Leaders are made not born
ABORIGINAL LEADERSHIP CAMP 'SANATJARL'

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
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.

Leadership is the capacity to translate vision into reality.
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 is 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.
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:

- **Des and Marlene (All the way from Pintubi)**
  - 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

**Leadership is about inspiration of oneself and others**

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**Leadership is about inspiration of oneself and others**
The next session we focused on Values – looking at yourself and other’s 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.

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.”
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 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 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*
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.

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

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.
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.

“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.”
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,

It needs to come from our organisations, board members, members, schools, supervisors, co-workers and AMSANT.
Group 3: “Engage and involve community elders” It is important because they are the communities’ backbone 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.
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 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?
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.

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.
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.

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.
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

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

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
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

Values: Excellent:
very well done
everaldy 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

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)!
**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 learnt 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

**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

**Evaluation**

**Priscilla**

Aboriginal Leadership Camp
Banjarl Katherine 2009
THE EMERGENCY TENT “INSIDE”