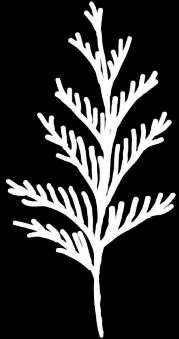


A photograph of a person standing in a forest of tall, slender trees. The person is wearing a brown fringed poncho and a wide-brimmed hat, and is seen from behind. The forest floor is covered in moss and fallen leaves, and the trees have thick trunks and dense green foliage.

Transformative Leadership for cultural safety in Healthcare

Len Pierre, M.Ed.
CEO, Len Pierre Consulting

Intention Setting



My intention is to create a safe space for exchanging knowledge, conversations, and to support one another in solidarity. I come with an open heart and open mind and hope to be received in the same way.

I welcome questions throughout the session but will also leave time to address them at the end as well. You can do both!



Overview:

PART 1 - Why transformative leadership?

- Effective leadership styles

PART 2 - Equity Oriented Leadership

- Discern equity vs. equality

PART 3 - Leading the Change

- Indigenous allyship and courageous conversations



1

PART 1

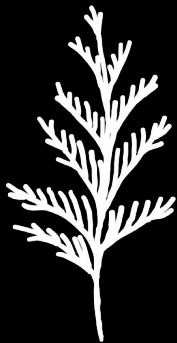
Why Transformative Leadership?



"They always say time changes things, but you actually have to change them yourself."

-Andy Warhol

One Question



Write down one or two things you have done within the last 6 months, to hold up your team/staff.

Transactional leaders



- Focus on goals/outcomes
- Motivation: reward v. punishment
- Reactive
- Protects the status quo
- Path of least resistance



Transformational leaders

- Focus on innovation/creativity
- Servant leadership
- Team/organizational culture
- Inspiration/motivation
- Social cohesion
- Social equity

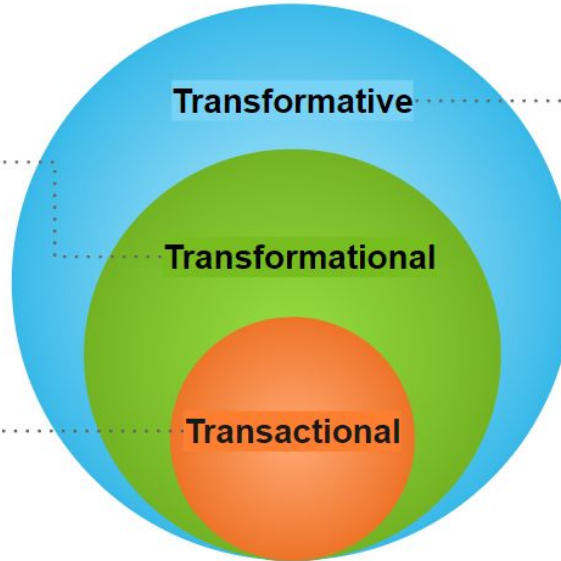


Transformative Leaders

What is Transformative Leadership?

Transformational leadership, which arose in the 1970s, encourages, inspires and motivates employees to innovate and create change that will help **grow and shape the future success of the company.**

Transactional leadership was born in the 1st Industrial Revolution to create **competitive advantage** through **strategy, efficiency,** and individual and organizational **performance.**



Transformative leadership begins with **questions of justice and democracy**; it critiques inequitable practices and offers the promise not only of greater individual and organizational achievement but also targets the greater **societal benefit.**

Sources: [CIO.com](https://www.cio.com) and [Harvard](https://www.harvard.edu)





Transformative leadership:

Empowerment

Safety

Sensitivity

Awareness

Management



- Equity
- Transparency
- Accountability
- Empowering
- Open-feedback
- Diversity
- Asking questions
- Sharing
- Trauma-informed
- Strengths-based
- Culturally responsive

TRANSFORMATION



We listen, we learn, we learn in,
we strive for change.

SUPPORTING THE TYRANNY OF EFFICIENCY



Productivity, efficiency, data,
hierarchical, time, we always
take the path of least
resistance.

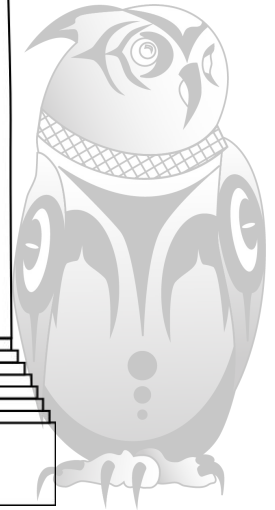
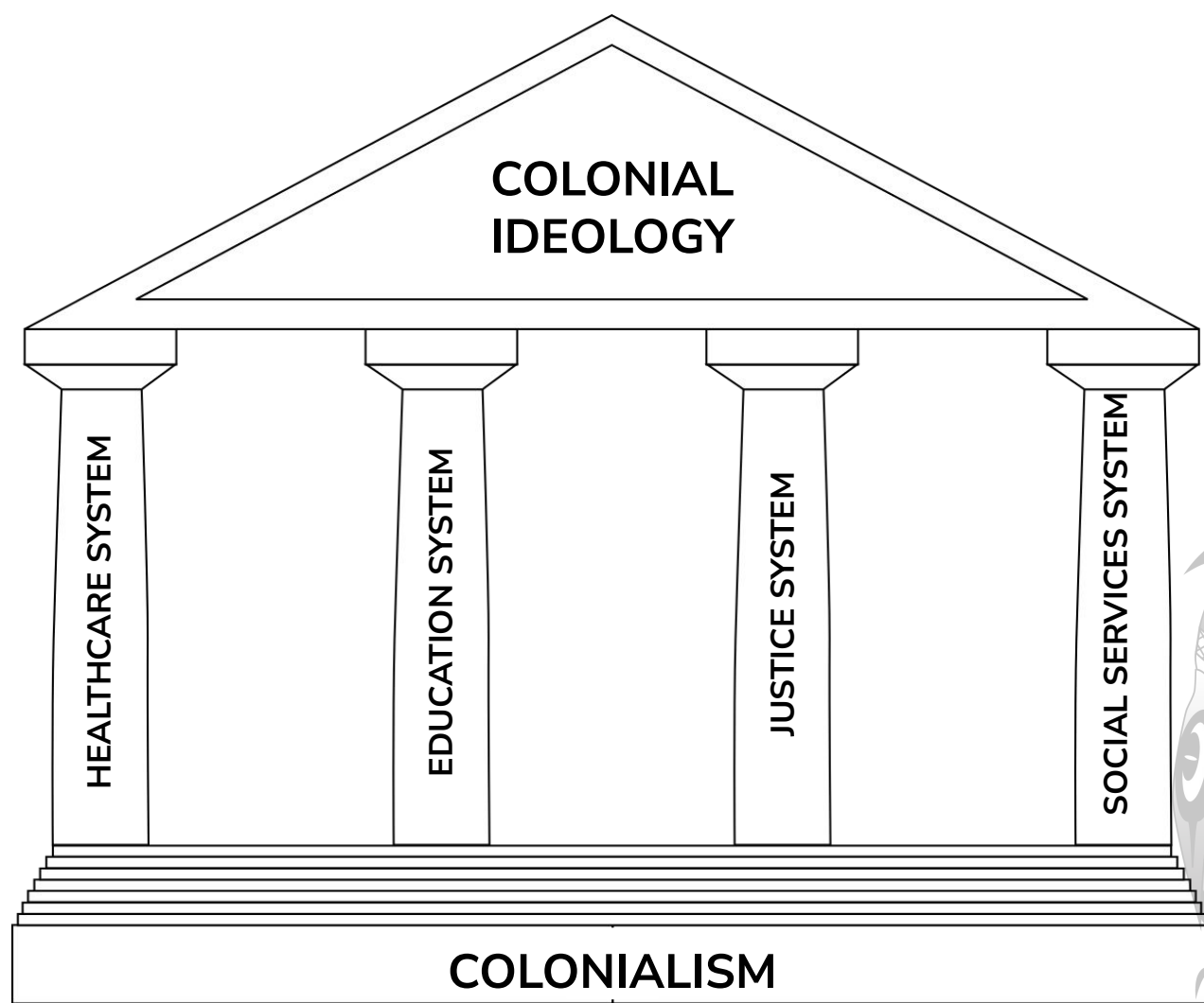
- Equality
- Censoring
- Denial
- Controlling
- Avoidance
- Group-think
- Limiting
- Exploiting
- Consuming
- Aggressive
- Violent

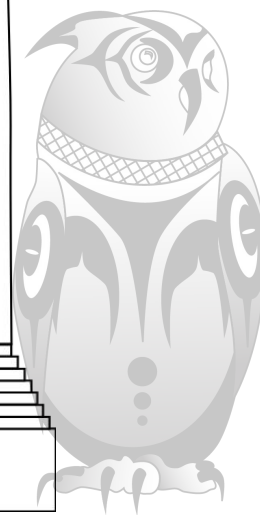
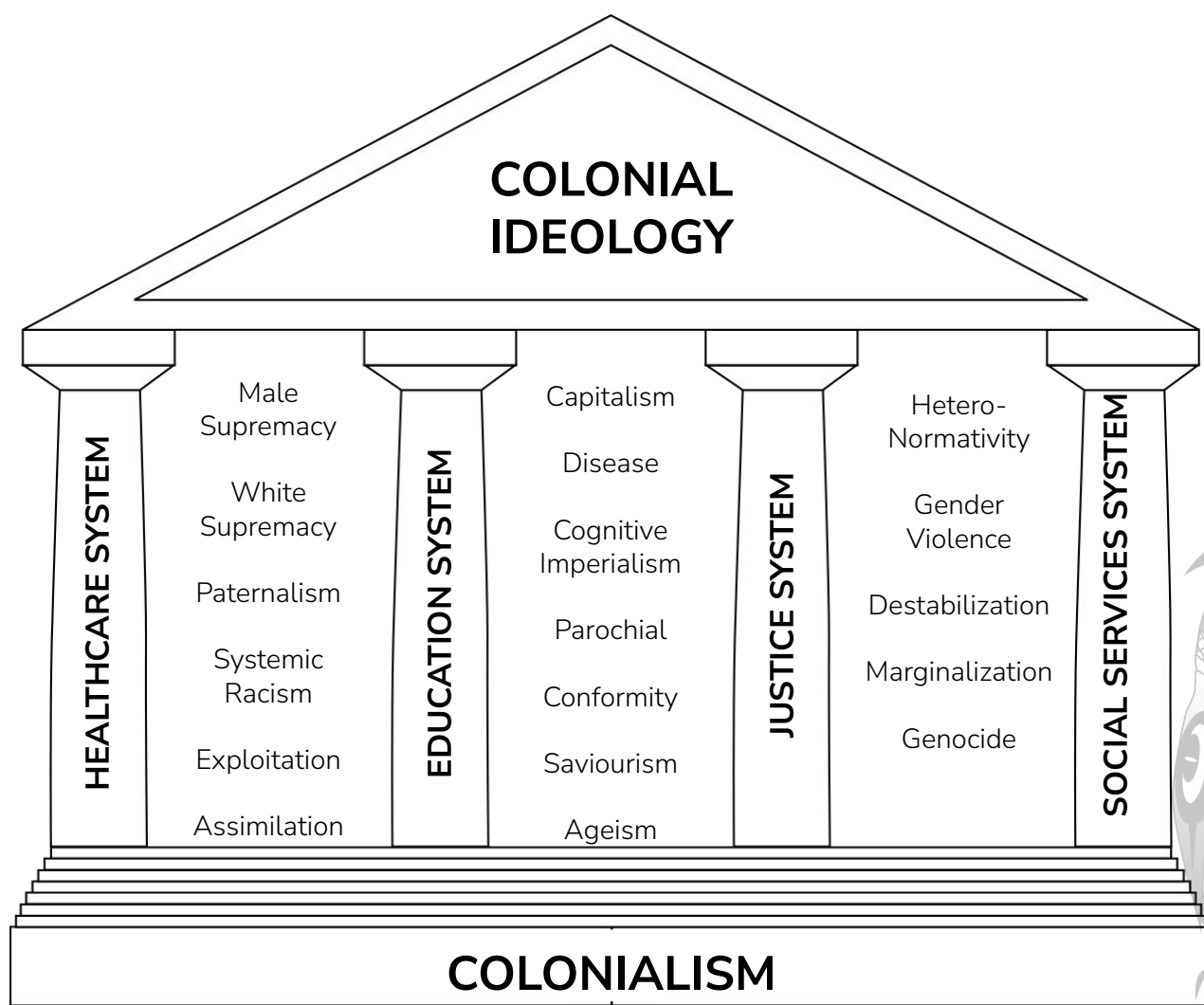


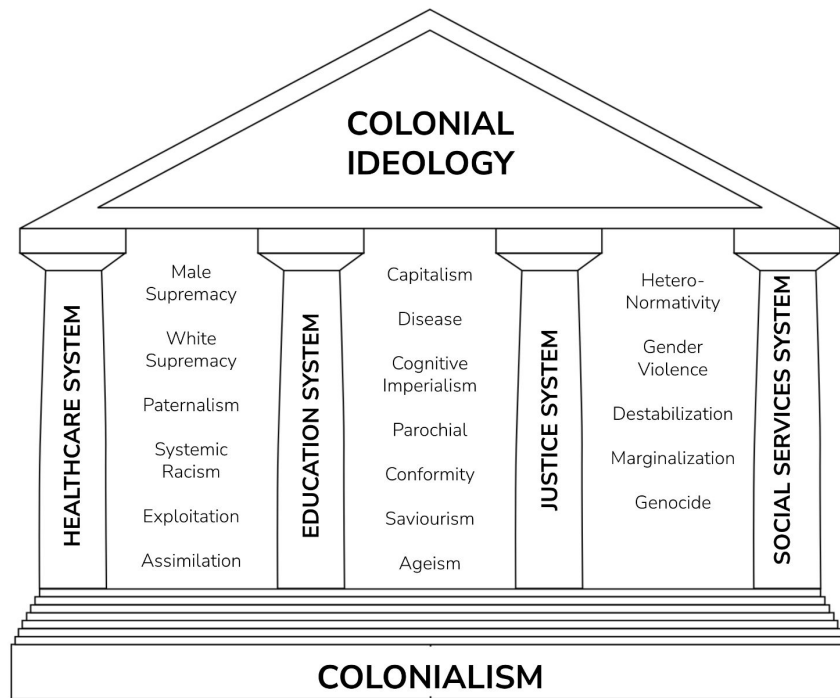
PART 2:

Equity-oriented Leadership

02







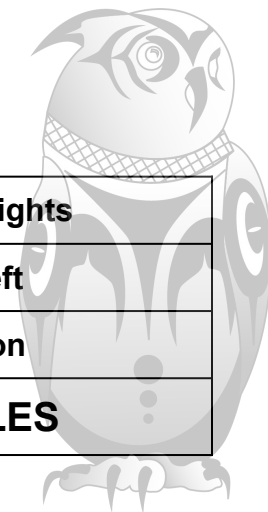
Reflection question:

What does this graphic reveal about Canada?

How might some of these elements show up in your organization?

How might your organization be actively perpetuating colonialism?

The Indian Act	The Civilization Act	The Bill of Rights
The Residential Schools	The 60's Scoop	Land Theft
The Electoral Franchise Act	Beast of the Land	Prohibition
STATE & STRUCTURAL VIOLENCE AGAINST INDIGENOUS PEOPLES		





Equality is giving everyone
a shoe

Equity is giving everyone
a shoe that fits

www.everyday-democracy.org





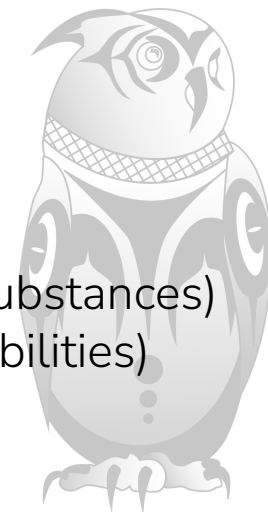
Who are equity-seeking groups?

Equity-seeking groups are communities that face significant colonial challenges in just existing in society. This “marginalization” could be created by colonial, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc.

Equity-seeking groups are those of us that identify key barriers to access, opportunities and resources due to colonial disadvantage and discrimination and actively seek justice and transformation.



- Indigenous peoples
- LGBTQ2+
- POC (the global majority)
- New Comers
- PWUS (people who use substances)
- PWD (people w/ diverse abilities)
- Women





EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

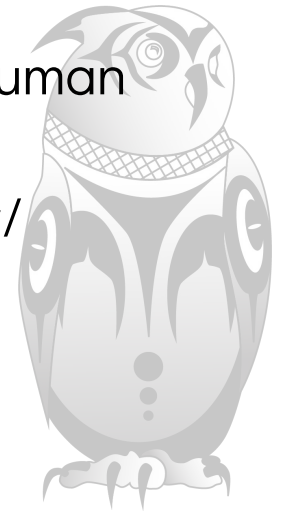
Sumon Al Mamun
MONDAY AT 3:55 PM



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

Equity factors:

- ❑ More (flexible) time
- ❑ Additional funding
- ❑ More flexibility in processes
- ❑ Less colonial Human Resources
- ❑ Transparency w/ community
- ❑ Accountability





EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

Sumon Al Mamun
MONDAY AT 3:05 PM '23

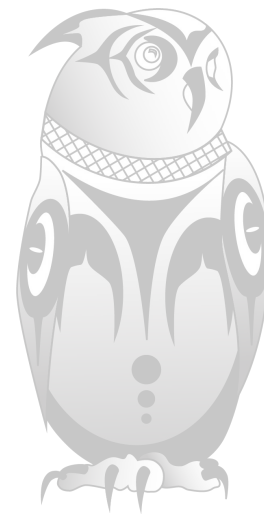


In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

DECOLONIZATION



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.





Leadership

Responsibility is hardwired into the change management process of your team and organization

Training

Develop an education/training strategy that aligns with your context

Hiring

Recruitment and retention plan

Equity

Workplace flexibility

Transformation

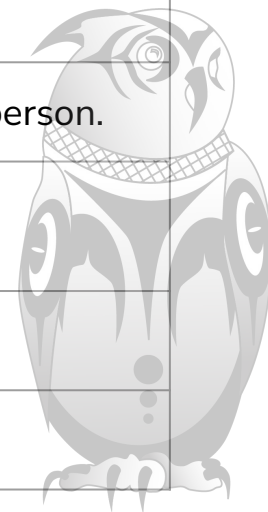
Always in a state of social change and transformation



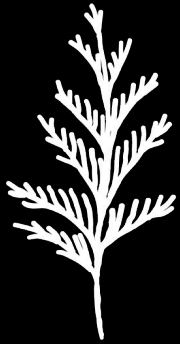


Hardwiring equity into our leadership:

A	Advocacy	Is this good enough?
B	Beneficence	Going out of your way to see people, hear them, validate them.
C	Compassion	Compassion is deeper than just being kind.
D	Dignity	People's rights, choices, and opinions are respected.
E	Empathy	The ability to understand and share the feelings of another person.
F	Fear	Fear is healthy and a good tool to have in your toolbelt.
G	Generosity	Real generosity hurts a little. It has to cost you something.
H	Humility	Put many people first. People before productivity.



Let's chat:




Turn to your neighbour.

Offer a reaction to what you just heard or learned:

- An 'aha' moment
- A feeling
- A memory
- What else does this make you think of?

3

Leading the change

A photograph of a person, likely of indigenous descent, wearing a wide-brimmed woven hat and a poncho with a geometric pattern. They are sitting in a forest, looking upwards and to the left. The image is overlaid with a semi-transparent dark green filter.

“Knowing oneself comes from attending
with compassionate curiosity to what is
happening within”
-Gabor Mate



10 things you need to know about Indigenous allyship:

1. Allyship is NOT self-proclaimed.
2. Indigenous peoples are the only ones that can deem a non-Indigenous person to be an ally.
3. Allyship is not a badge of honour, is not linear, or static.
4. You can only be an ally in a moment and that moment is rooted in ACTION.
5. We can only aspire to be an ally.





10 Things you need to know about Indigenous allyship:



6. Allyship does not trump accountability.

7. Speak up. Just don't speak over Indigenous voices.

8. Correction is a sign of respect. If we correct you, we respect you.

9. Advocate. You do not need to be Indigenous to advocate for reconciliation or decolonization.

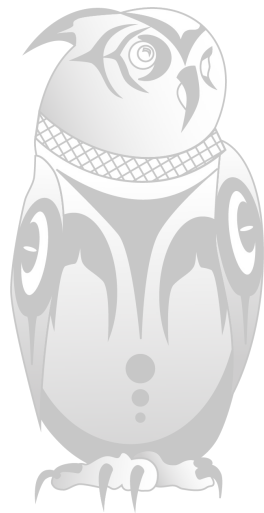
10. Seek feedback regularly.





The teaching of listening:

- Great speakers are first great listeners
- You have two ears and one mouth for a reason, so that you listen twice as often as you speak
- You have 3 ears, the two on the side of your head, and the one inside your heart
 - Replacing judgement with curiosity, creating a safe place for someone to say everything without judgement
- Listening with your heart creates understanding, it's hard to hate someone you understand, it's hard to be afraid of someone you understand





3 Strategies to talk about racism/discrimination

Call-out

To shut racism down

The goal is to end violent or unsafe behaviour regarding a person's race. This is best used in public or where no prior relationship exists with the person doing the behaviour. Safety is the main goal.

- You don't know the person
- You name it and ask the person to stop
- Done publicly
- Can make the person defensive

Call-in

To address unsafe behaviour

This is done within personal and professional settings where racist or culturally unsafe behaviour is being used. The main goal is education, feedback, and change in behaviour.

- There is a relationship with the person you are talking to
- Make it about the behaviour not the person
- You offer advice/information
- You offer gratitude and feedback in return

Lean-in

To create safe spaces for learning and feedback

This is done when we establish cultures of feedback and criticism in our teams. Leaders encourage open feedback among peers and to leaders on language, behaviour, and power dynamics. The goal is transformation and justice doing..

- Done with teams
- Laterally among peers
- Proactive
- Praised and celebrated





Anti-racism tools for your tool belt:

1

Train yourself to examine and re-examine your language and behaviour.



- ICS Terminology
- iTIEP Communication Guidelines
- Seek feedback and.
- give feedback to colleagues on their language/behaviour

2

Check-in with your prejudices. Ask yourself "How am I being prejudice?"



- In your team meetings
- When talking about First Nations, Metis, and Inuit
- When working in Indigenous context/projects

3

Pass on what you have learned.



- Tell your family what you learned
- Share with a colleague
- Do a social media post
- Share a social media post
- Write a reflection

4

Aspire to be an ally. You do not need to be Indigenous to talk/advocate for Indigenous Cultural Safety.



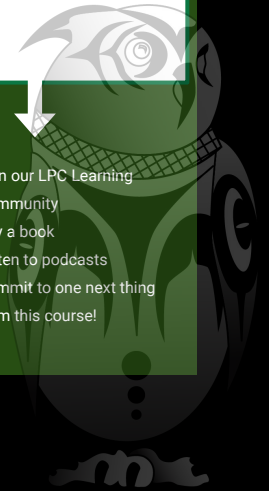
- Practice disciplined listening
- Speak up, but not over!
- Listen with your heart
- Be patient, present, and participate in Indigenous things

5

Commit to lifelong learning and unlearning.



- Join our LPC Learning Community
- Buy a book
- Listen to podcasts
- Commit to one next thing from this course!



“

**“Safety is not the absence of
threat... it is the presence of
connection”**

DR GABOR MATE

THANK YOU

HAY CX^W QΘ



CONTACT

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len@lenpierreconsulting.com



Feedback is our friend!

**PLEASE
EVALUATE
THIS
SESSION
WITH THIS
CODE:**

