

Courage

Presence

Patience

Challenge

Honour



We don't see the world  
as it really is...  
we see it as we are

Gandhi



When we think  
we have the truth,  
we stop learning



Be the change  
you want to see  
in the world

Gandhi





All the challenges  
we face now,  
our ancestors have  
faced & overcome  
in the past

Apryll Parata



When challenged  
how do you respond—  
with defensiveness  
or possibility?



We can't live in the past,  
but the past lives in us

Charles Perkins



# Leadership to create high expectations, excellence oriented workplace cultures.

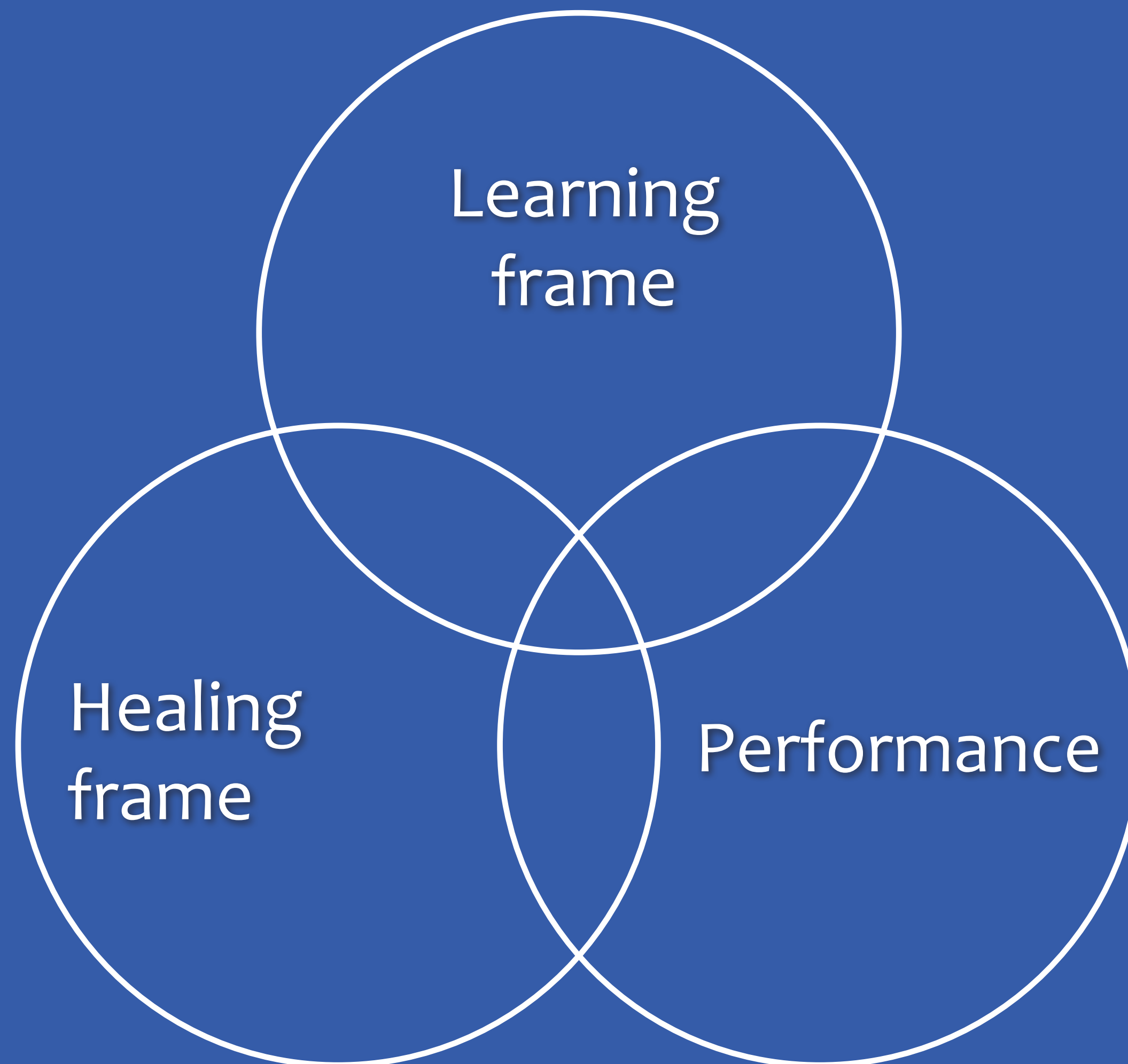




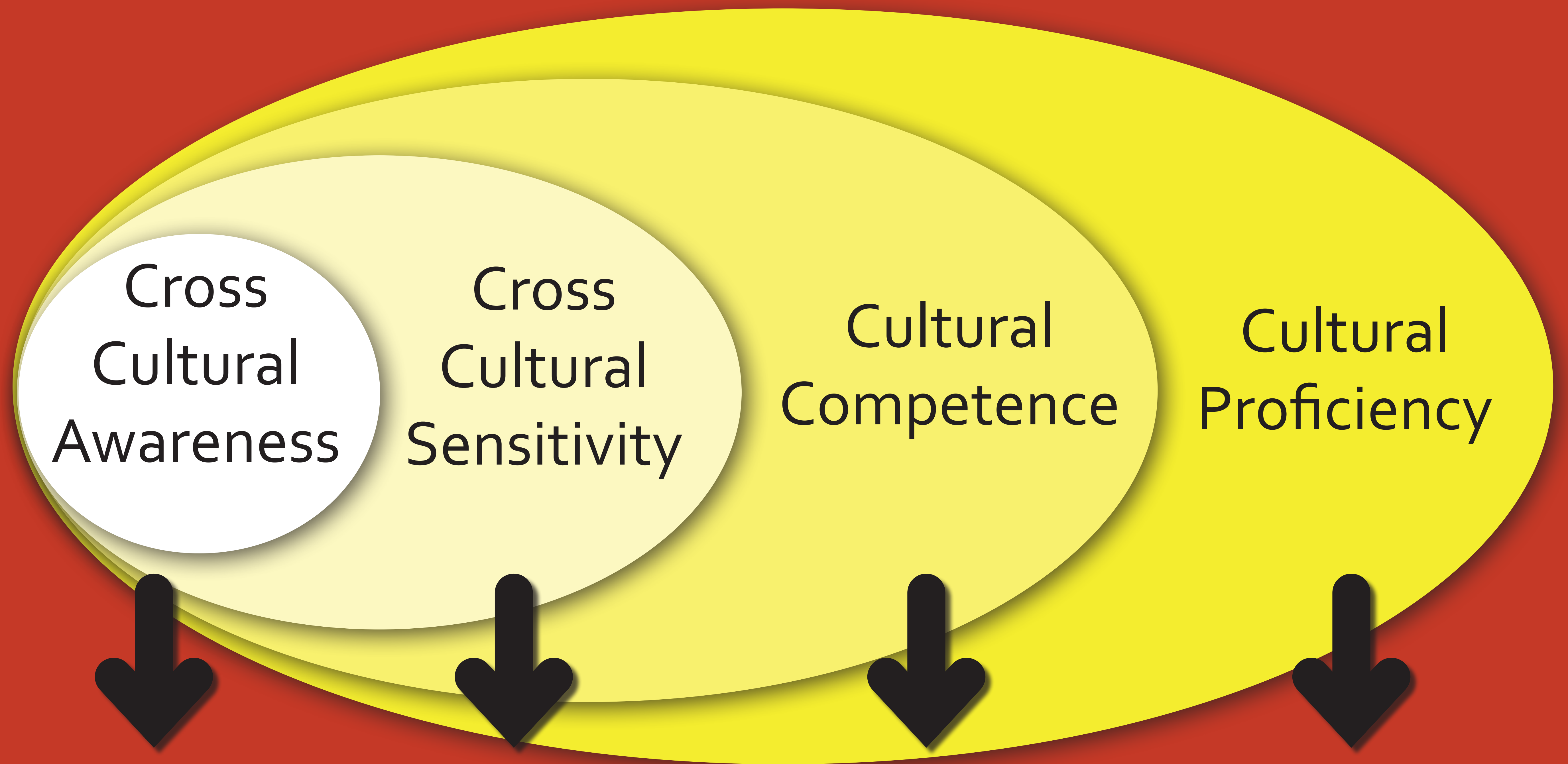
Shifting the conversation is ACTION!



# Leading with Strength







Knowledge → Empathy → Behaviours  
Practices  
Filters → Cultural Shift

Dept of Communities Qld - Leeanne Enoch

# Culture...

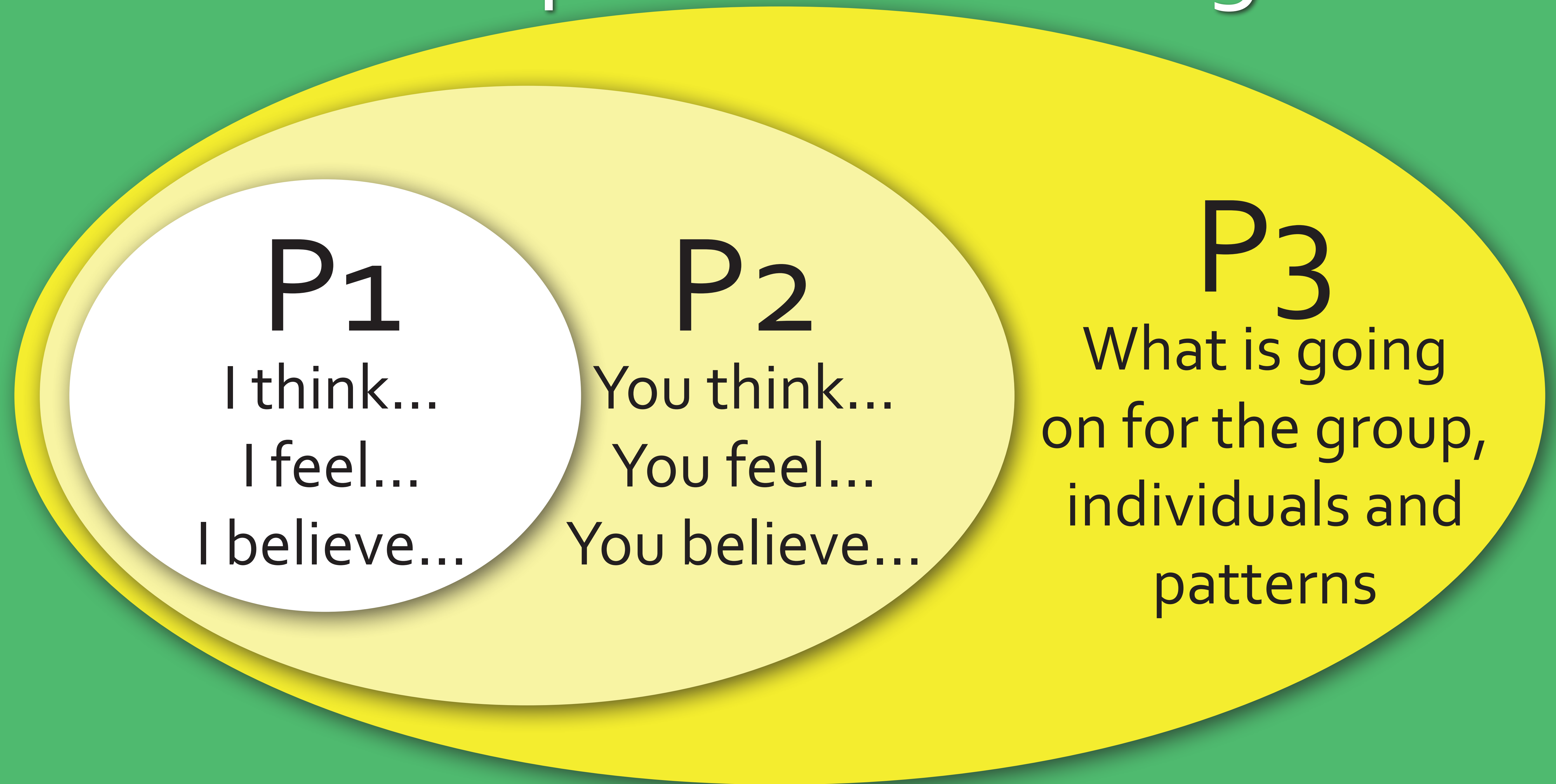
The conscious and subconscious patterns of

- perceiving
- thinking
- judging
- responding
- behaving

that characterise  
any group of people



# Perceptual Positioning



Collaboration

# Social Process

- ➔ Take Turns
- ➔ Make Turns
- ➔ Monitor the themes of the conversation



# Organisational Focus Continua

Task	↔	Process
Deficit	↔	Strengths
Competition	↔	Collaboration
Individuals	↔	Collectives
Performance (outputs)	↔	Learning
Rational	↔	Social/Emotional
'Sameness' (normalisation)	↔	Difference (Diversity)
Debate	↔	Dialogue
Quantitative	↔	Qualitative
Externalise	↔	Internalise

Scott Gorringer & Dave Spillman (2006)

Culture

Traditions &  
Rituals

Heritage



Uncle Steve Mam





Emancipate yourselves  
from mental slavery,  
none but ourselves  
can free our minds

Bob Marley



We can't solve  
today's problems  
with the same thinking  
that created them

Einstein



What gets us into  
trouble is not what we  
don't know... it's what  
we do know that isn't so

Mark Twain



Everyone's behaviour  
is their best attempt  
to have their needs met

William Glasser





The most powerful 'tool or technique'  
available to managers, indeed to any  
human being...is the self-conscious  
capacity to take a reflective, reflexive  
attitude towards what they are doing...  
to think about how we are thinking and  
responding

Ralph Stacey



Authentic human  
interaction becomes  
impossible when you  
lose yourself in a role

Eckhart Tolle





When dealing with complex  
challenges, the question of  
truth is irrelevant...  
multiple perspectives are all  
we have to work with



# There is no 'I' without a 'We'

I is the singular and we is the plural of the same phenomena—  
Relationships—identity and diversity  
emerge through relationships

Ralph Stacey 2005



There is more diversity  
within groups than  
between them

Culture is not the greatest source of  
human diversity though a critically  
important one





# What organisations need is leadership— not leaders

Meg Wheatley



The ways we co-create  
power has a huge  
impact on the degree of  
trust and quality of our  
relationships.

Meg Wheatley



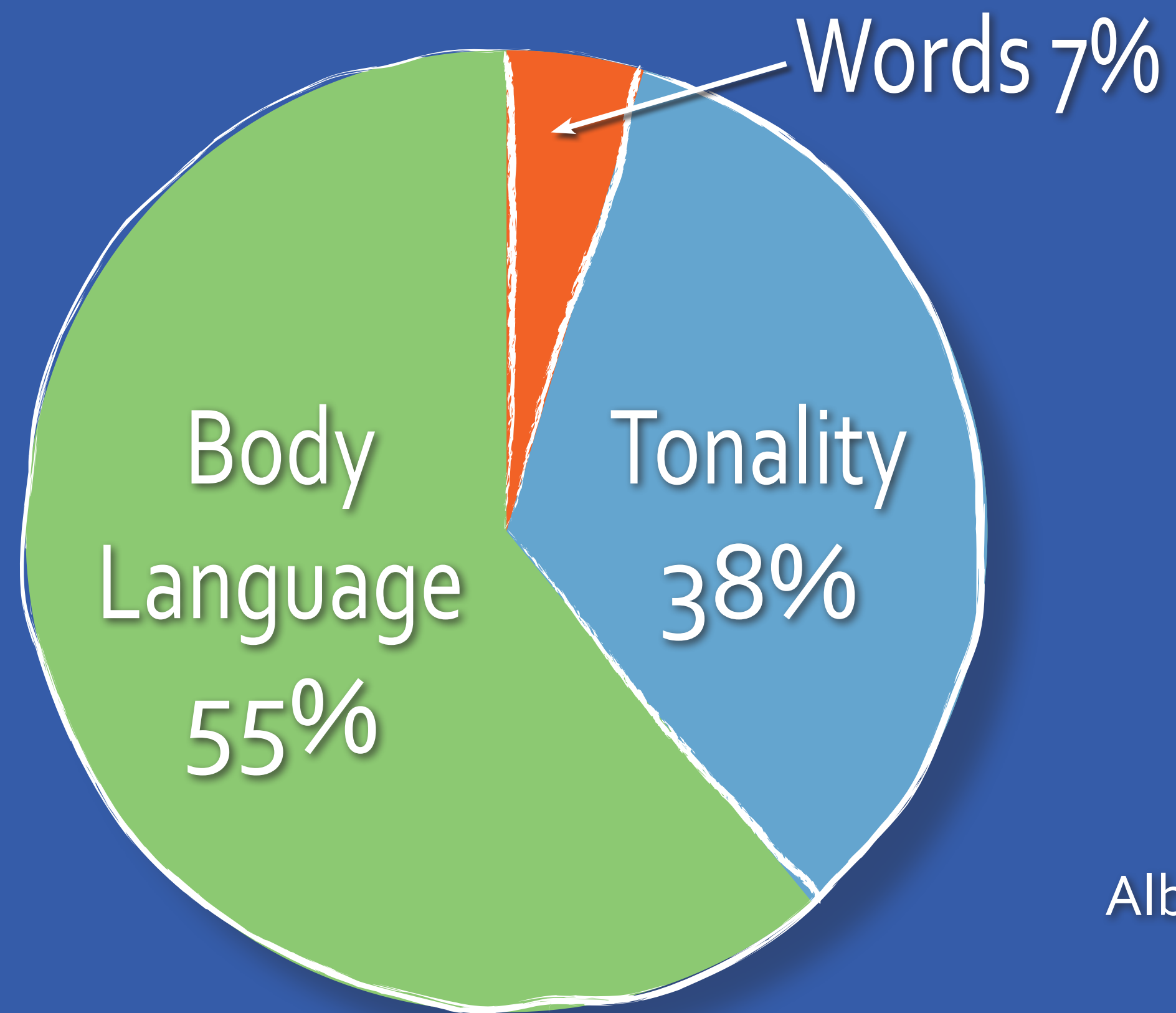
90 to 95 percent of  
our daily perceptions,  
thoughts, judgements,  
responses and behaviours  
are habitualised

David Snowden



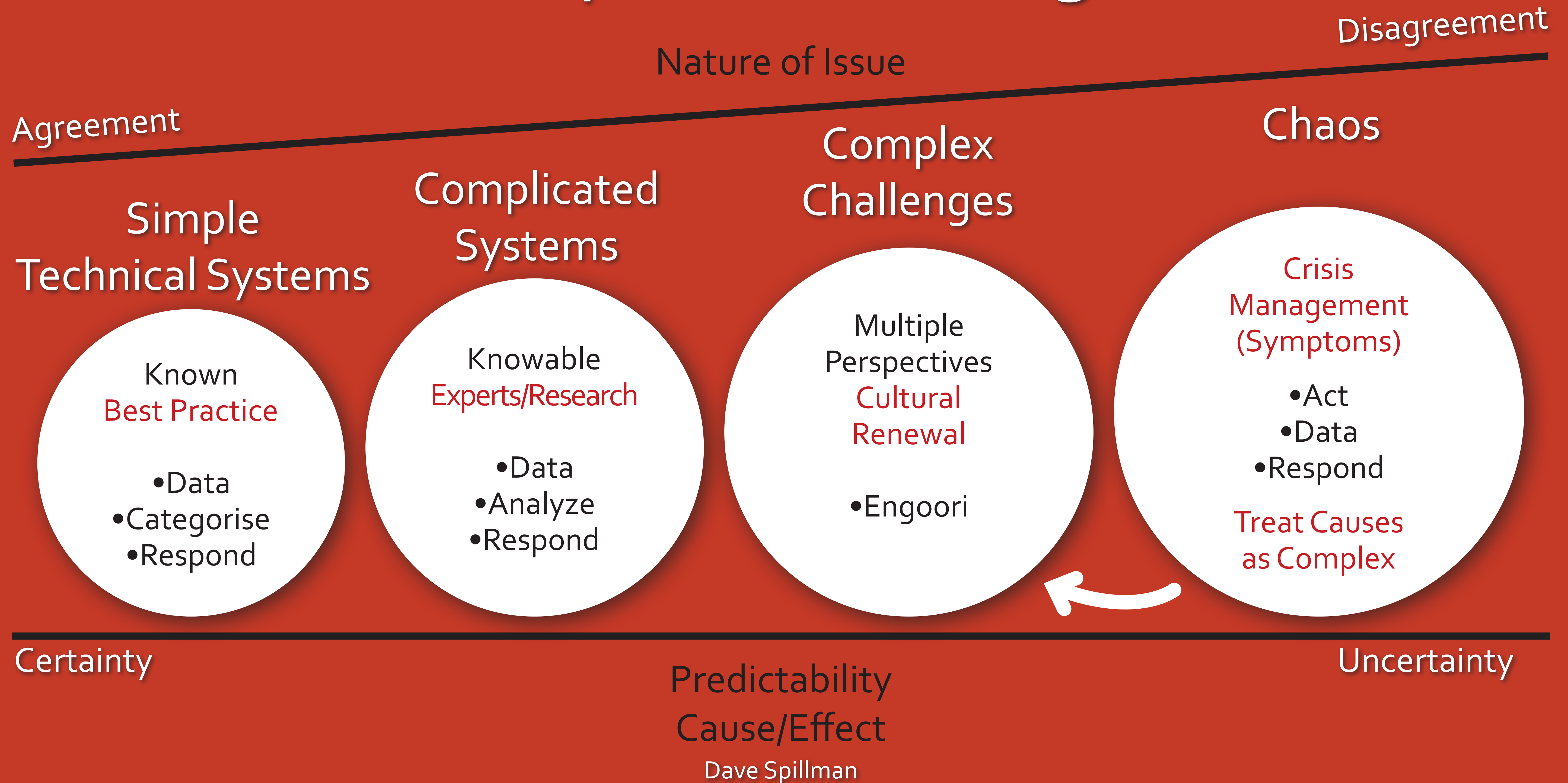


# Influence in Communication



Albert Mehrabian 1970

# Categorising and Responding to Workplace Challenges



Dave Spillman



# Characteristics of Complex Challenges

- Been with us for a long time (pattern of reappearance)
- Many attempts to address it
- 'Pockets' of local success but low transferability
- Sustaining success is problematic
- Many interconnected variables that ebb & flow in their degree of impact
- Cause & effect is only understood retrospectively and is nontransferable

Gorringe & Spillman 2008

You gotta stand for  
something or you'll fall  
for anything

J Cougar-Melloncamp "Rain on the Scarecrow"





We co-create power  
in every moment of  
every interaction

Ralph Stacey 2005





When dealing with  
complex challenges,  
culture beats strategy



It is easier to create  
a new culture  
than it is to change  
an existing one

Bob Dick



We didn't go to Cherbourg and give  
the children a sense of being  
"Strong and Smart"...

That was inside them already...  
that sense of being strong and smart  
resides in every Aboriginal and  
Torres Strait Islander child.

Dr Chris Sarra



All of us must be alert  
to that greatest of all  
limitations to wisdom:  
the assumption.

Bruce Pascoe





Your past is important. If you don't know your past, if you don't know your story, then you will be sitting in the present moment lost. How can you move forward into the future if you don't know where you have come from? What are you taking with you into the future if you aren't taking the past with you? The past, your story, is all you have.

Uncle Paul Gordon





# Artefacts

Interactions, Physical Environment,  
Engagement, Dress, Language

## Espoused Values

Mission Statement, Vision, Rules, Mottos

## Underlying Cultural Assumptions

• Beliefs • Values • Stories

Edgar Schein

In Awareness

Out of Awareness

# Stronger Smarter Philosophy

The Stronger Smarter philosophy honours a positive sense of cultural identity, acknowledges and embraces positive community leadership, enabling innovative and dynamic approaches and processes that are anchored by high expectations relationships. High expectations relationships honour the humanity of others, and in so doing, acknowledge one's strengths, capacity and human right to emancipatory opportunity.

Dr Chris Sarra





Our lives begin to end  
the day we become silent  
about things that matter

Martin Luther King Jr



Its not trespassing to  
go beyond your own  
boundaries





Real change starts with  
recognizing that we are  
part of the systems we  
seek to change.

Senge, Hamilton, Kania



# ENGOORI

## *Honouring Our Strengths*

- Who Are We?
- What keeps us strong?
- How do we need to be together?

## *Actioning the Present*

- How are we going to be together? (Cultural Action Plan)
- How are we going to respond to complex challenges? (next most powerful steps)

## *Visioning Our Futures*

- What kind of futures do we want?  
(in our hearts)

Scott Gorringer & David Spillman

Fight for the things that  
you care about but do  
it in a way that will lead  
others to join you.

Ruth Bader Ginsburg





# ENGOORI: Processes

1. Affirming identity & relationships
2. Enacting diversity
3. Collective sense-making through multiple perspectives
4. Utilising narrative as rich data
5. Surfacing and challenging assumptions
6. Collective decision-making
7. Enacting multiple initiatives

Scott Gorringer & David Spillman



# High Expectations Relationships

- Acknowledge strengths
- Bank emotional credit - build trust and rapport
- Have compassion to be fair
- Have courage to be firm
- Make it personal
- Co-create solutions to complex challenges
- Reflect on “baggage” we and others carry
- Know the difference between cultural sensitivity and collusion with low expectations
- Ensure our professional rhetoric matches our day to day reality

# Stronger Smarter Approach

- Acknowledging, embracing and developing a positive sense of identity
- Acknowledging and embracing Indigenous leadership
- Doing things WITH people, not TO them

Dr Chris Sarra

