

Introduction to Two-Eyed Seeing & Transformative Leadership

Foundational Training for Teams 2025
Instructor: Joyce Leppington, Consultant





Intention Setting

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

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

Positioning Our Voice

Our consultancy is based on Coast Salish Territory and includes people who belong to many nations. We pull on the wisdom of many colleagues, allies and relatives of diverse histories to support people in the work of decolonization.

We always welcome the wisdom of other experiences and of the territories on which we gather as we do this important work together.





Main Conversation Ideas

1. What is Two Eyed Seeing?
2. Why is it important?
3. Tools for your professional toolbelt
4. Open dialogue (Q & A)





Before We Begin

Who has previously
taken an ICS course?

Who has taken a
workshop on Two-Eyed
Seeing?

What have you
heard?

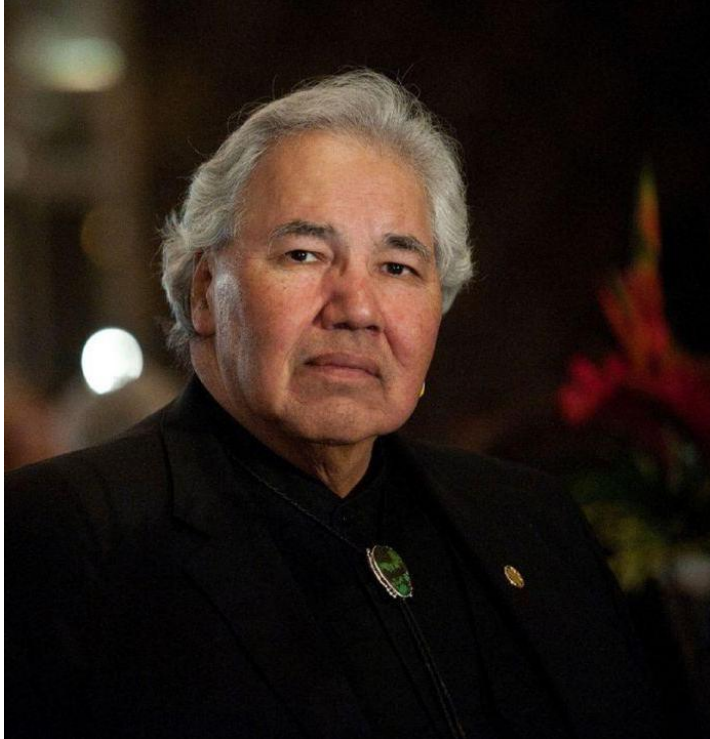
What would you
like to know?



Colonial Socialization & Ideology



Colonial Socialization



“While Indigenous children were being mistreated in residential schools by being told they were heathen, savages and pagans and inferior people -- that same message was being delivered in the public schools of this country.”

-Justice Murray Sinclair





Illustration: Vernon Mould, Upper Canada College

This image from *Breastplate and Buckskin*, a Canadian history textbook used for several decades from the 1950s on, depicts Indian "warriors" "dressed as devils" who "pranced about" trying to scare Cartier. In response, the text claimed, "The Frenchman smiled."





43 FOR TERMS, ETC., SEE FOURTH PAGE.

REPUBLICAN UNION NOMINATIONS.

State Ticket.

For Governor.....STEPHEN MILLER, of Stearns.
For Lieut. Governor.....CHAS. D. SHENWOOD, of Fillmore.
Secretary of State.....DAVID BLAKELY, of Olmsted.
Auditor of State.....CHAS. MOHRATH, of Nicollet.
State Treasurer.....CHAS. FRUTKIN, of Washington.
Attorney General.....GORDON E. COLE, of Rice.
Clerk Supreme Court.....GEO. F. POTTER, of Houston.

County Ticket.

For State Senator.....THOMAS SIMPSON.
For Representatives.....EARLE S. YOUNG.
.....THOMAS P. DIXON.
.....LENN R. KING.
For Sheriff.....MATTHEW G. NORTON.
For Treasurer.....N. PAUL HILBERT.
For Surveyor.....EDWARD ELY.
For Coroner.....

The State reward for dead Indians has been increased to \$200 for every red-skin sent to Purgatory. This sum is more than the dead bodies of all the Indians east of the Red River are worth.



A CHILD IS WAITING

Happy, Playful Girl



Shari, 3, . . . loves to be hugged and cuddled. She is talking, repeating what others say and is more attentive. She is attending a speech therapy program once a week and her foster mom does speech exercises with her at home. Shari loves to be hugged and cuddled. At first, she is shy with strangers until she knows that you can be trusted.

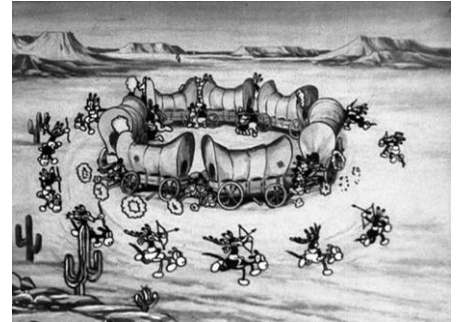
A CHILD IS WAITING



JASON, A LOVABLE LITTLE CHARMER is all boy.

Youngster loves outdoors

Don't let his serious look fool you, twenty-month-old Jason is a happy boy who enjoys playing with his children and adults. For the first months of his life, Jason had a few health difficulties. Later than the occasional cold, he got the grand health scare. He got an encephalitis rash on his face. The rash came and went and is treated with more medicine.



Let's talk:



Turn to your neighbour.

Offer a reaction to what you just heard or learned:

- An 'aha' moment
- A feeling that came up for you
- A memory of what you experienced
- What else does this make you think of?



The Pathway to Harm

Colonial Socialization:

A colonial process of learning to see, treat, and behave a certain way towards Indigenous peoples

Stereotypes:

Widely held and oversimplified ideas about First Nations, Metis, and Inuit peoples

Prejudice:

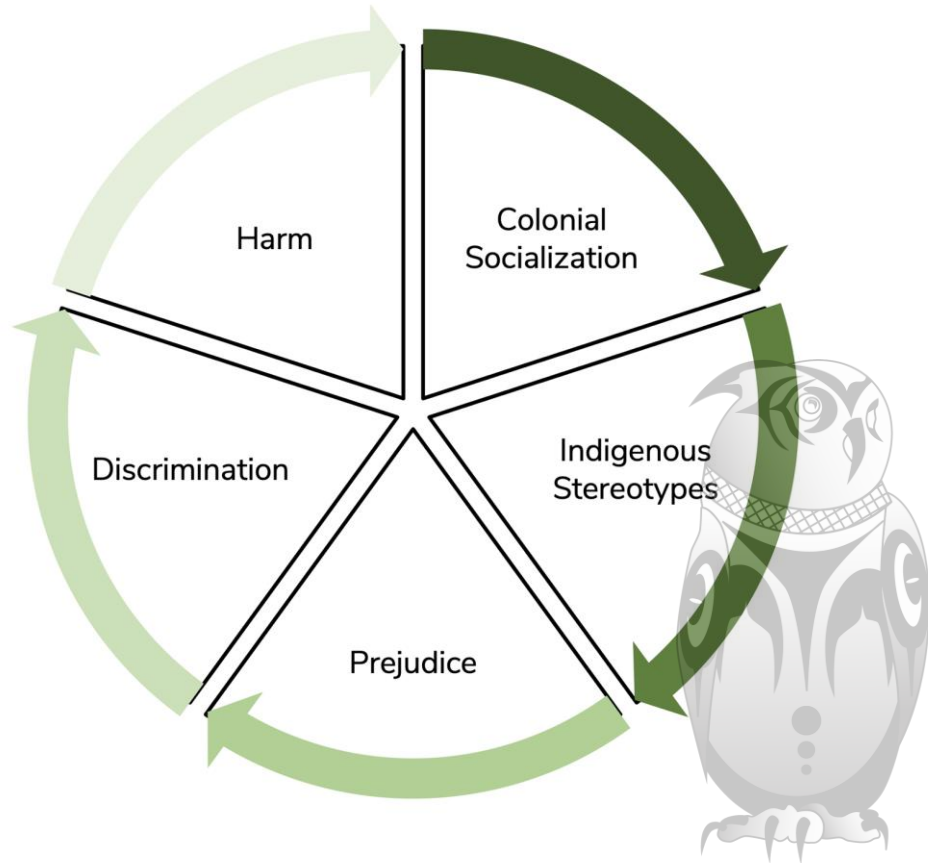
Predetermined judgements about other cultural groups in society

Discrimination:

Treating people differently because of prejudice beliefs

Harm/Colonial Violence:

Mental, social, physical, emotional, or land-based injury which is deliberately inflicted



1

What is Two-Eyed Seeing?



“Knowing oneself comes from attending with compassionate curiosity to what is happening within.”

— Gabor Mate



Question:

What has Indigenous knowledge contributed to in the contemporary world?





Two-Eyed Seeing



Two-Eyed Seeing embraces
“learning to see from one eye with
the strengths of Indigenous
knowledges and ways of knowing,
and from the other eye with the
strengths of mainstream
knowledges and ways of knowing,
and to use both these eyes together,
for the benefit of all”.

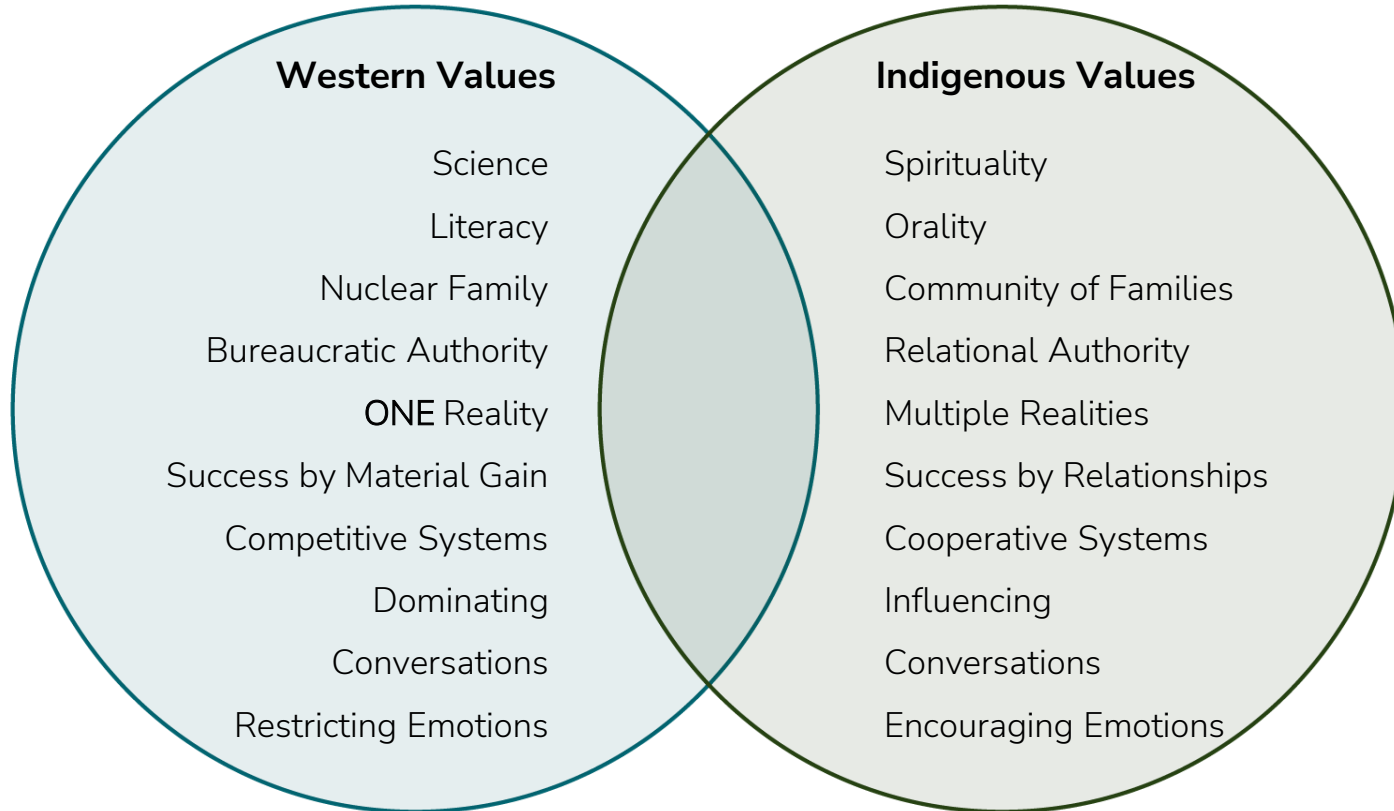
— Elder Dr. Albert Marshall





Two-Eyed Seeing

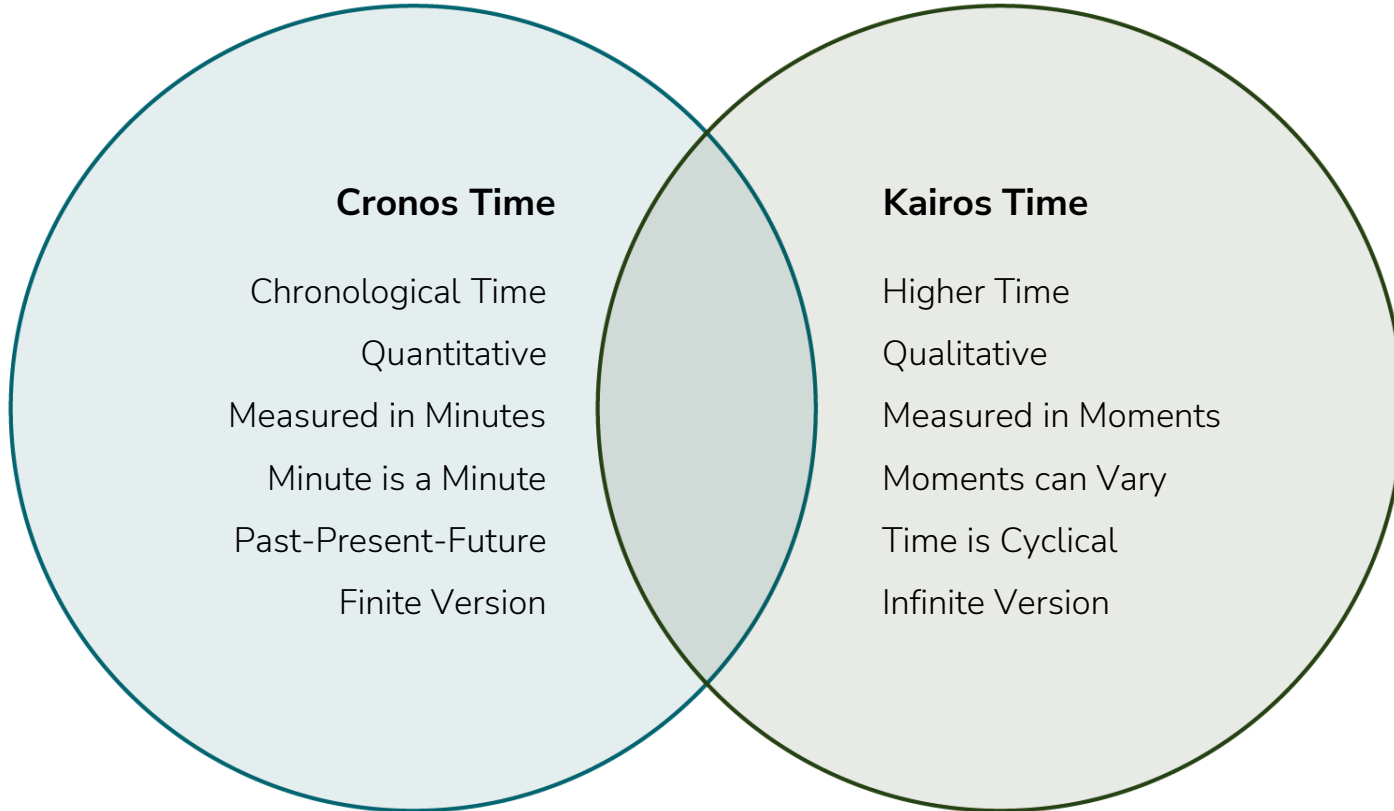
CULTURAL AWARENESS AND RESPONSIVENESS





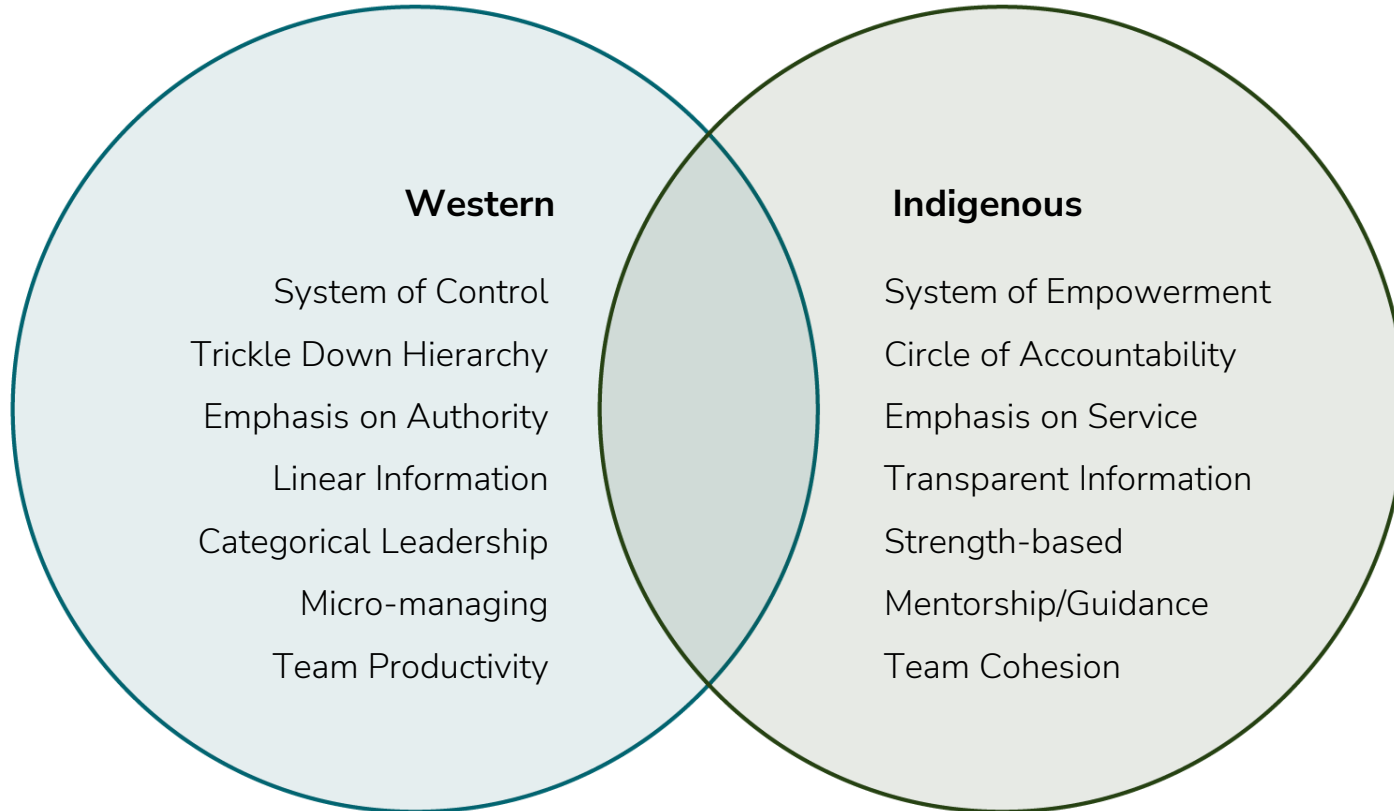
Two Perspectives on Time

LEVERAGING TIME FOR SAFETY





Two Approaches to Leadership



2

Why Two-Eyed Seeing?







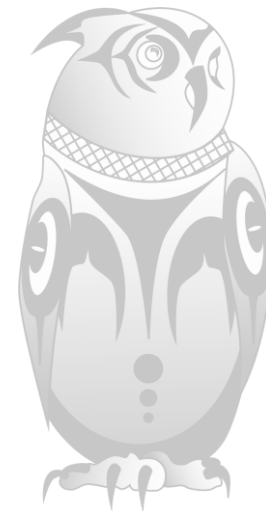
Allyship vs. Saviourism:

ALLY:

- SOCIAL JUSTICE FRAMEWORK
- SERVANT LEADERSHIP
- WORKING FOR JUSTICE
- PRESENCE
- PARTICIPATION
- OVER TIME

SAVIOUR:

- CHARITY FRAMEWORK
- “DO IT FOR YOU”
- WORKING FOR SELF
- TALKING WITHOUT ACTION
- SPEAKING ON BEHALF OF GROUPS
- MAKING ASSUMPTIONS ABOUT GROUPS YOU ARE REPRESENTING
- SOLELY RELYING ON THE ADVICE OF PANEL ADVISORY



Reaction Commercial Break

Turn to your neighbour.

Offer a reaction to what you just heard or learned:

- Comment
- Question
- Doubt
- Frustration
- Excitement
- Aha moment

3

Professional Tools

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



Cultural Safety Spectrum

Cultural Avoidance

Cultural Awareness

Cultural Sensitivity

Cultural Safety

Cultural Advocacy



Superiority

Apathy

Dominating

Saviourism

Censoring

Remaining Silent

Limiting

Exploiting

Consuming

Aggressive

Violent

Humbleness

Humility

Compassion

Empowering

Allyship

Speaking Up

Asking Questions

Sharing

Attend To

Vulnerability

TRANSFORMATION

We listen, we learn, we lean in, we change.

**SUPPORTING THE
TYRANNY OF EFFICIENCY**

Productivity, efficiency, data, hierarchical, time, etc.



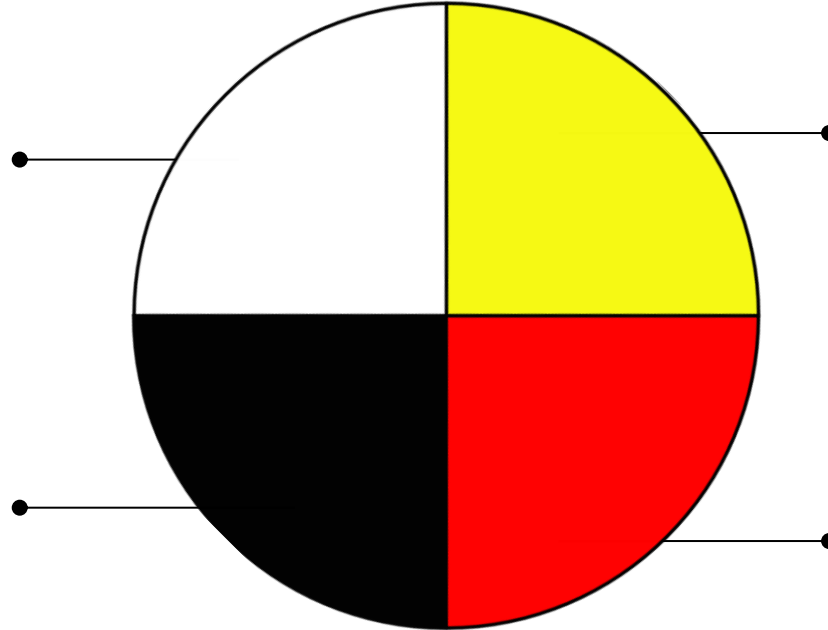
The Journey Towards 2ES

STAY INFORMED

Follow Indigenous news stories, podcasts, authors, social media influencers, scholars, and activists

THINK INDIGENOUS

Embrace decolonial methods, apply Two-Eyed Seeing, think in 7-Generations, respect Indigenous laws, protocols, and approaches



BUY INDIGENOUS

Invest in Indigenous businesses both at a personal and institutional level: tourism, events, non-profit charity, consultants, contractors, artists, Elders, entertainers, entrepreneurs, youth, etc.

PASS ON WHAT YOU HAVE LEARNED

Teach children, youth, & friends. Address stereotypes and misconceptions. Be an ally in action. Gift a book. Hold space. Deliver a presentation. Share social media posts



Two-Eyed Seeing

What?

What is one thing you learned?
What stood out to you?

So What?

Why does this matter?

Now What?

Will you do something differently?



4

PART 1

Why Transformative Leadership?



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

-Andy Warhol

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

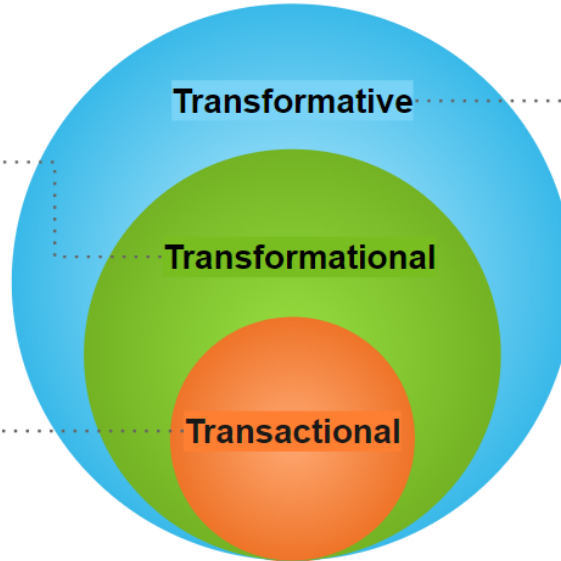


Transformative Leaders

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

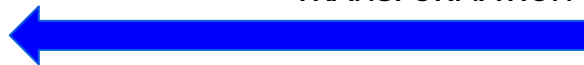
Awareness

Oppression



- 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





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.





3 Strategies to talk about unsafety

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





CONTACT

lenpierreconsulting.com

joyce@lenpierreconsulting.com

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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**
- **Session Details:**
 - Course: [Introduction to Two-Eyed Seeing](#)
 - Instructor: [Joyce Leppington](#)