

GONGAN STORY (1988-2025)

**Gongan Paradigm (1988–2025) and
Gongan Letters (1995–2016)**

Introduction

Appendix One mirrors the timeframe (1988–2025) and provides a documentary record of the Gongan journey. It includes summaries of Gongan letter correspondence, an overview of full-time professional roles, and a record of Gongan Consultancy contracts undertaken during this period, offering empirical context to the narrative presented in Chapter Four: Gongan Business Model Story of the thesis.

Chapter Four traces a thirty-seven-year journey from the initial emergence of an idea to the realisation of the Gongan Paradigm as a coherent cultural, methodological, and business framework. It documents the iterative evolution of the Paradigm through lived experience, professional practice, and scholarly reflection, situating its development at the cultural interface between Indigenous Knowledge systems and western institutional and commercial logics. Presented into the following development periods for the Gongan Business Modelling.

- i. Period One: Concept Development (1988-1996);
- ii. Period Two: Foundation Building (1993–1995);
- iii. Period Three: The Gongan House (1995–1997);
- iv. Period Four: Expanding the House Gongan Framework – The Gongan Corporate Planning Model (1996–1998);
- v. Period Five: The Indigenous Business Network (IBN) Wealth Creation Model (1999–2012);
- vi. Period Six: Graphic Clarity and Risk Management (2013–2014);
- vii. Period Seven: Gongan Framework Mind Map: Practical and Academic Application (2014-2020); and
- viii. Period Eight: The Gongan Paradigm Realised (2021–2025).

Company Logo's

Gongan Consultancy		Indigenous Business Network
		

Gongan Consultancy Pty Ltd was formed by Rod Williams (100%) on the 8th February 1993 and is still operational today.

Indigenous Business Network was formed in 1995 by Rod Williams, Terry Kapeen and Shirley McPherson as a consultancy network company linking our individual businesses to a network company. This network business operated from 1995 to early 2000.

Gongan Letters

The unopened Gongan letter strategy was originally developed and executed to protect the Gongan Consultancy Intellectual Property, with the content of each letter outlining the progress and staged development of the Gongan Business Model. Gongan Consultancy has ten unopened post office date stamped letters addressed to the company from 1995 to 2016 that were posted by me (Rod Williams) to the company.

My original intention was to post letters with data, documents and comments that directly linked to the development of the Gongan Business Framework with the first diagram being presented at a workshop in Muswellbrook NSW in 1995. The IP protection strategy included taking my unopened postal stamped letters to court to provide evidence that the Gongan Business Model has been a staged development of Gongan Consultancy Pty Ltd post 1993.

The data contents from each letter forms the historical evidence that outlines my thoughts and the staged progression of the development of the Gongan Business Model from 1995 to 2016.

A Handwritten note on the significance of the Unopened Letters in the Gongan Consultancy Filing Cabinet where letters were deposited and stored for future reference.

This is my original documentation to copyright the Gongan Consultancy Framework which has been posted back to myself via Australia Post.

If any legal dispute over who developed the framework arises, I can prove with this unopened letter that the date it was developed is authorised by Australia Post.

Rod

Very important not to open.

Gongan Letter Opening Event

The Gongan letter opening event was held at Southern Cross University, Coffs Harbour campus, Thursday 16th March 2023 (10am to 11am).

This event combined two milestones (1) Gongan Consultancy Pty Ltd has its 30-year celebration on the 8th February 2023; and (2) Official opening and authentication of 10-post office sealed Gongan letters for historical and research evidence purposes.

Period One - Concept Development (1988-1996);

Full Time Employment and Board Positions

- National Mutual Funds Management Feb 1988 – April 1990: Resource Analyst, Melbourne VIC.
- Normandy Mining Limited, May 1990 – Dec 1992; Corporate and Exploration Consultant, Adelaide SA.
- Aboriginal and Torres Strait Islander Commercial Development Corporation, (now known as Indigenous Business Australia), Canberra October 1990 – June 1993; **Director**.
- National Indigenous Business and Economic Council [NIBEC] Steering Committee/ Working Group; September 1993 - December 1997; **National Coordinator**

The underlying question that I have asked myself over the years, Is where does culture fit in relation to business and industry?

BUILDING A NEW INDIGENOUS ENGAGEMENT MODEL

February 1993 Rod Williams formed Gongan Consultancy Pty Ltd with a goal of developing a better process that can be applied by private corporations, government when engaging with Aboriginal and Torres Strait Islander corporations, businesses and communities.

Conceptual Inputs and Boundaries for the new Framework

- a) A planning process that can capture cultural, social, environmental and economic aspirations of the business and the community.
- b) A process that can be applied and facilitated with a group that may have limited management and business experience.
- c) A process that will help families, Aboriginal Corporations and organisations gain a greater understanding of the corporate (western) requirements of the industry (Tourism, Agriculture, Mining, Aged Care, etc.) matched with the cultural and family obligations. What is the task and the commitment required to developing the business?
- d) Build a common language, a communication bridge between (1) a more holistic approaches to business by community; (2) Private Corporations; and (3) Governments.
- e) This new framework is not to replace the need for a detailed Business Plan, Marketing or Financial strategy. A process that allows discussion and decision making around the corporate and cultural mix required to have a successful and sustainable business.

The new Australian Native Title legislation was being negotiated and passed in December 1993; it was Gongan Consultancy's expectation that business planning services will grow in line with successful Native Title determinations and the need to develop sustainable holistic business strategies for the growing number of corporations. A new practical

framework process that bridged community, Private Corporation and Government strategies would be in high demand.

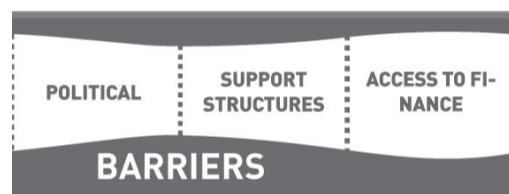
1ST NATIONAL INDIGENOUS BUSINESS & ECONOMIC CONFERENCE (NIBEC) - FACILITATOR MANAGER - ALICE SPRINGS (1993).

The first stage of the Gonggan Frameworks and Models came from the Future Directions, National Indigenous Business & Economic Conference (NIBEC) which was held in Alice Springs NT, 5th September – 9th September 1993, hosted by the Arrernte Council of Central Australia, President Charles Perkins and Vice Ted Hampton. Rod Williams and Graham Atkinson were asked to perform the role of Facilitator Managers for the conference.

My final speech was broken into

- ☐ Political Structures.
- ☐ Support Structures.
- ☐ Financial Structures.
- ☐ Black Economy

This became the first stage (Political/ Support Structures/ Access to Finance) three barriers (house walls) for Gonggan Cultural/ Economic Framework to be developed in 1995.



Gonggan Consultancy used the experience gained from the NIBEC '93 workshops and applying the conceptual inputs and boundaries for the new Framework

- a) A planning process that can capture cultural, social, environmental and economic aspirations of the business and the community.
- b) A process that can be applied and facilitated with a group that may have limited management and business experience.
- c) A process that will help families, Aboriginal Corporations and organisations gain a greater understanding of the corporate (western) requirements of the industry (Tourism, Agriculture, Mining, Aged Care, etc.) matched with the cultural and family obligations. What is the task and the commitment required to developing the business?

Gonggan Consultancy Projects (Pre- First Gonggan Letter)

- Normandy Mining Limited, Hand Over period to new Aboriginal Manger, Adelaide SA (1993).
- 1st National Indigenous Business & Economic Conference (NIBEC) - *Facilitator Manager* - Alice Springs (1993).
- Aboriginal and Torres Strait Islander Commercial Development Corporation (ATSICDC), Develop Paper for the Chairman, Canberra, (1993)

- Annual National Australian Credit Union Society Conference, Speaker on Aboriginal and Torres Strait Islander Credit Union Development, Hobart (1993)
- Henry & Walker Group, Develop Internal Paper for Board, Adelaide SA (1993)
- Gehgre Corporation, Community Organisation Plan, Gladstone Qld (1993)
- CRA Exploration, Facilitate Community Discussions, (Gulf Region) (1993)
- ATSIC - Central Queensland Region Housing Workshop, Facilitate Central Queensland Housing Workshop, Barcaldine, Qld (1993)
- Australian Chamber of Commerce & Industry, Facilitate discussions between Aboriginal Industry Advisers and senior management of ACCI, Alice Springs NT (1993)
- Queensland Department of Housing and Local Government and Planning, Community Consultations, Brisbane - Stage 1 (1993)
- ATSIC - Central Queensland Region, Facilitate at Central Queensland Region Land Conference, Toowoomba, Qld (1993)
- Council for Aboriginal Reconciliation/ Industry Committee, Part of a Video Production Team, Canberra (1993)
- Burdett, Buckridge & Young, Presentations to Financial Institutional Representatives, Melbourne & Sydney (1993)
- ANZ MacCaughan, *Speaker/ Presentation*, Brisbane (1993)
- Queensland Chamber of Commerce & Industry, Tourism Hospitality Course for Aboriginal and Islander Trainees, Brisbane/ Cairns. (1993/ 1994)
- Red Cross Society, Cultural Awareness Training, Brisbane. (1993/ 1994)
- Brisbane Indigenous Media Association (4AAA), Role & Functions of Directors and Management, Brisbane, (1994)
- Queensland Confederation of Industry, Cultural Diversity at the Workplace, Brisbane. (1994)
- First Contact Aboriginal Corporation for Youth, SE Queensland Regional Workshop/ Strategy on Youth Issues, Brisbane. (1994)
- Central Queensland ATSIC Regional Council, Facilitate Housing Workshop with ATSIC Regional Councillors, Bundaberg Qld (1994)
- Gehgre Corporation, MYOB Accounting Package, Gladstone Qld (1994)
- Top End Aboriginal Coalition Corporation, Initial Cultural Centre Research, Darwin NT (1994)
- Bilioara Corporation, Initial Hospitality Training Strategy, Darwin. (1994)
- Marula Aboriginal Corporation, Business Plan for Cultural Centre/ Bakery Snack Bar Concept, Birdsville Qld (1994)
- Central Queensland Regional Council Health Strategy, Consolidating Survey Information into a Report, Brisbane (1994)
- Dalaipi Aboriginal and Torres Strait Islanders Corporation, Community Organisation Plan, Caboolture Qld (1994)
- Binambi Barambah Project, Business Plan, Caboolture Qld (1994)
- Comalco Aluminium Limited, Develop Internal Paper, Brisbane (1994)
- Century Zinc Limited, Develop Internal Issues Papers, Brisbane (1994)
- Aboriginal and Torres Strait Islander Commercial Development Corporation (ATSICDC), Facilitate Community Discussions on enterprise development, Canberra, (1995/ 1994/ 1993)

Period Two - Foundation Building (1993–1995);

Reflections

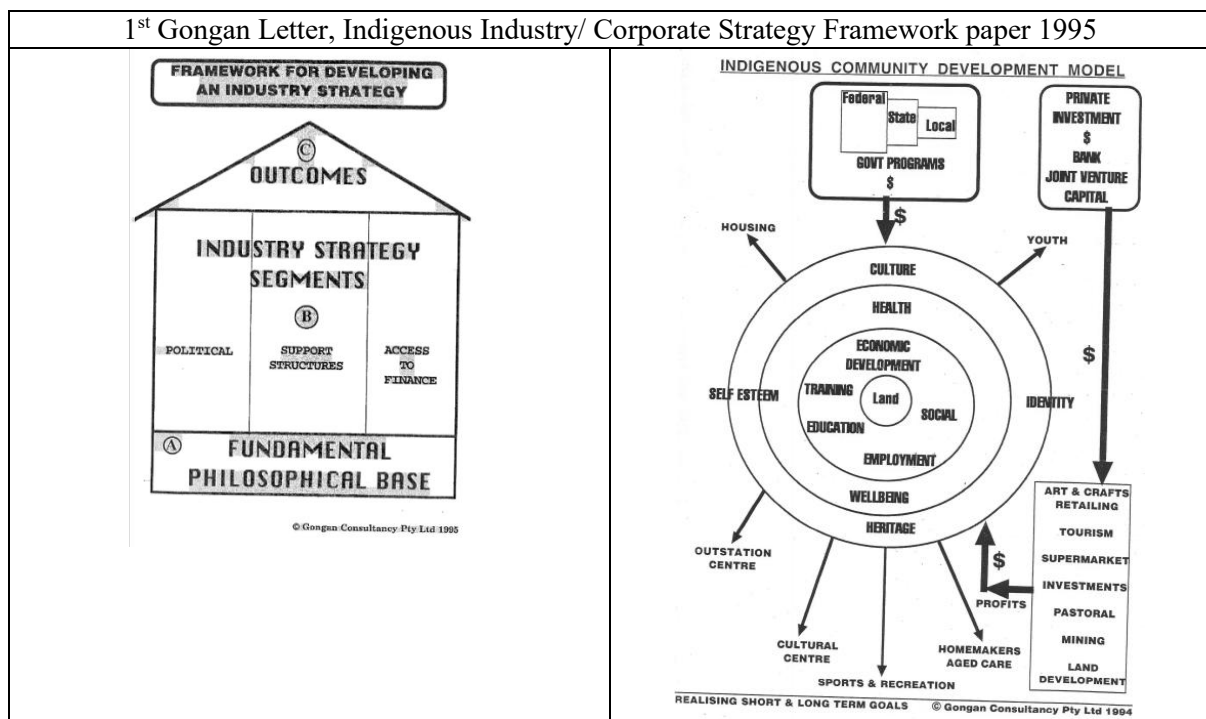
Upon opening and reading the contents of each letter these are my reflections.

Letters	Contents
Letter One (Gongan Consultancy, 1995). 18 July 1995, sent from Redcliffe QLD. Includes Letter and Discussion paper.	i. Letter to Darryl Kickett, Consultant, 67 Hamlet Street, ANNERLEY Qld 4103 (dated 05/05/1995) and ii. Discussion Paper (May 1995) titled, Indigenous Industry/ Corporate Strategy Framework (24 pages). The letter set out permission for the use of the Indigenous Industry/ Corporate Strategy Framework.
<u>Reflections - Letter One (1995)</u> I do not remember writing this letter or developing the Indigenous Industry/ Corporate Strategy Framework paper 1995, the contents of Gongan letter dated 18th July 1995. Upon reading the contents of the letter I realised that my thinking around the usage of the Gongan Cultural/ Economic Framework and the positioning of the fundamental philosophical base had clarity at the early stages of the Models development (1995). The Indigenous Community Development model diagram (1994) was developed prior to the Gongan House Model in 1995, I was considering a holistic approach to community (business), the connection to government programs and private investment (bank) joint venture capital funding a range of Indigenous business sectors. What sort of business model could be used to assist with those connections between community, government and private investment. Previous to this letter and discussion paper in 1995 being written, I held discussions the same year with Darryl Kickett in Brisbane, and we agreed that Culture fitted everywhere and should form the Fundamental Philosophical base of a house model. Building a strong foundation, strong walls (political/ support structures/ access to finance) for your business outcome, the roof. The letter to Darryl Kickett informs that the copyright holder of the Gongan Framework is Gongan Consultancy and outlines the conditions for its use in the development of industry strategies. As a result, I was asked to join the consultancy team that included Darryl Kickett, Debra Rose, Terri Janke, etc. • ATSIC - National - Aboriginal and Torres Strait Islander Cultural Industry Report, Canberra (1995). Part of a team of consultants. The discussion paper titled, Indigenous Industry/ Corporate Strategy Framework has drawn from previous papers written by me and other authors outlining an industry strategy that was applied as the Multi-Industry Strategy Framework, Muswellbrook NSW (1995). (AEDP Review Steering Committee, 1994; Crough & Christopherson, 1993; Howitt, Crough, & Pritchard, 1990; Williams, 1993, 1995).	

In 1995 the Gongan Framework philosophical thinking and processes were centred on counterbalancing any colonial based philosophical structures or strategies by grounding all industry, enterprises or business opportunities with a Fundamental Philosophical Base (Cultural). Applying a cultural, social, environmental and economic lens (Quadruple Bottom Line) approach to business.

Research work undertaken by Gongan Consultancy from 1993 was focused on building a different model (Gongan Business Model), this research was not driven by academic or industry sustainability theory of the time. The Gongan research direction came from the Aboriginal and Torres Strait Islander families, communities and enterprises expressing the need to be compliant with Indigenous Knowledge philosophies like 'caring for country' and inclusive of family/ community aspirations when doing business (building social and cultural cohesion) and to support the overall vision.

Gongan Consultancy was determined to develop a business planning model that had the ability to apply to diverse geographical, industry and cultural business scenarios. The Gongan Business Model.



Gongan Consultancy Projects (1995)

- National Aboriginal and Torres Strait Islander Industry Training Company, Business Plan, DEET, (*Joint Venture OONGARRA Consulting Services*), Canberra (1995).
- Indigenous Land Corporation, Facilitate discussions on the Indigenous Land Corporations, Qld & SA (1995)
- Mawurli & Wirriwangkuma Aboriginal Corporation, Facilitate Discussions on Mining related enterprise development, Borroloola NT, (1995)
- ATSIC - National - Aboriginal and Torres Strait Islander Cultural Industry Report, Canberra (1995). Part of a team of consultants.

- 2nd National Indigenous Business and Economic Conference (NIBEC) - *Conference Chairperson/ Organiser* - Brisbane (1995).
- NSW Indigenous Business & Economic Council, *Facilitator/ Speaker* on developing a State Indigenous Business Council, Armidale (1995)
- National Aboriginal Employment Development Policy Committee (AEDP), Indigenous Industry/ Enterprise Strategy Framework, Canberra (1995)
- MIM Exploration (Geoscientists), Presentation, Brisbane (1995)
- MIM Exploration, Workshop Presentation, Caloundra Qld (1995)
- Telstra, Cultural Awareness Training, Brisbane/ Grafton/ Wagga Wagga/ Sydney/ Cairns/ Weipa. (1995/ 96)
- Council for Aboriginal Reconciliation, Queensland Australians for Reconciliation Coordinator, Queensland, (1995/96)

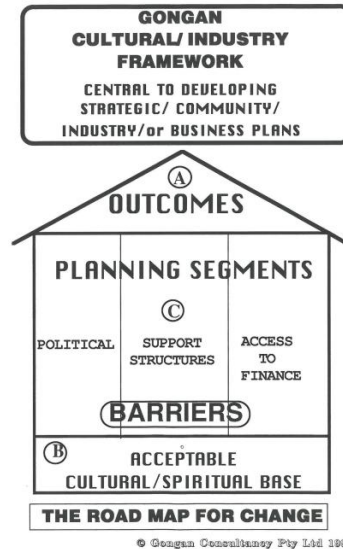
Period Three - The Gongan House (1995–1997);

Reflections

Upon opening and reading the contents of each letter these are my reflections.

Letter Two (Gongan Consultancy, 1997). 12 June 1997, sent to Brooklyn Park SA.	One Page Diagram (1996) – Gongan Cultural/ Industry Framework.
<u>Reflections – Letter Two (1997)</u> New Diagram – Fundamental Philosophical Base is now replaced with Acceptable Cultural/ Spiritual Base after the Wanaruah Local Aboriginal Land Council in Muswellbrook NSW (1995) business planning workshop. The first house design had Fundamental Philosophical Base as the foundation that was to change after one of the Aunties from Muswellbrook stated that we are cultural and spiritual people and the words <u>Fundamental and Philosophical</u> are white man’s words (Williams, 2024). This change is a significant philosophical shift to developing and using the concept of setting the cultural and spiritual base for all businesses, organisations and community projects.	

i.



Full Time Employment contracts

- David Uniapon School, University of South Australia, Adelaide SA, Jan 1997 – Dec 1997, **Lecturer B (Management)**
Lecturing final year students in the Bachelor Arts in Aboriginal Affairs Administration and Diploma of Community Administration in operational management, marketing, community finance and other business-related subjects.

Gongan Consultancy Projects (1996-1997)

- Wanaruah Local Aboriginal Land Council, Multi-Industry Strategy Framework, Muswellbrook NSW. (1995)
- NSW Aboriginal Housing Development Committee, Department of Urban Affairs and Planning, Undertake Statewide consultations in relation to Indigenous Housing and Report findings to the Minister, (*Joint Consultancy with Darvall & Rynne.*), NSW, (1996).
- Brisbane Indigenous Media Association (4AAA), Strategic Planning Workshops, Brisbane, (1996)
- Pasminco Exploration, Strategy Development Meetings, Brisbane (1996)
- Queensland Tourism and Travel Corporation, Employment and Training Strategy, Brisbane (1996)
- Pasminco Exploration, Cultural Awareness Training for Field Staff, Adelaide SA (1996).
- Australian Youth for Reconciliation Conference and Youth Job & Traineeship Exhibition (*Joint Venture with First Contact Aboriginal Corporation for Youth, Brisbane Council of Elders*) Brisbane (1996)
- Koobara Aboriginal & Torres Strait Islander Family Resource Centre & Kindergarten, Workshop to review Community Development Plan, Brisbane Qld. (1996)
- Department of Defence, Environment and Heritage Section, Act as an independent broker between the Department & Darumbal Corporation to finalise Contract for Aboriginal Cultural Heritage Survey Shoalwater Bay Training Area, Rockhampton Qld. (1996)

- NSW Aboriginal Housing Development Committee, Department of Urban Affairs and Planning, Undertake Statewide consultations in relation to Indigenous Housing and Report findings to the Minister, (*Joint Consultancy with Darvall & Rynne.*), NSW, (1996).
- Australian Youth for Reconciliation Conference and Youth Job & Traineeship Exhibition (*Joint Venture with First Contact Aboriginal Corporation for Youth, Brisbane Council of Elders*) Brisbane (1996)
- Koobara Aboriginal & Torres Strait Islander Family Resource Centre & Kindergarten, Workshop to review Community Development Plan, Brisbane Qld. (1996)
- Environment Australia, Indigenous Programs Section, Contract Employment Program for Aboriginals in Natural and Cultural Resource Management (CEPANCRM) Evaluation for Biodiversity Group - - Environment Australia, (Joint Venture with Breackwoltdt, Roland., Boden, Robert., Williams, Rod) (1997).
- South Australian Aboriginal Education and Training Advisory Committee (SAETAC), Facilitate ABSTUDY Summit, (*Joint venture with Aboriginal Research Institute Centre of Excellence ARI*) Adelaide SA (1997)
- Aboriginal Legal Rights Movement of South Australia Inc, advise on the development of a facilitation strategy to form a Southern Regional Land Council, Adelaide SA, (1997)
- "Making the Grade Conference" - Canadian Aboriginal Minerals Association, Whitehorse, Yukon, Canada (1997). Guest Speaker.
- Sydney Olympic Games Organising Committee (SOGOC), Aboriginal Protocol & Participation Strategy, Sydney NSW 1997.
- Department of Defence, Environment and Heritage Section, Act as an independent broker between the Department & Darumbal Corporation to finalise Contract for Aboriginal Cultural Heritage Survey Shoalwater Bay Training Area, Rockhampton Qld. (1996)
- Metropolitan Local Aboriginal Land Council, 5 Year Community Business Plan, Sydney (1997)

Period Four - Expanding the Gongan House Framework – The Gongan Corporate Planning Model (1996–1997);

Reflections

Upon opening and reading the contents of each letter these are my reflections.

Letter Three (Gongan Consultancy, 1998b). 1998 - Sent to Grafton NSW.	3 one-page Gongan Framework Information Sheets i. Gongan/ Cultural/ Economic Framework a Directional Management Tool. ii. Gongan/ Cultural/ Economic Framework a Directional Management Tool. iii. Indigenous Business Network Corporate Planning Model.
<u>Reflections – Letter Three (1998)</u> Work undertaken between 1993 to 1998, the two frameworks, (a) Gongan Cultural/ Economic Framework a Directional Management Tool and (b) Indigenous Business Network (IBN) Corporate Planning Model, (renamed the Gongan Corporate Planning	

Model in later years) were developed, refined and confirmed through an action research methodology approach.

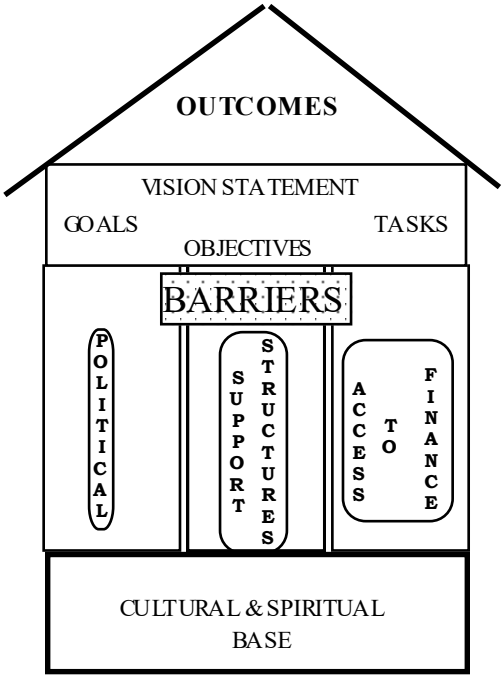
The diagram sheets a) Gongan Cultural/ Economic Framework a Directional Management Tool and (b) Indigenous Business Network (IBN) Corporate Planning Model, feature in four Gongan letters

- Letter Three (1998) – as one page information sheets
- Letter Four (1998) – as one page information sheets plus 4 examples of where the frameworks have been applied.
- Letter Five (2002) – Gongan Consultancy Paper on 5-Year Strategic Plan and Accessing Loan Funds, December 2002 – Appendix One.
- Letter Six (2005) – Gongan Frameworks Paper (11 pages) that summaries the cultural/ economic models, research and development, Linking the Gongan Frameworks (with the wealth creation model), Published reports from joint projects, Papers and Articles (Published and Unpublished), Ongoing Research Projects and the Gongan Consultancy Job Profile (1993-2005).

These letters reflect the progressive thinking around these diagrams.

The following One-page information sheets included in the above letters.

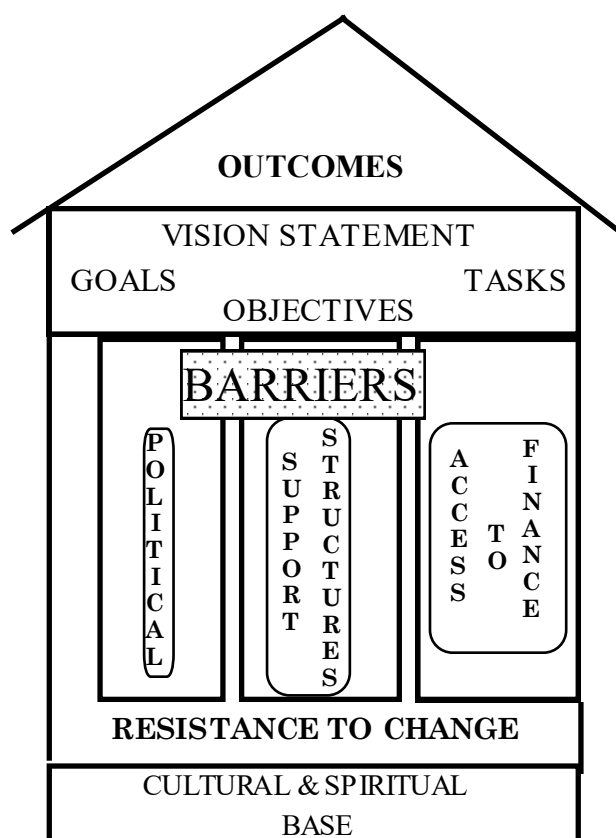
Gongan Cultural/ Economic Framework a Directional Management Tool

	Gongan Cultural/ Economic Framework
GONGAN CULTURAL/ ECONOMIC FRAMEWORK  © GONGAN CONSULTANCY 1995 The Gongan Framework has application to all Non-Western Cultures and includes issues such as culture, family politics, community politics and other issues associated with political barriers, support structures and access to finance within the planning process. The use of a Non-Indigenous Facilitator when working through the Gongan Framework with Indigenous people is culturally inappropriate.	The Gongan Cultural/ Economic Framework research & developed has been an ongoing process since 1993 and is currently utilised as a directional management tool with a culture as the core principle. The Gongan Framework has been utilised to undertake individual business opportunity analysis, industry opportunity analysis, linking strategic goals to operational plans and a management tool to evaluate whether strategic goals are realistic from an operational point of view. The answer to building a successful business or joint venture arrangement direction is not to force Indigenous people or communities into Western management models but to utilise models that are facilitated by Indigenous Management Consultants. The Gongan Framework is a simple conceptual planning tool which has a widespread application, the success of its use comes from the Indigenous Facilitator having the ability to listen and apply the Gongan Framework to fit the clients cultural, social, political and economic needs. Facilitating management direction or management change with a central focus on cultural sensitivities should be undertaken by experienced Indigenous management facilitators. Utilising the framework without an in-debt understanding of the commercial/ cultural balance needed could be to the detriment of the Indigenous community.
© Indigenous Business Network Pty Ltd (1998)	



Gongan Cultural/ Economic Framework a Directional Management Tool

GONGAN CULTURAL/ ECONOMIC FRAMEWORK



© GONGAN CONSULTANCY 1995

The Gongan Framework has application to all Non-Western Cultures and includes issues such as culture, family politics, community politics and other issues associated with political barriers, support structures, resistance to change and access to finance within the planning process.

The Gongan Cultural/ Economic Framework research has been an ongoing process since 1993 and is utilised as a directional management tool that has culture as the core principle.

The Gongan Framework has been utilised to undertake individual business opportunity analysis, industry opportunity analysis, linking strategic goals to operational plans and a management tool to evaluate whether strategic goals are realistic from an operational point of view.

The Gongan Framework is a simple conceptual planning tool that has a widespread application, the success of its use comes from the Indigenous Facilitator having the ability to listen and apply the Gongan Framework to fit the clients cultural, social, political and economic needs. Forcing Indigenous people or corporations/ communities into Western management models is not the answer.

The use of a Non-Indigenous Facilitator when working through the Gongan Framework with Indigenous people is culturally inappropriate. Utilising the framework without an in-depth understanding of the commercial/ cultural balance needed could be to the detriment of the Indigenous community.

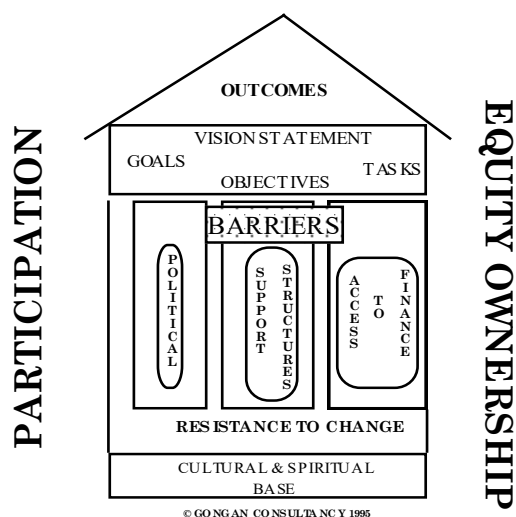
© Indigenous Business Network Pty Ltd (1998)

Contact Details PO Box 4311 Eight Mile Plains QLD 4113 ; Rod Williams 041 232 6304;
Shirley McPherson 08 9384 7898 (WA); Terry Kapeen 0418 480 336 :



INDIGENOUS BUSINESS NETWORK CORPORATE PLANNING MODEL

INDIGENOUS BUSINESS NETWORK CORPORATE PLANNING MODEL



PROTOCOLS & COMMUNICATIONS

© INDIGENOUS BUSINESS NETWORK 1996

The IBN Corporate Planning Model has three core components; Protocols & Communications; Participation and Equity Ownership. The IBN Model gives corporate organisations their overall strategic direction with the Gonggan Cultural/ Economic Framework providing the "cultural fit" to the detail required for undertaking directional management consultations with Indigenous individuals, agencies, communities and corporations.

The Indigenous Business Network (IBN) Corporate Planning Model is utilised as a management tool which ensures that Corporations can negotiate a balanced long-term agreement that is suitable to their corporate direction and the Indigenous individual, community/ organisations aspirations.

The IBN Model is a simple conceptual planning tool which has a widespread application to fit the clients cultural and economic needs.

Protocols & Communications include National, Regional and local protocols with an emphasis on building an appropriate internal & external communications structure and network.

Participation through Indigenous people being able to benefit from training, education, employment, direct contracting and small business opportunities.

Equity Ownership the identification of business opportunities through Equity Ownership and Joint Venture arrangements.

Ensuring that the Government and the Private Sector have a balanced not a paternalistic approach to negotiations and corporate planning with the Indigenous community.

© Indigenous Business Network Pty Ltd (1998)

Contact Details PO Box 4311 Eight Mile Plain QLD 4113; Rod Williams 041 232 6304;



Letter Four (Gongan Consultancy, 1998a). 9 October 1998, Sent to Redcliffe QLD.	Paper (3 pages), titled the IBN Frameworks and Models/ Gongan Cultural/ Economic Framework and the IBN Corporate Planning Model Information sheet. - Gongan/ Cultural/ Economic Framework a Directional Management Tool. - Indigenous Business Network Corporate Planning Model; and - Consultancy applications of the Gongan Cultural/ Economic Framework by Gongan Consultancy (4 examples)
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Extract: Four Consultancy Applications of the Gongan Cultural/ Economic Framework

- Wanaruah Local Aboriginal Land Council (Muswellbrook NSW) Multi-Industry Strategy Framework, Muswellbrook NSW (1995). Muswellbrook is located two hours from Sydney and has industries such as coal mining, horse, wine, electricity, tourism, transport and housing. Wanaruah utilised the Gongan Cultural/ Economic framework to analyse the training, employment and enterprise opportunities within seven industries located in the Hunter Valley NSW region. (IBN project).
- Brisbane Indigenous Media Association (4AAA) Brisbane QLD. Strategic Planning Workshops, Brisbane, (1996). BIMA utilised the Gongan Framework to develop the internal expertise to identify and implement strategies (planning/ marketing/ resource allocation) to access funds from private and government sources.
The directional management tool was utilised to facilitate a focus for the organisation that was commercial but not at the expense of the cultural integrity of the Indigenous radio station. (IBN project)
- Metropolitan Local Aboriginal Land Council (Sydney NSW) 5 Year Community Business Plan, Sydney (1997). The Gongan Framework was utilised to develop a strategic plan which clarified the social, cultural and economic direction that the Members identified. MLALC are now able to consolidate the assets the organisation holds, expand into areas of social and economic importance to Members within culturally appropriate guidelines.
Some of the key issues that members and the administrative staff needed to clarify were related to: land; heritage protection; tourism; housing; Sydney Olympics, administrative structure and role, etc, (IBN project)
- Julalikari Buramana CDEP 3-year operational Plan (Tennant Creek NT) Facilitate the development of a three-year operational plan which incorporated mandatory CDEP Workplans for Julalikari Buramana which is an Aboriginal resource centre that services 28 outstation communities within the Yapakurlangu (ATSIC) region.
The consultant utilised the Gongan Framework to assist Julalikari Buramana to set up a system for the CDEP staff to collect information to analyse the results and set realistic operational objectives which are linked to the organisations long-term strategic goals. (Consulting through the Indigenous Business Group, KPMG, Adelaide) Tennant Creek (1998).

Reflections – Letter Four (1998)

At this stage (1993-1998) Gongan Consultancy had only developed two (1) Gongan Cultural/ Economic Framework and (2) Indigenous Business Network (IBN) Corporate Planning Model, (renamed the Gongan Corporate Planning Model in later years). The

first two models had been presented at numerous workshops and planning sessions across Australia.

Gongan Consultancy Projects (1998-1999)

- Durahrwa Training & Development Aboriginal Corporation (Durahrwa Shed Ceramics Business Strategy) Grafton NSW (1998/ 1999).
- Hamersley Iron Pty Ltd, Review of contracting services between Hamersley Iron Pty Ltd - ATAL Unit and Ieramugadu, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Karratha, WA (1998).
- Woodside Petroleum, Workshop on an Aboriginal Foundation Concept for the Karratha Region, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Perth (1998).
- Julalikari Buramana CDEP, 3 Year Operational Plan, (*Consulting through the Indigenous Business Group, KPMG, Adelaide*) Tennant Creek (1998).

Period Five - The Indigenous Business Network (IBN) Wealth Creation Model (1999–2012);

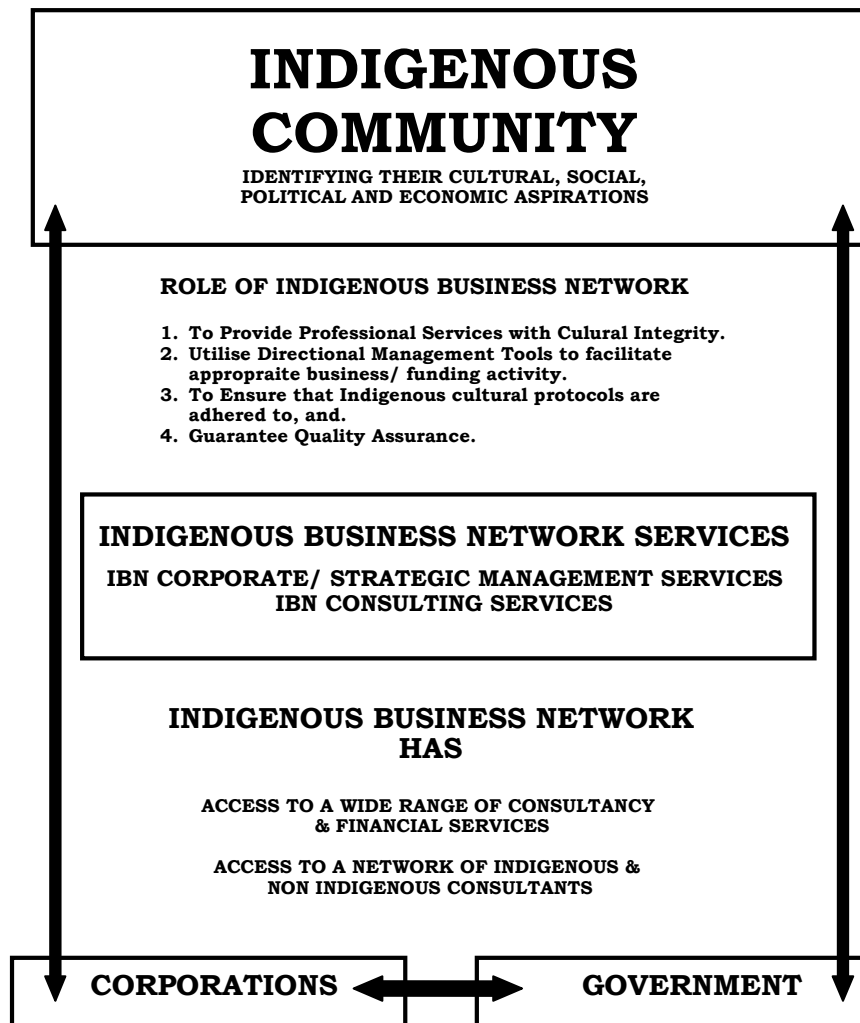
Reflections

Upon opening and reading the contents of each letter these are my reflections.

Letter Five (Gongan Consultancy, 2002). 28 November 2002, Sent to Eight Mile Plains QLD.	Gongan Consultancy 5-Year Plan and Accessing Loan Funds – December 2002 (24 pages). (Second Business Plan)
<u>Reflections Letter Five (2002)</u> It was Gongon Consultancy business practice to review and rewrite the company business plan when required. Each Business Plan was written when Gongon Consultancy was taking a new direction and had achieved the goals that had been set in the previous business plan. The first business plan was in 1994 to secure a \$50,000 loan from the Aboriginal and Torres Strait Islander Commission (ATSIC) for Gongon Consultancy Pty Ltd start-up capital, equipment and to purchase a vehicle. The second Business Plan 2002 – 2007 (in Letter Five) was focused on protecting Gongon Consultancy Intellectual Property (IP), partnerships Indigenous Business Network, building Alliances and developing marketing and training materials. The third Business Plan 2012-2017 was focused on moving away from remote community consultancy contracts to education and training delivery, consolidating the information and experiences of the Gongon Business Model and marketing the new direction. The central focus for the company was to develop the Gongon Business Model. For many years consultancy projects were selected to test the Gongon Business Models application across various remote, regional and urban environments. Building knowledge through experience was prioritised over a profit making. The Company applied the following financial boundaries and guidelines to my personal and company debt (credit cards/ personal & company bank loans). The rule applied was not to let my personal or company debt grow to an unmanageable level where my personal/ company assets (house/ car/ personal living) expenses have an impact on my lifestyle or financial creditability. During this period (1993 to 2021) Rod Williams has taken on full-time employment with the University of South Australia 1997 (Adelaide SA) as Management Lecturer B, National Indigenous Development Alliance Ltd 1999-2002 (Brisbane QLD) as CEO, Australian Red Cross 2010 (Darwin NT) as NT Aboriginal Strategy Manager, Marthakal Homelands Resource Centre 2011 (Galiwin'ku NT) as Management Lecturer B, Southern Cross University 2017-2021 (Coffs Harbour NSW). The focus to pay off debt and continued to pay the company registration, internet domain registration, web site and professional indemnity insurance to maintain business currency during such periods.	

The Gonggan Consultancy balance sheet continues to reflect the business strategy of prioritising intellectual knowledge over a profit making.

**INDIGENOUS BUSINESS NETWORK's
STRATEGIC BUSINESS POSITION**



Full Time Employment contracts

- National Indigenous Development Alliance, Sept 1999 – Aug 2002, Chief Executive Officer – Brisbane, QLD

Gongan Consultancy Projects (1999-2005)

- Aboriginal and Torres Strait Islander Commission (ATSIC), Research the banking and financial services required by Indigenous Australians, (*Joint venture IBN project Rod Williams, Terry Kapeen and Shirley McPherson*), Canberra (1999).
- National Indigenous Development Alliance, CEO, Brisbane QLD (1999-2002).
- NSW Aboriginal Land Council, State & Regional Consultations on the reconciliation or treaty process (NIDA Consultancy Services) NSW, State Conferences Dubbo 2000 & Nowra 2001.
- Bidjara Aboriginal Housing and Land Limited, Consolidation Plan, Charleville QLD, (2002).
- Kullowa Kudjer Agricultural & Pastoral Concept, Albury & Dubbo Workshops (2002)
- Anangu Pitjantjatjara Yankunytjatjara Land Council, Strategic Business Plan, Umuwa SA (2003).
- Vanuatu Indigenous Development Alliance, Business Planning Adviser (2003/ 2004), Sydney NSW.
- Eden Local Aboriginal Land Council, Strategic Business Plan, Eden NSW (2004).
- Eden Local Aboriginal Land Council, compensation negotiations with the NSW Premiers Department and the Department of Defence in relation to the Eden Multi-Purpose Wharf/ Explosion Zone Area, Eden NSW (2004).
- MyMurra Pty Ltd, Sydney NSW, Business Workshops in Albury & District LALC (2004), Yarrawarra Aboriginal Corporation (Corindi 2004), Coffs Harbour LALC (2004) and Yaegl LALC (Macleay 2005).
- Yerin Aboriginal Health Services Inc, Strategic Plan 2005-2010, Wyong NSW (2005)
- Gurrwaawa Designs Pty Ltd/ Durahrwa Shed Ceramic Business Plan, Grafton (2005).
- Aboriginal Housing Office (Sydney), Mediation of dispute regarding properties at Old Burnt Bridge, via Kempsey NSW, (2005).

Reflections

Upon opening and reading the contents of each letter these are my reflections.

Letter Six (Gongan Consultancy, 2005). 18 July 2005, Sent to Grafton NSW.	Gongan Framework Paper, 10 pages (April 2005)
<u>Reflections – Letter Six (2005)</u> The Gongan Framework paper outlined the three models. The Gongan Cultural/ Economic Framework; Gongan Corporate Planning Model (IBN Corporate Planning Model) and the IBN Wealth Creation Model. It was an early attempt at linking the Framework and Models together – now named the Gongan Business Model. The writings (2005) on the flow and connections between the models is still relevant to 2023. The question for me is, how can I improve the above explanation and model connectivity that make sense to the reader? The third (3) Indigenous Business Network Wealth Creation Model was created from a consultancy undertaken in 1999 the following year.	

- Aboriginal and Torres Strait Islander Commission (ATSIC), Research the banking and financial services required by Indigenous Australians, (Joint collaboration IBN project Rod Williams, Terry Kapeen and Shirley McPherson), Canberra (1999).

Gongan Consultancy Projects (2006-2011)

- Galambila Aboriginal Health Services Inc, Transition to Independence Consultancy (Transition Report; Corporate Governance Training Course; Three Year Strategic Plan & One Year Action Plan), Coffs Harbour NSW (2006)
- Galambila Aboriginal Health Services Inc, Corporate Governance Training Course, (*Joint Venture with Ann Farrell Consulting Pty Ltd*), Coffs Harbour NSW (2006)
- Yerin Aboriginal Health Services Inc, Corporate Governance Training Course, (*Joint Venture with Ann Farrell Consulting Pty Ltd*), Wyong NSW (2006)
- Department of Community Services (Gosford), Central Coast Aboriginal Foster Care Concept Workshop, Wyong NSW, (2006).
- Yerin Aboriginal Health Services Inc, Management Consultant, November 2005 to December 2006, Wyong NSW
- Girrwaawa Designs Pty Ltd, Business Mentor, Grafton (2006/ 2007)
- Muru Aboriginal Inc, Strategic Business Plan, Tuggerah NSW, (2007).
- ALRM Native Title Unit, working with the Native Title Unit and Aboriginal Congress of SA (22 Native Title Management Committees) developing a State Strategic Business Focus at both the State and Regional levels by the formation of the Aboriginal Foundation of SA, South Australia, December 2006 to October 2007.
- Roundtable discussions on 'Partnership for Indigenous Success' hosted by her Excellency Ms Quentin Brice, Governor of Queensland in partnership with the Global Foundation, Brisbane (2008)
- Gongan Facilitator Accreditation Course (Level 2), Brisbane QLD (2008)
- Kalkadoon Aboriginal Sobriety House (KASH) Aboriginal Corporation, organisational review including analysis and appraisal of organisations policies and procedures, Mt Isa QLD (2008).
- Gidarjul Development Corporation Ltd, Strategic Planning Workshop, Bundaberg QLD (2008)
- Brisbane City Council & Australian Red Cross, Facilitate Strategic Direction with Management and Project Officers (1/2-day workshop), Brisbane NSW (2008)
- Upfront Program, Aboriginal Centre for the Performing Arts (ACPA), Facilitate Strategic Direction with Management (1/2-day workshop), Brisbane QLD (2008)
- Gurehlgam Aboriginal Corporation Ltd, Facilitate Strategic Direction with Board and Management (1/2-day workshop), Grafton NSW (2008)
- Natjul Aboriginal Performing Arts, Business Mentor, Brisbane (2008/ 2009)
- Finding the Culture of Your Business – Utilising the Gongan Cultural/ Economic Models", Building Community Centred Economies Conference, International Association for Community Development, Brisbane (2009).
- Marthakal Employment Services, Strategic Business Plan, Galiwin'ku NT (2011).
- Finding the Corporate and Cultural Fit in your Business, 5th Indigenous Economic Development Forum, Darwin (2011)
-

Period Six - Graphic Clarity and Risk Management (2013–2014);

Letter Seven (Gongan Consultancy, 2013) July 2014, Sent to Coffs Harbour	1 Gongan Consultancy Brochure and 4 First Graphic Artist Designed Diagrams (2014) One New Gongan Consultancy brochure with Palmerston NT address on brochure. The First Graphic Artists Designed diagrams of i. Cultural/ Economic Framework. ii. Corporate Planning Model. iii. IBN Wealth Creation Model; and iv. Gongan Model (Gongan Model Linkages)
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Reflections Letter Seven (2013)

The Gongan Consultancy Pty Ltd Business Plan 2012-2017 was written partly to update and to access specialist marketing expertise to develop a new brochure and framework diagrams (Darwin NT). Funded by Indigenous Business Australia.

The third Business Plan 2012-2017 was focused on moving away from remote community consultancy contracts to education and training delivery, consolidating the information and experiences of the Gongan Business Model and marketing the new direction. The Model did not need to be further tested to prove that it has a place in at the cultural interface of business facilitation.

Letter Eight (Gongan Consultancy, 2014a). 2014, Sent to Coffs Harbour NSW.	i. Sustainable Business Development and Gongan Framework Models paper, 9 pages (2014). ii. Gongan Frameworks (Sustainable Community & Business Development Modelling) diagram. Sustainable Business Development and Gongan Frameworks Models paper. (Gongan Consultancy Strategic Overview and Model ©Gongan Consultancy 2014).
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Reflection Letter Eight (2014)

This was my first attempt of developing the Sustainable Business Development and Gongan Frameworks Models paper. (Gongan Consultancy Strategic Overview and Model ©Gongan Consultancy 2014). I realised that the Gongan Business Model work over the last 20 years was situated in the ‘integrate social and cultural cohesion’ area of this AIDC sustainability definition.

Light Bub moment. In 2013 I attended the Australian Institute of Company Directors course in Darwin NT and read the following sustainability comment.

The Australian Institute of Company Directors (AIDC) has made the following comment on sustainable development (Australian Institute of Company Directors, 2013).

“A broad concept. There is a tendency in some quarters to assume that sustainability is only about the environment, or alternatively, for example, that an involvement in philanthropy meets sustainability obligations.

*In reality, its scope is far wider. The triple bottom line is used as a measure of overall sustainability which is, in essence, **to integrate social and cultural cohesion with financial and environmental performance.***

There are numerous systems that can measure financial and environmental performance. The Gongan Frameworks and connected concepts are focused towards achieving; “*to integrate social and cultural cohesion*” which is central to building overall sustainability.

The Gongan Sustainable Cross-Cultural Community and Business Development Framework has focused upon “to integrate social and cultural cohesion”. Asking the question of “What is your cultural and spiritual base?” places the project/ business within a different cultural context.

Letter Seven (2013) and Letter Eight (2014)



Full Time Employment contracts

- Australian Red Cross Nov 2009 – Nov 2010, Aboriginal Strategy Manager – Darwin, NT
- Marthakal Homelands Resource Centre Inc. Feb 2011 – April 2012, Business Development Manager – Galiwin'ku, NT

Gongan Consultancy Projects (2012-2014)

- Marthakal Homelands Resource Centre (MHRC), Facilitate MHRC Strategic Plan and Risk Management Plan Workshops, Galiwin'ku NT (2012)
- Gongan Frameworks and IBA Into Business™ Workshops, 6th Indigenous Economic Development Forum, Alice Springs (2013)
- CIK305 Cultural Transactions: Communication and Negotiation Unit., Charles Darwin University, On-Line Lecturer 1st Semester, Darwin (2013).
- Indigenous Knowledge in a Changing World, Charles Darwin University Symposium, Darwin (2013)
- AFL SportsReady, Executive Certificate in AFL Management, Lectures and Workshops in Cultural Awareness and People Management, Melbourne VIC (2013) Perpetual Private (Funds Management), Facilitate One Day Workshop that focused on building the skills and knowledge of selected staff (Native Title Unit) utilising the Gongan Framework and Models, Sydney NSW (October 2014).
- Trainer for Diploma of Management in Governance (for BSI Learning – RTO), units (a) Conduct a Community Meeting, (b) Manage Budgets & Financial Plans and (c) Undertake the Roles and Responsibilities of a Board Member. Gerringong NSW (2014).
- Introducing content and adjusting the Indigenous Business Australia Into Business™ Workshop booklets to suit community owned entities (current orientation is for individual business development; (2014).
- NSWALC Northern Region Forum, Aboriginal Economic Development Symposium. Presented two sessions (a) Budgeting and Cash Flow and (b) Access to Finance, Armidale NSW (July 2014).
- Inner Circle Security Services, IBA Business Mentor, Grafton (2014)

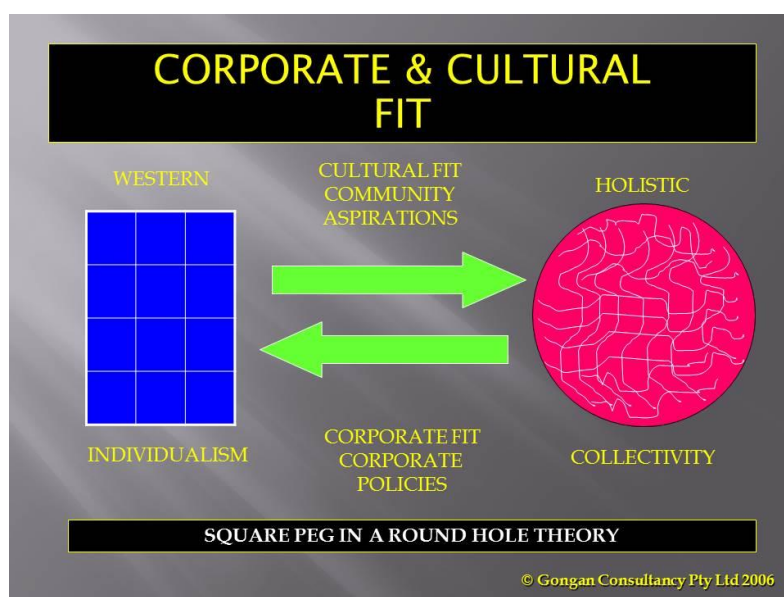
Period Seven - Gongan Framework Mind Map: Practical and Academic Application (2014-2020);

Reflections

Upon opening and reading the contents of each letter these are my reflections.

Letter Nine (Gongan Consultancy, 2014b). 2014, Sent to Coffs Harbour NSW.	1 Workshop Booklet (18 pages) Gongan Cultural/ Economic Framework & Models Workshop Booklet. Gongan Framework Training Booklets Copyright © 2014 Rodney Harold Williams, Gongan Consultancy Pty Ltd.
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Letter Eight (2014); Letter Nine (2014) and Letter Ten (2016)

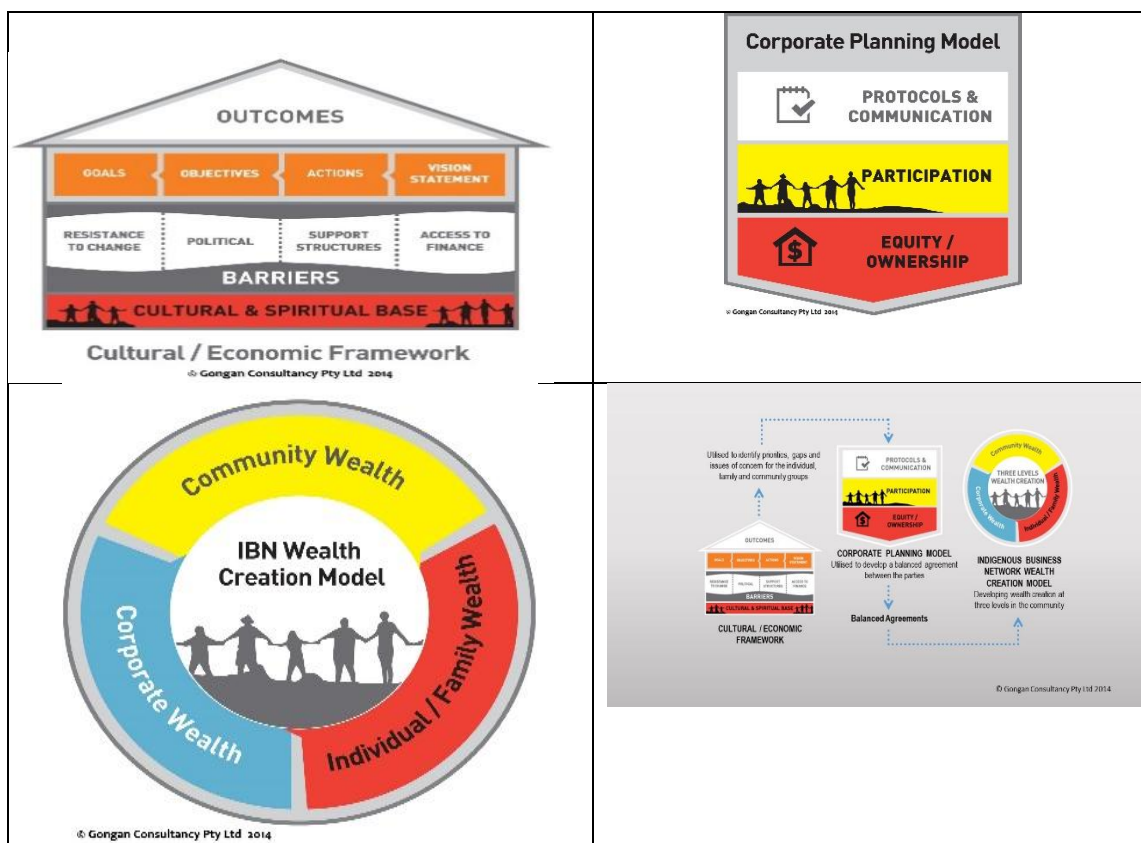


Letter Ten (Gongan Consultancy, 2016). 14 February 2016, Sent to Coffs Harbour NSW	1 Workshop Booklet (38 pages) Gongan Sustainable Cross-Cultural Community and Business Development Framework Workshop Booklet. Gongan Framework Training Booklets Copyright © 2016 Rodney Harold Williams, Gongan Consultancy Pty Ltd.
<u>Reflection Letter Nine (2014) and Letter Ten (2016)</u> The Gongan Consultancy Training Booklets that have been developed between 2014 – 2023. I. Gongan Cultural/ Economic Frameworks and Models 2014. II. Board Member Roles and Responsibilities 2016; and	

III. Gongan Sustainable Cross-Cultural Community and Business Development Frameworks 2015; 2016; 2017; 2018 and 2023 versions.

The letters captured the 2014 and 2016 versions of the (2014) Gongan Cultural/Economic Frameworks and Models and (2016) Gongan Sustainable Cross-Cultural Community and Business Development Frameworks.

Letter Nine (2014) and Letter Ten (2016)



Developing Strategies and Actions



Setting Goals

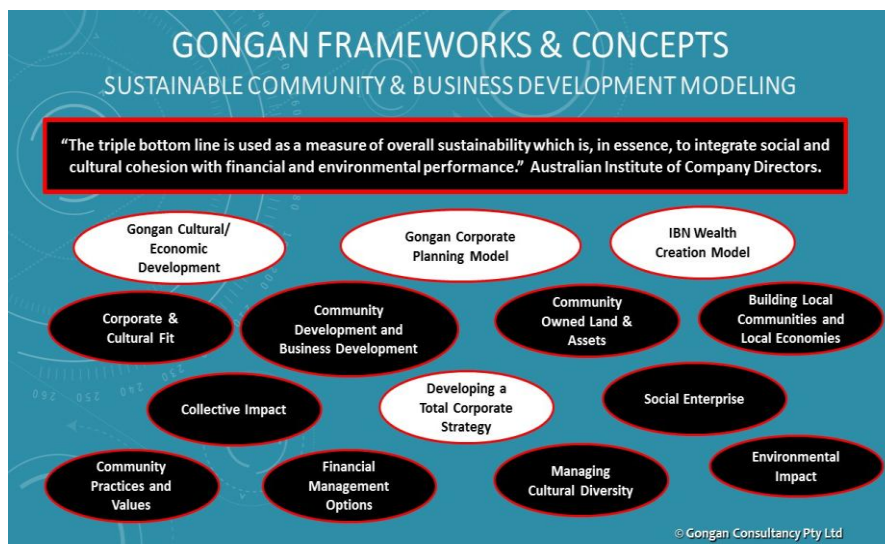
Achieving Objectives

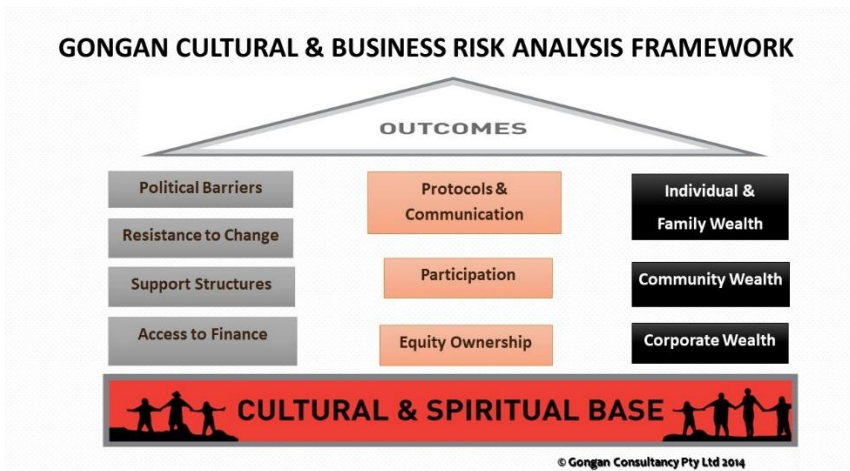
Formulating Actions

Building a Shared Vision.



Letter Ten (2016)





Full and Part Time Employment contracts

- Southern Cross University July 2018 – June 2021 Lecturer B Year 6 (F/T) Academic – COFFS HARBOUR, NSW
- Southern Cross University May 2016 – June 2018 Lecturer B (P/T) Academic – COFFS HARBOUR, NSW

Gongan Consultancy Projects (2015-2022)

- Dunghutti Elders Council (Aboriginal Corporation), Strategic Business Plan 2022-2027, Kempsey (2022).
- Credit Suisse Equity Research Asia Pacific, Aboriginal Enterprise Institute: Engagement in the Mining (Social Performance in Mining) Webinar On-Line 2021.
- Aboriginal Land Strategy – Staff Cultural Immersion Experience Workshop, Crown Land/ NSW Department Planning, Industry & Environment, Coffs Harbour (April 2021).
- Jah-Gubih Northern Rivers First Native Food Industry Roundtable, develop Working Group and Strategic Direction, Lismore 2020.
- Business of Indigenous Knowledge Symposium, Southern Cross University, Lismore. Gongan Framework presentation (August 2018).
- Business for Good Workshops, Enterprise Lab Southern Cross University Lismore – Gongan Framework Training Workshop, (August 2018)
- Listening to Country Event; Understanding the Sovereignty of Indigenous Knowledge ~ Building Awareness and Respect for Country and Custodians, Mullumbimby Steiner School NSW (October 2018).
- Coffs Harbour District Local Aboriginal Land Council (CHDLALC) Sea and Land Management Plan, Coffs Harbour NSW 2017.
- Port Curtis Coral Coast Trust Limited (PCCC) Social Enterprise Model Report, contracted to facilitate workshops and develop a report on the PCCC Social Enterprise Model and associated Corporate Plan 2015-2030 alignment for the PCCC Trust Board, Bundaberg QLD June 2016.
- Port Curtis Coral Coast Trust Limited (PCCC) Workshop and report on the application of the Gongan Frameworks to the PCCC Social Enterprise Structure and assist the PCCC Board and management determine the strategic cultural, social, environmental and economic priorities and policy directions for the Trust, Bundaberg QLD 2016.

- Gidarjil Development Corporation Limited, Corporate Plan 2016-2021, Bundaberg QLD (2016)
- Indigenous Business Australia Workshop Service Provider (WSP) for the Grafton region of NSW to deliver the series of the Into Business™ Workshops (June 2013 to May 2016). Have completed workshops in Armidale, Ballina, Broken Hill, Coffs Harbour, Gunnedah, Inverell, Lismore, Narrabri, Tamworth and Tweed Heads.
- NSW Department Education & Communities Aboriginal Affairs Trainer for Certificate IV in Governance (for BSI Learning – RTO), Sydney, Dubbo and Tamworth 2015.

Period Eight - The Gongan Paradigm Realised (2021–2025).

No Gongan Letters

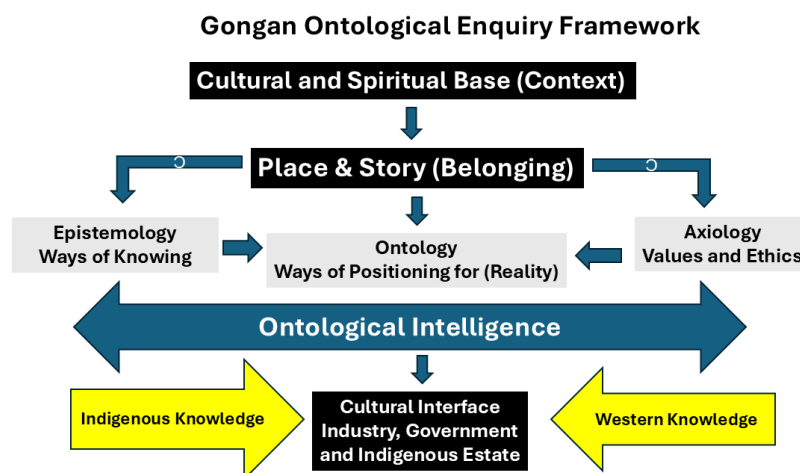
Reflections

I came to the Higher Degree Research (HDR) Studies at Business School University of Queensland (2021) with a well-developed business model and 28 years of lived experience in its application. The Gongan Business Model and the Gongan Cultural and Business Risk Analysis Framework.

The following concepts were further refined during this period

Gongan Cultural and Spiritual Paradigm

- Gongan Ontological Enquiry Framework
- Cultural and Spiritual Base
- Gongan Business Model Canvas
- Gulgan Jagun Analysis Framework



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Cultural & Spiritual Base

Nation Group
Families
Place and Story
Caring for Country
Caring for Family
Caring for Community
Visitor Mindset

Respectful Design

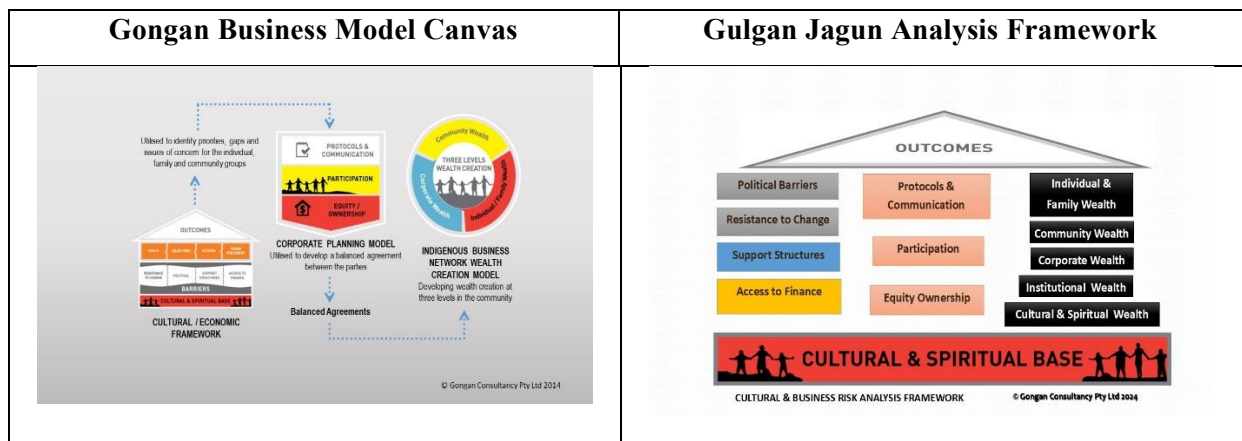
Respectful Beginning
Deep Listening
Deep Equity –
Resolve Power
Advocate Deep Equity
World is Alive and Active

(Hon Prof Norman Sheehan)

Quintuple Bottom Line:

Cultural, Spiritual, Social, Environmental & Financial Balance

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Gulgan Jagun Risk Themes

Risk Profile Areas	Risk Themes
Cultural and political risk analysis	☐ Cultural and spiritual base issues ☐ Political barriers ☐ Resistance to Change issues
Support Structures Business and operational risk analysis	☐ Lack of external professional support ☐ Lack of skills (internal) for outcome ☐ Infrastructure needs for outcome
Access to Finance analysis	☐ Options and ability to access finance for outcome
Agreement and Partnership evaluation	☐ Communications and protocols ☐ Participation levels ☐ Equity Ownership
Wealth Distribution network evaluation	☐ Individual and family wealth ☐ Community wealth ☐ Corporate wealth ☐ Institutional wealth ☐ Cultural and spiritual wealth

Gongan Consultancy and Queensland University Projects (2023-2025)

- Tim Fairfax Family Foundation (TFFF) Leadership Program. Partnership between TFFF and University of Queensland, Brisbane (May 2023/ May 2024/ March 2025).
- Queensland Ballet, First Nations Charter workshop. Brisbane (October 2024)
- Queensland Ballet, Managing the Business of Culture workshop (one day), Brisbane (November 2023)
- AIATSIS Summit 2023 Noongar Boodja: Our Business History, the National Indigenous Business and Economic Conference (NIBEC) 1993, Perth (June 2023)
- Dig Deeper Webinar CRC TiME, Gongon Business Model: Futuring the Indigenous Estate of Australia, Brisbane (January 2025)

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