The Art of the Native View\textsuperscript{SM}

Al Nygard
Al Nygard Consulting
www.alnygardconsulting.com
What is needed to effectively change Native Communities

- **Understand the Environment** – the dynamics of the Native Community
  - Understand “Who we are, What we are, and Where we come from”
  - Effectively organize and mobilize

- **Empower it** – Chart a sustainable and dynamic path to community empowerment
  - Why do we act this way
  - What does it do to us
  - What must change
  - What is the effect of that change
The Art of the Native View℠

Understand the Environment
Community Attributes – Defined
(These need to be strong)

- Trust
  - The element within a community that allows it to take a leap forward and **build relationships of mutual reliance**.

- Communication Systems
  - A collection of communication methods, styles and targeted destination that **convey a common message**.

- Leadership systems
  - A **process** that identifies, selects, develops, engages, directs, and evaluates leaders.

- Governance
  - **Rules** that tell us how decisions are made, specifies who has what responsibilities and obligations, how to resolve disputes, and **what to expect from relationships we depend on**.
Community Attributes – Defined
(These need to be weak)

- Lateral Oppression
  - One group exerts its power over another: back stabbing, undermining efforts, negative gossiping and rumorizing, and blatant plays at exclusion that enhance one group’s power over another.

- Racism/Equality effects
  - The effects of racism as experienced in the community or the effects of racism on the community psyche form experiences off the reservation. Equality refers to the fair distribution of such resources as food, affordable housing, health care, education, job training and professional opportunities.

- Hurt/Balance
  - Directly relates to historical trauma in a community; individually and collectively. Particularly, the unresolved elements of that trauma and how it manifests itself in the community as well as the response to that trauma.
Central Elements or Keys to Organizing the Effort

- **Culture** – communities look to culture for a desired result.
- **Perceptions** -- perceptions of issues within the community; what's going on and what's really going on
- **Perspective** -- Is the issue a critical issue that communities must address immediately
- **Community Structures and Mobilization** -- If the issue is important, then the community will mobilize to address the issue using what is available within the community
Issues arise in a community. Those issues are filtered through the central elements/Keys of the community. If the issue is acted upon, the Community attributes come to bear on the issue and its resolution. Community shared values play the critical role in keeping the Community Attributes healthy, effective, and in Balance.

- Kinship
- Prayer
- Respect
- Compassion
- Honesty & Truth
- Fortitude
- Generosity
- Humility
- Wisdom
- Courage (bravery)
- Helping
- Responsibility
- Thankfulness
- Faith
- Forgiveness
- Honor
Our Experience – Attribute Assessment before & after our work

In a Perfect World

Before

After

In a Perfect World
Our Experience – Attribute Assessment
Native vs. Non-Native Communities
The Art of the Native View\textsuperscript{SM}

Empower It
Community Starting Points

Native communities do not begin the process at the same point as non-Native communities.

Typical Starting Point

Native Community Experience

Community Development Continuum

Non-Native Community Experience
People

**Emotional** – things that heal the individual & keep them in balance
**Mental** – things that allow the individual to grow
**Relationships** – things that strengthen interaction & human bonding

↓

Community Leadership

Place

**Social** – things that strengthen families
**Cultural** – things that foster cultural connection
**Community** – things that build a sense of community

↓

Community Cohesion

Things

**Physical** – things that are typically built
**Financial** – things that relate to money and investment
**Environmental** – things that create a place where people can thrive as well as the natural setting

↓

Community Capacity

Sustained Community Systemic Change

ACTION
Empowerment means increasing the spiritual, political, social and economic strength of communities.
Native Community Path to Empowerment

**Community Dialogue**
- Talking Circles

**Community Trajectory**

**Community Action**
- Community Actions
- Partners Resources Structures Assets
- Root Cause Analysis

Leadership
- What is the effect of change
- Why do we act this way
- What must change
- What does it do to us

**Community Shapers**

**Community Drivers**

**Native Triple Bottom Line**

**Community Visioning**
The vision helps build balance with the past – represents hopes and future aspirations

Create a powerful new context
Scenario Planning

- Scenarios usually include plausible, but unexpectedly important situations and problems that exist in some small form in the present day.
- Scenario planning helps community members to anticipate hidden weaknesses and inflexibilities in organizations and methods in the community.
Scenarios based on two scenario shaping clusters

Scenario A

Scenario B

Scenario C

Scenario D

Develop Community Cohesion

Creative Investment

increase

decrease

increased

decrease

in our Community
The Futures Game

The Futures Game: The REZ

A powerful tool to engage Tribal communities and organizations in debating their future together
The Perfect Native American Community Progression

**Vision**

*Investing in our seventh generation*

Tribal leaders and members operate by a value of ‘taking care of our own’. We look after our community members and know the future of our people, and our destiny, is in our own hands.

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>Emotional – Leadership</th>
<th>Mental – Education</th>
<th>Relationships – Integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Return to tribal communal decision making</td>
<td>Creating pathways for traditional teachings and contemporary knowledge</td>
<td>Support and develop tribal businesses and services that engage in honest behavior</td>
</tr>
<tr>
<td></td>
<td>Tribal decision making follows traditional lines; and people feel part of the process. Tribal members and leaders have well established ways to develop, nurture, and transition power to future generations of leaders.</td>
<td>Education of tribal members is a priority – they are schooled and skilled in modern education and traditional teachings.</td>
<td>Tribal businesses and services are supported and provide employment and career opportunities for tribal members. They are run with a high degree of integrity and honest behavior.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>PLACE</th>
<th>Social – cohesion</th>
<th>Cultural – culture</th>
<th>Community – Values</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existence of traditional roles and societies that keep our communities strong</td>
<td>Demonstrate strong community pride and cultural preservation and protection. Communities are proud of their heritage and history and promote their unique cultural features. Culture is preserved and traditional values and practices are honored.</td>
<td>Our shared values play a critical role in keeping the tribe healthy, effective and in balance. We hold an essential belief that we are connected to each other and interdependent. Our tribe includes everyone and leaves no one behind. We care for one another and believe in shared responsibility and shared sacrifice. We know everyone has inherent value and worth.</td>
</tr>
<tr>
<td></td>
<td>The tribal social system works well – and people from all across the tribe participate in different ways to build a strong, cohesive and healthy tribal community.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THINGS</th>
<th>Physical – Partnering</th>
<th>Financial – Self-Reliance</th>
<th>Environment – Stewardship</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Willing to work with others who will respect our standards and tribal values</td>
<td>“Take care of our own” – tribal communities are self reliant. People take a long term view – and consider decisions and investments in terms of the 7th generation. All decisions are made with an outlook on the future – to build a future that will last. Expenditures are considered investments in the future, including investments in people.</td>
<td>Provide opportunities to our seventh generation by preparing them to become stewards of our land, language and culture</td>
</tr>
<tr>
<td></td>
<td>We take a stand for our values and tribal standards – we welcome those that are willing to respect our standards and values; and we are open to their input, ideas and support.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Empowerment**

Empowering tribal entrepreneurial spirit

The tribal members support an entrepreneurial spirit – Tribal development is done with an eye on building long term prosperity and success for future generations. The tribe has a well thought out and executed investment approach that creates a positive environment in which a Tribe can thrive.
Our process

Community Mobilization and Organization -- addresses the major contributors to begin effective Native community development and empowerment.

- The effects of TRUST in the community
- COMMUNICATION SYSTEMS in the community
- LEADERSHIP SYSTEMS in the community
- GOVERNANCE in the community
- LATERAL OPPRESSION in the community
- THE EFFECTS OF RACE, RACISM, AND EQUALITY in the community
- HURT and BALANCE in the community

Community Assets and Capital -- Understanding assets in communities are a powerful way to mobilize a community in places where mobilization was previously lacking or "impossible".

- What are community assets
- Asset Mapping
- Understanding COMMUNITY CAPITALS in the community; Natural, Cultural, Human
- Understanding COMMUNITY CAPITALS in the community; Social
- Understanding COMMUNITY CAPITALS in the community; Political, Financial, Built
Our process

Community Capacity Building – As we begin working in a community we must come to understand the dynamics of the community.

- What is DIALOGUE
- COMMUNITY COHESION
- COMMUNITY DEVELOPMENT PHASES
- CHANGE in the community
- Understanding CHANGE MANAGEMENT

Community Leadership – Designed to expand the leadership base of the community and to generate capacity and structure all from a Native perspective.

- Tribal Sovereignty AND The Cultural and Spiritual Perspective
- Traditional Governance AND Traditional Leadership
- Leadership: Roles, Responsibilities, Privileges AND The Process of Leadership
- Tribal Citizenship
- Oppression/Racism Diversity Within the Tribe
- Stewardship
- Communication Skills AND Ethical Behaviors
- Multiple Levels of Leadership AND Practical Leadership Preparations
- Leadership: Consequences & Reflections
- Leadership Self Analysis
Our process

Community Visioning and Planning — Visioning is the process to create a powerful new context of hope within the community.

- VISIONING
- SCENARIO PLANNING
- COMMUNITY DRIVERS and NATIVE TRIPLE BOTTOM LINE ANALYSIS
- COMMUNITY ACTIONS and PROJECT DEVELOPMENT
- COMMUNITY TRAJECTORY

Community Resources and Project Sustainability — Getting the structures in place to attract and handle resources that are needed to sustain the efforts of the community.

- PROJECT DEVELOPMENT
- FINANCIAL STRUCTURES
- SUSTAINABILITY
- PARTNERSHIPS
- PROJECT PLANNING
Connections

**Influence**
- Community Progression — the ultimate goal
- Community Organizing Elements — what influences how we act
- Drivers & Shapers — why do we act this way
- Native Triple Bottom Line — a holistic approach

**Impact**
- Partners — critical to sustaining success
- Resources & Structures — transform assets into capital
- Projects — spiritual, political, social and economic strength
The process strives to reclaim balance in the Community

Understanding (Influence)

Empowerment (Impact)

What are Community Assets

- Resolution of complex problems.
- Fresh solutions to old problems.
- Making the best use of limited resources.
- Public relations strategies.
- Synergies.
- Special expertise.

So What?

Assets when they are invested become Community Capital

Native Triple Bottom Line

Hierarchy of Community Empowerment

- Community Drivers — the needs and dynamics within the community that shape how it is and how it should be.
- Community Shifters — the overarching questions of drivers that inform perceptions and realities in the community, and shape the community.

The power of partners

Understanding (Influence)

Empowerment (Impact)
Community Impact

Community Dialogue
- 810 Community members participated (31% were youth)
- 171 Facilitators from the communities trained
- Those facilitators conducted 76 Talking Circles

Leadership Engagement
- 490 Community members participated (22% were youth)
- 58 Trainers from the communities trained

Community Vision
- 2,997 Community members participated (21% of the total population AND 36% were youth)
- 18 Local Non-Profits Established
  - 16 new & 2 existing organizations modified
- 97 local community projects completed or underway
- 332 local partnerships established (67% with non Native organizations)
- 96,171 community volunteer hours (74/week for 18 months)
- Racism Talking Circles 3 South Dakota Communities
  - First such effort in SD
Standing Rock

Sitting Bull College
Native Community Development Short Course

Art of the Native View
Standing Rock Community Attributes

- Trust
- Communication
- Leadership
- Governance
- Lateral Oppression
- Racism/Inequality
- Hurt/Imbalance
Standing Rock Community Values

- Generosity
- Helping
- Courage
- Forgiveness
- Responsibility
- Honesty & Truth
- Fortitude
- Faith
- Thankfulness
- Respect
- Honor
- Wisdom
- Humility
- Compassion
- Kinship
- Prayer

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Standing Rock Individual Assets

- Artists
- Auto mechanics
- Bakers
- Basket Ball
- Beaders
- Bus Drivers
- Butchers
- Candle makers
- Carpenters
- CDL
- Cement workers
- Clergy
- CNA’s
- College grads
- Computer repair
- Cooks
- Cops
- Dancers
- Daycare
- DJ
- Doctors
- Elders
- Electricians
- Employed
- Environmental workers
- Farmers
- First Aid Providers
- Gardeners
- Heavy equipment
- Honor students
- Horsemen
- Kids
- Laborers
- Language speakers
- Maintenance
- Managers
- Mechanics
- Native crafts
- Nurses
- Office skills
- Photographer
- Plumbers
- Priest
- Quillers
- Quilters
- Ranchers
- Roofers
- Seamstresses
- Singers
- Spiritual leaders
- Sports
- Surveyors
- Tanners
- Teachers
- Track
- Traditional healers
- Veterans
- Welders
- X-country
- Youth
- Youth organizers
- Grant writers
Standing Rock Organizational Assets

Charitable Groups
• Baptist
• Food Pantry
• NARF
• Commodity Warehouse
• Wheat Growers (OH)
• NIRC
• Illinois Church
• Episcopal Helps
• Ohio
• Pennsylvania

Church Groups
• Assembly of God
• Bahai
• Baptist
• Catechism
• Catholic
• Church of God
• Cleaning Groups
• Congregational
• Episcopal
• LDS
• Lutheran
• Methodist
• Stone Church
• Sun dances (4)
• Traditional
• United Church of Christ
• Washington
• West Va

Programs
• CHR
• Summer Youth
• Elderly
• GED

Youth
• School council
• School clubs
• Sports
• District youth Program
• Boys & Girls Club
• Boxing
• Girl scouts
• Swim team
• Archery
• Royalty
• Golf
• Main sports
• Spirit Riders
• Boxing Club

Civic Events
• Pow Wow (May)
• Pow Wow (Aug)
• School Pow Wow (May)
• College Pow Wow (Sept)
• 4th of July parade
• Major James
• Rodeo
• Christmas Party
• Horse Races
• Fireman's Ball
• Prairie Dog Shoot

Civic Groups
• 4-H
• AA
• Big Foot Riders
• Elder committee
• Elders
• Fort Manual Tourism Committee
• Legion
• Legion Aux
• Lions
• Pow Wow Committee
• Rodeo
• Veterans
• Wia Omnicyiye
• Youth

Cultural
• Big Foot Riders
• School Culture Clubs
• Hide Tanning
• Paleontology
• Pow Wow Committee
• Sweat
• Pow Wow (May, Jun, Aug, Nov, New Year)
• Lakota Language Project
• Spirit Riders
Standing Rock Institutional Assets

**Parks & Rec**
- Baseball/Softball Diamond
- Basketball Court
- Blue Gym
- Bowling Teams
- Boxing team
- City Park
- Community Playground
- Dam
- Gym
- Heritage Center
- Hunting
- Library
- Park
- Playground
- Pool
- Pow Wow Grounds
- School Playground
- Soft Ball field
- Softball
- Tennis
- Theatre
- Youth Center

**Education**
- Bookmobile
- Choice of McLaughlin, Wakpala, or Fort Yates
- College
- Early Childhood
- Entrepreneurial Center
- GED
- Head start
- McLaughlin Public
- School (PS-8)
- Sitting Bull College
- SRCC (K-12)
- St Bernard's
- Vocational Rehabilitation
- Sitting Bull School

**Churches**
- Assembly of God
- Catholic
- Episcopal
- Baptist

**Infrastructure**
- New Road
- MRI Water Tower
- Transit Stop

**Community Assets**
- Community Center
- Nutrition Center
- District Van

**Health**
- IHS
- Medical
- Eye
- Dental
- Mental Health
- Walk-in Clinic
- Clinic
- CHR

**Natural**
- Orchards
- Gardens
- Stone Church
- Paleontology
- Hunting
- Land
- River
- Scenic Byway
- Lots of allotted land

**Cooperative Assets**
- Wheat Growers
- Cenex

**Attractions**
- Fort Manuel
- River
- Scenic Byway

**Government**
- Local District
- Tribal Council
- BIA

**Local Government**
- District Government
- Sioux County
- Fort Yates City
- JOM
- Tax Department
- Housing Authority
- Roads Department
- SR Sanitation
- Police
- City commission
- Bear Soldier District
- School Board
- Elder Board
- Horizons
- Theatre Board
- Boys & Girls Club Board
- Airport
- Selfridge City Council

**Federal**
- NRCS
- Extension
- Post Office

**Businesses**
- Artists
- Bank
- Bar/Liquor Store
- Barber/Stylist
- Car repair
- Coffee Shop
- DJ/Sound system
- Family Dollar
- Farm
- Farmers Market
- Gas Stations
- Graphic design
- Grocery
- Hardware
- Land & Livestock
- Landscaper
- Laundromat
- Massage
- Mechanic
- Movie
- Newspaper
- Photographer
- Post office
- Propane
- Radio
- Ranchers
- Restaurant
- Stockyard
- Taco Johns
- Telecom
- Trucking
- White Buffalo
Issues on Standing Rock (Drivers)

- “Smashers” – Drug dealers
- Animal abuse
- Animals at large – dogs, etc. – enforcement
- Bad refs
- Bad water
- Banks don’t invest – loan
- Bars
- Bedroom of Fort Yates
- Boxing team
- Businesses – prices are way too high – don’t meet our needs
- Can’t get a quorum for meetings
- Can’t get anything done
- Catholic church is the only active one left
- Child abuse
- Children – elders – lots of both
- Churches
- Clean community
- Close to kin – all related by blood or marriage – good and bad
- Communication is lacking
- Community building
- Conflicting political views
- Culturally intact
- Deaths – loss of family
- Dependency – lateral oppression, inequality, hurt, jealousy
- Diverse – different ways of doing things
- Don’t communicate
- Don’t have to drive so far for what you need
- Drugs and alcohol
- Dysfunction – “crab syndrome”
- Elder abuse
- Everyone knows everyone’s business
- Fighting
- Gossiping
- Have to try twice as hard to be great – stigma
- Homeowner disparity
- Hostile environment - oppressive
- Humor

- It’s diverse – lifestyle – hunt, fish, sweat, etc.
- It’s home
- Jealousy – Rumors – Gossip
- Kenel is small – that is good and bad
- Lack civic responsibility
- Lack of businesses – lack basic needs
- Leaders of other districts – “what’s Kenel doing?”
- Legitimate business opportunities failed due to trust & dependency
- Liquor stores
- Loss of bay
- Loss of identity
- Loss of spirituality
- Loss of traditional values
- Lots of apathy
- Lots of bad influences for kids
- Lots of potential
- Love the people
- Low self esteem
- Natural Beauty
- New gym
- No businesses
- No clear leadership
- No common goal for the community
- No homes
- No jobs
- No medical services
- No Natives on city council – two systems
- No one willing to step up – put neck on the line
- No police
- Nobody cleans up
- Our culture is rich
- Our heritage is rich
- Parental neglect
- Pay Me!!

- People criticize you when you show you care
- People don’t care – lack of pride
- People look the other way – don’t care
- Personal pride
- Post office
- Pow wow
- Pretty safe – have those who protect us – cop, CHR, game wardens
- Priorities differ greatly
- Progressive
- Racism
- Relatives/families
- Sale barn
- School
- Schools are looked at as babysitters to provide care for kids
- Self capitalism
- Smart People – knowledgeable people
- Spirit riders
- STP’s
- Sun dances are strong
- There are some jobs but they are not local – you need transportation
- There is kindness here
- This is our home
- Too many people that are too negative
- Tradition is strong
- Train goes by
- Transit doesn’t meet our needs for work, schools, sports, etc
- Violence
- Way out of balance
- We accept the bad as normal
- We all look out for our kids
- We are not supportive of one another
- We can come together when we need to
- We can’t get together
- We have role models here
Standing Rock Possibilities and Dream

PEOPLE
- Better communication
- Better cooperation
- Better educated
- Confident
- Content
- Empowered
- Feel good
- Get along & communicate
- Happy
- In agreement
- Less addiction
- More motivated
- More pride
- More responsible
- Needs met
- People working
- Positive communication
- Pride & identity
- Prospering
- Relationships are stronger
- Resolve differences well
- Responsible
- Smiling
- Spirituality increases
- Trusting

PLACE
- Can leave our doors unlocked
- Culture and spirituality increases
- Everyone has a role
- Families are healthier
- Families get along with each other
- Families grow stronger
- Families more intact
- Folks are involved more
- Folks care for the community
- Language is spoken by all
- Less drugs & alcohol
- More groups to build cohesion
- More prayer
- Oppression goes away
- People move in
- Proud of community
- Rediscover our way of life
- Safe
- Speak the language
- Togetherness
- Unity
- We find our identity
- We know who we are and where we come from (values)
- Whole community believes in each other
- Work together

THINGS
- A real restaurant
- All prosper
- Artist venue
- Ball field
- Bank
- Better IHS facility
- Better infrastructure
- Better quality of life
- Bigger store
- Biggest pow wow on reservation
- Boat landing with dock
- Bottled water company
- Clean and better streets
- Clinic
- Community building
- Dollar Store
- Embrace technology
- Gas station
- Grocery store
- Gym is running well
- Housing for everyone
- Industrial park with manufacturing
- Laundromat
- Lawns clean
- Mall with stores
- McDonalds
- More buildings and infrastructure
- More businesses/Stores to meet needs
- More housing
- More trees
- New homes
- New school
- Pool
- Recreation
- Retirement home
- Respect each other’s property
- Safer community
- Schools
- Skate park
- State of the art housing (green)
- Swimming
- Tourism
- We have a say
- Wendy’s
- Youth center
# Standing Rock Community Plans

<table>
<thead>
<tr>
<th>People</th>
<th>Place</th>
<th>Things</th>
</tr>
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<tbody>
<tr>
<td><strong>Easy (Short)</strong></td>
<td>• Family/youth interaction to identify youth needs • Get folks involved in a new hospital • Get folks to plant trees • Community “get to know each other” meetings monthly • Monthly newsletter • Build a sweat in the community • 4th of July cookout • Race relations deepened</td>
<td>• Youth action committee • Communicate about better health • Find locations for trees • Create elder advisory circles • Meet with faith community • Traditional spiritual classes • Community bulletin/info every two weeks</td>
</tr>
<tr>
<td><strong>Medium (Med)</strong></td>
<td>• Community get-togethers • Awareness of people about better health • Care for trees • Drug &amp; alcohol program in the community • Family hurt/mending projects • Joint District/City meetings</td>
<td>• More social gathering alternatives • How big of a hospital should we have • “Fun” Lakota values rediscovery • Monthly get-togethers • Revive Legion Post 239 • Revive community watch with Tribe</td>
</tr>
<tr>
<td><strong>Hard (Long)</strong></td>
<td>• Everyone involved in Community Development training • Language classes • Treatment for everyone – leaders • Healing of community</td>
<td>• Vandalism of trees that are planted • Live the Lakota Values • Train speakers and culture classes (SBC) • Racial awareness meetings • More STP’s</td>
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