

CHANGE LEADERSHIP Interpretive Guide

CHANGE LEADERSHIP is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

BEFORE AND DURING THE INTERVIEW

- Review both “ready” and “not ready” behaviours. See the Indigenous Relations Behavioural Competency dictionary for the entire list. Select behaviours critical to success. The candidate may demonstrate other valid “ready” and/or “not ready” behaviours not listed.
- Avoid listening only for key words. Listen to the full story, depth, and quality of the example, and consider everything you hear, see, and notice during the interview.

AFTER THE INTERVIEW

- Did they demonstrate openness and curiosity when providing examples?
- Did the candidate show their understanding and competence at the required readiness level?
- If the candidate does not have direct experience working with Indigenous people, are the thinking, attitude, and behaviours demonstrated translatable to working effectively with Indigenous people? Imagine the candidate actually carrying out the duties of the position and interacting with (and/or supporting) Indigenous people, communities, governments and organizations. When you listen to what the candidate is telling you, does it give you confidence the candidate will work with the respect needed to be ready?
- Use the Interpretive Wheel to evaluate the response and assign a numerical score.

DID the candidate demonstrate...?

Some examples of READY thinking, approach, and behaviours	Some examples of NOT READY thinking, approach, and behaviours
<i>Understands the need for change and its benefits to Indigenous people</i>	<i>States that Indigenous people already get enough government support</i>
<i>Actively seeks out, listens to and learns from Indigenous people, leaders and elders about what change is needed and how it should happen</i>	<i>Places other priorities ahead of championing the change and aligning work to the new vision</i>
<i>Partners in the design and explicit vision for change, sometimes redefining a previous vision</i>	<i>Designs a vision for change without Indigenous people and then presents it to them, either for validation or approval</i>
<i>Challenges the status quo and is gently persistent in furthering change</i>	<i>Shows frustration or gives up when change is slow or doesn't happen</i>
<i>Champions the change from within one's own sphere of influence (work unit, branch, with colleagues)</i>	<i>Consistently refuses to lead and champion the change from within one's own sphere of influence</i>
<i>Identifies potential risks and challenges to change vision and plans for them, thinking through all potential consequences from a cross-cultural perspective</i>	<i>Enters into a token consultation with Indigenous people and then proceeds without full collaboration</i>
<i>Other:</i>	<i>Other:</i>

INTERPRETIVE WHEEL

Some READY behaviours
 Partial understanding of required thinking & behaviours
 Attitude of openness & curiosity
 Could be effective with development support

READY behaviours only
 Adequate understanding of required thinking & behaviours
 Attitude of openness & curiosity

Mostly NOT READY behaviours
 At this time:
 Lacks understanding of required thinking & behaviours
 Little or no attitude of openness & curiosity

READY behaviours only
 Advanced understanding of required thinking & behaviours
 Demonstrates and encourages openness & curiosity in others
 Presents as a credible champion