



ABORIGINAL WOMEN'S ECONOMIC QUARTERLY

FALL 2015

**ENOUGH
ABUNDANCE
FOR ALL**

**ABORIGINAL WOMEN
LEAD THE WAY TO
SUCCESS**

**ENJOYING
THE HARVEST
OF OUR LIVES**



Photo taken by
Alice Beaudoin

published by:
Aboriginal
Entrepreneurship

ideaCONNECTOR.net



Delivers Practical content to aspiring Aboriginal entrepreneurs and small business owners.

With the help of Aboriginal entrepreneurs and subject area experts, the Idea Connector Network has delivered more than 300 interviews and panel discussions on topics associated with entrepreneurship and economic growth.

Whether you are seeking to learn more about starting a company, funding it, getting your marketing going, or dealing with human resources, you will likely find a few interviews on the subject.

You may subscribe to the Idea Connector. It's free and content is accessible at no cost. If you subscribe, we'll send you our newsletter (two editions a week) enabling you to keep up to date with new content as it is published.

ICN also produces business articles, an e-zine (Aboriginal Women's Economic Quarterly starting March 24th,) and a new radio talk show, Communities' Success Radio.

You may ask questions or share your thoughts on any and all content published.

Our aim is to help aspiring Aboriginal entrepreneurs, small business owners and community Economic Development Officers to build the essential advantage they need to solve challenges and opportunities associated with entrepreneurship and to deliver lasting results.

Imagine what you are capable of.

www.IdeaConnector.net

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Published by Idea Connector Network

ENJOYING THE HARVEST

A letter from the editor.

Welcome to the third edition of the Aboriginal Women's Economic Quarterly online magazine! As I read the contributions, I realized that the common themes were abundance and leadership. This edition shares words of wisdom about Aboriginal women leaders and the roles they play as entrepreneurs, educators, business women and community leaders. Video content from our publisher, the Idea Connector Network, a social enterprise that focuses on helping build Aboriginal entrepreneurial capabilities, is included; as well as articles imparting business advice. Thanks to photographer Alice Beaudoin for contributing the cover image and several other pictures.

Asha Frost talks about entrepreneurs' difficulties asking to be paid for their work and reminds us that we all deserve to lead an abundant life. The first video features four successful women's thoughts on the right age to become an entrepreneur. Carol Ann Budd outlines tips to help minimize your business income taxes.

Sheila Isaac outlines case studies of Aboriginal women playing crucial leadership roles and helping their communities thrive. Lana Binning explains how preparation, patience and perseverance help us create the life we want. Dr. Julie Pelletier talks about Aboriginal women's traditional leadership roles before colonization. Emily Blake reveals that today's Aboriginal women are leading the way in professional success. She profiles four Aboriginal women who, each in their own way, are leaders. Julie Ann Wriston talks about succeeding in non-traditional leadership roles in the Mining industry. In keeping with the theme of leadership helping us all succeed: Angela Sladen explains why women have a head start when it comes to leading effectively.

The Idea Connector Network website will be presenting a new look and feel this Fall, while the Women's Sharing Circle is being re-designed as a collaborative online hub providing Aboriginal and non-Aboriginal women with networking opportunities and much more. One of our hosts, Isabelle Aube, describes the kind of content we aspire to feature. Linda Crockett defines bullying and offers



suggestions and concrete actions you can take to help create a positive workplace. Accompanying this article are images of two original paintings by Angela Fumagalli celebrating Aboriginal women overcoming challenges. The last video features Isabelle Aube interviewing Linda Crockett about lateral violence and bullying; Linda tells us more strategies to help combat bullying in our schools, communities and workplaces. Lastly, best-selling author Sandi Boucher's inspiring words remind us to take the time to recognize and enjoy our accomplishments.

The theme for the Winter edition is Reflecting on Lessons Learned - Storytelling. I look forward to publishing your stories, advice, and images and to hearing more feedback from you - our readers - as we create future issues. In closing, I ask that you celebrate this harvest by sharing the Aboriginal Women's Economic Quarterly with your colleagues, friends and family.

Chantal Fraser

Editor in Chief

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ALICE BEAUDOIN



Alice Beaudoin, is an Algonquin from the Kitigan Zibi community, who lives and works in Gatineau. In the fall of 2006 she started her own photography business, Alice Beaudoin Photography, concentrating on location photography. Her photography consists of portraits, weddings, events, sports, landscape, nature, products, advertising, catalogues, etc. In 2008 Alice was selected as one of 14 field photographers from across Canada to visit and photograph the "Living Conditions in First Nations and Inuit Communities." A photographic exhibition resulted from this series of work and was displayed in the art gallery of the Department of Indian and Northern Affairs in Gatineau, Quebec in 2009.

ASHA FROST



Asha Frost, BA (Hon. Psych), DSHM is an Ojibway woman and Homeopath who believes that we heal when we awaken to the beautiful medicine that we carry within. She facilitates healing in her practice, through the use of Shamanic Healing, Homeopathy and Native Based Ceremony. She hosts healing circles to help people connect to the magic of spirit within their lives. Her intention is to help awaken the authentic self, so that we may remember who we truly are.



CAROL ANN BUDD



Prior to joining Investors Group, Carol Ann spent 20 years in Research & Development as a professional engineer solving complex customer technical issues and leading global R&D projects. During this time, she was Chairperson for the Canadian Aboriginal Science & Technology Society. As a Queen's Engineering Chemistry graduate, she has served as a member of the University Council. Carol Ann is a proud member of the Sagamok Anishnawbek reserve and helped establish Queen's University's Aboriginal Access to Engineering. She holds the Certified Financial Planning CFP® professional designation and strives to help her clients reach their financial goals.

LANA BINNING



Lana Binning has worked with a multitude of small and large organizations throughout her 25 years operating her Aboriginal creative design and communication company, and over the past four years with FranklinCovey as an Education Client Consultant, focusing on enabling greatness in First Nations communities.

EMILY BLAKE



Emily Blake is a multimedia journalist currently completing her masters at the University of British Columbia's Graduate School of Journalism. She also holds a Bachelor of Arts in International Development with an emphasis on political economy from the University of Guelph. She is especially passionate about web and audio journalism and specializes in stories about gender, human rights, immigration and politics. Her work has appeared in the *Ontarion*, the *Fountain Pen*, News 101 on CiTR 101.9FM, the *Thunderbird*, the *Tyee* and the *Vancouver Courier*. She was also an intern for six weeks this summer on CBC Radio One's *Day6* with Brent Bradbury.

ANGELA SLADEN



Angela is an Entrepreneur who is passionate about women's leadership. She is a co-founder and the President of AWiLL - Aspiring Women in Leadership & Legacy, a registered non-profit dedicated to seeing all women fully living out their inherent leadership abilities. Angela has worked in the government, health and wellness and non-profit sectors. In her previous life she owned a gym, co-founded and published a provincial magazine, and was a Business Manager of a not-for-profit organization. Angela's life mission is to leave people and organizations better than how she found them. When she is not spending time with her children and 6 grandchildren, she is helping organizations maximize profits and optimize operations.

LINDA CROCKETT



Linda R. Crockett, MSW, RSW, President of the Alberta Bullying Research, Resources and Recovery Centre (ABRC) has been a social worker for over 26 years. As a witness and recovered target of Workplace Bullying (WPB) in her own profession, her remaining career is dedicated to development ABRC. Silence or misinformation enables abuse to continue. Linda provides a safe, confidential and supportive environment for all voices to be heard, experiences to be shared, and healing to occur. The ABRC website is a resource for leaders, employees, all professionals, community members, parents, family members, friends, and children. It contains true stories about bullying.

ANGELA FUMAGALLI



Edmonton artist Angie Fumagalli, has been practicing her love of art from the age of 3. Fumagalli engages the styles of surrealism, realism, and blurs the lines between traditional, and contemporary portraiture. Fumagalli's portraits are inspired from various images which represent inner strength, wisdom, and resiliency. Over the years through various experiences of bullying and challenges in her life, art has been her medium for remaining grounded and true to herself. She found a safe and rewarding avenue to share her story allowing her voice to be heard. She is featured in: *Georgie Magazine*, *Chainsaws & Jelly*, *The Works Art & Design Festival*.



SANDI BOUCHER



Sandi Boucher is a genuine success story, having acquired her wisdom through real life experiences. She has climbed out of the depths of personal and familial poverty, past the damage inflicted by alcoholism and domestic violence by using the lessons and teachings of those dark days, not as an excuse for failure, but as the foundation for a successful career as an entrepreneur, a published author, and now a much-loved and passionate motivational speaker. As the owner and founder of *Traditionally Speaking*.ca *Speaker's Network*, Sandi has but one vision - a world where every man, woman and child is empowered and she works diligently to accomplish that goal - one person, one beautiful conversation at a time.

ENOUGH ABUNDANCE FOR ALL

by Asha Frost



Photo taken
by Jen Short



Photo taken
by Jen Short

When I began my journey as an entrepreneur, I was an excited, driven, passionate woman who trusted that I would manifest a successful Homeopathic practice. I did not have any previous business experience, yet knew that there was something in my soul that called me to this work.

At the time I knew that I had a lot to learn about being a small business owner. I had been a post- secondary student for 7 years and was financially starting from scratch. I had to make this business work. I pondered how I was going to create abundance for my life and create a bountiful career for myself.

What I realized was that to create an abundant business, I would have to heal any worthiness issues that I was experiencing. Every day I had to tell people how much I was charging. As I shared what my fees were, there was a small part of me that wondered if I was good enough. Did I have enough experience to be charging this amount of money? Could I really make a difference in this world and make a living doing it?

Over the years, I have gained the knowledge that my soul has a calling. My inspired presence and wisdom are gifts that I am meant to share with the world. And I truly believe that everyone has this within them. Part of my divine purpose is to help them to see who they truly are and to remember why they are here. In order to serve all of the people that I need to and create abundance in my life, I need to stand strong in my worth and love myself enough to know that I deserve to be compensated for all that I offer.

I see a lot of small business owners in my practice, brilliant and deeply gifted individuals who have a mission to serve humanity. Time and time again, what often surfaces are issues of self-worth and self-doubt. They all know that they have something to share, yet, once they step into the position of asking to be paid for their gift, they can struggle. I know this feeling well and have delved deep into healing this so that I can step into a life where I serve my community and live abundantly.

In "A Return to Love: Reflections on the Principles of A Course in Miracles", Marianne Williamson says it best:

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others." (Harper Collins, 1992, 190-191).

I believe that as business owners we are amazing creators with a mission on this earth. I believe that there is enough abundance for all people, there is no competition. When we are clear in our life path and purpose and feel worthy of receiving, our harvest comes to us. For me, "Enjoying the Harvest" is about opening up to the abundance that is all around us, knowing we are worthy, and serving the earth from a brilliantly inspired place.



Photo taken
by Jen Short

WOMEN ENTREPRENEURS - IT'S NEVER TOO LATE TO START



Tracey Scarlett

CEO, Alberta Women Entrepreneurs

The 2012 Women's Leadership Panel: Tracey Scarlett, CEO of Alberta Women Entrepreneurs, Sheila Isaac, Program Manager for Indigenous Women in Community Leadership at the Coady International Institute of St Francis Xavier University, Dr. Julie Pelletier, Chair and Associate Professor in the Department of Indigenous Studies at the University of Winnipeg, and Nicole Robertson, President and Founder, Muskwa Productions & Consulting, answering the question "I'm 48 years old. Am I too old to start a business?"



TAX TIPS FOR BUSINESS OWNERS

—by Carol Ann Budd—

MAXIMIZE THE “HARVEST” OF YOUR BUSINESS BY MINIMIZING YOUR INCOME TAXES

As an entrepreneur, operating your day-to-day business and planning for the future can consume a lot of your time. Paying less tax, although important, may not always be on top of your mind.

There’s no time like the present to ensure you are taking full advantage of all the tax minimization strategies available to you. As you review these key tips, consider how you may be able to apply one or more to yourself and to your business.

EMPLOY YOUR SPOUSE AND CHILDREN

Whether you carry on your business personally or through a corporation, you should consider paying a salary to your spouse and/or children. Canada’s progressive tax system, which assesses higher income earners at higher tax rates, provides an incentive to split income with family members in a lower tax bracket. Paying a salary to a spouse and/or child who pays tax at a lower rate than you can create net tax savings. But, you must ensure that the salary is reasonable for the services they perform for the business.

INCORPORATE YOUR BUSINESS

If your business produces more profit than you need to satisfy your personal cash flow needs, then incorporation could produce a sizeable tax deferral by accessing the lower small business tax rate for active income. This deferral benefit, however, is only available if the profits are left in the company. The longer the profits are left in the company, the larger the tax advantage. It is important to note that investment income earned on prior deferrals and rental income do not receive this lower rate.

The tax deferral achieved through incorporation can create a permanent tax saving if the shares of the business are eventually sold and are eligible for the lifetime capital gains exemption. However, if you are incurring losses this will not be the best option.

KEY POINTS:

There are several ways to save on taxes – make sure you review them all and choose which are best suited for your business.

Paying a salary to a family member, incorporating and investing excess cash are all great tax minimization strategies.

If you’re planning the sale of your business, talk to your accountant about the lifetime capital gains exemption.

Other potential advantages of incorporation include having family members own shares to have access to multiple capital gains exemptions, or paying out dividends to family members who are taxed at a lower rate. Your financial advisor can help determine which strategies work with your situation.

INVEST EXCESS CASH

Since the biggest bang for your tax buck is accomplished by leaving profits in the company, the question becomes what to do with those profits. If paying down debt or reinvesting in the business operations are not options, then a smart investment plan is your best alternative. This strategy is most effective for active business income subject to the small business deduction the right investment portfolio for your business.

PLAN FOR YOUR RETIREMENT

In order to make the maximum allowable registered retirement savings plan (RRSP) contribution next year, you'll need to create the contribution room this year by maximizing reported earned income. If incorporated, you will want to review the best dividend/salary mix for your situation. As part of your overall plan, you may also want to make a contribution to your tax-free savings account (TFSA). Talk to your financial advisor about achieving balance in your personal investment plan given all the variables and how it will fit with this year's maximum contribution limits for business owners.

Don't forget to think about RRSP contributions when setting and reporting remuneration for services provided by family members who work in the business.

A corporation with taxable income over the small business limit may want to explore the use of an individual pension plan (IPP). An IPP is ideally suited to business owners in their mid-forties or older who have a past history of earning employment income from their company in excess of \$100,000 per year. An IPP will allow you to shelter even more earnings from tax than your RRSP while still offering some protection from creditors.

PREPARE FOR THE SALE OF YOUR BUSINESS

It's never too early to plan your business exit strategy. If you're planning on selling all or part of your business at some point, confirm with your accountant whether you're eligible for the lifetime capital gain exemption and what steps need to be taken. Look for more information on this topic in the winter issue.

MAKE USE OF R&D EXPENSES

Expenses incurred by research and development activities on your products and production processes, may qualify for valuable tax incentives in the form of refundable and non-refundable tax credits. While the guidelines governing program eligibility can be complicated, a wealth of information is available at the Canada Revenue Agency to help you assess your eligibility for the program.

Unfortunately, we can't eliminate taxes. But, we can use wise business practices to maximize the "harvest" from our business and minimize or defer income taxes that would otherwise be payable. These are only a few of the tax-planning opportunities available to you as a business owner. Talk to your financial planner about a complete tax check-up to help identify all the tax planning strategies available to you. After all, the tactics you employ today will help you reap rewards at tax time next year.



Helping you achieve your financial goals

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2012 WOMEN'S LEADERSHIP PANEL - ABORIGINAL WOMEN'S LEADERSHIP SHEILA ISAAC



Sheila Isaac, Program Manager for Indigenous Women in Community Leadership at the Coady International Institute of St Francis Xavier University, describes differences between Aboriginal women's and Aboriginal men's leadership styles. She also briefly outlines three case studies from across Canada showing how Aboriginal women have provided leadership to improve their own lives and the lives of their communities.



REAPING WHAT WE SOW

by Lana Binning



Photo taken by
Alice Beaudoin

Reaping What We Sow

Sow a thought, reap an action;

Sow an action, reap a habit;

Sow a habit, reap a character;

Sow a character, reap a destiny.

– *Samuel Smiles*

Today, more than ever, people are focused on quick fixes, whether it's the magic pill to lose weight, or turning on a screen to distract a child for hours on end while we do other things. So when we encounter a problem, it's no surprise we want a solution, and want it fast. While technology can serve as a way to improve, technology and the quick fixes many of us rely on today are no substitute for preparation, patience and perseverance and in most cases just plain common sense.

We can look to research for answers but what does your own heart tell you about the effects technology has on people - such as television, video games or social media? Does it make us kinder? More thoughtful? More loving? Does it help us build strong relationships?

PREPARATION

For many of us, life is well described by Rabindranath Tagore when he said, "The song that I came to sing remains unsung. I have spent my days in stringing and unstringing my instrument." We're busy – incredibly busy. We're going through the motions. But we never seem to reach the level of life where the music happens.

Our basic nature is to act, and not be acted upon. As well as enabling us to choose our response to particular circumstances, this empowers us to create circumstances. Taking initiative does not mean being pushy, obnoxious, or aggressive; it means that we recognize our responsibility to make things happen.

Preparation is taking the initiative and the time to set our life's mission and goals in motion. If we don't prepare or plan our own life's path we will end up walking in someone else's.

PATIENCE

In today's world of 'instant everything', technological advancements and readily available credit have allowed us to obtain, experience, and consume practically anything we want - almost immediately. Do we even need to be patient anymore? Well, if we want to reach our goals, have successful relationships and achieve personal peace, the answer is a resounding yes!

We all have 24 hours in a day...I want to remember those moments when I chose to be patient, stopped what I was doing for just a few minutes when my daughter wanted to share with me her day at school or her struggle with a friend. All the good intentions or preparation in the world won't amount to a hill of beans if we're not spending the time, having the patience, to listen, to truly understand. Take the time to be patient and you will create opportunities to help you persevere..."expect the unexpected" and it will lead you to the richest rewards and successes, not only for you but everyone around you.

Anything worthwhile and of importance cannot take place right away. It takes time, dedication and effort to achieve; so more than ever, we must be patient to allow ourselves to persevere.

"Things which matter most must never be
at the mercy of things which matter least."

– *Dr. Stephen R. Covey*

PERSEVERANCE

Life in our up-to-the-minute society is increasingly complex, demanding, stressful, and absolutely exhausting. For all our efforts to manage our time, do more, be more, and achieve greater efficiency through the wonders of modern technology, why is it we increasingly find ourselves in the "thick of thin things" – subordinating health, family, integrity, and many of the things that matter most? The problem is not the difficulty or change. The problem is that our modern culture says, "go in earlier, stay later, be more efficient, live with the sacrifice now" – but the truth is that balance and peace of mind are not produced by these; they follow the person who develops a clear sense of his or her highest priorities and who lives with focus and integrity toward them.

Perseverance is a trait, a behavior, a skill that can be learned like any other skill. It's a muscle. It takes time and effort. But it does get easier with practice and patience. We practice perseverance by setting smaller goals, to experience success, as well as large ones to help us envision our future and push ourselves beyond our comfort zone. In business, as in life, one's success is not defined by the absence of failure but in the ability to rise up when we fall...with the patience to persevere. The human will is an amazing thing. Time after time, it has triumphed against unbelievable odds.

"Live your life so that your children can tell their children that you not
only stood for something wonderful – but acted upon it."

– *Dan Zadra*

Technology has impacted organizations of all kinds in our society and most people operate at a fraction of what they are really capable of. As leaders our role is to find the greatness in each member of our family, organization, or team. We must take away the weeds, water and fertilize, and provide sunlight to cultivate that unique seed inside every individual into a bountiful harvest of success. It's easy to be distracted by the everyday but we must never forget our role as a leader, as adults, is to grow people.

"If we do not teach our children, society will.
And they – and we – will live with the results."

– *Dr. Stephen R. Covey*

TRADITIONAL LEADERSHIP ROLES

JULIE PELLETIER



Dr. Julie Pelletier, Chair and Associate Professor in the Department of Indigenous Studies at the University of Winnipeg, describes the traditional leadership roles held by Aboriginal women before colonization. She explains why many people readily accept the inaccurate view that Aboriginal people who have achieved success must have lost their culture.



ABORIGINAL WOMEN LEAD THE WAY TO SUCCESS

*"It's like dropping a rock in the water
and the waves are going out."*

by Emily Blake



Media coverage of Aboriginal women in Canada often paints a grim picture with a focus on poverty and violence. But new research from TD Economics shows that Aboriginal women have been leading the way in professional success.

The special report published in early July shows that since 2007 Aboriginal women have been making the greatest gains in the labour market. Their employment rates have been growing in sectors such as finance, real estate and education.

Economist Brian DePratto made this happy discovery by reviewing the 2011 National Household Survey, as well as other databases. He says that the success is linked to increasing education levels.

"I was pleasantly surprised," said DePratto of his findings. "You often only hear anecdotal evidence of poor education and labour outcomes."

However gaps in success continue to persist, with an uneven distribution in gains. Overall Aboriginal people continue to have lower employment rates and wages compared to the non-Aboriginal population.

"It speaks to the need for continued support," said DePratto.

Many of Canada's Aboriginal women are working to close that gap by paving the road to success. Here are just a few of Canada's outstanding Aboriginal women with their thoughts on the new research; being mentors; and how their identity has helped them succeed.



Kim Baird receives Order of Canada

KIM BAIRD

Kim Baird is the owner of Kim Baird Strategic Consulting and has been a community leader for many years. At the age of 28 she was elected Chief of the Tsawwassen First Nation and served six terms from 1999 to 2012. She also led the first urban treaty negotiation in British Columbia and is the recipient of the Order of Canada, among other prestigious awards.

Kim says that she faced many challenges but was able to succeed with the support of her community.

“I don’t know whether being young or a woman was a bigger challenge,” she said “I had to prove myself.”

Kim is not surprised about the new research as she has seen more young women succeeding in school. She sees the results as a testimony to the resilience of Aboriginal women who are among the most vulnerable in Canadian society.

“It’s remarkable that many have achieved this as single moms and overcome great odds such as the poor investment in education generally,” she said.

She hopes that the trend will continue and extend further in the Aboriginal community.

“Hopefully it will lead to change
and this will become common and not surprising.”

CHANTAL FRASER

Chantal Fraser had a long career serving in the Canadian Forces and is now the president and founder of Empowered Path Inc. She says it was at her last posting at the Canadian Defence Academy in Kingston that she got in touch with her Aboriginal identity by managing the Canadian Armed Force's Aboriginal programs. She began self-identifying as Métis and has embraced Aboriginal culture since then.

"It's important for everyone to know where they come from to help decide where they want to go," she explained. "For me, beliefs I've held all my life made sense when I learned about my heritage."

She is excited about this new research and hopes that it will change people's perception of Aboriginal women.

"Aboriginal women have a lot of strength and for years have been successful but not in mainstream ways," she said. "What's changing is people are more interconnected and there's a shift in how people are defining success."

However she recognizes that Aboriginal people continue to face many challenges including poverty, violence, and food insecurity.

"When I learned that 40% of reserves don't have potable water I was appalled. Canada is supposed to be one of the best places to live and people don't have access to clean drinking water, which is a basic human right," she said.

She hopes that she and other successful Aboriginal women can be mentors for their communities and show that anyone can be successful.

"Most people don't come from affluence. It's nice to have stories about real people so someone can say, 'she did it, so can I.'"



Chantal Fraser promoted to Lieutenant-Colonel

Chantal Fraser presented with "The Battle That Lingers" and a Canadian Armed Forces Aboriginal Programs blanket.



SANDI BOUCHER

Sandi Boucher is an Ojibwe woman from the Seine River First Nation, an author and motivational speaker. She created Traditionally Speaking.ca Aboriginal Speaker's Network to support First Nations people to tell their stories and inspire others.

Sandi's Aboriginal identity is an important part of her life and work.

"It's everything," she said of her heritage.

She started her own business after working in employment and training for 20 years where she says she saw people struggling because they didn't believe in themselves.

"They were measuring themselves against a mainstream yardstick, they forgot their teachings and what they could bring to the table," she explained.

Sandi says that it's important for Aboriginal people to be proud of their identity and remember that they already have the foundation for success.

"I learned from my mother-who only had a fourth grade education-that value, wisdom and strength don't have to come from formal education," she said.

She says it is important to bridge the gap between the mainstream working world and Aboriginal cultures as they can benefit from one another.

"They can't be two parallel universes, they have to work together," she said

Although there are many barriers that Aboriginal women continue to face, Sandi says their resiliency has helped them persevere.

"Any Aboriginal woman I know is a tough cookie, they've learned how to laugh in dark times," she said.

Sandi knows firsthand what it is like to face hardship. She speaks openly about surviving poverty, domestic abuse and familial alcoholism. She has turned these experiences into a positive way to make a difference and connect with others.

"These experiences don't dictate your value," she explained.

She says it is important to celebrate the success of Aboriginal women who have taken on mentorship roles in their communities. As more of these stories emerge the mainstream image of Aboriginal people is beginning to change.

"It's like dropping a rock in the water and the waves are going out. Now many people can name a successful Aboriginal person, it's no longer a lottery win."

KAREN MACKENZIE

Karen MacKenzie is a Cree-Métis woman from Alberta and a community leader committed to bringing mainstream and Indigenous communities together. A former academic with an MBA she started her own business 18 years ago and is now the President and CEO of MacKintosh Canada.

Karen says much of her work is transformational work focusing on community and leadership development. She says one of the biggest areas is called co-creating social license, a model that moves away from a legalistic approach of working with Indigenous communities towards building relationships based on trust and mutual understanding.

She says that to transform society, traditional teachings and culture need to be incorporated into mainstream education and businesses.

"It's exciting that Canada is at a crossroads and everyone is looking at doing things differently," she said.

While the research is positive, Karen hopes that it will not limit the progress of Aboriginal communities.

"Research to Indigenous people is a dirty word because as a group we've been researched to death," she explained. "What we need to do is take action on some of that information."

She says that Aboriginal women are natural community and family leaders whose mentorship is key to the success of others.

"It's critical for youth and women to see themselves in other women who have gone before them and will help them along," she said.

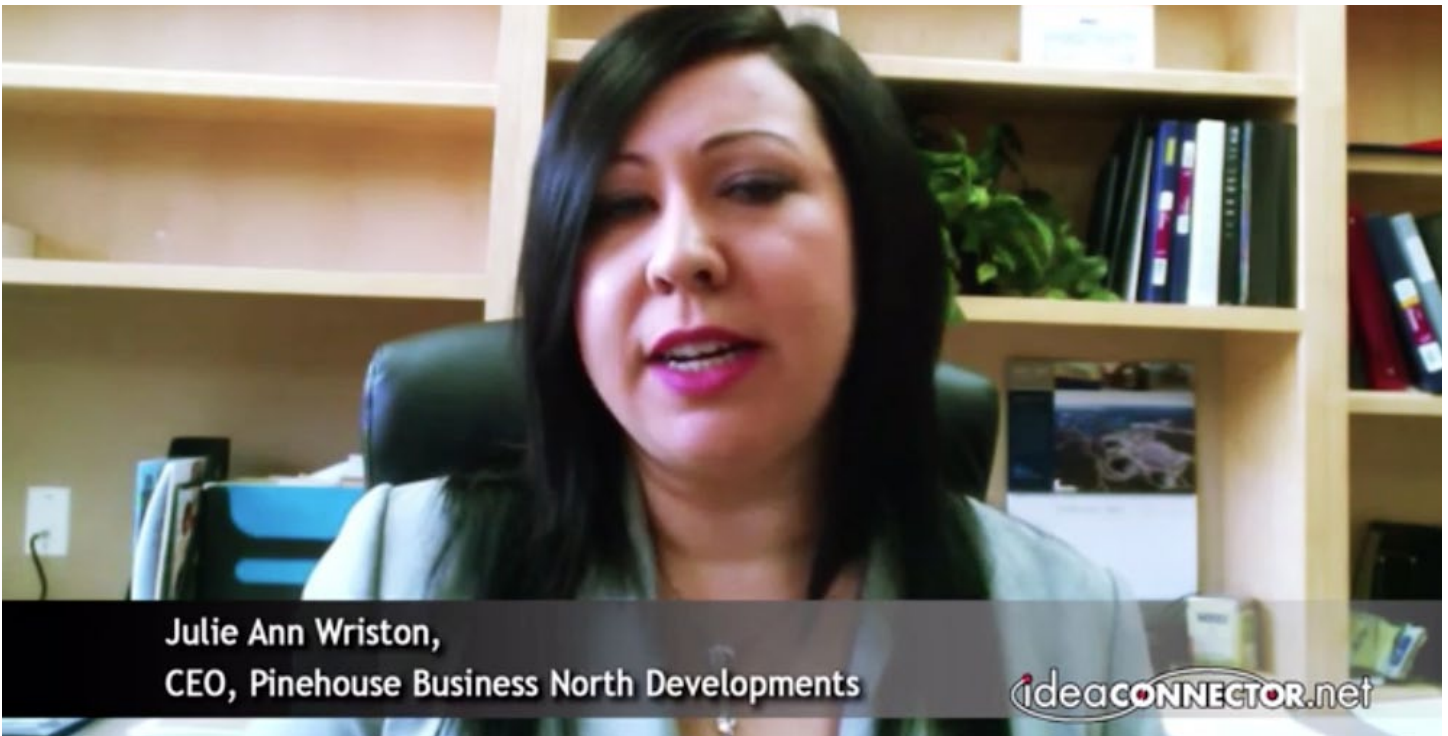
Karen says another critical aspect of success is self-confidence.

"Dream big in order to ensure that tomorrow doesn't look like today and to ensure families and communities are prosperous."



WOMEN AS LEADERS OF MINING SERVICE COMPANIES

JULIE ANN WRISTON



Julie Ann Wriston, CEO of Pinehouse Business North Developments, providing services to the mining sector in Northern Saskatchewan, discusses the role of women in this traditionally male-dominated industry. She stresses the importance of education, communication and hard work. Julie also describes the special strengths and qualities women bring to management in the mining sector.



DEVELOPING YOUR INHERENT LEADERSHIP ABILITIES

— *by Angela Sladen* —

All women are leaders. Before you say, “Except me”, let me prove it. If one of your children were being harmed, what would you do? I’d venture to say you’d take the initiative, take a risk, make a quick strategic decision without asking permission, take whatever creative action was necessary to do what needs to be done and do it, and not worry about who got the credit. This, in a nutshell, is the true essence of traditional leadership.

Traditional leadership has been simplified as recognizing a need (the more urgent you perceive the need to be, the easier it is to be a leader) and moving toward that need with the intention of providing a solution. It doesn’t necessarily mean you already have the solution. It means you are willing to take the initiative to begin exploring solutions, willing to take calculated risks to deliver those solutions, willing to put the work into making sure those solutions are truly implemented, and then sharing the credit - and often giving all of the credit - to those who helped you bring it all to pass.

The new leadership is a combination of traditional leadership, and emotional intelligence, a term coined by Peter Salovey and John D. Mayer in the 1990s, popularized by Daniel Goleman in his book, *Emotional Intelligence* in 1996, and defined as “a form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action.”

This new leadership is where many women shine. In this new model of leadership, most women inherently have a head start in emotional intelligence. By nature most women are nurturers. Most women naturally empathize with others when we sense pain, discomfort, or sadness. Of course there are always exceptions, and men are not ruled out in the emotional intelligence factor. Some men are very empathetic and nurturing but for most it does not come naturally and is something they have to develop.



Photo taken by
Alice Beaudoin

I invite you to come with me and take a look at the emotional intelligence factor in leadership, and individually access where you shine and where you could use a little more development.

Emotional Intelligence is separated into 4 parts – self-awareness, managing our emotions, empathy, and social skills. Let’s take a look at each characteristic, with suggestions to help improve each one.

1. SELF-AWARENESS - “Self-awareness is a psychological state in which people are aware of their traits, feelings and behaviour. Alternately, it can be defined as the realization of oneself as an individual entity.” (Crisp & Turner, 2010)

Self-awareness falls into two categories – how you think others see you, and how you see yourself.

Are you nervous when you speak in public? Do you dislike being the center of attention in a crowd? Are you concerned about what others think of you?

Do you “self-speak” negatively or positively to yourself? When you make a mistake do you call yourself “dumb” or “stupid”? Do you truly know who you are and what makes you tick?

You can improve your self-awareness in these ways:

a. Learn who you are by taking a couple of personality and aptitude tests. Accept the results for what they are, by focusing on the positive and being aware of the challenges you will face because of your personality. Don’t try to be someone you are not but try to help yourself become someone better. For example, I am an ENTJ referred to as “The Commander” in the Myer’s Briggs personality assessment. Only 1% of women share this rarest of female personality types. I am not naturally emotionally intelligent and have to work to be more empathetic and publicly self-aware.

b. Ask your co-workers and family members how they see you. Ask for the good first to lessen the shock. When I did this, I had a rude awakening. Apparently I often come across as too blunt and forceful. I have to continually remind myself to be sensitive to other’s opinions even if they are wrong. (LOL). Once you know how you are perceived by others you can begin working on your blind spots.

2. MANAGING OUR EMOTIONS – this is pretty straight forward. What I've found personally and with my clients, is that most people do not even acknowledge their emotions, let alone manage them. We may have been raised believing that certain emotions were wrong, such as anger and jealousy. What specific behaviours are most likely to act as triggers for you?

Do you feel guilt or shame when you get angry or feel any negative emotion? Truthfully, no emotion is really negative. Do you try to cover it up, bury it, or ignore it? Do you often have emotional outbursts without intending to?

You can improve the way you manage your emotions by:

Recognizing that there are no bad emotions. Emotions are only clues to a much deeper issue. For example; suppose your co-worker got a raise and you didn't and you feel that you deserved the raise. What do you do? Do you talk behind their back, bad-mouth management, or pout?

Rather than those options, try digging a little deeper to find out why you feel that way and where it is coming from – a childhood with little recognition? A spouse who continually tells you that you can't do anything well?

Perhaps the feeling is legitimately based on the fact that you DO deserve the raise and your boss, for whatever reason, will not give it to you...and there could be many reasons totally out of your control. In this case, make the move to find another job.

3. EMPATHY – is recognizing another's emotions and being able to put yourself in their shoes without passing judgment. Empathy is not always easy considering the different values we've grown up with.

Do you find yourself judging others for behavior you deem unacceptable? Do you struggle to feel empathy for others when you can clearly see the answer to their problem? Or do you feel overwhelmed by other's problems? (This can happen, too.)

Here are a few ways to help improve your empathy skills:

a. Listen. That's it. Nothing more. Don't offer

solutions or opinions unless asked. Many people just need to "talk it out" and the answer comes to them. They just need a trustworthy sounding board. You'll be amazed how many people will tell you what a great friend you are just by keeping your mouth closed.

b. Be personally self-aware (see #1). What feelings are rising up in you as they speak? What are they based on and are they true for the person you are listening to? Try to quiet your own emotions and imagine how you would feel if you were in their shoes.

4. SOCIAL SKILLS – the skills we need to get along with others and maintain healthy relationships. Social skills basically summarize all the above emotionally intelligent factors.

It is important to note that not ALL relationships need to be maintained, especially if they are unhealthy. Part of good social skills is also recognizing unhealthy patterns in relationships and how to avoid them.

Do you find yourself in and out of relationships often? Do you find yourself falling into old unhealthy relationship patterns? Do you find yourself to be both the abuser or the abused, depending on the relationship?

You can improve your social skills by:

Reading "How to Win Friends & Influence People" by Dale Carnegie. Nobody does a better job than Mr. Carnegie in teaching excellent social skills. Released in 1936 with over 15 million copies sold, Mr. Carnegie can't be wrong. Many successful people attribute their excellent social skills to this book. You can, too.

I encourage you to go through the sometimes painful self-discovery process of measuring your emotional intelligence. You can only work on what you are aware of. Remember, you already have a head start! Now here's to developing more of your inherent leadership abilities!

RE-INTRODUCING THE WOMEN'S SHARING CIRCLE ISABELLE AUBE



Guy Dancause introduces Isabelle Aube, President Native Way Training Services who works as a professional facilitator, presenter and keynote speaker. She recently joined the Women's Sharing Circle team as a host. Isabelle outlines the vision for the newly revamped Women's Sharing Circle, an interactive online community where women from all backgrounds share experiences and help each other succeed.



EMPOWERING WOMEN IN THE WORKPLACE

prevention, intervention and recovery from workplace abuse.

by Linda Crocket

“Education is the most powerful weapon
you can use to change the world”

- Nelson Mandela

Knowledge is key to prevention of abuse, offering alternatives for cultivating healthy and happy work environments. The prevalence of workplace bullying, lateral violence, and/or mobbing, are bitter realities in our workplaces today and all professions are affected. With our growing level of intelligence and multi-media resources, the skills and tactics of an abuser have become more sophisticated, complex, and difficult to address. Today bullying is no longer ‘just a personality conflict’. We have far too many women suffering in silence and feeling hopeless in their workplaces. The goal of this article is to provide a brief overview of bullying, lateral violence and mobbing.

By enhancing awareness, offering tools of prevention, intervention, and tips for recovery, we are empowering women.

The definitions, tactics and risk factors of workplace bullying and lateral violence are the same. The causes may vary.

Workplace bullying: is the **repeated** targeting of an individual in the work environment, over a period of time, by a peer, group of peers, or leader. It is wilful, deliberate, hostile activities that threaten harm. These are patterns of behaviour intended to offend, harass, intimidate, ridicule, insult an individual. We also see acts of sabotage towards the person, their reputation, credibility, and social relationships. The question about those who bully is around their level of awareness. Many do not know any other way, grew up in a hostile environment i.e.: domestic violence or addictions, and/or were trained to manage staff this way. There are many other causes for workplace abuse that need to be acknowledged.

Lateral Violence: is bullying between peers (equals) in their workplace status. This abuse occurs in all cultures and describes the way people in positions of powerlessness, covertly or overtly direct their dissatisfaction inward toward each other, toward themselves, and toward those less powerful than themselves.

In Aboriginal communities many refer to workplace bullying as lateral violence.

“Internalized oppression is this turning upon ourselves, upon our families, and upon our own people, the distress patterns that result from the racism and oppression of the majority society.”

- *Suzanne Lipsky*

Lateral violence in Aboriginal communities often stems from past oppression, colonisation, intergenerational trauma, and the ongoing experiences of racism and discrimination. The oppressed oppress others. In the workplace Aboriginal employees are often working with relatives which can be a positive or bring added complexity. For example, sometimes the abuser, whether in a leadership position or a peer, can also be a sibling or other relative that the target(s) of abuse lives with.

Mobbing*: is a form of bullying where two or more offenders will turn on one or more targets in the workplace. The mobbing group can be formed of people from any status within the workplace, as can those being mobbed.

Mobbing Example: Eva was shunned by her team of 5 colleagues when one member started a rumour about her. The entire team refused to speak or respond to her. She was ostracized every day for 4 months. This team of educated, mature professionals maintained constant silence and refused to explain what she was accused of. Eva transferred to a new team down the hall. Unfortunately the toxic behaviour followed to her. Though she was innocent Eva was removed from her position without cause. After a total of 9 months of this abuse and dismissal, Eva was too distraught to file a complaint. She

resigned from her hard earned permanent government position after 2 years on long term disability.

Workplace bullying, lateral violence, and mobbing affect all ranks of employees. Research indicates that those in various roles of leadership tend to be the main offenders misusing or abusing their power. But we have also seen cases of practicum students and new hires being abusive to their workplace supervisors.

Bullying is the abuse of power and power comes in many forms.

Workplace bullying, lateral violence, and mobbing share many characteristics. Here are just a few examples:

- gossip, rumours, backstabbing,
- betrayal of trust, humiliation, demeaning, oppression,
- threats (verbal and non verbal), lies,
- ostracizing, blaming, shaming, sabotaging, cruelty,
- withholding important information and/or positive feedback, and/or taking credit for the targets' work.

What are the similarities between harassment and workplace bullying? See www.abrc.ca Information about Bullying Section for a free handout.

Tip: workplace bullying or lateral violence cannot be explained by one theory or resolved with one solution. Each case is unique and complex. Employers and/or employees need to work with qualified workplace bullying professionals. Always check credentials, experience, and references, when hiring anti-bullying professionals.

*The word mobbing is preferred to bullying in continental Europe and in those situations where a target is selected and bullied (mobbed) by a group of people rather than by one individual. However, every group has a ringleader. If this leader is an extrovert it will be obvious who is coercing group members into mobbing the selected target. If the ringleader is an introvert type, he or she is likely to be in the background coercing and manipulating group members into mobbing the selected target; introvert ringleaders are much more dangerous than extrovert ringleaders. From [Bully On Line](#).



"Reclaiming our Power" by Angela Fumagalli The young girl represents the empowerment of women to live in full color.



"The Survivor" by Angela Fumagalli The elderly woman represents the survivors from Canada's residential schools.

What can each of us do professionally and personally?

Leaders and staff members would do well to learn about bullying, lateral violence and mobbing. Prevention is about being aware of the signs, risk factors, causes and prevalence of bullying and lateral violence. Having language to identify, report and determine appropriate consequences will help build a sense of safety in your workplace. Individuals can attend a community workshop or invite a professional to present a workshop in the workplace.

Ensure that your workplace policies, code of ethics, complaint process, and your job descriptions are clearly defined, current, monitored and reviewed annually. It is important that your workplace addresses these matters promptly, consistently, respectfully, and provides a fair and supportive process. Here are two examples: when job descriptions are not in place and/or vague, or policies are outdated or non-existent, risk factors for workplace bullying increase. Employers and staff members can advocate for a working group to implement ap-

propriate policies and procedures.

Talk to someone you trust, someone who will support you. It is important to have clarity. Do not isolate yourself. See a workplace bullying consultant, and/or counsellor. Your emotions need to be respected and addressed, this is best with a supportive family member, friend, doctor, or counsellor. Remember you are not alone, there is hope and solutions.

Tip: the resource of mediation is not recommended by the Alberta Bullying Research, Resources and Recovery Centre (ABRC). Bullying is about an imbalance or misuse of power. To prevent bias ABRC recommends hiring 3rd party professionals to investigate, assess and offer recommendations.

All parties need to keep a record of any negative interactions experience, including names of witnesses. It is important to report facts only. Remove emotion, assumptions, hearsay and judgements.

All employees need to maintain healthy work habits and personal boundaries. Eat, sleep, exercise and continue with activities that make you feel happy. This balance will be essential. Employers need to promote and offer resources for healthy workplace standards. Allow your employees to contribute ideas about team building activities or events.

Employers need to role model accountability, healthy workplace practices, and fairness, by demonstrating strong leadership skills. Encourage leaders to attend regular leadership training programs. Practices are forever changing and improving so regular training and monitoring is advised. Your leaders set the tone for the work place environment. When hiring leaders, ensure they have the experience, training and that support will be available for them. Remove and/or avoid the practice of an authoritarian or laissez faire leadership style. These leadership styles will create problems for your staff.

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new”.

- Socrates

Statistically more women suffer from various forms of abuse than men. Women of minority cultures are at an even higher risk of abuse. Women in the workplace face additional challenges. Knowledge of workplace bullying, lateral violence and mobbing will help prevent abuse, promote positive interventions, and shorten recovery periods for women in the workplace.

Empowering tip: know yourself well. What specific behaviours trigger you most? What are your own reactions to this abuse? What part of your reaction belongs to the workplace abuser, and what part belongs to wounds from your past? You can empower yourself in the most amazing way when you heal your own wounds and know yourself well. This experience can teach you a great deal about

yourself, be open to the learning. This way you can potentially prevent and/or intervene more quickly in the future. Knowledge empowers us in many ways.

Reach out for information and support.

Women no longer need to suffer in silence or secrecy.

Let us all remove isolation from the tool box of offenders.

In numbers our strength becomes positive power.

Please note that this article is a general overview. Each case of bullying is unique therefore this is not intended to provide personalized advice on how to deal with workplace bullying, lateral violence and/or mobbing, and is not intended as a solicitation to purchase services from the author. Linda R. Crocket, MSW, RSW President of the Alberta Bullying Research, Resources and Recovery Centre (ABRC) is solely responsible for its content. For more in-depth information on the topics of bullying and/or harassment, please contact a qualified professional with the appropriate credentials, experience and references.



BULLYING AND LATERAL VIOLENCE – A MULTI-LAYERED STORY LINDA CROCKETT



Isabelle Aube interviews Linda Crockett, President of the Alberta Bullying Research, Resources and Recovery Centre, for the Women's Sharing Circle. Linda explains the importance of education about bullying, prevention and intervention methods, and that there are recovery resources available. She also provides advice about how to deal with lateral violence and bullying in the workplace, the community, and schools.



ENJOYING THE HARVEST OF OUR LIVES

— by Sandi Boucher —



Photo taken by
Alice Beaudoin

Each day we slave - attempting to finish the insanely long To Do List we have set for the day, attempting to maintain relationships of value, attempting to honour our health and life, attempting to be all we can be, and in the insanity we so often forget or fail to notice that we have truly done just that.

Now, before you argue with me, perhaps it is true that there are things you haven't done as well as you had hoped. Perhaps there are things you would do differently. That is called wisdom, but it shouldn't be used to condemn a younger version of yourself. You did the best you could at that time with the knowledge you had at that time. Celebrate that.

You see, the reality is that many of us have come incredibly far from where we began but we are so focused on where we are now or where we want to be, that we never take the time to breathe and simply say, "Good job".

So today, at this harvest time of year, let us do that ...

Remember how devastated you were when that relationship ended? That is years ago now. You survived. You moved on. Perhaps you have even chosen to love again. Kudos.

Remember that first day on that new job and how you were POSITIVE you would never figure out all this new stuff? Yep, years ago now. Now you complain about the boring routine, never once realizing that your boredom comes from having mastered what once terrified you. Kudos.

That two-year old you wanted to strangle in your darkest moments - a graduate now, off doing his own thing. You did good. Kudos.

Yes, when we stop to think we cannot help but see that much has changed - loved ones are gone now, relationships have morphed or ended, skills have been fine-tuned or abandoned, all on the way to ... here.

Here.

THIS is your time of harvest, so do yourself a favour. During coffee break this week, rather than hastily drinking your coffee and inhaling a muffin while stressing over all you have left to do, stop instead. Stop and think of that scared teen you once were, with graduation and the whole world barreling down on you. Think of the young Mom you once were, the new employee you once were, or think of that first date ... then take a second to smile.

You have come far my friend. Kudos.

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