
General Manager Organisational Development

The General Manager Organisational Development (GMOD) is a CEO-level role. Kanyirninpa Jukurrpa does not operate with a single CEO, but with three General Managers who perform that leadership function jointly as the Corporate Leadership Team (CLT).

Each General Manager in effect has two roles: specialised, individual responsibility for a key focus of the company, and, through the CLT, contribution to the collective responsibility for the CEO role. After a brief outline of the CLT (below), this document focuses chiefly on the specific area of responsibility of the GMOD. A separate document describes the role of the CLT in more detail.

Outline of the CLT Function

The Corporate Leadership Team (CLT) has overall responsibility for KJ's corporate performance. There are two other members of the CLT, in addition to the GMOD.

- The General Manager Program Delivery (GMPD) has a specific focus on the company's effective delivery of programs, include program contracts, budgeting, operational planning and scheduling, resourcing, logistics and reporting. While all three GMs have authority over operational managers within their specific domains, those operational managers report to the GMPD in the day-to-day performance of their duties.
- The General Manager External Affairs and Communications (GMEA) has an external focus: on relationships, partnerships and communications with external supporters, including securing or maintaining the company's funding.

The CLT should operate collectively in addressing corporate responsibilities at the level of a CEO. The full range of joint CLT responsibilities is outlined in a separate document, *CLT – Overview of Role*. Key matters that are the specific joint responsibility of the CLT include:

Strategy: KJ is a highly strategic organisation, focused on long term objectives. General Managers have a responsibility for developing and maintaining a strategic view of KJ's work.

Governance: ensuring high standards in management and governance and reporting fully and openly to the KJ board.

Financial oversight: maintaining KJ's reputation as a company of high financial capability and integrity.

Excellence: KJ fosters a culture of excellence in everything that it does, from staffing and staff development, though ground-level program delivery, management, communications and publications, policy development and partner relations.

Policy: monitor government policy to ensure that KJ can influence or exploit that policy most effectively to meet its strategic objectives.

Risk: monitoring and addressing corporate risks.

It is expected that the CLT also work closely and collaboratively in the aspects of the company's work that form their individual focus areas, given that those different areas are complementary. The CLT members support each other in providing all essential leadership and management for the company.

There is a group of mid-level managers, the Operational Management Team (OMT), who oversee staff and the day-to-day operations of the company. The GMOD and the GMPD have joint responsibility for ensuring the effective functioning of the OMT, with the GMOD being focused on issues within their domain (staff well-being, staff processes, organisational culture, team-building within the OMT, maintaining a Martu focus etc.) and the GMPD on issues within their domain (program delivery, contract obligations, budgets, logistics, safety etc.).

The GMOD's Specific Focus

The General Manager Organisational Development is a new role in KJ and is seen as essential to the company's future. The GMOD has a brief across the whole organisation. The role is to lead and help managers and staff at all levels to design and implement ways to ensure that their work is informed by and remains true to KJ's organisational culture and its strategic values.

This role is less focused on what KJ does, particularly on a day-to-day basis, as on how the organisation does its work. It is centrally concerned with organisational culture and capability. These factors are distinctively important given KJ's context, mission and breadth of operations.

Some examples of KJ's context and strategic values illustrate the reason for this focus and the areas in which the GMOD would have specific responsibility:

1. **Martu Focus** – KJ needs to ensure that its work, its priorities and its methods remain congruent with and sensitive to Martu aspirations, priorities and concerns. The cross-cultural context of KJ's work means that all managers and staff require continuous learning about Martu culture and methods for effective cross-cultural engagement.
2. **Corporate Mission** – all managers need to ensure that their work, work planning and methods are aligned with and contribute to KJ's overall mission to build sustainable Martu communities.
3. **Corporate Strategy** – all work planning needs to be aligned with KJ's five-year strategic plan, but also within each area, initiatives should be the subject of clear and coherent micro-strategies identifying what is to be done, why and how.
4. **Community Development** – managers and staff at every level in the organisation need to understand and subscribe to KJ's community development ethos and methods and to shape their work accordingly.
5. **Action-Reflection** – an action-reflection ethos will assist every part of the organisation to be continuously self-reflective, to best design how to work in a fluid, cross-cultural context. That requires both understanding and processes to support action-reflection.
6. **Staffing** – the quality of KJ's work for Martu is largely determined by the quality, knowledge and methods of its staff. Working in a difficult, remote and cross-cultural context, KJ needs to ensure that its strategies for recruitment, staff support and professional development are of the highest quality and aligned with its context and mission. KJ needs to be an employer of choice.
7. **Communication** – the complexity of KJ's cross-cultural context, diversity of work and number of staff demand reliable, transparent and proactive communications at all levels of the organisation.

The role of the GMOD is not to be an enforcer of values or processes, but a leader, enabler and facilitator, to assist managers and staff at every level of the organisation to continually learn, to design innovative methods, to develop strategies, to deal with issues that arise and to conduct processes that help the whole company to work in a harmonious, strategic and Martu-focused way.

This position demands strategic skills, a capacity for innovation and creativity, an understanding of community development and strong communication and interpersonal skills.

The GMOD is accountable to the other members of the CLT and, ultimately, to the Board for performance of their role as GMOD and for their performance as a member of the CLT.

Detailed Functions of the GMOD

The General Manager of Organisational Development works across the entire company. The role is not focused on managing the delivery of programs but rather on ensuring *how* the whole organisation works, including how programs are delivered.

The primary function of the GMOD could be seen as ensuring KJ's organisational culture and capability are strong and aligned right across the organisation. The focus of the role is qualitative and broad-ranging rather than having a specific program focus. The GMOD position is seen as critical to the long-term sustainability and quality of the company.

The GMOD's responsibility is not to deliver programs or work in the operational dimension; rather, this role is a leader, enabler, facilitator and motivator – someone who provides the glue of the organisation and 'oils' the various parts of a company working in a complex cross-cultural environment.

Because the GMOD's focus is on ensuring that KJ's strategic values are held and enacted at every level in the organisation, the following description of functions is organised in accordance with that value framework. These are outlined below.

Martu Focus

KJ is a Martu organisation and must maintain a focus on Martu aspirations and methods.

GMOD Functions:

- Develop an understanding of Martu worldview, culture, aspirations and values;
- Continue to foster and strengthen KJ's relationship with all of the Martu community;
- Identify, design and implement processes to ensure that KJ's work is informed by Martu perspective, values, aspirations and concerns;
- Identify, design and implement methods and processes for a strong Martu voice in KJ's planning, staffing structures, and methods.

Corporate Mission

KJ has maintained a clear mission to 'build sustainable Martu communities'.

GMOD Functions:

- Ensure that KJ's mission informs the design of all KJ programs;
- Ensure staff understand KJ's mission and the implications for their work;
- Develop and implement initiatives that promote a strong understanding of community development in KJ's context and how this approach would shape KJ's work.
- Work with others to develop strategic initiatives to fulfil this mission.

Corporate Strategy

KJ is a highly strategic organisation. KJ's strategic goals and plans must be understood, articulated and implemented by all levels of the organisation.

GMOD Functions:

- Think and work strategically to realise KJ's organisational goals;
- Listen and learn from Martu to inform strategic directions and planning;
- Provide leadership and direction, to enable the delivery of KJ's strategic goals;
- Coordinate processes required to inform KJ's strategic planning and participate in the development of KJ's strategic plan;
- Mentor and assist staff and managers in the development of program strategies congruent with KJ's mission and values for their areas of responsibility;
- Identify, design and implement processes for ensuring the integration of KJ's suite of programs;
- Design and implement processes for operational planning.
- Work with the Operational Management Team (OMT) to design and implement processes for operational planning.

Action/reflection ethos and methods

KJ works in a cross-cultural space, which requires continuous reflection and development or modification of the manner in which we work.

GMOD Functions:

- Identify, design and implement processes and methods to promote a culture of genuine action/ learning throughout the organisation;
- Help staff at every level to use methods of action and reflection to adapt programs and their work.

Corporate culture

KJ has and values a strong organisational culture, which is focused on its mission but promotes harmony, good communication and partnerships.

GMOD Functions:

- Uphold KJ's ethics, values and organisational culture and work;
- Express KJ's corporate culture confidently and fluently to Martu, KJ staff and external stakeholders.
- Identify, design and implement processes for optimum communication between all parts of KJ;
- Identify, design and implement methods for ensuring consistent understanding of KJ's organisational culture and compliance within the whole of KJ;
- Assist operational managers to identify, design and implement processes for vital, motivating and effective engagement with their teams.

Staff excellence

KJ fosters a culture of excellence in everything that it does, including the quality of staff, team and staff development and HR. The GMOD has a specific focus on staff development.

GMOD Functions:

- Provide others with clear directions and leadership and set appropriate standards of quality in different spheres of activity;

- Be a role model;
- Identify and implement methods for ensuring high organisational capability in every part of KJ's work;
- Design and implement processes for the mentoring and development of KJ staff, including learning in areas such as cultural knowledge, community development, methods for engagement and innovation;
- Review existing and develop new HR policies and procedures;
- Develop and implement team development and support throughout the whole organisation.
- Design, develop and work with operational managers to implement processes for quality recruitment, induction, professional development and retention of staff aligned with KJ's corporate culture and needs.

Communication

KJ is a complex and ambitious cross cultural, mid-sized organisation. Communication at all levels of the organisation is vital.

GMOD Functions:

- Ensure strong communications between Martu and whitefella staff;
- Develop and implement mechanisms for good communication with remote staff, program teams, and the different levels of KJ management.
- Ensure clarity of activity and communication of those activities to all parts of the organisation when appropriate.

Other functions

GMOD Functions:

- Actively participate in annual strategic planning and regular Corporate Leadership Team and Operational Management Team meetings;
- Participate as a member of the Corporate Leadership Team;
- Other duties as directed by the KJ Board or as agreed by the Corporate Leadership Team;