



# MANAGING FOR THE FUTURE IN A RECONCILING AUSTRALIA

Learning, Community  
and Action

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# Background

- Aboriginal Australia has made major strides since the late sixties and seventies in winning the right to organise and develop Indigenous community groups and enterprises. But Australia is at a crossroads in Indigenous community development. Opportunities to move forward will be hampered unless new approaches in effective management are applied to provide rigor in organisational governance.

# Sustainable Community Development

- Indigenous management studies as an emerging pedagogy
- Linking research to teaching and social action
- Education and empowerment
- Development of management practices, processes and strategies appropriate to Australian Indigenous organisational settings
- Critical analysis, critical reflection by community actors and workers
- How does cultural appropriateness apply to management theories and practices – What does this mean in a tangible sense?

# Acknowledgement of Paper

- This paper is part of a larger research paper that I am developing with Jenny Green and Keri Spooner for the American Academy of Management titled: *“A Question of Values or Views? Teaching Effective Management Models for Indigenous Organisations”* (2006)

# Reconciliation

The role of Reconciliation for myself as a lecturer in community management is about taking the next step in developing management theory discourse and practices in Australian Indigenous organisational settings. This put simply is developing thinking, teaching and learning in this area, and linking this to wider community development.

# Historical Overview

- There is a universal recognition that economic power has a direct effect on social health and wellbeing.

# Indigenous management studies as an emerging pedagogy

- Indigenous management studies as a merging field of studies is rapidly developing with people working in the education sector and community sector developing and delivering types of management studies and education to community service providers, individuals and peoples engaged in community serving (Pearce, Green & Spooner, 2005).

# Linking research to teaching and social action

Practical and workable suggestions

# Education and empowerment

Constant and meaningful engagement is the underlying score to this theme



Development of  
management practices,  
processes and strategies  
appropriate to Australian  
Indigenous organisational  
settings

Critical analysis, critical reflection by community actors and workers

This best occurs best where opportunities are created for people to be engaged in meaningful and purposeful ways when developing and delivering community services and programs.

How does cultural appropriateness apply to management theories and practices – What does this mean in a tangible sense?

This is not just about putting Aboriginal people into identified positions, it also about creating the organisational environment that supports workers to be effective, both inside and outside the organisation.

# Conclusion

- Reconciliation is as much about managing relationships services and organisations for Aboriginal and non-Aboriginal people as it is for other agendas, for it is with people that we make the most effective and lasting social change, and therefore it is through the social, economic growth of our most disadvantage that we will all benefit as a society and country.



**“Be the Change you want to see”**

**Mahatma Gandhi**