

Leadership and Team Building
Workshop

Stz'uminus First Nation

Workshop Overview

To build on the knowledge and foundation from your first session regarding *Good Governance Principles*, with a specific focus on Leadership and Team Building

Ground Rules for This Session

- Please listen generously
- One voice at a time
- Be fully present
- Respect each other and respect the diversity of opinions and ideas - there are no wrong answers or silly questions
- Have fun
- Safety and confidentiality: what's said in the room, stays in the room

Review of the Five Principles of Good Governance

- **Legitimacy and Voice:** it is imperative for candidates to consider what they are promising, whether the concerns of the members can be met and fit in the goals of the First Nation
- **Accountability:** to Council, to the team that you work with to bring your best effort, skills and ideas to each meeting
- **Performance:** clearly define roles, who is responsible for what and how is it communicated and measured

Principles of Good Governance Continued

- **Fairness:** commitment to fairness builds trust that rules will be followed and members will be treated in an equitable manner
- **Direction:** embracing a common goal and purpose; living a united front and abandoning self-interest

- Institute on Governance (IOG)

Leadership Dialogue

- *What does leadership mean to you?*
- *What qualities and skills do you think a leader should possess?*

The ideal qualities of an Indigenous Leader cited as necessary to respond to the challenges of the 21st century:

- A positive attitude
- Courage
- Introspection and self-reflection
- Cultural identity
- Communication

- 90% Honest
- 78% Forward-looking
- 70% Inspiring
- 59% Competent
- 46% Broad-Minded
- 44% Supportive
- 43% Fair-minded
- 37% Intelligent
- 36% Dependable
- 29% Cooperative
- 25% Imaginative
- 24% Straightforward
- 21% Caring
- 20% Ambitious
- 20% Courageous
- 18% Determined
- 16% Mature
- 11% Loyal
- 9% Self-controlled

Management vs. Leadership

Management is doing things right;
Leadership is doing the right things

- Peter F. Drucker, The Practice of Management

Leadership

Cowardice asks the question: **is it safe?**

Expediency asks the question: **is it politic?**

Vanity asks the question: **is it popular?**

But conscience asks the question: **is it right?**

And there comes a time when one must take a position that is neither safe, nor politic, nor popular – but one must take it because it's right.

- Martin Luther King, Jr.

Servant Leadership

A First Nation Conceptualization?

- First Nation leadership is about meeting the needs of the entire community, about connecting with one's past and having a deeper appreciation that the actions of the leader will have an impact for seven generations in the future
 - Songs from the Circle: Leadership Lessons Learned from Aboriginal Leaders
- “I see myself as a servant and not as a leader. Servant-leadership is a spiritual thing, it's about allowing people their voice, it's not about me, it's not about my ideas and way of thinking”
 - Anonymous

A Leadership Definition

- Leadership is a **presence, not a position**
- Your title or leadership role is merely a tool – a means – to make a difference in your commitments. Making the decision to lead means that you are now a steward, holding “in trust” the people that you lead, regardless of whether they are employees, a political constituency or a family member

- David Irvine, The Authentic Leader

Authentic Leadership – Modelling the Way

Authentic leadership comes not from words, but rather from people *watching* you and *learning* from exemplary choices you make

- David Irvine, The Authentic Leader

Foundations of Leadership

Credibility:

DWYSYWD Principle: do what you say you will do

Trust:

is a result of first being trustworthy, and second, self-trust results from the courage – without blame – to take accountability for your decisions

BREAK

Human beings are learning beings. We begin learning while we are still in our mother's wombs, and unless something happens to close off our minds and paralyze our capacities, we keep learning throughout our entire lives. Learning is at the core of healing and development

Team Dialogue

- *What is a team and do you see yourselves as a team?*
- *What does team work look like for you currently?*
- *How have you operated in the past? What, if any, were the barriers to success? What were the lessons learned?*

What is a Team?

A team is a small number of people with complementary **skills** who are committed to a common **purpose**, set of **performance goals**, and **approach** for which they hold themselves **accountable**

- Katzenbach and Smith, Discipline of Teams, Harvard Business Review, March-April 2003

The Best Teams:

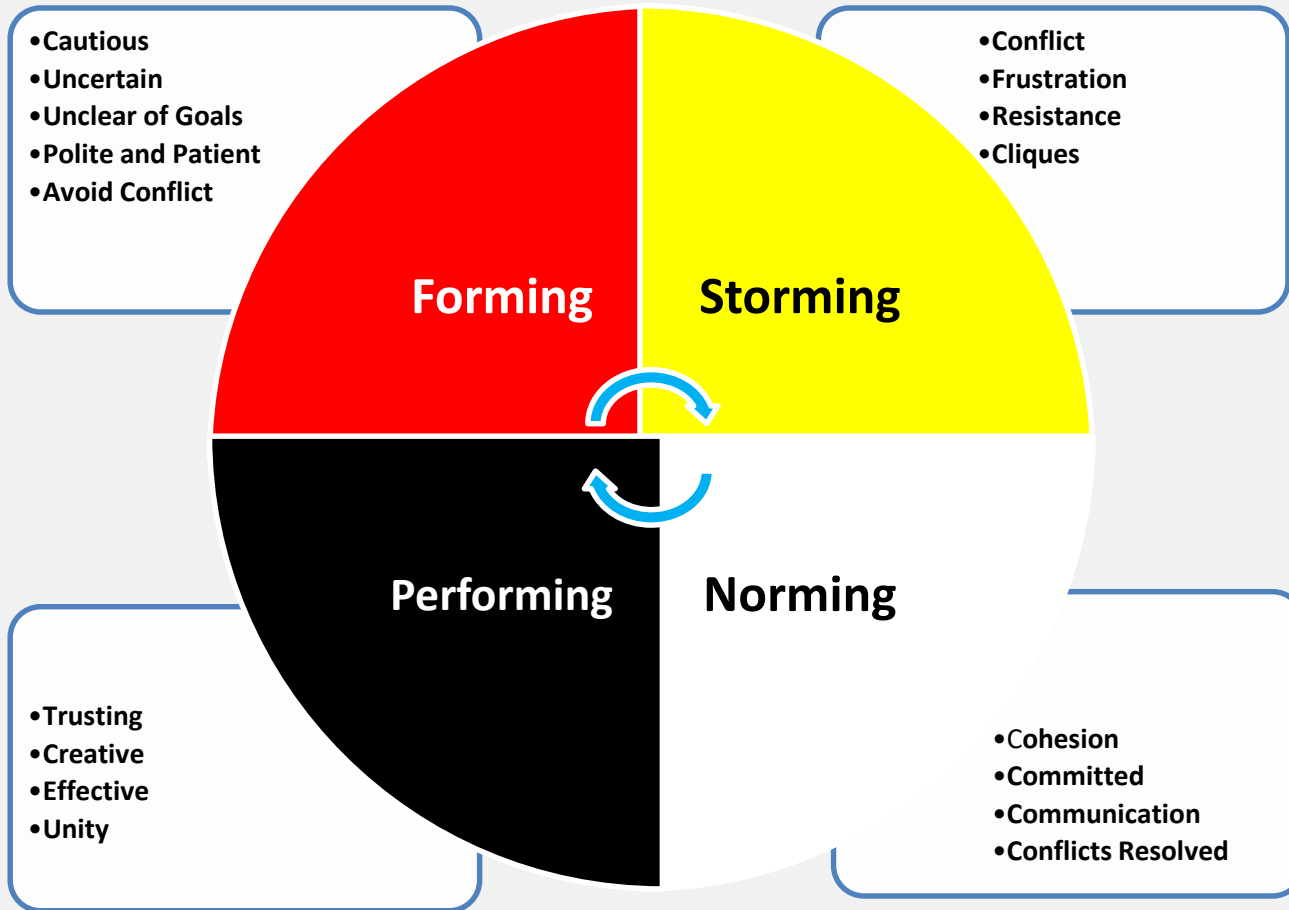
- The essence of a team is common **commitment**. Without it, groups perform as individuals, with it, they become a powerful unit of collective performance. Teams develop direction, momentum and commitment by working to shape a meaningful **purpose**
- The best teams invest tremendous time and effort exploring, shaping and agreeing on a **purpose** that belongs to them both collectively and individually. The best teams also translate their common purpose into **specific performance goals**

Teams Working in the Circle

- **Interconnectedness:** everything is connected to everything else. Therefore, any aspect of our healing and development is related to all the others (personal, social, cultural, political, economic, etc). When we work on any one part, the whole circle is affected
- **No Unity, No Development:** Unity means oneness. Without unity, the common oneness that makes us (seemingly) separate human beings into “community” is impossible. Disunity is the primary disease of community

- Hereditary Chief Phil Lane, Jr., Yankton Sioux and Chickasaw First Nations, Four Worlds International

Stages of Team Development



The 7 C's for Team Building

To proceed through the four stages of team development, leadership needs to consider the following:

- 1. Clear Expectations:** are the expected performance, outcomes and behaviours defined, communicated clearly and understood and respected by all?
- 2. Collaboration:** does everyone understand their respective roles and responsibilities? Is your team working together effectively interpersonally? Does the team have established group norms?

The 7 C's for Team Building

- 3. Commitment:** do you all feel that the community mission and vision are important? Are you committed to the community mission and expected outcomes?
- 4. Competence:** do you feel this team has the necessary skills, resources and strategies needed to accomplish its mission ? Are team members committed to continuous learning and development, through training, education, retreats etc
- 5. Creative Innovation:** are you really interested in change? Do you reward new ideas or do you prefer people who fit in and maintain the status quo?

The 7 C's for Team Building Continued

6. **Communication:** do you communicate clearly and honestly with each other?
 - **Constructive Dissent:** a productive team needs conflict because disagreement fosters creative thinking. It also helps to avoid groupthink where people always agree because they are afraid to disagree.
 - **Conflict Resolution:** how are conflicts raised in your team and how are they resolved ? Quickly? Constructively?

The 7 C's for Team Building

Team Charter – Bringing it All Together

7. **Charter:** it's a team agreement. Components of a Team Charter include:
 - a) Shared Values
 - b) Code of Conduct
 - c) Roles and Responsibilities
 - d) Mission Statement/ Vision
 - e) Protocols: meetings, decision making, dispute resolution
 - f) Skills Inventory
 - g) Team Improvement Goals, with set timelines

Charter Part (A): Shared Values

- Effective team building starts by establishing your team's core values
- On a team, the collective values define the culture, good or bad, functional or dysfunctional, of that team
- Great teams respect and closely share core values. Conflict and animosity often arise when someone's values are not being respected

Exercise: Stz'uminus Shared Values

As leaders of Stz'uminus First Nation, what do you value?

Guiding question:

***What is important to you as individuals
and as a collective?***

Stz'uminus Response: Shared Values

- Respect;
- Culture – everything is connected;
- Honesty – to self, team and community;
- Confidentiality;
- Accountability – hold self and teammates accountable for their actions;
- Others to be added, as necessary

Stz'uminus Response: Shared Values Cont'd

- In a larger sense, leadership values and envisions:
 - A healthy future for the community;
 - Education;
 - Building a pathway and future for the children;
 - Self-sufficiency;
 - Others to be added, as necessary

Charter Part (B): Code of Conduct

- **Community Norms:** how we treat each other
- **Ground Rules:** how we will work together
- **Rules of Engagement:** what are your expectations of yourself and your teammates
- **Code of Conduct:** behaviours and actions by which the team abides

Exercise: Stz'uminus Code of Conduct

As leaders of Stz'uminus First Nation, what are your ground rules for this team?

Stz'uminus Response: Code of Conduct

- Leadership already has a Code of Conduct which is to be reviewed on a regular basis. Some key obligations discussed were:
 - Leadership is responsible for the well-being of the people;
 - Pride and respect;
 - Confidentiality;
 - Members are subject to suspension;
 - Ensure members are not biased or influenced by outside opinions;
 - Commitment to continued learning and training

Charter Part (C):

Discussion on Roles and Responsibilities

- *Does everyone understand their respective roles and responsibilities on the Council? (both at the administrative and political level?)*
- *Do you delineate clear operational divisions between the political and administrative capacities of the organization?*
- *What do you see as your primary functions?*

Role of Chief

- Leader of the First Nation
- Acts as the head of the Council
- Chairs Council meetings
- Spokesperson of the community
- Coach
- **Other?**

Role of Council

- Political body of the First Nation
- Representatives of Community members
- Conduits of communication to membership
- **Advisors to the Chief**
- **Stand together on issues**
- **Planners for the community**
- **Other?**

Responsibilities of Council

- Representation:

- Represent the concerns and goals of the members to Council
- Represent the First Nation at all First Nations organization meetings;
- Act as a representative of the First Nation to the provincial and federal governments, organizations and interest groups;
- Do what you said you would do when you were elected: DWYSYWD principle (RE: credibility);
- **Participate on boards and committees**

Responsibilities of Council

- Conduits of Communication:
 - Attend Council meetings, make decisions and vote on issues;
 - Communicate and consult with members to understand their needs and concerns before making decisions;
 - Debate decisions internally and then “speak with one voice;”
 - Communicate BCRs to membership;
 - Keep informed about activities of the First Nation and neighbouring communities, to identify opportunities and interests
- Comply with the Oath of Office
- **Other?**

Stz'uminus Response: Primary Functions

- Governance;
- Building policy;
- Planning and direction;
- Accountability and Transparency, esp. in audits;
- Community Engagement;
- Others to be added, as necessary

Stz'uminus Leadership Commitments

Moving Forward

- Continue to build a Constitution (or Team Charter);
- To be role models in the community;
- Improve communication within the team;
- Improve communication with the community and stay ahead of the message;
- Need to determine how to engage the community and to ascertain the community's expectations of Council;
- Build on the reciprocal relationship and respect between Council and community;
- Revisit the Code of Conduct/ Oath of Office on a regular basis

Stz'uminus Leadership Commitments

Moving Forward Continued

- Build on the work already being done, ie. planning, goal setting and celebrate our accomplishments;
- Commitment to timelines – DWYSYWD and on time;
- Be part of a team in a positive way. Stay positive;
- Work on the trust and unity components of team building. Team speaks with one voice;
- Understand and respect the diverse ideas and skills all teammates bring to the table;
- Develop mechanisms to resolve conflict;
- Complete the Reflection and Action exercises at the end of this PowerPoint presentation

Being in the Canoe Together



Closing Remarks

- Hych'ka / Miigwetch
- Being in the Canoe Together / Bricklayers or Cathedral Builders?
- Reflection and Action Take Away Exercises: *Leadership, Communication Styles, Strengths and Weaknesses, Charter Building and Strategic Visioning*
- Closing Circle

Reflection and Action Questions: Leadership

- *What type of leader will you be?*
- *What qualities and skills do you currently possess and which ones do you need to improve upon?*
- *What leadership traits do you want to exhibit as you become a role model for others?*

Reflection and Action Exercise: Communication Styles

Communication Styles:

- Aggressive, Passive, Passive-Aggressive or Assertive
- It is important to know how your communication style is interpreted by others to avoid miscommunication and misunderstandings. The goal is to communicate with assertion and avoid aggressive, passive, passive-aggressive styles of communication

Reflection and Action Questions

Strengths and Weaknesses

- *List 3 to 5 **strengths** you currently possess as a team member*
- *List 1 to 2 areas in which you need to **improve** upon to become a more effective team member*

Reflection and Action Questions

Charter Building and Strategic Visioning

- *What is your preferred vision for this Council and for Stz'uminus First Nation?*

Additional Charter Components to Consider:

- Mission Statement/ Vision
- Protocols: meetings, decision making, dispute resolution
- Skills Inventory
- Team Improvement Goals, with set timelines

Closing Circle Questions

- *What do you bring to the circle of leaders?*
- *What one thought or feeling do you want to share about your experience today?*