Medicine Wheel Shared Leadership Workshop

Administrative Report 17-09
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Great Lakes Indian Fish and Wildlife Commission
Biological Services Division
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THE MEDICINE WHEEL LEADERSHIP MODEL

**SPIRIT**- (reflecting on our beliefs, wishes, values, and assumptions)

Purpose
Higher purpose for why we are working on this topic

Higher calling
Improving communication
Internal-external

Accountability- evaluations
Professional development

**HEART** (sharing our hopes and visions and consider possible pathways to achieve a preferred future)

Think about the Purpose
What gets in the way?
- Not enough time
- Lack of structure
- Acceptance of need
- Listening for understanding

What helps us?
- Efficient
- Utilization of talents
- Team
- Respect
- Non-judgement
- Quit you bitch’n
HEAD/MIND (potential actions – what helps and hindrances for achieving our vision.)

“Know”: Knowledge, Awareness

What has been getting in the way?
What challenges might come our way and how might we meet them?
What could make the most difference to the future of?

BODY (personal actions, group actions, and the systems and structures that will help achieve our vision)

“Use”: Using/taking action based on knowledge

“Own”: Institutionalizing a “new way”

What needs our immediate attention going forward?
What systems and structures need to be in place?
How can we operationalize our work so that it simply becomes “what we do?”

SELF (what actions would make the most difference to the future of our work?)

Change mentality
    Supporting
    Commission wide
    Teams
    Institutionalizing change-permanent
    Shared leadership

Demonstrating Success
    Commission wide
    To member Tribes
    Communicating good work
    For external and internal audiences

Team-Wolf Management
    Comprised of staff from all divisions

Time management
    Investment of time needed for change in mentality-time needed to work together differently

Improving Communication
    External-internal

Accountability
    Evaluation
    Professional development
APPLYING MEDICINE WHEEL LEADERSHIP TO ACTION PLANNING
(groups created based on actions identified above):

CHANGE MENTALITY GROUP (Jon, Mark, Ben, Joe Dan, Dara)

Spirit: Bigger picture type of thinking

1) Ecosystem – working together as a group.
2) Serving tribes better, as an integrated approach facilitates better work.
3) Duty to properly manage resources. This is enhanced when people work together and contribute and use their strengths.

Heart: What gets in the way…

• It’s the way we’ve always done it
• It’s worked in the past
• Time crunch

+ What helps us?

• Re-review of strategic plans
• Freedom to change how we do things
• Support
• Encouragement.

Mind: Four ways to change mentality

1) Join us or else!
2) Lead by example – peer pressure
3) Give others opportunity to give input or leadership.
   Be willing to offer leadership back to others.
4) Develop system to request expertise from others.

Body:

Know: Each other’s strengths and abilities
How mentality should evolve

Use: Select team members
Implement team approach

Own: Written down goals and objectives
COMMUNICATION GROUP (Adam, Hannah, Kia, Jenny)

Spirit-Purpose:

1) Strengthen the relationships (divisions, tribes, members, etc.)
2) Utilize skills more efficiently
3) Build confidence, general comradery

Heart: What gets in the way…

- Not enough time
- Lack of structure or communication pathway
- Listening or lack of understanding / uncertainty

+ What helps us?

- More efficient use of time / group involvement
- Team-mentality vs. self-mentality
- Respect
- Utilization of talents
- Non-judgmental communication
- Quit your bitchin’ – start miigwechin.

Mind: Three ideas to improve communication

1) Bio-Division online message board / newsletter / informal discussion
2) Regular cultural awareness trainings (similar to BIO lunch)
3) Support for more opportunities for getting to know each other / staff interaction / tribal members

Body:

Know: What function does it serve – knowledge w/in the division
Best platform for that function – app, facebook, postgres, etc.

Use: Teach people how to use it
Encourage use – ask questions
Searchability

Own: Can be used to prepare a summary to task force instead of meeting list
Regular use
Incentives for posting
ACCOUNTABILITY GROUP (Bill, Miles, Adam Ray, Lisa)

Spirit-Purpose:

1) Sovereignty Protection – higher calling of accountability
2) Lifeways/Culture
3) Resource protection
4) Treaty implementation (GLIFWC)

Heart-What gets in the way…

• State/Feds cultural differences
• Different measures of what is success
• Different measures of time
• Different procedural way i.e. smudge/tobacco acknowledge gifts first

+ What helps us?

• Educating counterparts in state/fed.

Mind: Three ideas to improve communication

1) Change underlying structure to organize in a way that can be communicated in appropriate way to both ‘cultures’.
2) Cultural perspective inserted in to management plans, “scientific” forums.

Body:

Know: What each culture values
Goals of Bands / grant
Look for potential similarities between East and West

Use: Promote understandings between cultures

Own: Developing structure management plan, grant, database, policy
WOLF MANAGEMENT GROUP (Peter, Steve, Alex, Dawn)

Spirit-Purpose:
   1) Integrate tribal perspectives to effect wolf management
   2) Non-tribal community incorporate
   3) Boots (the right boots) on the ground

Heart-What gets in the way…
   • Need to be in touch with ones emotions as well as adversaries
   • Tribal cohesion and/or differences
   • Lack of implementing perspectives
   • Different world views
   • #'s / respect given to anti-wolf groups

+ What helps us?
   • Understanding different points of view
   • Need to balance emotions, getting to core specifics

Mind: Accountability for both cultures
   1) Communicate the value of what we are doing in ways appropriate for western and Native cultures
   2) Address structural ways of doing it
      a. Data, quantifiable measures
      b. Cultural teachings

Body:
   Know: Each other’s strengths & abilities
   Use: Select team members
        Implement team approach
   Own: Written down goals and objectives
Summary of what helps and challenges

- **What gets in the way?**
  - Not enough time
  - Lack of structure
  - Acceptance of need
  - Listening for understanding
  - Different measures
  - Different values for various measures
  - Need to be in touch with one’s own emotions as well as adversaries
  - Tribal cohesion and/or differences
  - Lack of implementing perspectives
  - Difference world views
  - #’s / respect given to anti-wolf groups
  - Institutional inertia
  - Worked in past
  - Time

+ **What helps us?**
  - More efficient use of time / group involvement
  - Team-mentality vs. self-mentality
  - Respect
  - Utilization of talents
  - Non-judgmental communication
  - Quit your bitchin’ - start miigwechin.
  - Educating your counterparts
  - Understanding other points of view
  - Need to balance emotions – getting to core
  - Specifics
  - Review of plan and big picture
  - Freedom to change – support - encourage
LEVELS OF ACTION & CHANGE

Action planning for change is similar to an iceberg:

Events: These are the most visible responses to an issue that may appear as isolated occurrences, yet are connected to a deeper issue. Change at this level is through reactive action that will have visible, short term impact, but will not address underlying causes.

Patterns: These are responses that occur in repeating sequences or in a cause-effect relationship. While their predictability can allow for a pro-active, planned action, underlying causes of the issue will remain.

Structure: The structural nature of an issue drives behavior at all levels. Modifying structure can be addressed through policy change. Change at this level may alter behavior and help mitigate an issue, it does not address its root cause. Structure change requires creative approaches and greater amount of time to implement.

Paradigms: These are mental models that form foundational beliefs, opinions, norms, and values at the root of an issue. Changing paradigms is a long-term generative/generational process that changes hearts and minds to resolve the issue.
When developing goals for change, make them:

- Specific
- Measureable
- Achievable
- Realistic
- Time Specific

This bell curve demonstrates the percentage of the population, in general, and how they will react to change. We tend to focus 80% of our energy trying to convince the 20% of people who are resistant to change (far left), rather than encouraging the 60% who are “Reluctants” or those who are “Follow-the-Way” folks who are more likely to adopt the change. Only about 20% of the population are early adopters and “Lead the Way” for change.
Program Description:

Native American's have long known the transformative powers of the Medicine Wheel. More recently, western researchers have confirmed its effectiveness at actualizing individual and organizational aspirations. In organizations, the Medicine Wheel has been used to guide action inquiry, planning, implementation and evaluation. During this program, participants will build upon the opportunities and action items that were identified at the “ReCharge” event held in August 2017 and develop pathways for implementation.

Presenter and Co-Facilitators: Annie Jones, Cathy Techtmann, and Brian Gauthier

Presenter information:

Annie Jones, PhD, is an enrolled member of the Menominee Nation. In her role as Tribal Nations Liaison and Organization Development Specialist at UW-Extension – Cooperative Extension, Annie draws upon her expertise in organization development and indigenous research methodologies to help identify and address needs that have been identified by Tribal-serving and other organizations in Wisconsin.

In her twenty-year career with UW-Extension, Annie has facilitated hundreds of organization development, staff development, strategic planning, public participation and discourse efforts for Wisconsin’s non-profits and governmental organizations.

Formerly Associate Dean and Associate Director for the University of Wisconsin-Extension – Cooperative Extension, she has worked with county and Tribal-based educators, university specialists, community members, elected officials and other partners to create lasting impact on addressing complex issues.

Dr. Jones earned her Ph.D. in Human and Organization Development from Fielding Graduate University in Santa Barbara, CA where she also earned an M.A. in Human Development. She earned an M.S. in Curriculum and Instruction from UW-Whitewater and her B.A. in Geography and Social Sciences from Carthage College in Kenosha, WI.

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