CSSEA

Working in Good Relations:

Engaging with First Nations Communities

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CONSULTING

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Intention Setting

Tone · Safety · Intention

At JLC we are led by connection before intention.

Meaning, we honour relationality before an agenda.

Our time together is shaped by the experiences in this room and support one another in learning, not perfection.

We come with open minds and open hearts,
and we commit to listening as deeply as we speak.

This is a shared space; questions are welcomed throughout.

Positioning Our Voice

Joyce Leppington Consulting is grounded in Coast Salish territories and shaped by relationships across many Nations and communities.

This work is informed by lived experience, Indigenous teachings, and collaboration with Elders, knowledge holders, colleagues, and allies committed to decolonial practice.

We do not speak for all Indigenous peoples. We speak from our relationships, our responsibilities, and our place.

We honour the territories on which we gather and welcome the wisdom and lived experience present in this room.

Training Overview

Section 01

Understanding Relationships with First Nations Communities

Understanding the systems, histories, and realities that shape relationships.

Section 02

Communication, Conflict & Consultation

Understanding how our approaches influence trust and collaboration.

Section 03

Two-Eyed Seeing – Leadership in Practice

Bringing different worlds together to strengthen leadership and decision-making.

Workshop Objectives



01 Explore First Nations governance, systems, and organizational responsibilities.

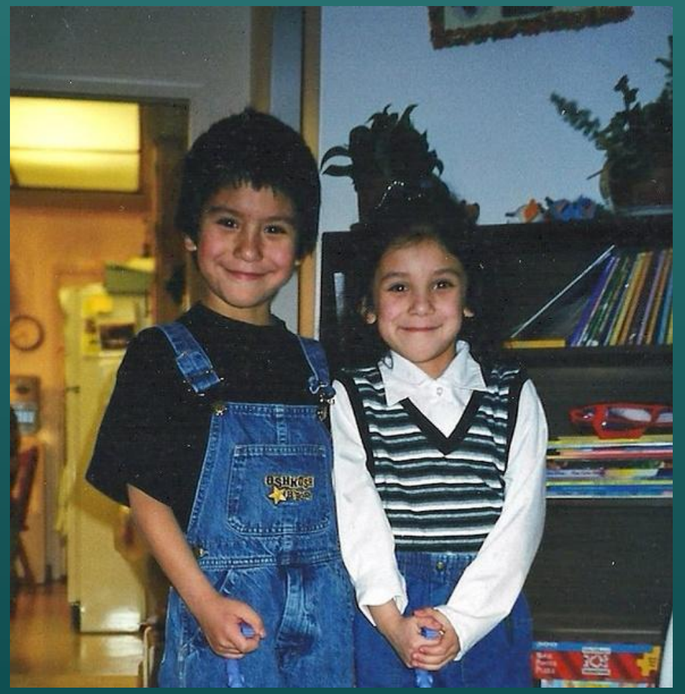
02 Examine how relationships and experiences shape communication.

03 Strengthen approaches to navigating conflict, consultation, and communication.

04 Apply Two-Eyed Seeing to leadership and working in good relation.

The Work You Do Matters





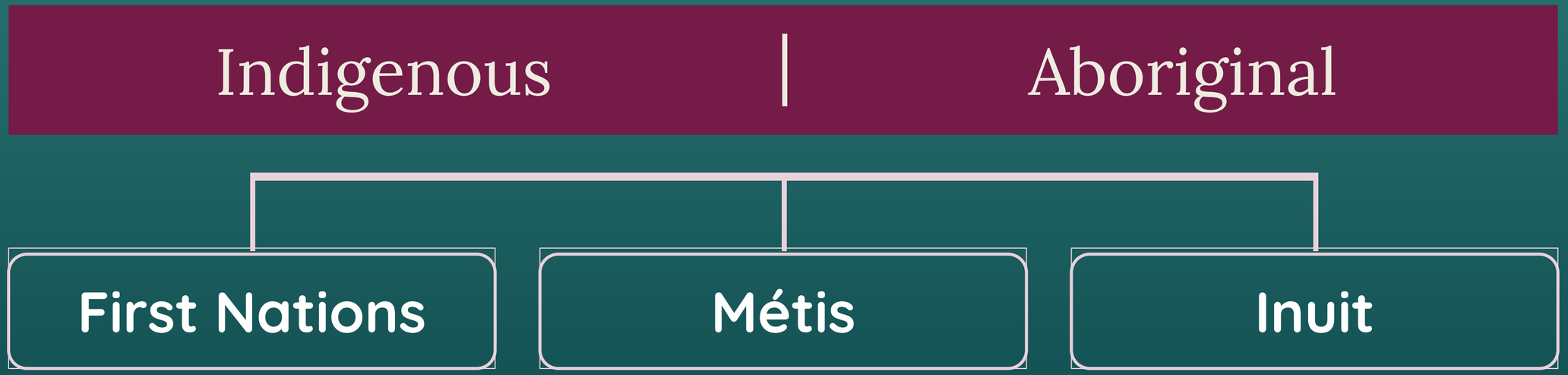




SECTION 1

Understanding Relationships with First Nations Communities

Indigenous Context



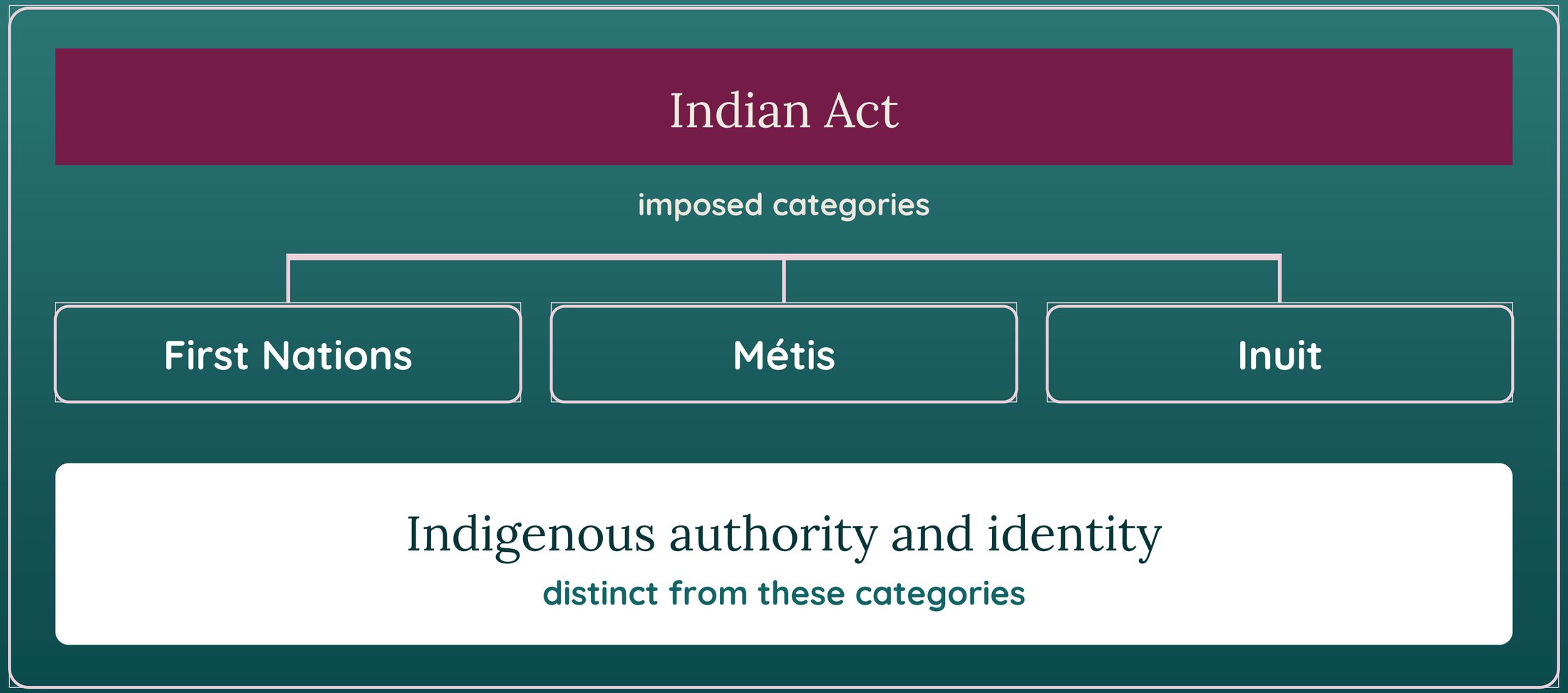
SECTION 1 & 2

Language Matters: Why?

Language shapes how we understand people, systems, and relationships. The words we use can reinforce assumptions or create opportunities for understanding.

> The words we use create understanding.

The Indian Act: Understanding Systems



What Are We Not Seeing?

Organizational lens

When challenges arise within your organization, have you ever seen responsibility placed on CSSEA for something that may be shaped by government funding, policies, or decisions beyond its control?

Community perspective

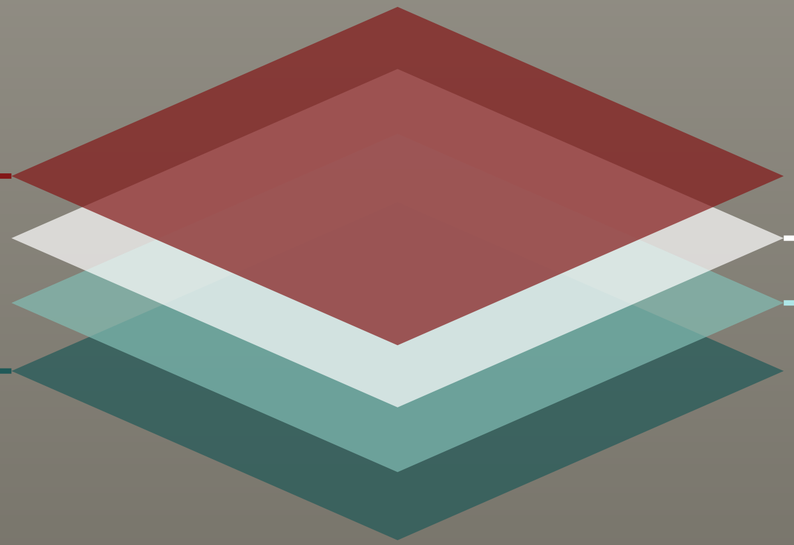
Now consider how often we approach First Nations communities with similar assumptions. Do we always understand the systems they're navigating before making judgments about their leadership, decisions, or willingness to work with us?

Understanding someone's responsibilities is not the same as understanding the systems they're required to operate within.

Systems Shape Our Understanding

What is Experienced

We reinforce & perpetuate what we've learned to understand and what we haven't learned to understand



Our Responses

Communication • Decisions • Behaviours

Our Environment

Systems • Education • Culture • Experiences

Our Understanding

Beliefs • Assumptions • Expectations

Reflection

Write down one takeaway you had from this section.

Break



SECTION 2

Communication, Conflict & Consultation



Communication

What is it?

Communication is not defined by one person speaking.

It is defined by shared understanding between all people involved.







How Communication Happens

WHAT I SAY



is shaped by
my
experiences

MEANING IS CREATED in between



through relationship, listening, curiosity, and openness

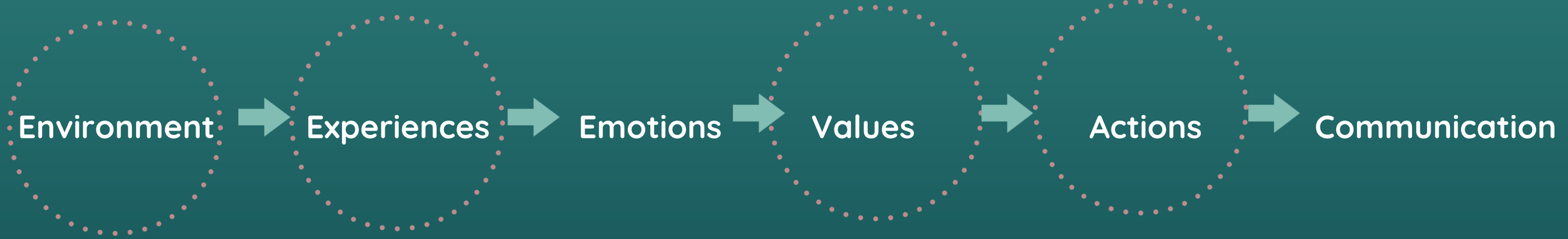
WHAT YOU HEAR



is shaped by
your
experiences

COMMUNICATION IS NOT JUST SPEAKING. **IT IS UNDERSTANDING.**

What Shapes Communication



This is socialization. Communication is not random.

Understanding Conflict & Lateral Violence

DIFFERENT LENSES

Conflict

Inevitable & Natural

Conflict will always happen because we all experience the world through different lenses, backgrounds, and values.

Shared Space & Dialogue

Arises from differing ideas, goals, or viewpoints expressed openly between people.

Opportunity for Growth

When handled with respect and curiosity, conflict leads to deeper understanding and stronger relationships.

SIDEWAYS HARM

Lateral Violence

Hurt Directed Sideways

Harm or hurt directed toward peers, coworkers, family, or community members rather than addressing the true source of distress.

01 Pain
Unaddressed emotional hurt projected onto peers.

02 Trauma
Deep wounds affecting safety and connection.

03 Powerlessness
Systemic loss of control leading to internal conflict.

04 Colonial Dynamics
Historical oppression and learned survival behaviors.

Understanding Harm & Trauma





Pair Activity

Name a time when a conversation/text/or email didn’t go as planned, what happened? What were your intentions?

Community & Workplace

Community realities don’t stop at the workplace.



Workplace expectations don’t pause for community realities.

Two realities, one relationship

Communication to Navigate Conflict

Call-Out

Directly addressing harmful behaviour or actions.

While sometimes necessary for accountability, the approach can create defensiveness, shame, or further conflict depending on how it is delivered.



Call-In

Inviting someone into a respectful conversation grounded in curiosity, understanding, and accountability.

Creates space for reflection rather than blame.



Lean-In

Navigating difficult conversations in real time with emotional awareness, curiosity, and respect.

Requires practice, self-regulation, and a willingness to understand.

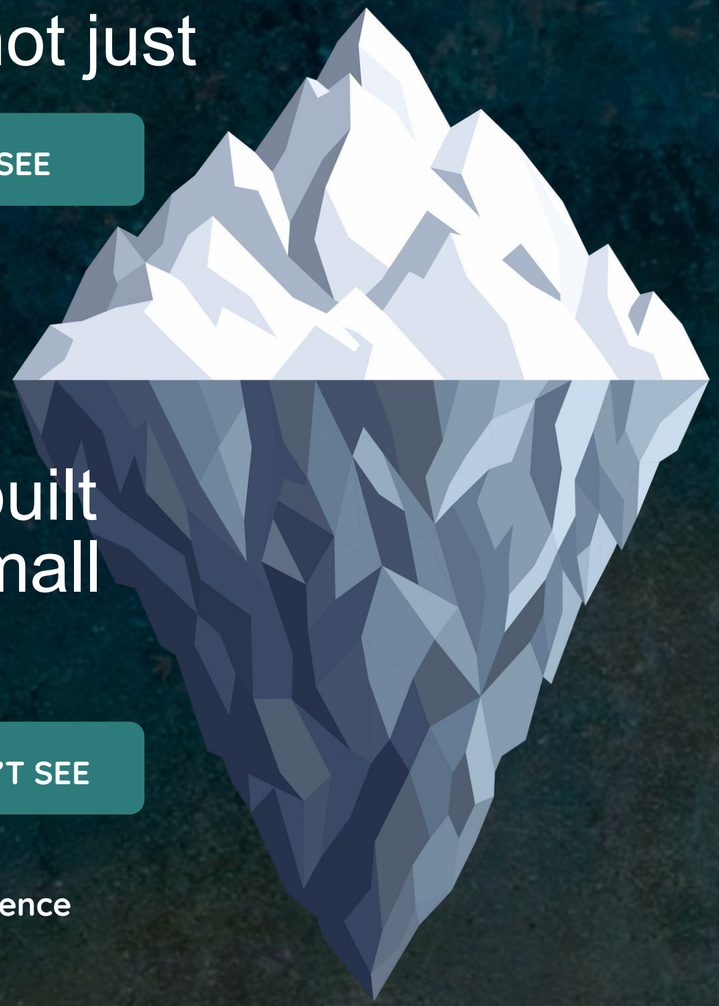


Safety is Built Through Small Moments

Safety is not just

WHAT PEOPLE SEE

Just the beginning.



Safety is built through small moments

WHAT PEOPLE DON’T SEE

Where meaning, emotion, and experience shape everything.

Tone

→ how we speak carries meaning

Timing

→ when we respond matters

Body Language

→ what we communicate without words

Listening

→ creating space to be heard

Consistency

→ showing up in steady ways

Follow Through

→ doing what we said we would do

Consultation vs. Meaningful Engagement

Consultation

Formal & Transactional Approach

- Process-driven
- Defined obligations
- Timelines & requirements
- Documenting outcomes

THE BRIDGE

Relationship, trust, & shared understanding

Meaningful Engagement

Relational & Collaborative Approach

- Relationship-driven
- Mutual understanding
- Ongoing communication
- Trust & accountability

"Meeting a requirement does not automatically mean we've built a relationship."

Cultural Safety in Practice

CULTURAL SAFETY

Communication

Listening to understand, not simply to respond.

Power

Recognizing who makes decisions and whose voices are heard, making changes where needed.

Trust

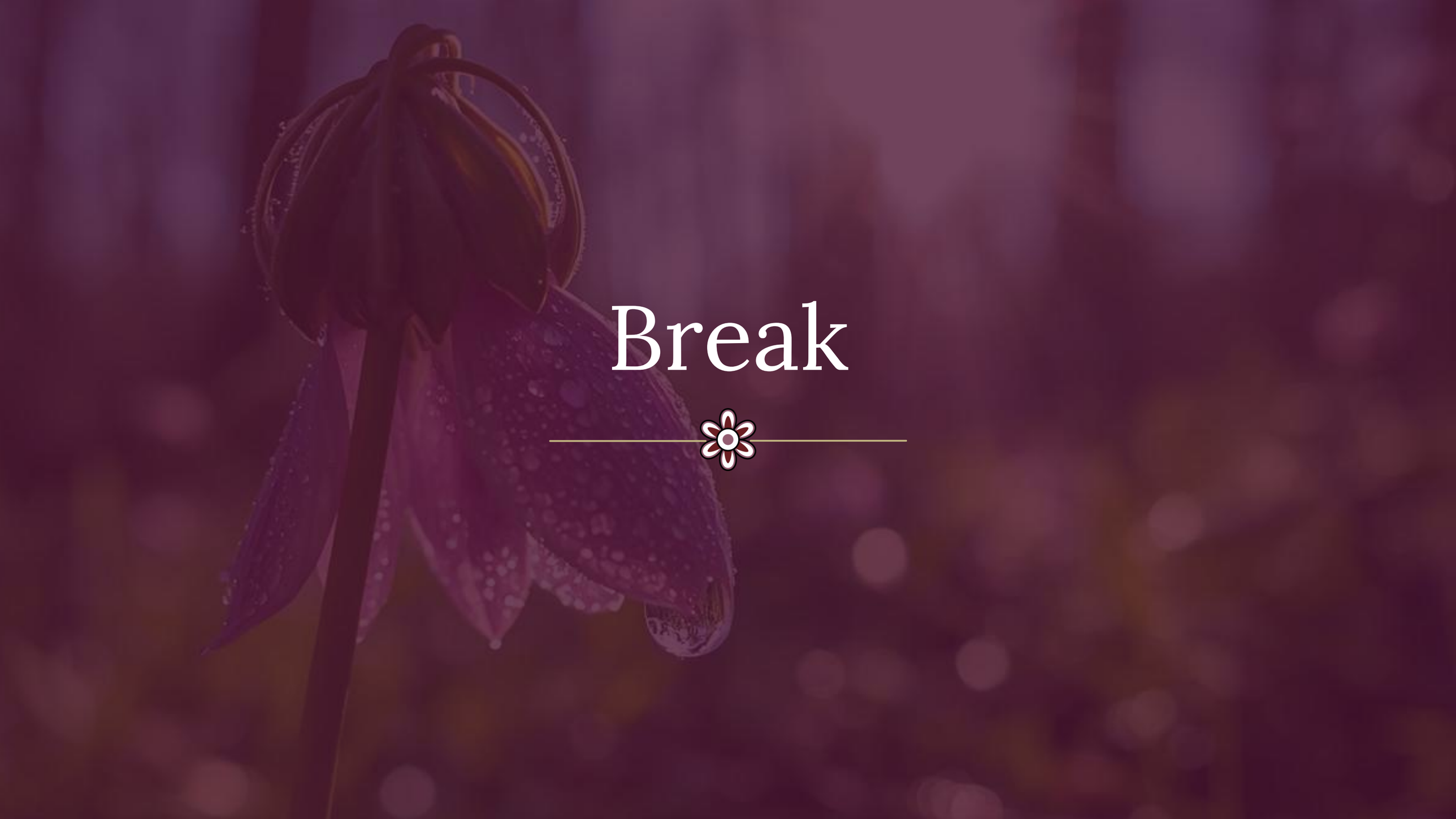
Building relationships through consistency and transparency.

Accountability

Following through on commitments and addressing harm.

An ongoing practice of addressing power imbalances, building trust, and remaining accountable to how others experience our actions.

Break





SECTION 3

Two-Eyed Seeing: Leadership in Practice













Two-Eyed Seeing

Learning to:

- Recognize different knowledge systems (Indigenous & Western)
- Understand that multiple ways of knowing and experiencing the world exist.

Mi'kmaw Elder Albert Marshall

“

Two-Eyed Seeing is being able to understand that there are multiple realities that walk alongside your own.



Joyce Leppington

FROM SELF → WIDER SYSTEMS



“

We are not just working in the system; we are the system.

Cultural Competency vs. Cultural Intelligence

	Cultural Competency	Cultural Intelligence (CQ)
Focus	Gaining knowledge about other cultures	Building relationship through humility and adaptation
Approach	Checklist of behaviors or facts	Ongoing relational learning
Perspective	Knowing about 'them'	Understanding 'us' in relationship

Cultural Competency vs. Cultural Intelligence

	Cultural Competency	Cultural Intelligence (CQ)
Mindset	Fixed – 'I've learned enough'	Growth – 'I will keep learning'
Risk	Tokenism or stereotyping	Self-awareness and accountability
Cultural Safety	Often implied or assumed	Built through reflection, humility, and practice
Power Dynamics	May reinforce dominant norms	Invites critical reflection on one's own power/position

“

Cultural Competency says: I’ve learned enough about you.
Cultural Intelligence says: I will keep learning about us.

Cultural Awareness = Recognizing difference & understanding we don’t fully know.

Cultural Safety = Action

Individualism Vs. Collectivism

Exploring Worldviews, Teachings & Values

INDIVIDUALISM

Core Worldview

Focuses on personal autonomy, self-reliance, and individual rights and goals.

Key Teachings

Encourages independent thinking, personal accountability, and unique self-expression.

Primary Values

Freedom, personal achievement, privacy, and self-fulfillment.

“How Do Different Worldviews Shape Our Expectations and Decisions?”

Bridging

COLLECTIVISM

Core Worldview

Emphasizes group harmony, interdependence, and community cohesion.

Key Teachings

Prioritizes shared responsibility, duty to family/group, and relational consensus.

Primary Values

Cooperation, unity, loyalty, and collective well-being.

Activity

TWO-EYED SEEING/EMOTIONAL IQ

What Legacy Will You Leave?

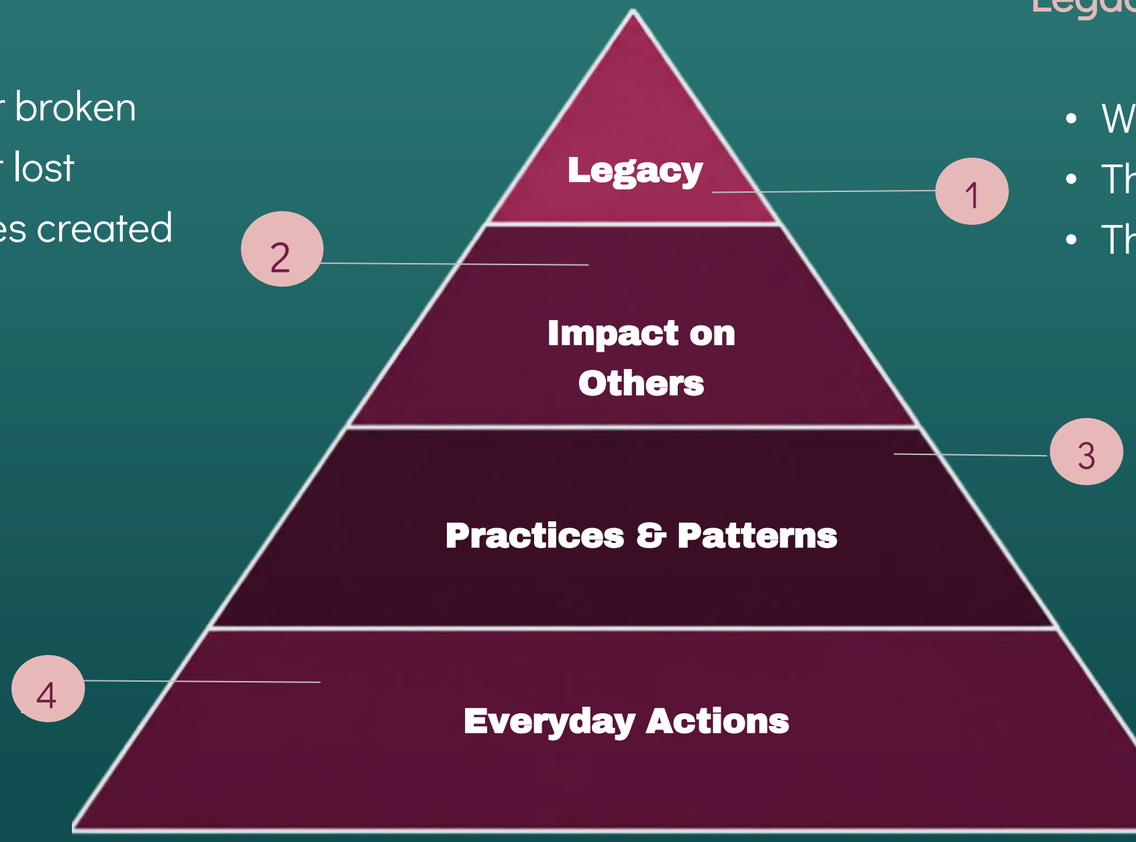
Legacy is built through everyday decisions. It is not simply what we are recognized for, but what remains after we leave.

Impact on Others:

- Trust built or broken
- Safety felt or lost
- Opportunities created or withheld

Legacy:

- What remains after you leave
- The conditions others inherit
- The culture you helped shape



Everyday Actions:

- How you listen
- How you speak
- How you make decisions
- How you treat people when no one is watching

Practices & Patterns:

- Policies you uphold or challenge
- How you use power and resources
- What you normalize on your team

“

Before we judge a decision, understand the system.

Before we respond to a conflict, understand the relationship.

Before we lead, recognize that our reality is not the only reality.



KW'AS HÓ:Y (THANK YOU)

We Welcome Your Reflections

Your feedback matters. Please take 1–2 minutes to share your thoughts on today's session.

Your reflections help us strengthen this work and remain accountable to the communities we serve. Responses are anonymous, and honesty is appreciated.

Session Details:

Course: Working in Good Relations: Engaging with FN Communities
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