

Respect and Honouring of the Traditional Owners

- I thank Creator Spirit and the Ancestors of the traditional owners of the land that owns their descendants who now live on their country for allowing my voice to be heard and for allowing my feet to walk in safety across their Sacred lands. In my own beautiful language I say "Thank you," in a traditional way.
- *"Junjarin-nga dhar'guna you'eembai'ya ngoolam'bula dhar'kun yar war gow" These are Kabi Kabi words. They are from a 40,000 year old blessing and they mean: "May the spiritual forces of Mother Earth guide and protect your inner self and truth". I offer this blessing to you.*

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A TRANSFORMATIONAL MANAGEMENT MODEL - A NECESSITY FOR WORKING IN ABORIGINAL COMMUNITY DEVELOPMENT

"What do you have in your hands?" By Cheri Yavu-Kama-Harathunian © 2009 -2010


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DEFINITION OF TRANSFORMATIONAL MANAGEMENT – AN ABORIGINAL PERSPECTIVE

- Management encourages staff, their family and the community in which they serve, to have a strong belief that circumstances, and situations within the organisation are not only manageable but outcomes are collectively achievable and all staff are responsible. It encourages staff to gain inspiration from their purpose within the organisation, from themselves and others whilst focusing upon their function and how the organisation directs their skills and their abilities. Management instils in staff that as they perform their function they and their purpose must transform so that the organisation transforms itself with their authentic participation. (Cont.....)


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DEFINITION OF TRANSFORMATIONAL MANAGEMENT – AN ABORIGINAL PERSPECTIVE - (Cont)

It is their skills and abilities which are encouraged to be demonstrated within the boundaries of the organisations Mission, underpinned by the Core elements of the Aboriginal peoples values. Management’s focus and responsibility is to take forward the organisations Mission through supporting staff in a dynamic and fluid process of renewal, regeneration and re-integration. This is based upon the Aims and the Objectives articulated in the Vision. Management educates staff to collectively achieve what is possible in the workplace and encourages staff to pass on what they do and how they do it to the people with whom they engage in a professional relationship. (C.D. Yavu-Kama-Harathunian: 2009)


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MANAGEMENT ATTRIBUTES

- People who have the ability to recognise and value Aboriginal collectivity in practice – ability to lead from behind and not in front
- People who respect a living dynamic Aboriginal Spirituality and Aboriginal Law/Lore as underpinning values of what the organisation develops - through Elder and community participation
- People who are able to lead by example attributes of humility, authenticity, integrity, respect, trust, and honouring of cultural values - able to educate staff to pursue these attributes
- People who are able to encourage collective/self responsibility, respect and inspirational value of the position held in the organisation – encourage innovation and a dynamic collective vision through continuing and supporting staff education and training
- People that are inspired by Elders and Elders are inspired by them – listening to the voice of the people and people listening to the voice of management


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The Model’s – Basis for existing.

WHY THE MODEL EXISTS	WHERE IT CAME FROM
developed	
Articulating the peoples Vision	Developing the organisation’s Mission
Hearing the peoples voices	Gifting ownership of the Mission to the people
Educating people about what they are saying	Empowering the ownership of a collective partnership arrangement.


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Listening to the People.

Understanding the collective dynamic of the organisation and the community that will be served	Respecting and honouring the values of the people
Planning and building the operational aspects of the service	Creating a place in the organisation for the people's voice (Elders Reference Council)
Developing the dynamics of the	Capacity building the staff

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Seven Principles for Change Management
By Gordon Stanley (2006)

- *Plan for change from a solid base.*
- *Identify discrepancies between formal and informal practice in the organization*
- *Control expectations about the proposed changes.*
- *Select change agents carefully.*
- *Build support among like-minded people however they are recruited*
- *Identify those opposed to change and try to neutralize them.*
- *Avoid future shock*


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“Control expectations about the proposed changes”. Stanley says:

Everyone confronted with the task of change management has to:

- start with a clear sense of what it is they are trying to do and then consider how they are going to transmit the change agenda to those who will be affected by the change.
- Transformational Management gives the responsibility of ‘making and doing things differently’ to the primary person responsible for transforming their position and function. Management mentors and monitors, oversees, encourages, and assists according to the people and the organisations expectations.

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Developing the Organisation's Mission

1. Educating staff to increase and strengthen their skills and abilities through professional practice and further education and training	Encouraging staff to transform their position and themselves through practice and higher learning
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Giving ownership of the Organisation's Mission to the people

"What do we have in our hand?"

Board responsibilities clearly defined in purpose, planning, operations and implementation procedures and processes – continual educational resilience training	Continuous education of Board members and encouragement of the inclusion of professionals who may be from the non-Aboriginal community
Directors are trained to be Ambassadors of the organisation – continual learner skilling	Board encouraged to impart the organisation's cultural responsibilities to all staff and community


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Empowering the Ownership of Collective Partnership Arrangements

The organisation serves all people	Discourages nepotism and individual kingdom building within the organisation, Board, staff and community
Encourages inclusivity with other professional services	Fosters reconciliation in practical terms but from an Aboriginal perspective
Builds and strengthens the resilience of Board and staff	Encourages and strengthens staff productivity, loyalty, trust, commitment


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WHAT DO YOU HAVE IN YOUR HANDS?

- I have the skill to be a servant of my people and others
- I have my Aboriginal culture and heritage and I want to practice what I have and learn so as to pass it on to my people
- I have skills and abilities
- I have a passion to work with and for my people
- I have the capacity to grow and be nurtured to grow
- I have the capacity to practice my skill and my abilities so as to transform me and my people and bring us into a better place

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WHAT DO YOU HAVE IN YOUR HANDS?

Thank you for listening.
Cheri Yavu-Kama-Harathunian © 2010

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