



evolve

communities



Successful partnering with Indigenous Peoples

*Join the R(Evolution)
and effect positive change*

**Grab the Bull
by the Horns:
Leadership
Indigenous
Style**

Belonging in the Workplace

**Diversity
is good
business**

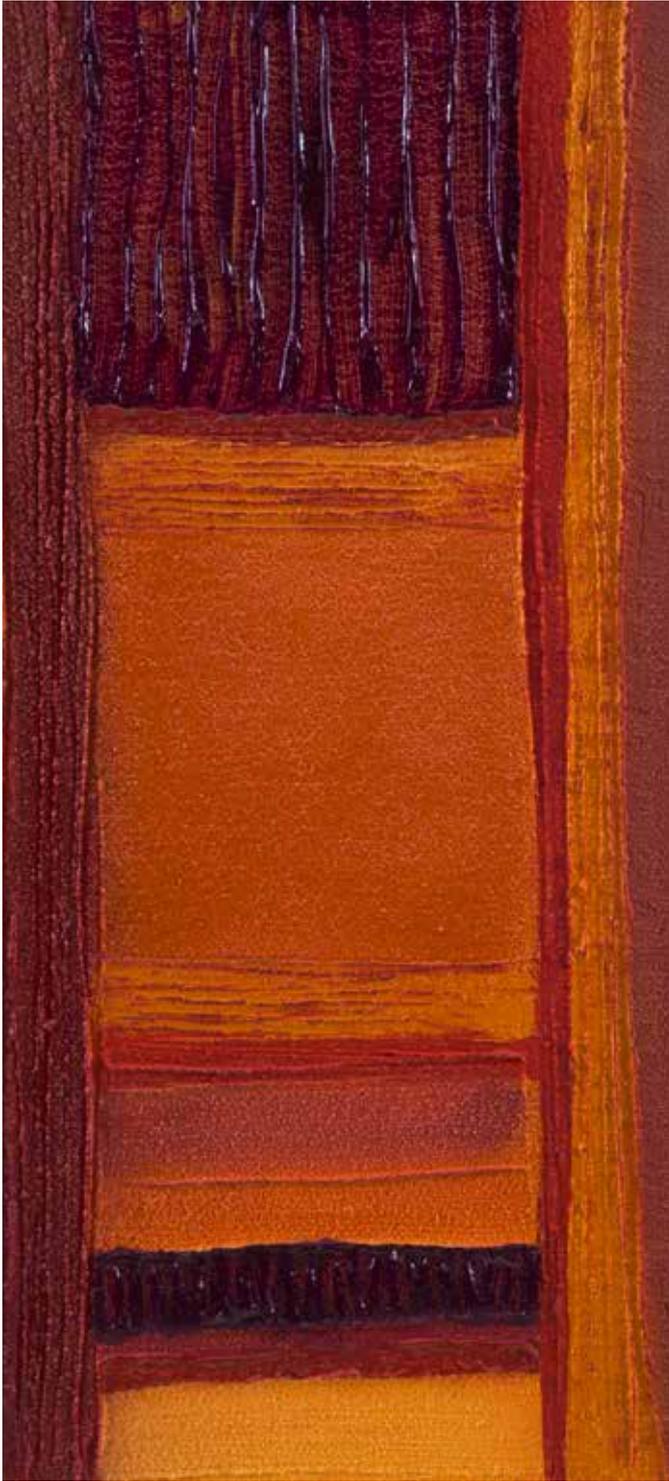
*Proof is in the
Pudding:
5 satisfied
Evolve customers*

Cultural warning: Aboriginal and Torres Strait Islander peoples are advised that this publication may contain images of people who have passed away.

Front Cover: Arakwal dancer Shamiyah Kay-Hammond.
Credit: Roger Cotgreave, Tao Photos.

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Bantimita by Saretta Fielding

ABOUT THE ARTIST

Saretta Fielding is a Wonaruah woman of the Hunter Valley NSW whose artwork is very much influenced by family connection, relationships and country.

Check out her artwork at <https://www.saretta.com.au/>

Our Message Stick To You

Nungamanladi. Greetings to you all. Traditionally, Aboriginal people would send message sticks to their loved ones, friends and family instead of a letter. These wooden sticks with signs and symbols carved or painted on them, travelled far and wide. Aboriginal artists are now interpreting these communication tools on canvas, like the one shown on this page.

This Message Stick carries our vision, stories and pathways with an invitation for you to join us on this exciting journey.

Our call to action to all Australians is to 'take the bull by the horns' to help Close the Gap on Indigenous disadvantage. While many of us want to step up and make a difference, we are not sure where to start or how to go about it and are worried that we might do or say the wrong thing.

Evolve provides tools and programs for every person to help Close the Gap, whether as an individual or part of a larger organisation.

We partner with you to ensure your actions are culturally appropriate, of high integrity and will have the intended outcome. It is only by working together that we can make this happen.

Sprinkled throughout these pages are stories of organisations and people who have objectives and struggles similar to your own.

They demonstrate how people who get on board with Evolve realise their vision through the right strategies, connections and tools. Something shifts inside of them, and with our support you can experience this too.

Your insight into what you share with other cultures and your inner wisdom will grow. You will feel more deeply connected, inspired and motivated to act. You will also gain a bigger and bolder picture of what you can achieve within your organisation.

In our first Message Stick, you will hear Evolve's story - how an Aboriginal and Non-Aboriginal person have come together to 'walk the talk', working in partnership to build a successful Indigenous business.

Our vision is to bring the Wisdom of Indigenous Elders to the forefront of Australia's innovation journey.

If you share our vision, let's explore how we can work together.

Munya Andrews and Carla Rogers

Evolve Directors



Drawing on Indigenous wisdom to create inclusive organisations. We connect people to solve tough problems together through cultural awareness, community engagement and leadership programs.

Bringing the Wisdom of the Elders to the forefront of Australia's innovation journey.

About Munya

Munya grew up in a remote community in the Kimberley region of Western Australia. Her fascinating journey has taken her from author, academic and senior public servant to solicitor and then barrister. These achievements are all the more remarkable coming from a socially disadvantaged background, including not having spoken for the first 5 years of her life. Her intellect and academic prowess are recognised by many. Melbourne University describe her as one of Australia's 'Leading thinkers'. The legal fraternity holds her in high regard - the former Chief Justice of the Federal Court, His Honour Michael Black, describes her as an 'excellent advocate' while his colleague, former Federal Court judge, Justice Peter Gray simply exclaimed, "There's only one Munya."

From a young age, like many Aboriginal people, Munya has learned to work and live in two worlds. Her dream is to bring them closer together. One way of making that happen is through sharing what they have in common and moving forward together in mutual respect. Cultural awareness is an invaluable tool that can help in the process.

About Carla

Carla is a creative soul who is passionate about inclusion and belonging. She has always had a deep respect and desire to learn from our First Australians. With an adventurous spirit and fresh from high school, she ventured to the remote Kimberley, while most of her friends were doing their 'gap year' in Europe. Through a Churchill fellowship she continued this adventure within and beyond Australia to discover innovative collaboration approaches. Carla packaged these ideas into award winning solutions such as the Meeting Marketplace™ engagement model and, with Munya, the Songlines Engaging Pathways™ framework.

Her wealth of experience includes a range of roles in the private and public sector: from urban planner, environmental manager to senior manager and leader. She is a respected leading provider of stakeholder engagement and facilitation services and is always looking for better ways of doing business and connecting people: "I have been privileged to work with Aboriginal people through my entire career. Their wisdom, especially that of the Elders, holds the key to problems otherwise dismissed as insolvable.



Come and join the R(Evolution)

Australian Aboriginal culture is the oldest living culture in the world. This simple and astounding fact is testament to Indigenous resilience, our unsung creativity and ingenuity.

Our greatest strength lies in our spirituality - the Dreamtime, an eternal source of knowledge and wisdom. Australian Indigenous cultures have much to offer the world in real solutions to our wicked problems – economic, environmental, social or political.

We must disrupt our outmoded ways of thinking and embrace the knowledge and wisdom of the Dreamtime. Evolve Communities combines old and new technologies drawing upon Aboriginal traditions to create innovative educational programs and tools.



“The harmonious co-facilitation by Aboriginal and non-Aboriginal facilitators working together, had exceptional value, as it modelled the very skill we wanted to teach our staff”.

Kristen Toohey
Project Manager
Aboriginal Programs, Cancer Council NSW

Want to make a difference but don't know where to start?

Evolve offers solutions to improve stakeholder relationships to solve tough problems together. With the right strategies, connections and tools you gain a bigger and bolder picture of what you can achieve within your organisation and beyond.



Over the past 12 years we've worked with hundreds of organisations across all types of industries. Many of these organisations struggle daily with significant challenges.

Most organisations want increased inclusion and diversity and to improve their relationships with key stakeholders and communities. Many struggle with not knowing how to start, or who to connect with. Others fear unintentionally offending by not knowing the proper cultural protocols.

Some are concerned that organisational programs have fallen short of their targets. Then there is the potential damage to personal and organisational reputation. It's a troubling cocktail. If this sounds familiar – and you're in the thick of it – it's incredibly hard to see a way forward. Thankfully there are answers that we can share with you.

You'll be surrounded by like-minded individuals and organisations to tackle tough challenges and opportunities.

These range from Closing the Gap in Indigenous disadvantage to creating inclusive workplaces where we all belong.

Many clients come to us feeling overwhelmed. We are privileged to partner with them and observe their success. By leveraging their existing talents and strengths they make deep cultural shifts to achieve their objectives and outcomes.

The strength of their working partnerships grow. Others make real inroads in the creation of culturally safe and inclusive workplaces where all people are valued and a sense of belonging is fostered. Unexpected benefits flow into personal lives, where individuals experience greater empathy, self-awareness and confidence.

‘Wicked’ challenges like Closing the Gap or increasing workplace inclusion can seem intractable or impossible! But it need not be this way. We have created our programs so you are equipped to bring about the change you wish to see.



Success Story

Cancer Council Partnership

Cancer Council NSW is committed to Closing the Gap in the higher rates of cancer experienced by Aboriginal peoples. To achieve this, it is critical that we create a workplace that is culturally welcoming for all Aboriginal staff. By increasing our cultural awareness, we hope members of Aboriginal communities will be more comfortable to work with us in creating a cancer free future.

Before working with Evolve, we underestimated the time to consult and plan culturally appropriate programs. There was a sense that we could rush in, albeit with good intentions, and just tinker and tailor around the edges. After working with Evolve, I noticed within myself and observed in others a deeper understanding about the need for flexibility. Embracing a *Dadirri* approach of deep listening, we have adjusted our existing programs. This has inspired our creativity to take us closer to meet our client's needs and develop stronger partnerships.

The Evolve programs are encouraging, positive and extremely practical. It was great to experience the training at an Executive level, and with my own team who work on Cancer Programs. Both were pitched perfectly. I learnt much more than I expected, and I was also respectfully challenged to become more aware of what I didn't know.

I highly recommend Evolve to organisations working on Closing the Gap, irrespective of where you are on this journey.

Kathy Chapman
Director
Cancer Programs Division, Cancer Council NSW

Together we can make a difference in Closing the Gap

We're All in This Together says the PM.

“It is clear that Closing the Gap is a national responsibility that belongs with every Australian. Ending the disparity is complex and challenging. This will not lessen our resolve or diminish our efforts, even when some problems seem intractable and targets elusive.”

Prime Minister Malcolm Turnbull, *Closing the Gap Prime Minister's Report*, 2017.



Like our Prime Minister, we believe that every Australian has a part to play in Closing the Gap. We call on business leaders to take action to effect positive change. While this may seem a huge task, it can be done. And we provide tools and programs for every person to help Close the Gap. We partner with you to make sure that your actions are culturally appropriate to achieve the intended outcome. It is only by working together that we can make this happen.

How are we doing on Closing the Gap?

Each year the Prime Minister of Australia reports on how the Government is tracking on key initiatives. The 2017 *Closing the Gap* report shows mixed levels of success. While the report identifies some success, it acknowledges insufficient progress on most of the targets. At Evolve we place people at the centre of decision making. This resonates strongly with the Government's commitment.

“We are building a new way of working together with Indigenous leaders and their communities to create local solutions - putting Aboriginal and Torres Strait Islander people at the centre of decision-making in their regions”.

Prime Minister, Malcolm Turnbull

What can I do to effect positive change?

Evolve can help your organisation develop appropriate strategies and actions to make a difference and have long-lasting impact. Ask us how.

The following infographic summarises the Closing the Gap Report.

2017 Closing the Gap Report Card

Progress against the targets



Life Expectancy

Progress: Not on track



Target To close the gap in life expectancy between Indigenous and non-Indigenous Australians within a generation (by 2031)

Progress: Indigenous Australians die about 10 years younger than non-Indigenous Australians, and that hasn't changed significantly



Target To halve the gap in mortality rates for Indigenous children under five within a decade (by 2018)

Progress: Indigenous child mortality rates have declined and the gap has narrowed (between 1998 and 2015). The 2015 Indigenous child mortality rate was slightly outside the range required for this target to be on track



Reading & Writing

Progress: Not on track



Target Halve the gap in reading and numeracy for Indigenous students by 2018

Progress: While some improvements are being made, of the eight areas measured (reading and numeracy for Years 3, 5, 7 and 9), only year 9 numeracy is on track



Target Halve the gap in Year 12 attainment – On Track
Target Close the gap in school attendance by the end of 2018

Progress: No real change in the Indigenous school attendance rate between 2014 - 2016. The attendance rate for Aboriginal and Torres Strait Islander students in 2016 was 83.4 per cent, compared to 93.1 per cent for non-Indigenous students



Target 95 per cent of all Indigenous four-year-olds enrolled in early childhood education by 2025 (Revised target)

Progress: In 2015, 87 per cent of Indigenous children were enrolled in early childhood education in the year before starting school, compared with 98 per cent of non-Indigenous children. The original target expired unmet in 2013



Employment

Progress: Not on track



Target Halve the gap in employment by 2018

Progress: In 2014-15, the Indigenous employment rate was 48.4 per cent, compared with 72.6 per cent for non-Indigenous Australians

3% Population

Aboriginal and Torres Strait Islander people make up three per cent of Australia's population.

80%

Living in regional and metropolitan areas.

7 Reasons why Evolve stands apart

There are many cultural competency and leadership programs out there, but Evolve Communities is unique in 7 ways.

Here's what's distinctive about us:



1. Placing you at the heart of customised services

With our programs and services, it is all about you! Every person has wisdom to share. We explore what wild success means for you. We check in frequently on progress and if things need to be adjusted. All programs are designed with diversity, inclusion and belonging in mind. This includes different learning modalities and styles, be they auditory, kinaesthetic, verbal or visual.

2. Learn from unique models informed by Indigenous Wisdom

Aboriginal culture is the oldest living culture in the world. This cultural wisdom offers real solutions to wicked problems for all Australians, not just Indigenous people. Everything we do at Evolve is through the lens of Indigenous wisdom. We have drawn from this wisdom in our learning and engagement models. These show Indigenous ways of doing business and how to make deep and meaningful connections with Aboriginal peoples and their communities.

3. No talking heads, loads of interaction and laughter

A fly on the wall might think it flew into an outback classroom at one of our programs, or perhaps a speed dating night, or a more reflective storytelling session. It could change at any given moment. In our programs you move a lot. You share stories with others. You reflect. You laugh. Your curiosity is piqued leaving you thirsty for more.

4. You'll always know what do next

Some participants worry about feeling guilty or ashamed. This soon dissipates as we explore what we share in common with each other. We love hearing participants share their feelings of deep connection, inspiration and increased confidence. Through interactive activities, you gain insights and develop solutions relevant to your workplace. You leave our programs with practical strategies and ideas to apply immediately. And we don't stop there. We stay in touch to guide you on your journey. We are invested in you making a difference and do all we can to ensure your success.

5. Connecting you with the right people

People come to us with a genuine desire to learn more and to connect with Indigenous communities. But they are also anxious about getting it wrong. These fears are understandable. We build capability to increase your confidence and skills. We connect you with the right people, at the right place and time so you develop lasting partnerships.

6. Holistic solutions and Walking the Talk

In developing workable solutions we always look at the bigger picture from a number of angles. This may call for us to help with your business planning, executive coaching, mentoring or facilitation. We are mindful of being accountable and transparent and strive always to walk our talk. We don't like being 'fly in fly out' consultants, whether that be in community or working with an organisation. We are in it for the long haul. The relationship with our ideal client is built on trust and respect to combine our collective wisdom.



7. Ongoing support using latest technology

You are a valued member of the Evolve community when you join our programs with immediate access to our wide network. Join our ongoing professional development program. Tap into this from wherever you are to enjoy high quality webinars and our interactive online 'virtual classroom'. Evolve is located within an innovation ecosystem at Wollongong University. This connects us with the latest technological expertise, systems and technology providers. It expands the range of solutions and ways we deliver our programs. Are you ready for a very different experience on Country with Traditional owners without having to leave your desk?



Success Story



“We thoroughly enjoy working with the Evolve team. They have an extraordinary capacity to create a fun and relaxed learning environment where staff feel completely comfortable asking all the hard questions. Their creative use of humour and capacity to tailor the program to meet the specific needs of the group is exceptional.

Many of our staff tell us it is the best cultural competency training they have ever experienced and has transformed their approach to working with Aboriginal health organisations.

I encourage others to partner with Evolve because of their strategic, thorough and holistic approach.”

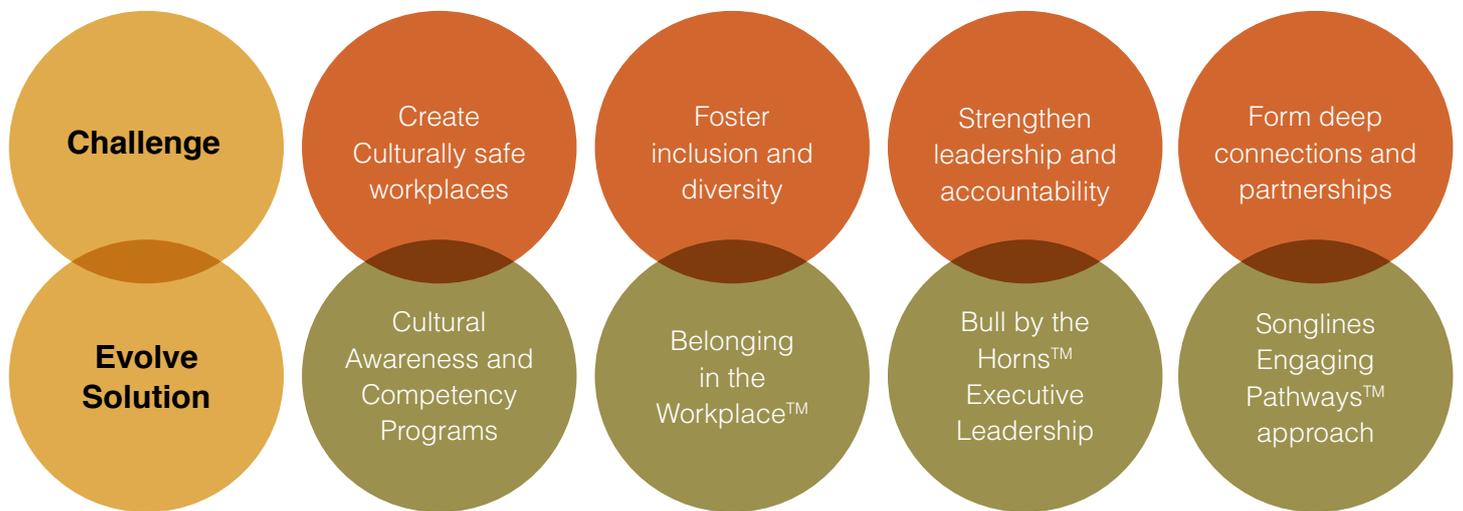
Kristen Toohey
Project Manager Aboriginal Programs,
Cancer Council NSW

What we offer you

Our cultural competency solutions are designed for everyone from general staff to senior leaders. They are supported with cultural awareness products and innovative delivery options from immersion experiences to the latest in online learning.

At the highest level, our suite of solutions is designed to answer four big challenges. They can be customised, and applied in combination, to best fit the unique characteristics, circumstances, and culture of your organisation.

At the highest level, our suite of solutions is designed to answer four big challenges.



Our Cultural Competency Solutions

There are different approaches to raising consciousness about Indigenous peoples and educating society about cultural differences. The current trend in government is to talk about cultural awareness training, or CAT.

There are some people, however, who feel this approach doesn't go far enough - that it requires a deeper level of understanding and commitment. They prefer to speak about cultural competence, capability and safety instead.

While we run our programs under the 'cultural awareness' banner, we address the other standards, especially the issue of cultural safety. We focus on disrupting workplace complacency resulting from transitory relationships with Indigenous people.

Our Songlines Engaging Pathways™ is an Indigenous framework to guide and inform our work. At the heart of our cultural awareness programs we celebrate what we share in common while valuing difference.

We create more inclusive workplaces by increasing self-awareness of our own 'cultural baggage' and how our beliefs influence behaviours.



Our cultural capability programs are all about developing meaningful relationships of credibility and trust and a common destiny - 'we're all in this together'.



Diversity is Good Business.

Australia is a multicultural society. Cultural diversity brings with it many challenges and benefits. When things go wrong in the workplace because of cultural misunderstanding, cultural awareness training provides solutions. To remain competitive, organisations must understand and relate to their diverse

customer base and the opportunities it presents.

The business case for increasing diversity and cultural competence is strong. Research by McKinsey & Company found in their report 'Diversity Matters' (2015) that businesses with the highest gender, racial or ethnic diversity are more likely to have financial returns above average: "More diverse companies are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to a virtuous cycle of increasing returns".



Cultural Awareness, Competency and Diversity Programs

Benefits

- A deeper understanding and appreciation of why Indigenous cultural awareness is important and how it impacts daily business
- Skills to communicate effectively with Aboriginal and Torres Strait Islander peoples to better engage their communities
- Increased understanding of cultural protocols
- Awareness of the importance of family kinship
- Understanding the diversity of Aboriginal and Torres Strait Islander peoples, their world views and connection to Country
- Increased self-awareness of privilege and unconscious bias
- Valuing difference, exploring what connects and unites us
- Greater self-confidence and motivation to better engage with Aboriginal and Torres Strait Islander peoples

- ✓ A suite of core products and programs
- ✓ All programs can be tailored to meet specific organisational needs
- ✓ Applied learning - use of real examples and case studies
- ✓ Option to integrate face to face programs with online learning
- ✓ Ongoing support services such as coaching, facilitation, mentoring and webinar series
- ✓ Train the Trainer modules and licensed programs for your ongoing delivery

Partners

- Australian Taxation Office (ATO)
- Australian Charities Commission (ACNC)
- Cancer Council (CCNSW)
- Department of Environment and Energy (Commonwealth)
- Illawarra Forum

What do our Indigenous cultural awareness programs cover?

We offer half day and full day programs for three different cohorts - general staff, managers and senior leaders. Organisations can adopt these programs with little need for customisation or they can be readily adapted.

A hallmark of the Evolve approach is the high degree of interaction and experience with very little 'talking head' time.

This is why so many participants say that it was "the best training program ever!" Ask us for a sample program to see how your workplace might benefit.

Evolve's cultural awareness training blends learning modalities seamlessly to cater for intellectual and cultural diversity. Our training is fun, interactive and varied to maximise learning experience and outcomes.

Our **foundational program** covers:

- Indigenous identity
- Indigenous cultural protocols
- Our shared history
- Breaking stereotypes
- Government's Indigenous policies
- Understanding Indigenous concepts of family
- Sorry business & cultural leave
- Exploring unconscious bias e.g. cultural baggage
- Indigenous communication styles & strategies
- Indigenous sense of humour
- Understanding privilege in the workplace
- Practical reconciliation: Indigenous 'Champions' and 'Allies'
- Dear Abby (Q & A)
- Debrief & evaluation

For **managers and supervisors** we also explore:

- Managing culturally sensitive issues including racism, lateral violence and Indigenous staff attraction and retention; and
- Having courageous conversations around these issues.

For **senior leaders** we include components of the foundation course with emphasis on developing resilience and strengthening leadership to support Indigenous initiatives and policies.



Success Stories

Illawarra Forum

I wanted to increase my connections and involvement in working with Aboriginal communities. Through the Evolve program, I achieved this and more. I made great connections with other service providers who shared this interest. I learnt many new skills and ideas that increased my confidence in working with Aboriginal Communities. This includes a deeper understanding of our First Australians and their early history, Indigeneity and connection to land and Country, and the importance of 'Sorry business'. I now understand 'lateral violence', how it arises and where to find information about how to deal with it.

I highly recommend this training to others. Munya is a great teacher, with a unique combination of gentleness, strength and amazing intelligence. What a woman!

Jenni Devine
Allied Health Assistant Coordinator
Community Health, Southern NSW Local
Health District

"I loved connecting with local Aboriginal people at the Evolve program. Together we are now 'Taking the Bull by the Horns' on employment strategies for people with a disability. "

David Greely
Employment Connections Manager
WorkAbility



PARTNERSHIP SPOTLIGHT:

Evolve and the Australian Taxation Office

Evolve is proud to partner with the Australian Taxation Office (ATO) to co-design and deliver its comprehensive national cultural awareness program. We are especially proud, given the ATO's strong leadership role across government in supporting Indigenous businesses. This leadership was recognised by Supply Nation with the '2016 Government Member of the Year' award.

We are delivering the program to three target cohorts: general staff, managers and senior leaders. Through this partnership, Evolve has increased the cultural awareness of over 500 ATO staff, and that number is increasing each week. On-going evaluations and feedback prove that the program is achieving its core objectives. The next step in the partnership is a train-the-trainer module and capacity building for the ATO to lead ongoing delivery. Through our online classrooms and webinars, Evolve will continue to support, coach and mentor the ATO when it carries forward the delivery of this critically important initiative.

“Working with Evolve has been a great partnership towards increasing our organisational cultural awareness at a national level. The tailored programs are highly interactive and experiential. I have observed our staff walking away with increased levels of confidence, understanding and inspiration and often with the positive exclamation ‘best training ever’. With this program and partnership, the ATO is creating the cultural safety and change needed to meet our goals of becoming an Indigenous employer of choice and to contribute to Closing the Gap on Indigenous disadvantage.”

Adrian Cheatham,
Assistant Director, Workplace Diversity Team
Australian Taxation Office

Special Edition | Evolve Message Stick.

PARTNERSHIP SPOTLIGHT:



Evolve and Cancer Council NSW

The gap in cancer rates for Indigenous people is alarming. Aboriginal peoples are 60% more likely to die from cancer. Indigenous mortality rates from cancer (the second leading cause of death) are rising and the gap is widening. With this urgency, Evolve feels deeply privileged that Cancer Council NSW have chosen us as their partner to develop their organisational cultural competency for their 350 staff. Our comprehensive approach includes tailored face to face programs, program facilitation, coaching, mentoring and executive strategy. We are also exploring the next step of an integrated online learning experience.

“Before the Evolve program, I was worried when working with Aboriginal and Torres Strait Islander people I might say or do the wrong thing. Now, equipped with a deeper understanding of place, history and culture, I finally feel much more comfortable and confident when working with Aboriginal and Torres Strait Islander peoples.”

Graham Lugsdin,
Campaigns Manager, Operations Cancer Council NSW

“I was keen to increase my understanding of Aboriginal and Torres Strait Islander peoples. The Evolve program gave me practical tools and strategies like when and how to give an Acknowledgement of Country. I increased my knowledge in some unexpected areas too, including about privilege. I highly recommend working with Evolve to anyone who values reconciling what has happened in the past and positively impacting how we move forward.”

Adelaide Thompson,
Campaign Unit Manager, Cancer Council NSW



Credit: Courtesy Cancer Council NSW

PARTNERSHIP SPOTLIGHT:

Evolve and the Australian Department of Environment & Energy

Aboriginal and Torres Strait Islander peoples play a key role in protecting and managing Australia's environment, heritage and energy resources. They are important partners in the Department of Environment and Energy's business. Culturally aware staff is essential to delivering culturally competent services and to create a culturally safe and inclusive workplace.

Evolve is thrilled to partner with the Department to co-design, deliver and facilitate its cultural capability framework. These programs, designed for the 2700 Departmental staff, cover foundational cultural awareness and two additional tailored programs for staff who:

- Engage with Aboriginal and Torres Strait Islander communities and peoples; and
- Formulate policy or deliver outcomes that may impact on Aboriginal and Torres Strait Islander peoples and communities.

The Departmental design team rolled up their sleeves and got very creative in our first design workshop. We are excited to explore how this program can integrate with and even improve their e-learning framework.

EVOLVE METHOD SPOTLIGHT:

Dear Abby, or You can ask that!

There is no such thing as a silly question, "If you never ask, you'll never, never learn," says our Director, Munya Andrews. Way before ABC television's 'You can't ask that', a highlight of Evolve's programs was 'Dear Abby', a Q & A session where participants can ask questions anonymously. Munya has been doing cultural awareness for a long time now and has heard some beauties throughout the years. "Anonymity allows people to ask what they really want, without fear of shame or embarrassment. Humour connects people as they let down their defences" says Munya.

"I was asked about why all Aboriginal people drive Valiants. We all laughed, as I explained that Aboriginal people are as diverse as any other and that I drove an MGB sports car. My co-convenor, an older Noongar woman, was relieved that she didn't get the question as she drove a Valiant! You can imagine the hilarity that followed".

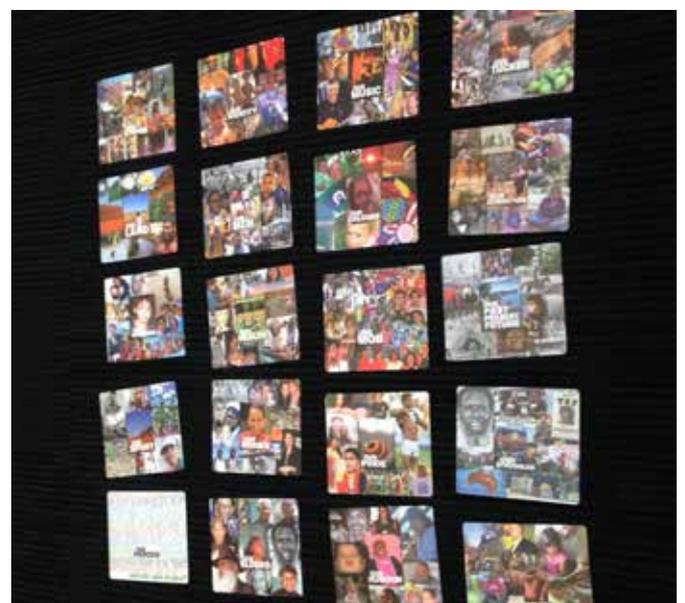
**EVOLVE METHOD SPOTLIGHT:**

This session explores the concept of cultural baggage as a form of unconscious bias. Have you ever stopped to look at your cultural baggage and what you're carrying inside?

At Evolve, we know all about cultural baggage – what it is, how it's created and how it can get in the way of communication. We show you how to identify and unpack it.

The values that underpin our thoughts, beliefs and everyday assumptions about life and how it should be lived make up our cultural baggage. Many of these values are rarely examined and often taken for granted.

We explore the different ways of seeing and doing things. In this session, participants become more aware of the cultural baggage they carry and are more accepting of difference.



Belonging in the Workplace™

Fostering a sense of belonging is key to creating inclusive workplaces.

Our new program explores how this sense of 'belonging' can increase the health, productivity and bottom line for businesses and organisations.

Unlike other programs, we draw from Indigenous wisdom so participants gain a deep understanding of Indigenous culture, and can apply this knowledge to better inform their work practice.

Indigenous cultures have a strong sense of belonging that comes from placing family, land and community at the heart of all they do. In our one day Belonging in the Workplace™ program, we explore Indigenous concepts of family and what it means to belong.

We look at how organisations can foster this sense of family and belonging to benefit employees and boost staff morale.

In Aboriginal kinship, there are no orphans, no outsiders. Everyone belongs, for everyone and everything is interrelated and interconnected. When workers have a deep sense of belonging they develop a stronger sense of ownership over what they achieve in the workplace, which fosters communal pride and accomplishment.

The Skin Game: Understanding Aboriginal concepts of Family

A strong sense of belonging becomes immediately apparent in the Skin Game, where we explore Aboriginal concepts of family. Traditionally all Aboriginal nations operated under a social kinship system known as 'skin', where everyone in that tribe is related to one another, whether they are related through blood or not. Participants are given skin names and placed into 1 of 8 skin groups (the actual number varies according to the different nations). Following a brief introduction they are then tasked with finding all their relatives. There is much frivolity, confusion and perplexity as participants attempt to crack the genetic code, an extraordinary feat of logic and mathematics. Mathematicians attending the course marvel at the scientific ingenuity of Aboriginal culture and its system to maintain genetic diversity in a small population. The wonder and amazement among participants is always palpable.



Cultural Awareness Products

Acknowledgement of Country Cards

'Country' is an Aboriginal English term that has special significance for Indigenous people. It speaks to the special connection and love that Indigenous people feel for their traditional lands. People speak about Country with such warmth and affection as though they are speaking of family members.

They speak of feeling sorry for Country or of 'growing up' Country. People get their identity from Country because the land and the individual are as one.

You will often hear Aboriginal peoples speak of being either saltwater, river or desert peoples. Even the so-called 'homeless' people of Darwin refer to themselves as Long-grass

or Tall-grass people. In truth, Aboriginal peoples are never homeless, for everyone belongs to the land.

Not surprisingly there are important cultural protocols relating to Country. Of these, the two most important ones are the Welcome to Country and Acknowledgement of Country.

The Welcome can only be given by a Traditional Owner on whose land an event is held. An Acknowledgement, on the other hand, can be given by anyone regardless of whether or not they are Indigenous. It is a way of showing respect to the local Indigenous people and an act of reconciliation. Evolve's 'Acknowledgement of Country' Card provides you with a guide to the right words to say for this important Aboriginal and Torres Strait Islander cultural protocol.

These cards are available for purchase on our website: www.evolve.com.au and can be customised to include your organisation's logo.



Cultural Protocols Template

Cultural protocols teach how to show respect to Aboriginal and Torres Strait Islander peoples. These protocols can be used in people's professional and personal lives.

Contact us if you are interested in our customisable Cultural Protocols template.

We have taken the hard work out of it for you with the template covering the most important things for you to know. Protocols vary according to the nation and people of where you live. We liaise with your local Aboriginal community to ensure your protocols are correct.



Success Stories

"Evolve Communities enabled us to draw on their rich organisational cultural knowledge and expertise to develop our first Aboriginal and Torres Strait Islander Cultural Handbook. With Evolve we created a resource to support our people to be more culturally aware in delivering health and care in Australia and provide guidance on showing respect to our Traditional Owners. Working together was very much a partnership and a unique learning experience that supported our commitment to reconciliation and also continuing to learn from Indigenous Australians."

Alisha Mete
Corporate Responsibility & Sustainability Manager,
Corporate Affairs, BUPA

Bull by the Horns™ Executive Leadership



What is the ‘Bull by the Horns’ Executive Leadership Program?

Taking or grabbing the bull by the horns commonly refers to an individual or organisation tackling something difficult or risky, head-on.

The phrase originated from the ancient sport of bull leaping in Crete which survives in the modern sport of bull riding. Not just an American pastime, the sport is also popular in Australia where many Indigenous people attend the rodeo to watch or participate. Although a dangerous sport, bull-riding has much to teach us about leadership.

“It’s a metaphor for life,” says Gary Leffew, world champion bull rider who has been training top competitors in the field for over three decades. It’s all about mindfulness, he points out and finding one’s balance. According to Leffew, bull riding teaches us courage and resilience and facing our inner demons.

“The battle in rodeo is not with the animal, it’s with the weakness within yourself” says the former world champ. And while bull riding is an individual sport, it requires the assistance of other people, reminding us of the importance of collaboration and teamwork. Ultimately though, bull riding requires fearlessness. As one young female rider remarked, “You can’t fear anything if you want to succeed.”

Bull riding as model for business leaders and entrepreneurs

Leffew runs a bull riding school in Pennsylvania in the USA where he has trained 13 world champions besides himself. Not all his students go on to become professional bull riders but several have become multi-millionaires in business. As he explains, “The attitude and the philosophy they learned about riding a bull carries over into business as well because what is tougher to look at everyday than an 1800 pound mad-as-hell bull?”

So, what can Indigenous rodeo teach me about leadership?

Aboriginal peoples have played an important role in Australia's pastoral industry with many becoming champions in the sport or station managers and CEOs of pastoral companies.

Although rodeo is relatively new to Aboriginal culture, Aboriginal people have drawn on traditional strengths within Indigenous culture, to stamp their unique brand (pardon the pun) on the sport and ultimately upon leadership.

Aboriginal people, and their life experiences and survival, brings added dimensions of courage and resilience to rodeo. Collaboration and teamwork feature strongly among Aboriginal peoples while Dreamtime philosophy and practices like *Dadirri* (Deep Listening) teach Indigenous meditation methods that instil balance, inner harmony and mindfulness.

Based on this Indigenous leadership model, Evolve has designed two exciting, unique and disruptive executive leadership programs. Our day program is run in your workplace, the immersion program is out on Country.

“What is tougher to look at everyday than an 1800 pound mad-as-hell bull?”

Gary Leffew, former World Champion Bull Rider.

Day Program

Benefits

- A deeper appreciation and understanding of Indigenous culture and what it teaches us about leadership
- Taking the bull by the horns to initiate Indigenous projects
- Become a Champion and Ally for Indigenous peoples
- Instil balance, inner harmony and mindfulness through Indigenous cultural practices
- Connect with other leaders and strengthen business networks

Day Program

Indigenous Wisdom

- Being at one (Dreamtime)
- Connecting with others
- Belonging (Family & Kinship)

Facing your inner demons

- Getting started
- What might throw you - fears
- Exploring inner strengths

Mindfulness

- Meditation
- Dadirri (Deep Listening)
- Hearing the grass grow

Courage & Resilience

- Being thrown
- Picking yourself up
- Moving forward



Do I have to ride a bull to take part in the program?

No, you don't have to ride a bull although a mechanical bull is optional!

If you take part in our Aboriginal cultural immersion version of the program, be prepared to don more appropriate attire such as an Akubra or RM Williams riding pants and boots when we attend an outback rodeo or visit a remote Aboriginal community to meet with Traditional Owners, watch a corroboree and hear Dreamtime stories about the stars.

This program equips you in every sense to take the Bull by the Horns, to become a strong Aboriginal Champion and a champion in the corporate world!

COMING SOON

'Bull by the Horns' Immersion Program

We are designing a 5-day immersion program for talented leaders and CEOs which will take place in the Kimberley region of Western Australia in 2018.

We will take participants out on Country for a series of experiences that stimulate deeper understanding of Aboriginal culture.

Evolve presenters, Elders and Traditional Owners share their perspectives on leadership. Facilitated and informal discussions will support your reflective and creative process as you integrate this knowledge and wisdom into your unique leadership style.

Contact us at support@evolves.com.au to go on the mailing list for more information about this unique experience and for early notice when registrations open.



Immersion Program

Benefits

- Unique experiential understanding of aspects of Indigenous culture and leadership
- Supportive community of fellow leaders who have shared and understand your experience
- Space, time and techniques to integrate your experience and learning into your own signature leadership style
- Unique opportunity for genuine sharing and connections with Aboriginal people on Country

Immersion Program

Day 1

Participants arrive at midday

Afternoon free

Evening - Welcome to Country

Day 2

Visit Mowanjum Community

Visit Mowanjum Art Centre

Focus discussions - Indigenous perspectives on

Eldership & Leadership

Evening - Dinner & Drinks, Corroboree

Day 3

Visit Looma Community

Fishing trip Fitzroy River

Indigenous meditation

(Deep Listening - Hearing the Grass Grow)

Evening - BBQ, Dreamtime Stars

Day 4

Derby Rodeo (Bull by the Horns)

Focus discussions - integrating Indigenous wisdom in leadership

Evening - Dinner & Drinks

Day 5

Farewell and return home

Our Engagement Models

Songlines Engaging Pathways™ and Meeting Marketplace™ are collaboration and engagement models developed by Evolve. At the heart of both is a design thinking approach that places the client and their needs at the centre of any solution.

The values (the 6c's) that underpin these models include the need to contribute; exercise choice; make meaningful connections; achieve clarity, experience continuity (through relationships) and express creativity.

Songlines Engaging Pathways™

Evolve's 'Songlines' approach help agencies develop relationships of credibility and trust with communities and people affected by decisions. A practical tool, it's been developed through years of practice to respond to the common challenges of community, stakeholder and client engagement.

The Songlines Engaging Pathway™ draws deeply from Aboriginal cultural heritage and wisdom. Songlines represent traditional trading routes across the nation where information and resources is shared.

The model teaches individuals and organisations how to make deep and meaningful connections with Aboriginal peoples and their communities. In the Kimberley region of Western Australia



for example, this vast sharing network is called Wunan also depicted in our business logo.

“As Evolve Communities have taught iAccelerate, Aboriginal Songlines are essentially knowledge networks that enable the communication of ideas to flow back and forth between two or more locations and serves as the perfect model for innovation ecosystems”.

Omar Khalifa, CEO, iAccelerate

SONGLINES™ MODEL						
SONGLINES TOOLKIT	WHAT	WHY	WHO	HOW	REALTIME	ACTION
SONGLINES PROCESS	Engagement Test	Benefits	Stakeholder Needs	Co-Design	Preparation	Feedback
	Negotiables	Values	Identification	Information	Facilitation	Analysis
	Representative Design Team	Engagement Levels	Considerations	Consultation	Relationship	Reporting



Meeting Marketplace™

**“To market, to market, to buy a fat pig.
Home again, home again, dancing a jig.”**

We all remember singing that nursery rhyme from our childhood. ‘To market’ is based upon the traditional rural market or fair where people would meet and agricultural produce would be bought and sold. Evolve Director, Carla Rogers has cleverly turned the rural tradition on it’s head into a highly creative and effective facilitation approach. It not only fires the imagination by returning us to our childhood sense of play but it works to achieve results. It even works for cultures that don’t have a ‘market’ tradition in the European sense such as Aboriginal peoples.

The Meeting Marketplace™ has proved a hit from urbania to the most remote communities. The reason for its success among different cultures is because it caters to diversity on all levels – in business, the public sector and community affairs. Just like a real market or trade fair, each participant can choose how, when and on what subjects they engage, giving them maximum agency.

It is fun and interactive, tempting people to get involved while catering for all learning modalities and styles, be they auditory, kinaesthetic, verbal or visual. The Meeting Marketplace™ is an innovative approach for organisations to engage their staff, clients and customers and a perfect tool for strategic business planning, conferences, community and staff engagement.

Success Stories

Community Safety Plans

The Department of Prime Minister and Cabinet (formerly FaHCSIA), on behalf of a range of Queensland and Australian government agencies and the Mt Isa Regional Operations Centre (ROC), engaged Evolve to support the remote communities of Mornington Island and Doomadgee prepare Community Safety Action Plans. Evolve employed, trained and coached local Aboriginal community researchers. Using Evolve’s Songlines and Meeting Marketplace approaches, the local team collaborated with all tiers of government, service providers and the entire community to develop and produce community research reports and safety plans that addressed diverse challenges.

Yalata Indigenous Protected Area

Evolve worked with the Yalata community to develop the Yalata IPA Management Plan. The Australian Government has cited the approach and plan as an example of best practice: “Yalata IPA Draft Healthy Country Plan - practical approach with limited time/ money. Evolve put a very good plan together in a relative short time frame by working closely with lots of Yalata organisations and people.”

“Evolve have a great grasp on the key and unique challenges facing Aboriginal communities and went the extra mile to establish connections throughout the community. Their approach is highly flexible, adapting to changing circumstances and challenges with the aim of making things work on the ground for community. Our main aim was that the plan belonged to the community, this has been achieved!”

Allesandro Maddona
Yalata Land Management

National School Principals Conference

An Evolve team of 12 facilitated a multi-day National Conference for School Principals, based on Evolve’s Meeting Marketplace approach:

“It was a fantastic, unique and enriching professional experience to work with the Evolve team. At all times they displayed a calm and professional manner, quick to focus on solutions and consistently good humoured and accommodating of our frequent last minute changes to requirements and timeframes. Evolve brings genuine passion and experience to their work, and is committed to achieving the best outcomes for clients, adopting a solutions based approach that emphasises good working relationships and cultivates trust!”

Christine Lucas
Department of Education (Commonwealth)



 **iAccelerate**



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Our Innovation Hub

Online Programs and Tools

As part of our R(Evolution), we have placed ourselves in a thriving business acceleration and innovation ecosystem in the Illawarra. iAccelerate, at the University of Wollongong's (UOW) Innovation campus, has connected us with the latest tools, strategies, business thinking and technology partners. With these partners, we are developing virtual classrooms and augmented reality so that your experience of our online training programs will be like no other. Our vision is that participants of our face to face programs will be equally moved by our 'virtual classrooms' and training programs, where there is very little difference to sitting down with us. In walking our talk, we have worked with iAccelerate to share Indigenous wisdom to create their own vision of building pathways throughout the Illawarra community and beyond. By applying the Evolve Songlines Engaging Pathways™ approach, iAccelerate engaged Indigenous artist Cheryl Davison to develop their logo as a visual cue for sharing knowledge with the community.

ABOUT THE ARTIST

Cheryl Davison is a Walbunga woman of the Yuin nation who lives and works in Narooma on the south coast of NSW.

Check out her artwork at www.artgallery.nsw.gov.au

“From the founding of Evolve we have embraced technology, but the cutting edge can be a risky place to be. I laugh now, but you can imagine my panic as 223 participants in one of my earliest webinars, the new-fangled thing some 12 years ago, dropped out en masse when the lawnmower man whipper snipped the phone line! Luckily, we had our ‘cascading contingency’ plan then, which still comes in handy today.”

Carla Rogers, Evolve Director



iAccelerate Building, Innovation Campus, Wollongong University
Credit: Courtesy of iAccelerate

Our Pricing

For our cultural awareness programs, we offer a flexible pricing structure. This includes a:

- Design fee for customisation where needed
- Sliding scale delivery fee (with price reducing with the number of programs delivered)
- Train the trainer and ongoing license fee for organisational delivery

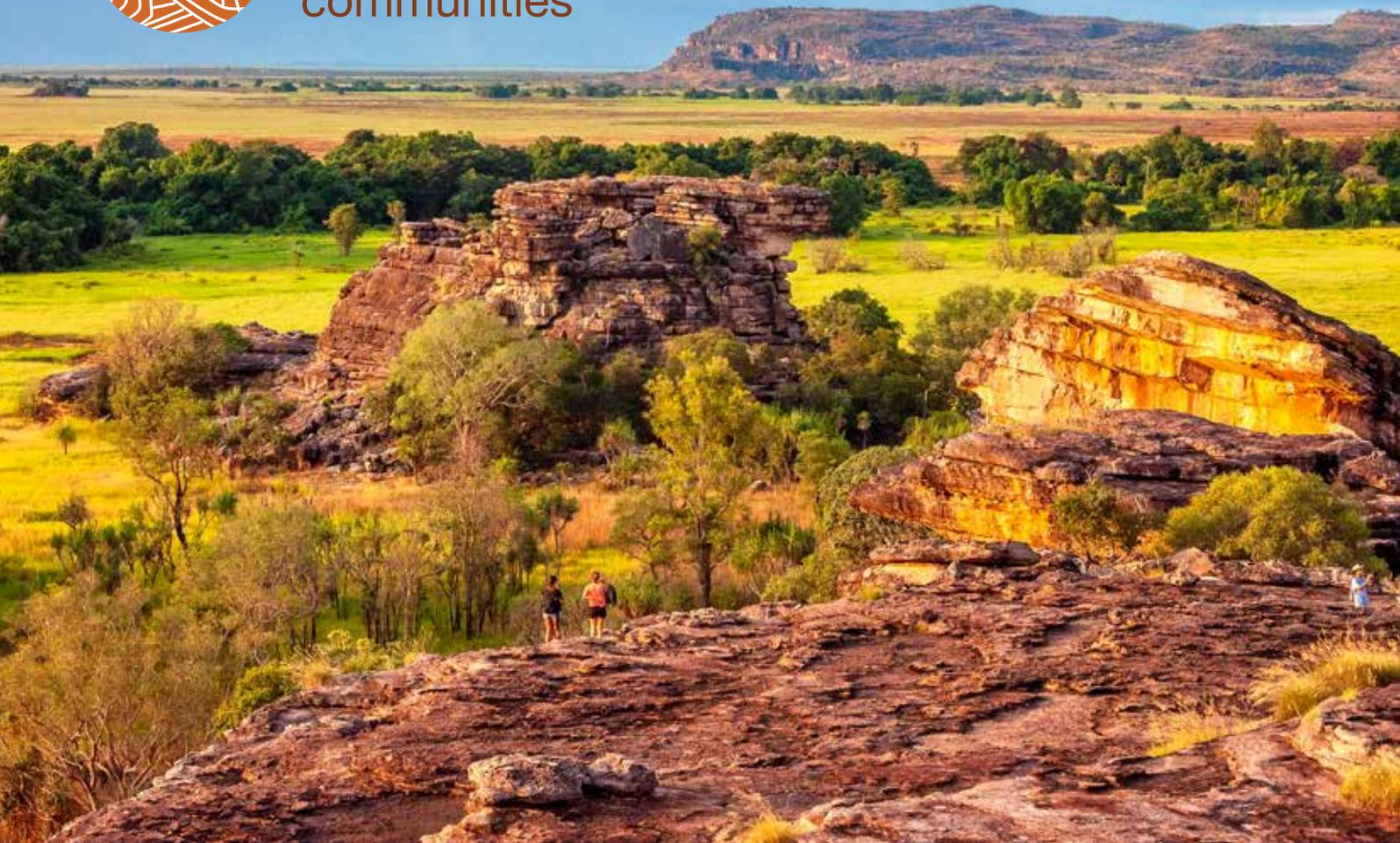
We also have tailored a tiered monthly subscription model for the following services:

- Cultural Awareness Training
- Executive leadership programs
- Coaching and mentoring
- Workshop facilitation and engagement design and support
- Strategy development and implementation (for example, Reconciliation Action Plan)

If you have a project that you think fits Evolve's unique expertise and values, and you aren't sure where it fits, please contact us to discuss your needs and we can prepare a quote.



evolve
communities



how to get started

We are always keen to explore partnerships and ideas with organisations, businesses and leaders who are serious about Closing the Gap.

If any of the visions, challenges or stories in these pages resonate with you - let's talk. Getting started with us is easy. Simply head to evolves.com.au/getstarted to complete the details. An Evolve team member will be in contact. During the call we will discuss your current business needs and specific challenges you might face.

If you have any questions, please call us on +612 6100 8190 or email us at support@evolves.com.au.

Our Services

- Cultural Awareness & Competency
- Executive Leadership
- Diversity, Inclusion & Belonging

