

PART 3 - Program Detail

Aims

The Alice Springs Desert Leadership Program aims towards:

- Building, supporting and skilling the next generation of Aboriginal and non-Aboriginal leaders, preparing them for a shared future
- Addressing the substantial barriers to leadership development in Alice Springs
- Encouraging emerging leaders to commit long-term to the town and community – rather than seeking challenges elsewhere
- Addressing the barriers to Aboriginal and non-Aboriginal emerging leaders working together, creating on-going working relationships and a shared commitment to collaborative leadership
- Co-developing the program with today's town's leaders to ensure relevance and local sensitivity. Offering present leaders the opportunity to Mentor and support
- Designed to not only connect emerging leaders locally, but to develop networks (and skills) with leaders outside of the desert – corporate, government and in the not-for-profit sectors
- Brings a range of partners and perspectives together

Specific Program Objectives

The town's, the desert's and Australia's future

- develop the next generation of Aboriginal and non-Aboriginal leaders in Alice Springs
- provide opportunities for current leaders to have new and significant conversations with each other and take up the challenge of building the next generation of leaders

Emerging leader capability

- develop understanding of the place, context and environment in which they live to increase their effectiveness
- increase understanding of leadership in dealing with complex issues
- equip for increasing responsibility by developing their capacity and confidence to communicate and engage with powerbrokers in the desert

Emerging leading exposure and experience

- provide opportunities to meet with leaders from different sectors and to observe and learn from a broad range of contrasting styles and approaches to leadership challenges
- provide exposure to Australia's political and economic systems; systems that often influence the desert in unintended ways
- provide the opportunity to experience some of the differences between the Australian urban context and remote Australia in order to gain a different perspective on the ways in which different regions of Australian society function

Networks

- encourage participants to continue to live in the desert
- provide active Mentoring and partnership with existing leaders, and
- establish a network which offers participants ongoing engagement, support and influence

The program is built on the principle that Australia is an 'intercultural' nation that is able to draw from the best of its founding and later cultures for the benefit of all Australians.

The program will provide participants with opportunities to meet with leaders from different sectors and to observe and learn from a broad range of contrasting styles and approaches to leadership challenges. Significantly, this structure will provide opportunities for leaders in the community to have new and significant conversations between each other.

Why, What, How and Who

Why? The need and challenge

One of the key issues facing Australia's desert areas is the quality and long-term capability of leadership. There is little formal leadership development in the desert, and none specifically aimed at developing the next generation of Aboriginal and non-Aboriginal leaders. And yet present leaders consistently note the fact that there are few leaders 'coming up through the ranks'.

There are real challenges in desert Australia, challenges that are expected to grow over the coming years - extreme poverty in the heart of a rich nation, economic and social exclusion of Aboriginal people, third-world literacy rates and disconnection between Aboriginal and non-Aboriginal Australians. Meeting these challenges will need excellent leadership – leadership that creates opportunities and meets challenges with Aboriginal and other Australians working together in partnership. Meeting these challenges will also require partnerships with people outside of the desert.

What? The response - long-term goal

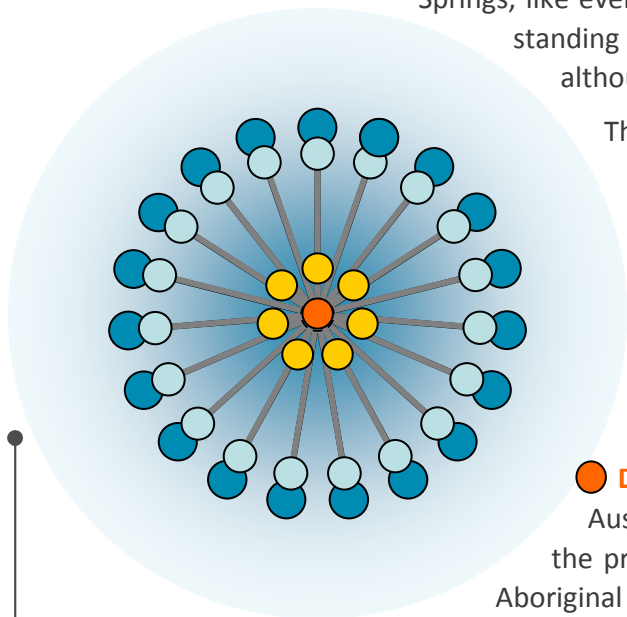
The long-term goal is to build a cohort of Aboriginal and non-Aboriginal leaders in desert Australia, trained in intercultural partnership building, committed to addressing the challenges of the desert and capable of sustainable and effective leadership and impact. This will be achieved through the establishment of an ongoing leadership program in each major desert regional town which is supported by a network of past participants, and partnerships with people and organisations locally and outside of the desert. Desert Australia's challenges are the challenges of the whole nation.

Continued...



How? Community developed (and developing)

An off-the-shelf leadership program is unlikely to have the long-term impact needed. Alice Springs, like every desert town, has its own history, its families, its long-standing internal frictions. This is not unusual for a regional town although the isolation of remote towns amplifies the effect.



The method of development of the Alice Springs Desert Leadership program carefully takes the local situation into account by enrolling the support and interest of the town's leaders in the development of the program. Participants will need the support of existing leaders and their families and their community.

The approach to develop the program, and build the support is as follows:

● **Desert Knowledge Australia** and Social Leadership Australia working in partnership offer the basic outlines of the program to a reference group of key Aboriginal and non-Aboriginal leaders.

- The **Reference Group** provides advice, endorsement and some program co-development and is the group that calls for expressions of interest and selects Mentors.
- The **Mentors** will not only help identify and attract suitable participants, they will help co-develop the program, the selection process and help champion the program within the community. Mentors will provide support and guidance to the participants through the program.
- **Participants** are selected through an application process designed by Mentors, reference Group and Desert Knowledge Australia and Social Leadership Australia.

Community: Each step further hones the program to the local context, builds support for the participants, develops champions and develops community ownership of the program.

This approach provides a unique opportunity and context for existing local Aboriginal and other leaders to work together on a project of common interest, build mutual trust and understanding and have important dialogue about the town's future.

Who? Desert Knowledge Australia and Social Leadership Australia

Desert Knowledge Australia's long term aim is to develop leadership programs in each of Australia's remote desert regional towns. In order for this to be sustainable, considerable emphasis will go into the transfer of skills to local people, capable of running future versions of the program in their town.

Desert Knowledge Australia, a statutory authority of the Northern Territory Government, will be the auspicing organisation. Desert Knowledge Australia is partnering with Social Leadership Australia (The Benevolent Society) based in Sydney to develop and implement the initiative. Both organisations have established expertise, capability and reputation in the delivery of social leadership programs and have an existing working relationship developing and delivering executive leadership programs in the desert, providing a positive framework for ongoing collaboration and are seeking to broaden their reach and impact.

As indicated, the Alice Springs local Reference Group has been established to guide program development, and assist in the attraction and selection of Mentors and program Participants. This Reference Group consists of equal numbers of senior Aboriginal and non-Aboriginal leaders and is chaired by Desert Knowledge Australia's CEO John Huigen:

- Damien Ryan, His Worship the Mayor of Alice Springs
- Des Rogers, Deputy CEO MacDonnell Shire & Desert Knowledge Australia board member
- Fran Kilgariff, immediate-past Mayor of Alice Springs
- Ken Lechleitner, Interpreter and Bi-Cultural Consultant
- Pat Miller AO, Deputy Administrator of NT and Anti-Discrimination Commissioner NT
- Ted Egan AM, immediate-past Administrator of the NT
- John Huigen, CEO of Desert Knowledge Australia

His Honour Mr Tom Pauling AO QC, Administrator of the Northern Territory, is the Patron of Desert Knowledge Australia.

A Mentor group comprising 32 senior leaders from across the government, community and private sectors will meet over 4 occasions to co-design key aspects of the program. Mentors will be matched one-to-one by a Reference group according to a set formula. The Mentor and Participant relationship forms an important part of this program and will be discussed at the commencement of the program.

Staff Profiles

John van Geldermalsen is the Program Mentor for the Desert Leadership Program. He has worked in similar roles with a range of Australia's corporate and government organisations. He has been the director and now program mentor of Leadership Development at St James Ethics Centre since 1999. Prior to this he worked for 20 years in the corporate sector in business and general management roles and was most recently the Managing Director of Time Inc.'s Australian magazine businesses.

Mark Yettica-Paulson is an Indigenous man from the southeast Queensland and northeast NSW region and is the founder and Director of the Yettica Group, specialising in transformational and conversation facilitation, social leadership and indigenous engagement. Mark has several years of experience in leadership management consulting, community education, leadership training, church and community and youth organising work and is a member of the Community Advisory Council of the National Australia Bank.

John Huigen is the CEO of Desert Knowledge Australia and has been involved as a participant in several leadership development programs and co-designed and facilitated aspects of the Alice Springs component of the National Australia Bank 'accelerate' leadership development program. Prior to taking up this position in August 2006, John was the Co-ordinator of Ngaanyatjarra Council.

John Rawnsley is the Leadership Development Manager at Desert Knowledge Australia. He is born and raised in the Territory living in remote areas in his youth and spending his teenage and early adult years in Darwin. In 2008 John was elected Alderman of the 11th Alice Springs Town Council and in 2009 was elected Deputy Mayor, the first Aboriginal person to serve in this role. John has a Bachelor of Laws and a Bachelor of Aboriginal and Torres Strait Islander Studies and has participated in a number of leadership programs.



Indicative Program

The following is the indicative program table that links the intent of program elements to types of leadership learning:

| Program | | Program element | | | | | | | | | |
|--|--|----------------------|-----------------------|-------------|-----------|----------------|--------------------|------------------|---------------|------------------------------|-------------------------------------|
| | | Introductory evening | Group-driven learning | Field trips | Mentoring | External input | Metropolitan trips | Trips to Country | Group project | Individual learning contract | Final retreat, commitment to action |
| Number of ✓ = emphasis of intent in that component eg ✓✓✓✓ = strongest emphasis of intent | | | | | | | | | | | |
| Intent - participants | | | | | | | | | | | |
| Group connection | >Safe place to learn and grow | ✓✓✓✓ | ✓✓✓✓ | ✓✓ | | ✓ | ✓✓✓ | ✓✓ | ✓✓✓✓ | | ✓ |
| | >Accountability to each other >Beginnings of Alumni | | | | | | | | | | |
| Intra group learning | >What can I learn from you? | ✓ | ✓✓✓✓ | ✓✓ | | ✓ | ✓ | ✓✓✓ | ✓✓✓ | | ✓✓ |
| | >What do you think I need to know? >What do we need to learn together? | | | | | | | | | | |
| Learning from others | >Learning from local leaders | ✓ | ✓ | ✓✓✓✓ | ✓✓✓✓ | ✓✓✓✓ | ✓✓✓ | ✓ | ✓✓ | | ✓✓ |
| | >Being supported, and mentored | | | | | | | | | | |
| Learning context and place | >Understanding 'my place' | | | | | | | | | | |
| | >Understanding 'our place' >Understanding 'other place' ... and how that affects my leadership | ✓ | ✓✓ | ✓✓✓ | ✓ | ✓ | ✓✓✓✓ | ✓✓✓✓ | ✓✓ | ✓✓ | ✓✓ |
| Learning through working together | >Doing leadership work as a team | | | | | | | | | | |
| | >Celebrating difference >Intercultural negotiation >Experiencing the unifying power of shared work >Action/reflection | ✓ | ✓✓ | ✓ | | | ✓ | ✓ | ✓✓✓✓ | ✓ | ✓✓ |

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| | | Program element | | | | | | | | | |
|--|---|----------------------|-----------------------|-------------|-----------|----------------|--------------------|------------------|---------------|------------------------------|-------------------------------------|
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| Intent - participants | | | | | | | | | | | |
| Applying learnings to leadership work | >Application to my leadership work | | | | | | | | | | |
| | >Building capacity to reflect on my own leadership >Plough-back of investment in me | ✓ | ✓ | ✓ | ✓✓ | ✓ | ✓ | ✓ | ✓ | ✓✓✓✓ | ✓✓✓ |
| Values and ethics | >Who am I? What do I value? What am I good at? | | | | | | | | | | |
| | >What do 'we' value? >How do I decide what I will do? | ✓✓✓✓ | ✓ | ✓ | ✓ | ✓✓✓✓ | ✓ | ✓ | ✓ | ✓ | ✓✓✓✓ |
| Upskilling | >What are my skill strengths & how do I build these? | | | | | | | | | | |
| | >What are my skill weaknesses & how do I mitigate or fill these? >Learning relevant skills | ✓ | ✓✓ | ✓ | ✓✓ | ✓✓✓✓ | ✓ | ✓ | ✓✓ | ✓✓ | ✓✓ |
| Intent - existing local leaders | | | | | | | | | | | |
| Connecting | >Connecting local leaders to open possibility to improved local outcomes | | | | | | | | | | |
| | >Support and build leadership mentoring (elderling) | | | | | | | | | | |
| Building relationships | | | | | | | | | | | |

