

PROMOTING ACCORD involves exploring perspectives and underlying interests to reach outcomes that gain the acceptance of all parties. It is allowing Indigenous people the time, space, and capacity to reach outcomes from their traditional decision-making practice. It is being willing to put the problem in the centre to work together on an outcome, rather than "competing" to win. It means making the assumption that everyone involved wants to work together and get the best result for all. It is thinking sideways into another perspective and valuing it as strongly as one's own, focusing on strengths and possibilities. It includes behaving in an honest, open way, and expressing organizational limitations (e.g. funding, time, staffing) up front so that all information is available when working towards agreement. It requires excellent communication skills.

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.

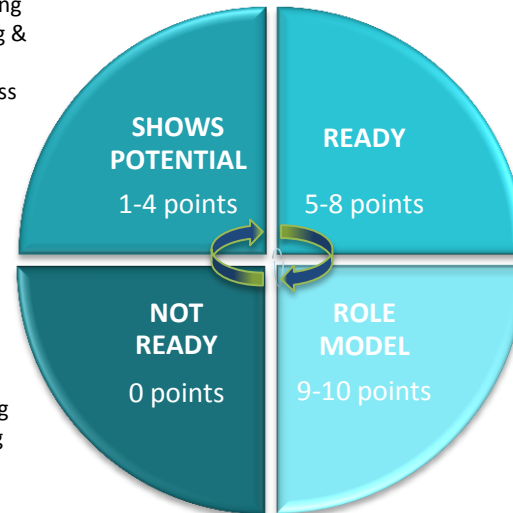
DID the candidate demonstrate...?

Some examples of READY thinking, approach, and behaviours	Some examples of NOT READY thinking, approach, and behaviours
<i>Takes time to prepare with background knowledge and information about what Indigenous people need and value</i>	<i>Fails to seek out and apply knowledge of cultural values and appropriate protocols</i>
<i>Shares information openly, with focus on the trust-based relationship, and encourages others to reciprocate</i>	<i>Waits to engage Indigenous people until all decisions have been made</i>
<i>Uses a consensus-building approach wherever possible, as opposed to voting or imposition of own ideas and solutions</i>	<i>Interprets all statements, expressions and stories literally</i>
<i>Gives equal merit to other ways of looking at the situation</i>	<i>Pushes to a solution before safety and trust are present</i>
<i>Looks for common ground, links and similarities in interests and issues</i>	<i>Becomes entrenched and refuses to rethink position</i>
<i>Analyzes the potential impact of own actions and words before acting</i>	<i>Escalates situations of diverse perspectives into full blown conflict</i>
<i>Demonstrates empathy and open listening during emotional expressions</i>	<i>Takes action that meets public service needs but harms the relationship</i>
<i>Other:</i>	<i>Other:</i>

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

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

INTERPRETIVE WHEEL



READY behaviours only
 Adequate understanding of required thinking & behaviours
 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