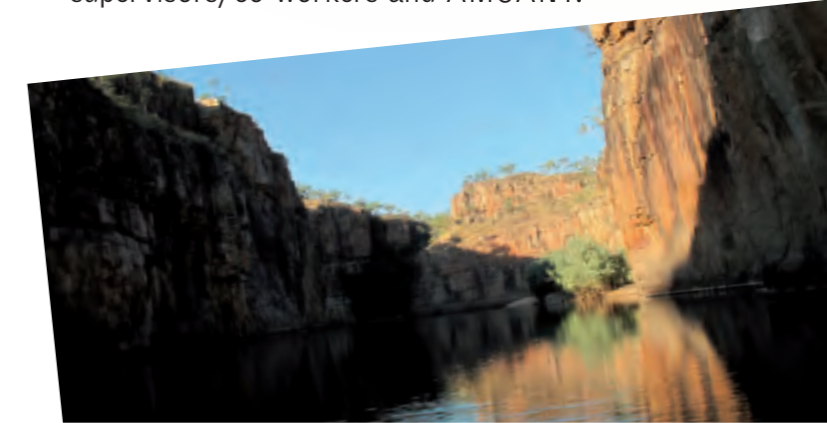


Group 2: "Ongoing Leadership and training opportunities" It is important as it will

improve our knowledge/skills and health service. Being able to multiskill in other areas.

It will be possible through: rotating in different regions, more mentors/champions both Indigenous and non-Indigenous, more scholarships – going to schools to promote and offer traineeships, more in-services, buddies / mentors, governance, budgets / finances, administration, more ongoing leadership training and development, more training in public speaking (for some of the young mob, hard to talk up), need to encourage,

diplomacy and tact, focus on self-care for 'tall-poppy syndrome', mental strength building, counselling / mediation / negotiation skills, dealing with hostile / conflict situations.
It needs to come from our organisations, board members, members, schools, supervisors, co-workers and AMSANT.





IMPROVING MY HEALTH SERVICE

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009



Group 3: "Engage and involve community elders" It is important because they are the communities' back bone and it is culturally appropriate to engage them.



They hold the knowledge and have the skills. They are the common law and we need to listen and respect. Allowing community elders to share their experience and communicate is important and any decision made is then a whole **community decision**.

It is achievable by involving elders in forums/workshops and recognizing our elders as leaders and that well and respected elders in the communities are involved in the decision making, involve and engage elders right from the start. Invite our elders to functions out of respect and paying our elders for their knowledge. Involving elders to be a part of AMSANT Board and be a part of decision making.

To make this happen we need to engage board members, executive, other Aboriginal organisations, tribal leaders, communities, elders, consultant of elders, AMSANT, ACCHO sector/member services and NGO's.

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JOHN M

GAVIN





This session was led by **Kelly Newall – Oxfam**

It led small groups through a practical exercise to get a sense of how the system works, all the political players and how it links to us. Kelly attempted to demystify the system and assure us that there is a “human” working in any of the jobs, in any section there is a designated person to listen to complaints. The exercise presented got the groups to map all the political players and the best way to get an answer for what it is you are asking.



KELLY



OUR

WORK ENVIRONMENT

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Kelly encouraged us to remember the following whenever we write to politicians:

- What change do we want to achieve?
- Who are the decision makers? (sometimes it is government and sometimes it is not) **the decision makers are humans at the end of the day**
- What's the best way to influence them? (sometimes lobbying is the way to go, use the media, there have been examples of 'name & shame')
- Who are the other players?
- How does it all fit together?

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KELLY, PRISCILLA AND DEANNA





LET'S DEBATE SOME ISSUES

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

PATTO "21 TODAY" (AGAIN)



LEADERSHIP IS ABOUT INSPIRATION OF ONESELF AND OTHERS

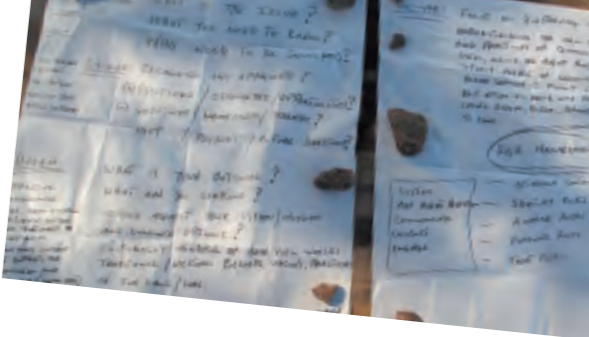
STEVE AND PATTO



ERIN AND JOHN

We ended a very busy and productive day with a debate session led by **Erin Lewfatt – WIPO – AMSANT** and **John Morgan – Chairperson – Miwatj**. Erin and John stressed that debating is non-genders specific, it was a reflection on previous Leadership Camp at Kakadu, it involves passion and preparation and it helps you take a look at and develop your leadership. The two debate teams needed to prepare their arguments whether for or against with an opening, and emphasis and conclusion.

Leaders are made not born



The two topics used in this session were: **“People are born leaders”** & **“Do leaders have to be in executive positions to make a difference?”**

You need to:

Define:
What is the issue?
What you need to know?
Who needs to be involved?

Discover:
Positives / strengths / opportunities
Negatives / weaknesses / threats

Dream:
What is your outcome?
What are you seeking?
Check against your vision/mission and evaluate options

Deliver:
Focus on improvement, understanding, structures, practices and options

Be culturally mindful of both world's views, traditional / western beliefs, values, practices of two laws / lores.

Collaborate to achieve all tiers of government working all together in a win-win situation towards quality standards and best practice. Document decision making process.



PROUD GWENDA



SHARON AND KYLIE IN THE BUSH OFFICE

MY LEADERSHIP

ABORIGINAL LEADERSHIP CAMP

JOURNEY

'BANATJARL' KATHERINE 2009

JENNA TAKES A BREAK



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Our final day at Banatjarl began with some acknowledgements and thank-you as some were leaving the group. The majority packed up camp and travelled into Katherine to do our evaluation and where to from here at Wurli. There was also discussion about Healing Our Spirit World Wide Conference in Hawaii in 2010. A working group was established. We were also very honored to have a tour of Wurli by Gwenda and speak to some of the workers. We then head off to get ready for an awesome dinner cruise up the Katherine Gorge with Nitmiluk Tours.



THE GIRLS

ROSS AND GAVIN



This was a perfect ending to a very productive and inspiring Leadership Camp which is just a part of our Leadership Strategy at AMSANT for it's member services.

PRISCILLA (QUEEN OF THE GORGE)





WURLI IN ACTION

EVALUATION

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

PATTO



Evaluation summary:

Overall quality of the workshop:

Excellent:
fantastic
good things heard in workshop
a fantastic opportunity - learnt a lot
great company
very interesting
met new people
well put together
great activities, interesting and useful

Registration process:

Good:
clear process
easy and smooth

Facilities:

Excellent:
couldn't have been any better
good to have no mobile reception
perfect with no interruptions
enjoyed being all together and bonding as a group

Meals:

Excellent:
plenty of it
friendly caterers
compliments to the chefs
great
spot on (and they provided entertainment)

Comments on specific sessions:

Indigenous Leaders:

(are Indigenous leaders unique) Good:
reading the leaders' profiles was interesting and inspiring
Indigenous leaders are unique and made me think more about the way to lead my people

Presentations and presenters knowledge of the topic:

Excellent:
fantastic
well organized
presenters knew what they were talking about
great to see a Minister drop in
presentations clear
all spoke well
explained well to help us understand

Mix of presentation and discussion:

Excellent:
great presenters and from all over NT
the info and topics excellent, went hand in hand
learnt from every presentation and discussion
good variety and good to be in the bush

Leaders are made not born





MARLENE AND DESMOND (PINTUPI) WITH PATTO

EVALUATION

ABORIGINAL LEADERSHIP CAMP 'BANATJARL' KATHERINE 2009

Preparing a Speech: Good:
great listening to recorded speeches
the speeches we listened to were very powerful and meaningful
a lot of useful tips given
first time heard the Martin Luther King speech in full (Great!)
want more tips and maybe practice writing and presenting

Sharing Our Journey: Excellent:
great to hear how others started out inspiring
loved hearing personal journeys'

Improving My Health Service: Good:
important for learning to improve our health service and good to learn

Our Work Environment: Good:
Overall, the majority of participants said they would: share their leadership advice and career plan with colleagues, they would encourage others in their sector to receive similar training and were eager to keep the journey alive (networking)!

Values: Excellent:
very well done
extremely important, made me think and reevaluate my own
make me think about myself and really look inside myself
I learnt a lot personally and professionally

Debate: Good:
wanted more time and practice
everyone joined in to make a great session
John's tips were very helpful
Fun
little hard for short amount of time
great use of 3 steps involved

NITMILUK TOURS





HAPPY "21ST" PATTO



Additional comments:

Did you learn something new at this workshop and if so what was it?
 I have learnt not to be afraid to speak your mind and beliefs
 I have learnt a lot on the health side of leadership
 I have learnt to be a leaders it takes passion, commitment, sacrifice and that it is important to build networks
 I leant the importance of values in the workplace and personally
 I have learnt ideas to move forward with own journey
 I have learnt so much and have thought and reflected on myself a lot
 How relevant have you found this camp for yourself and/or your professional development?
 I believe that I have learnt good tools to take with me to lead in a better way
 I have new networks and friends for life
 I have found it very relevant as it has given me an insight in what I need to do to take the next step
 Very relevant to my future development, as I am already studying business and business management and fits in with organizational plans
 Really enjoyed the training, when I go back to my community and to work, will tell story to workers & AHWs and encourage them to go to next workshop
 I am very grateful for the opportunity to attend a workshop of this kind. I found this a crucial part of my learning and understanding and for our organisation

This camp has bought a new beginning on my leadership journey, it was great
 I have found this camp special because it show me that there are people just like you and shows that there is no reason to hide and to be shy

Anything to improve on for next time:

More pre information
 Maybe some elders can speak – i.e. What community elders expect of young future leaders
 No gas bottles!
 More practice time – i.e. debates and speeches including writing and getting up and doing it
 Mixing groups up a bit more

PRISCILLA



OUR AWESOME CHEFS (RUEBEN AND CALLUM)



DESMOND AND SHERALEE



● THE EMERGENCY TENT "INSIDE"

