



# INDIGENOUS LEADERSHIP & DEVELOPMENT

A PROPOSAL TO:  
INDUSTRY

2014



**IMPACT**  
SOCIETY

## INTRODUCTION

Impact Society is a non-profit organization and national leader in youth and self-development. Our programs (HEROES® / HEROES®2 / HEROES® AT HOME) and assessment tools enable participants to discover, build, and celebrate personal and community strengths rather than focus on weaknesses or dysfunction. With 20 years of experience implementing an evidence based process we have influenced tens of thousands of participants into building their confidence, character, and integrity – leading them to experience positive change in themselves and their communities. For our contribution towards personal and professional development we have been cited and awarded numerous times - most notably the Queen's Jubilee Award from Canada's Governor General. We share these successes with the many contributors and partners that help make what we do possible.

## PROSPECTUS

Industry is either obliged in a duty to consult or inspired to interact with First Nations through a process of meaningful engagement. Unfortunately many Industry players don't have an understanding of meaningful engagement and fail to recognize the expectations and needs of First Nations. An uncooperative process begins to unfold as Industry develops engagement strategies without guidance and then prescribes them to the dismay of First Nations communities. A uniformed engagement strategy may eventually lead to project delays or threaten project viability. This is often worsened by restrictive regulatory consultation and regional strategies upon dissimilar Nations. At the crux of Industry and First Nations' arduous relationship, a familiar clash between business imperatives and political governance often occurs. To circumvent these issues, a foundation of trust is needed to be built with long-term sustainable impact. For this reason, Impact Society has developed an innovative process to build trust and initiate meaningful engagement with First Nations communities.

## REPUTATION & CULTURE

A partnership with the Impact Society is a step toward an improved reputation with First Nations and other Industry parties. The reputation of a business is essential to its survival as the trust and confidence of investors can have a direct and profound effect on a company's bottom line. Recently, the importance of reputation has become increasingly apparent as corporations have had to cultivate their responses to First Nations' resistance and opposition in order to maintain the reputation and standing of their company to their shareholders. With information that can be readily shared between First Nations through social networking, media outlets, websites, and other methods of communication, Industry players must be conscious of their reputation on a constant basis and be responsive to any challenges that may have an impact on their reputation. Impact Society's experiential data shows a high correlation between external reputation and internal culture. In order to manifest a positive reputation from the external world it is necessary to develop and strengthen the internal culture of an organization. While not always easy to capture or define, culture is an observable, powerful force in any organization - made up of its members' shared values, beliefs, symbols, and behaviours. Culture guides individual decisions and actions at the unconscious level. As a result, it can have a potent effect on a company's well-being and success. The self-development expertise of Impact Society has proven to be effective in developing the fundamental aspects of a positive corporate culture.

## CONSENTMENT VS. CONSULTATION

Partnership with Impact Society is about the development and deliverance of a consentment strategy and not mere consultation. The "duty to consult" and suffice in project applications is no longer an option with constant legal rulings (e.g. Tsilhqot'in Nation v. British Columbia Court of Appeal) which have set a precedent for the rest of Canada. Moreover, a debilitating regulatory consultation strategy is often met with resentment and mistrust from First Nations. A Traditional Use Study can be viewed by First Nations as a self-serving initiative by Industry to capitalize on uncharted territory. What is often misunderstood is the overall sacred view of the land, and not just the sites of medicinal plants or animal habitats. The "duty to consult" also has negative implications for intervening Nations whose perspectives are not honored upon the approval of regulatory applications. This will inevitably lead to the derogation of regulatory consultation strategies as a means of interacting with First Nations.

Include the Impact Society as part of your consentment strategy in partial fulfillment for your social license to operate.

## PERSPECTIVE

The socio-economic conditions challenging many First Nations may seem onerous, but Impact Society's strength based process has proven effective in recognizing the strengths and opportunities in First Nations communities.

- First Nations are receptive to community development and initiatives that empower youth in their communities. For most First Nations, the youth are a fast growing demographic with the potential in becoming a major workforce with Industry developers. However, if Industry simply initiates "training to employment" events without understanding the fundamental characteristics of the community then most often recruitment may seem successful but retention is a challenge.
- First Nations have extensive histories of land use and geography with cultural significance. However, if a consultation regulatory approach is initiated then most often this information is not shared with Industry.
- First Nations have a unique governance structure and jurisdiction that is advantageous for economic development. However, Industry developments can be delayed or halted if there is a lack of long-term commitment contributing to their progression toward self-sufficiency.
- First Nations place a high value on community involvement, interaction, and contribution which the Impact Society partakes as necessary conditions for transcendent communication and understanding.

## COST RISK FACTOR

Increasing shareholder value is a challenge if projects are consistently halted or delayed because of stakeholder opposition. This issue can compound itself if a project is challenged in court or is under review and costs begin to skyrocket. At this point the reputation and culture of a corporation can also begin to deteriorate. At every point along a Cost vs. Time curve the investment is futile so long as non-technical risks override development. For Industry players that recognize this risk and establish proactive strategies (i.e. Impact Society) their investment is secured with the added value of a positive reputation and productive corporate culture.

## PROGRAMS & PROCESSES

Over 70 years of research demonstrates that long term sustainable change occurs when individuals are led through a constructive process of feeling→thought→behaviour. This is implemented in all of our following programs:

### HEROES

- HEROES is a simple but effective multi-session education experience that helps individuals see what's already inside them – greatness. We don't focus on changing behaviour or teaching certain skills. Our evidence clearly shows that positive behavior follows a positive self-concept. That's why we focus on every person's unique gifts & abilities. The HEROES program easily fits into school curriculum taught by teachers, educators and community volunteers.

### HEROES2

- Built as a follow up to HEROES, H2 is the next step a person can take in developing and practicing his or her gifts & abilities. Over the course of multiple sessions, individuals are challenged to put what they learned in HEROES into practice - focusing on what role they play, by using their gifts & abilities, in making a significant impact on the world around them.

### HEROES AT HOME

- HEROES AT HOME is an interactive parenting course that guides parents to build a foundation of confidence, character and integrity in both themselves and their children. Studies show that when people are proactively given tools to build their core strengths they are much more likely to establish a positive foundation for the future.

The principles within Impact Society's programs are analogous to many First Nations ideologies and are contextualized through the process of interaction and implementation.

## IMPACT SOCIETY ASSESSMENT

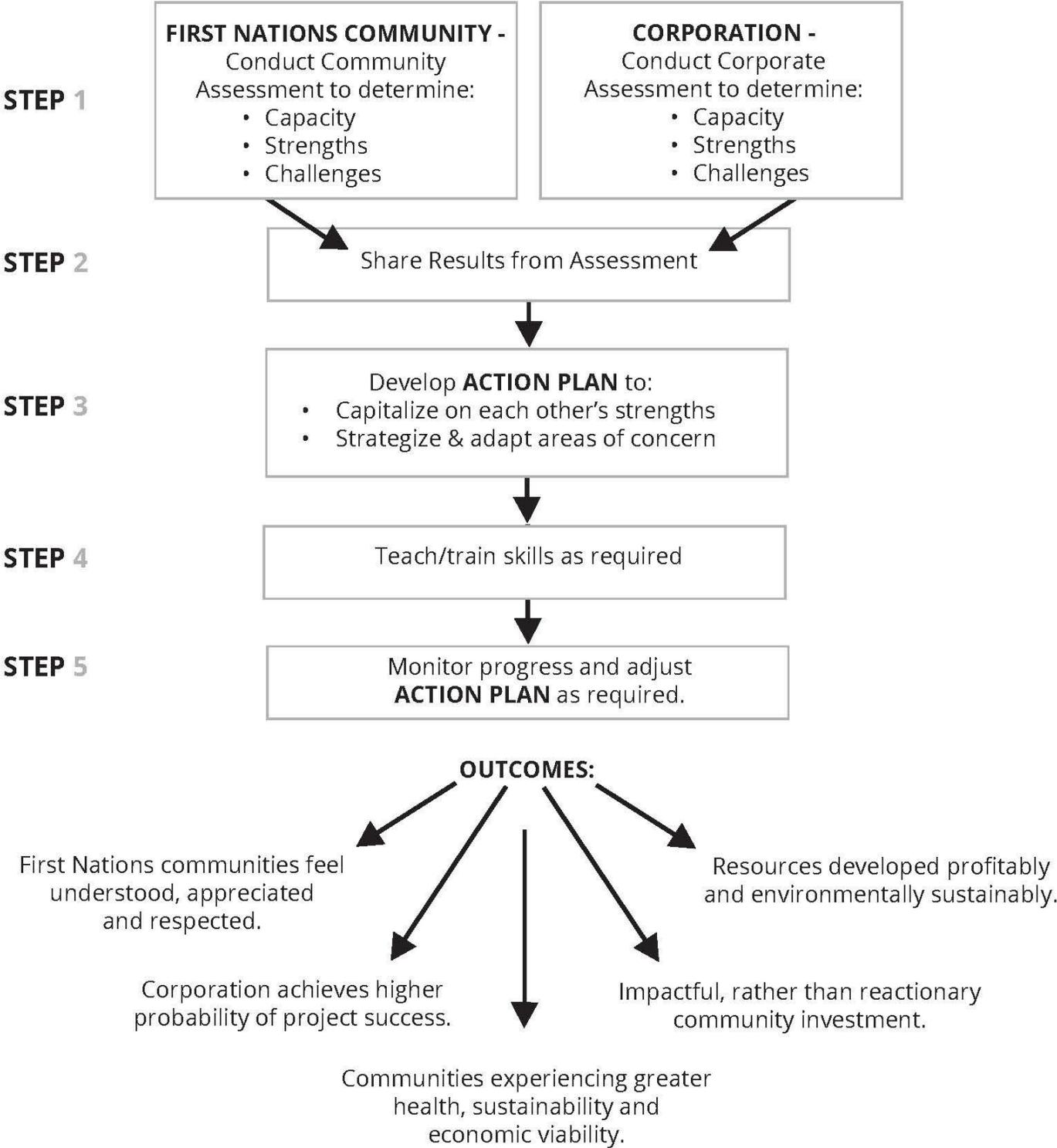
The assessment process begins with separate interaction with the Industry partner and First Nation to identify and understand key elements of long-term success. This is a scientific process of information gathering and analysis conducted by a team of experts and can be conducted in tandem with HEROES for optimum results.

- 1) Engagement workshops with Industry partner. Corporate leadership and support staff are introduced to:
  - a) History of First Nation's process of negotiation and agreements.
  - b) Role of Treaty Rights and implications for negotiations/collaborations with corporate partners.
  - c) Overview of current challenges and potential solutions for workplace and business development, resource stewardship, and community partnering that support the long-term vision for sustainable community capacity and health.
  - d) An introduction to the concepts of resilience and strength-based consulting and negotiation practices; incorporating relational and participatory connections which are essential to long-term successful business practice.
- 2) Engagement workshops with First Nations partner. Leadership and support staff are facilitated in exploring:
  - a) Short and long-term vision for community health, sustainability, and capacity building (education, youth, elders, leadership, governance, fiscal growth, asset management, workforce development, resource utilization, etc.).
  - b) Role of leadership and purposeful connection and negotiations with corporate partners.
  - c) How to determine current capacity and negotiating support resources for short and long-term community success.
  - d) What it means to partner with outside corporations and embrace realistic expectations and roles based upon current community capacity and governance processes (leadership, business experience, workforce, internal support resources, social capacity, etc.).
  - e) Develop ways to determine partnering expectations and community goals and how they are being achieved (community assessment and leadership accountability).
- 3) Strengths-based capacity and evaluation assessment of Industry partner.
  - a) Evaluation of the current business culture of practice and how it aligns with a strengths-based principle of relational practice. Evaluation protocol allows for a sub-assessment of leadership, management practices, and ability of staff to create positive relationships. Results can also be utilized to support and evaluate the overall culture of resilience in the company as a way of encouraging personal and professional development of staff. In addition this process will assist the corporation in understanding the internal development needed to best engage with First Nations.
- 4) Strengths-based capacity and evaluation assessment of First Nation.
  - a) Evaluation of the current community culture and state of capacity and resilience in order to foster strengths and develop potential for the attainment of short and long-term goals. Evaluation protocol allows for a sub-assessment of leadership, management practices, and ability of staff to create positive relationships. In addition this process will assist the corporation in understanding the internal development needed to best engage with Industry partners.
  - b) The assessment process can be tailored to determine the capacity of the current leadership, support resources, community capacity (transformational, transitional, or transactional), business capacity, and potential capacity to engage in resource or corporate negotiations. The assessment results can also be used for a more comprehensive evaluation that includes the above but also assesses the macroscopic potential and strengths of a community that includes understanding the various components of what a healthy and sustainable community should embrace. This information supports long-term planning and connecting how current negotiations and resource stewardship will support long-term goals of sustainable capacity, employment, and community health.

**IMPACT SOCIETY MODEL**

**GOAL**

Establish Trust Relationship\*





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# IMPACT SOCIETY

INSPIRED PEOPLE INSPIRE OTHERS