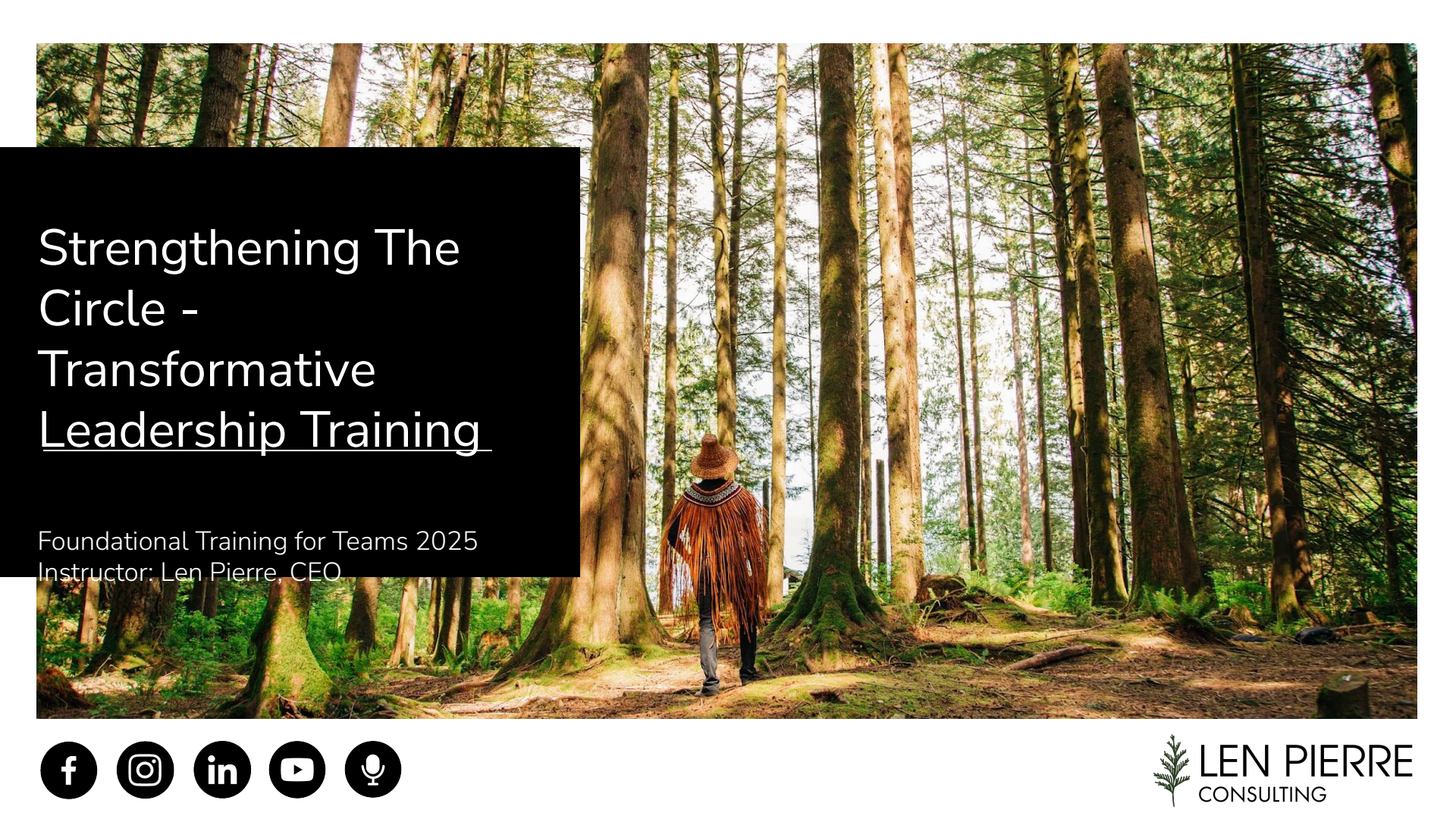


A person wearing a brown fringed poncho and a straw hat stands with their back to the camera in a forest of tall, moss-covered trees. The forest floor is covered in ferns and fallen branches. The scene is bathed in soft, natural light.

Strengthening The Circle - Transformative Leadership Training

Foundational Training for Teams 2025
Instructor: Len Pierre, CEO



LEN PIERRE
CONSULTING



Training Overview:

PART 1 - Transformative Leadership

- Define transactional, transformational, and transformative leadership

PART 2 - Trauma-Informed Leadership

- Identify common trauma responses in the workplace
- List equity and dignity-informed strategies for supervising staff

PART 3 - Responding to Lateral Violence

- Identify the origins of lateral violence
- Explore methods for creating a “feedback culture” in the workplace
- Discuss how to evade staff ‘burnout’





Certificate of Completion

Please email **Len** your reflective assignment. It can be 1-2 pages or a 3-5 minute video/audio clip.

Your submission should reflect your personal takeaways, insights, and a concrete commitment to leadership growth.

1. What did you learn about yourself as a leader in this session?
2. How will you use 1 or 2 of the tools from this training?
3. What is one commitment you will make as a leaders to continue strengthening the circle?

1

PART 1

Transformative Leadership



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

-Andy Warhol

Opening Question:



What's the difference between a
boss and a *leader*?

— and how does that difference
show up in Indigenous or
community-based workspaces?



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

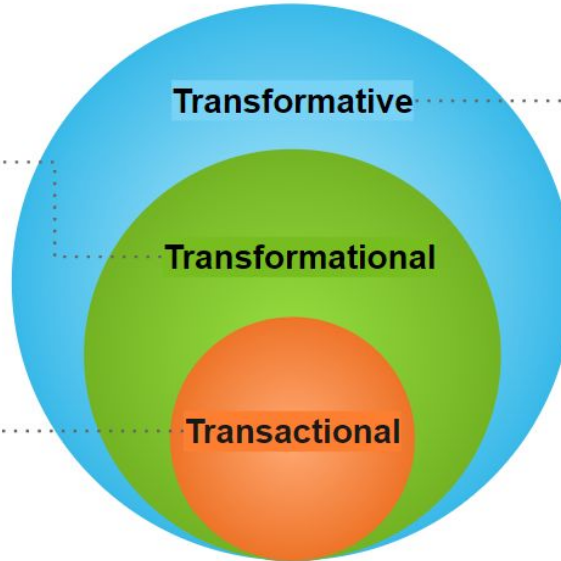


Transformative Leaders

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.**

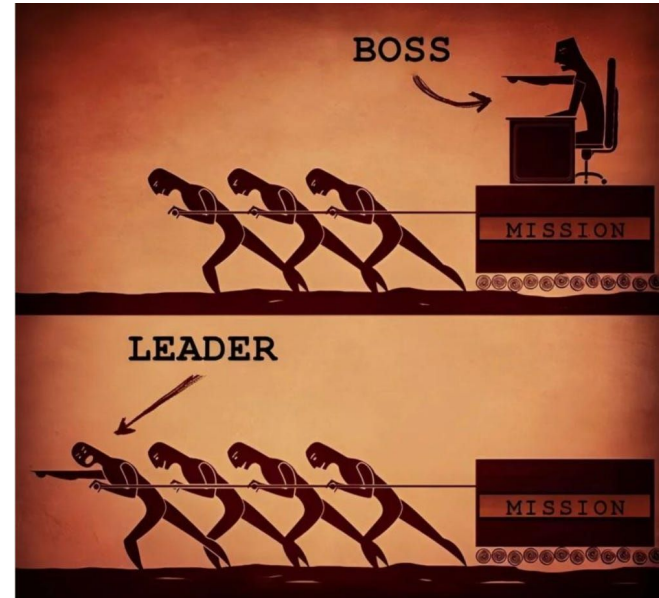
Sources: [CIO.com](#) and [Harvard](#)





5 Key Behaviours of Transformative Leaders

1. **Vision & Purpose**
 - a. Inspire others with clear, values-driven vision
 - b. Connect teams work to something meaningful and collective
2. **Empathy & Individualized Support**
 - a. See and honour people as individuals
 - b. Listen deeply, mentor, and support growth
3. **Innovation & Critical Thinking**
 - a. Encourage curiosity and new ideas
 - b. Challenge assumptions and invite creative problem-solving.
4. **Integrity & Authenticity**
 - a. Lead by example - align words and actions
 - b. Be transparent, humble, and accountable
5. **Courage and Accountability**
 - a. Take risks and act with conviction
 - b. Stand up for values and hold self and others responsible



PART 2:

Trauma-informed Leadership

02



Indigenous Specific Trauma

Pre-Contact

Death
Starvation
Tribal War
Separation
Flood
Fire
Earthquake
Physical injury

Targeted Trauma

Mass murder
Cultural genocide
Bio-warfare
Land theft
Displacement
Residential Schools
Indian Hospitals
Health experimentation
Child theft
Dog slaughters
State violence
Religious violence
Economic violence
MMIWG2S
Theft of horses
Manufactured consent

Intergenerational Trauma

Psychological assault
Ritual abuse
Gender violence
Cultural alienation
Suicidality
Mental illness
Toxic drug poisoning
Mass incarceration
Houselessness
Poverty
Survival crime
Addiction
Lateral violence
Blood quantum
Sexual assault
Political violence

Indigenous Health & Social Inequities

Mental illness
"Suicide"
Obesity
Heart disease
Kidney Disease
Incarceration
Drop-out of school
Designations
Diabetes
Asthma
Autoimmune disorders
Smoking
Alcohol
Unemployment
Cancer
Stroke
Gang Recruitment



We are not our traumas.

We are our intergenerational strength, grace, & resilience.

From Time Immemorial...

Social cohesion
Tribalism
Autonomy
Sovereignty
Culture
Spirituality

Protecting Community

Advocacy
Solidarity
Allyship
Comradery
Matriarchy
Matrilineal
2S Authority
Children are Central
Land as Relative
Stewardship
Authority
Self-determination
Sovereignty
Unity
Consensus
No one left behind

Intergenerational Strength

Ceremony
Indigenous Knowledge
Elders
Knowledge Keepers
UNDRIP
Human Rights
Indigenous Equity
Reconciliation
Two-Eyed Seeing
Social Justice
Diversity
Harm Reduction
Poverty Reduction
Lateral Kindness
Compassionate Leadership



Trauma Responses



FIGHT



FLIGHT



FREEZE



FLOP / FAWN

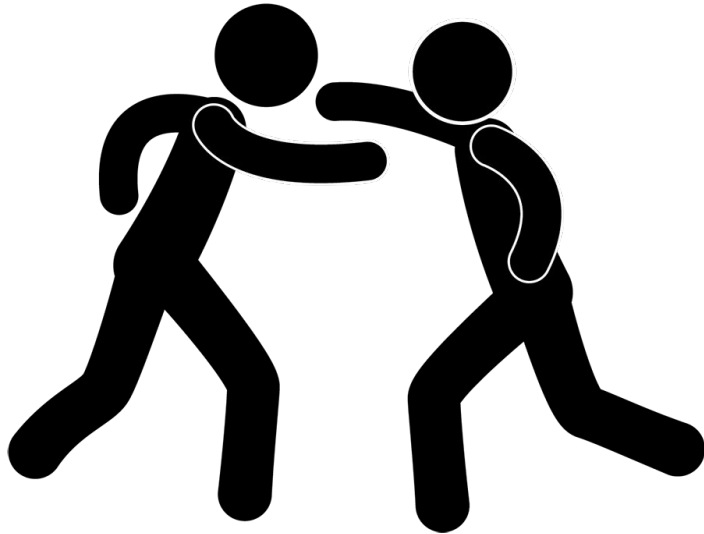


FRIEND





Fight Response



In the workplace:

- Hijacking meetings
- Cutting people off
- Passive aggressive
- Disagreeing with everything
- Body gestures

In the community:

- Yelling
- Slamming/breaking things
- Physical violence
- Banging fists on table





Flight Response



In the workplace:

- Showing up late
- Leaving early
- Missing meetings
- Used all sick time

In the community:

- “Spacing out”
- Not showing up to appointments or gatherings
- Avoiding staff/leaders





Freeze Response



In the workplace:

- Feeling unable to complete task/project
- Feeling overwhelmed by work
- “Work paralysis”

In the community:

- Learned helplessness
- Missing appointments
- Avoiding eye contact
- Avoiding social interactions





Flop Response



In the workplace:

- “Naysayers”
- “That will never work”
- “It’s all my fault”

In the community:

- Victim mentality
- Self-sabotage
- Total body collapse
- Visible lack of emotion





Friend Response



In the workplace:

- People pleasing
- Trauma-dumping
- Constantly focusing conversations on oneself

In the community:

- Constantly seeking approval
- Overly concerned with other family/members
- Using traumatic stories to gain sympathy



**The opposite of
trauma is not
healing.
The opposite of
trauma is
power.**





All Behaviour is a Form of Communication



Train yourself to ask these questions:

- “What is the behaviour communicating to me?”
- “How is the behaviour serving the person exhibiting the behaviour?”

The behaviour may not make sense to me, but it makes perfect sense for the person.





Equality

is giving everyone a shoe.

Equity

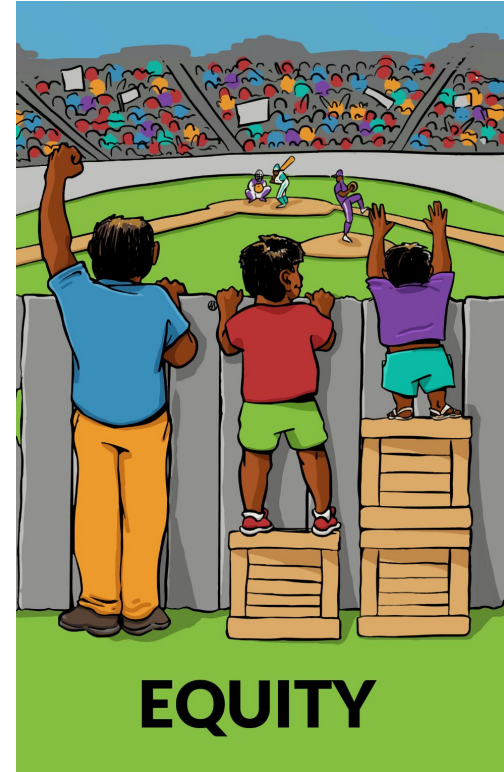
is giving everyone a shoe
that fits.





Equity Factors

- ❑ More time
- ❑ Additional funding
- ❑ More flexibility
- ❑ Culturally relevant
- ❑ Reciprocal
- ❑ Respect is hardwired
- ❑ Cultural Humility
- ❑ Less restrictions
- ❑ Functional designations





Trauma-Informed Tools for your Toolbelt

Content
Warnings

Asking
Permission

Offering
Choices

Changing
Language -
Resilience

Recognising
Trauma
Responses

Grounding

AND

Safety Planning

Awareness
of History

Social Change



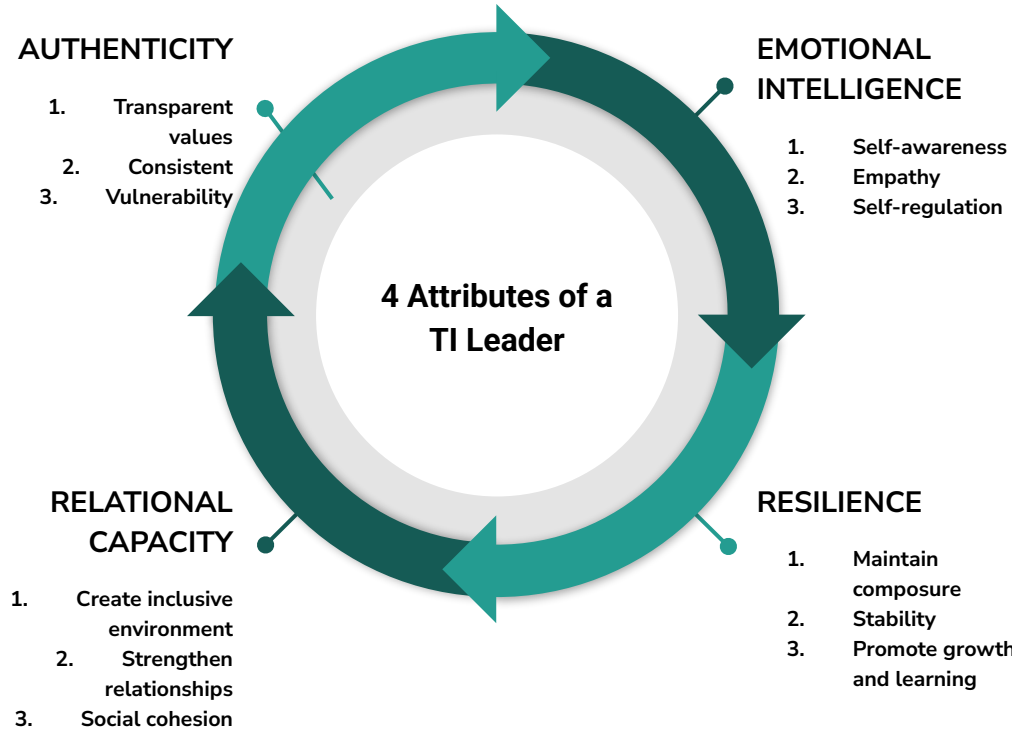


Trauma-Informed Communication Strategies



1. Appear calm
2. Slow down/pause
3. Mindful eye contact
4. Mindful proximity
5. Use invitational language
6. Smile
7. Empathetic
8. Patience (team-based)
9. Exit plan
10. Debrief





(Dr. Rebekah C. Lloyd, 2024)



3

Responding to Lateral Violence & Courageous Conversations



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



What is Lateral Violence?



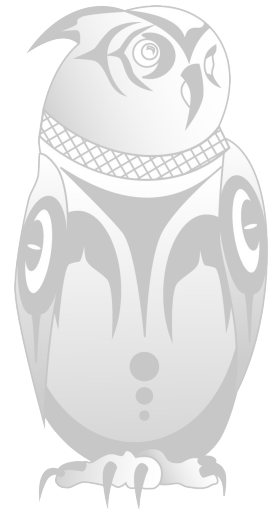
- Direct result of **colonial violence** on Indigenous peoples
- Rooted in intergenerational-trauma
- Hurt people, hurt people
- **But healed people, heal people, too!**
- Detrimental language
- Damaging behaviour
- Oppressive manipulation of internal systems and processes





Brainstorm: why might people use lateral violence?

- Stress
- Mental wellness
- Internalized racism
- History of abuse/violence
- Misunderstanding
- Substance use
- Inflation/Poverty
- Cultural alienation
- Feeling hopeless
- Addiction to power





Key takeaway:



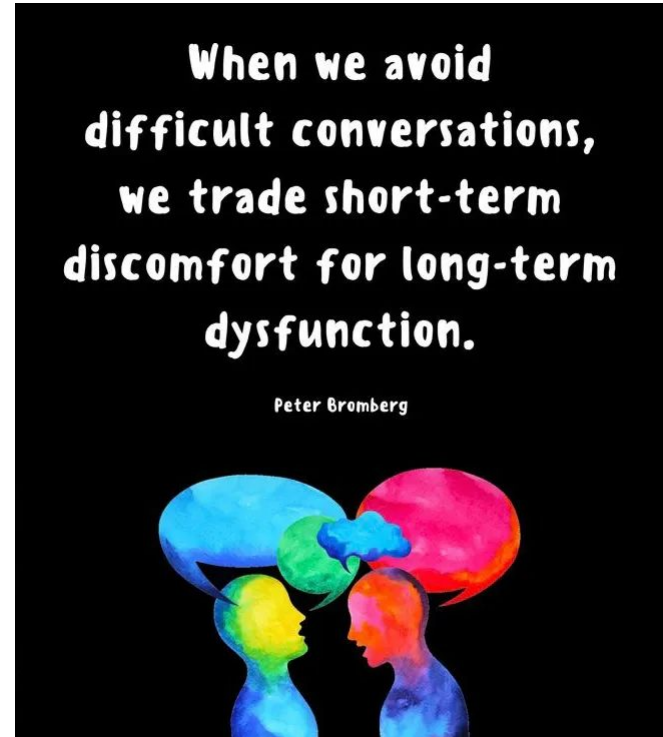
When working together, we do not always have to agree, we do not even have to like each other.

But we must always work together with respect and dignity.





On a scale of 1-10, how comfortable are you leading a difficult conversation?





Strategies to Talk about Unsafety

Call-Out

To shut Unsafety 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





Strategies to Talk about Unsafety

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





Strategies to Talk about Unsafety

Call-Up

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





Creating speak up/feedback culture:



- Commit to it!
- Role model it
- Encourage speaking up and hearing from everyone in meetings, feedback on projects, and in 1:1 scenarios
- Seek the wisdom of your team members
- Ask for permission to offer feedback regularly
- Look for feedback regularly.





The importance of debriefing:



- Promotes communication
- Strengthens team cohesion
- Promotes social strategies
- Review language/behaviour
- Respond with correction



THANK YOU

HAY CX^W QΘ



CONTACT

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Thank You for Joining Us at Len Pierre Consulting!



We value your feedback and invite you to take 1-2 minutes to share your thoughts on today's session.

- **Feedback helps us grow:** Your insights will be used to enhance future course offerings.
- **Your evaluation is anonymous:** Your honesty is appreciated and ensures your feedback is impactful.
- **Session Details:**
 - Course: Transformative Leadership
 - Instructor: Len Pierre

Use the QR code provided to access the evaluation form. For the first two questions, simply slide the scale to share your rating.

Thank you for helping us create meaningful and transformative learning experiences!

