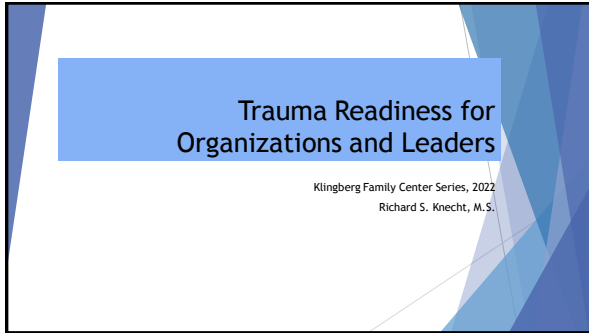
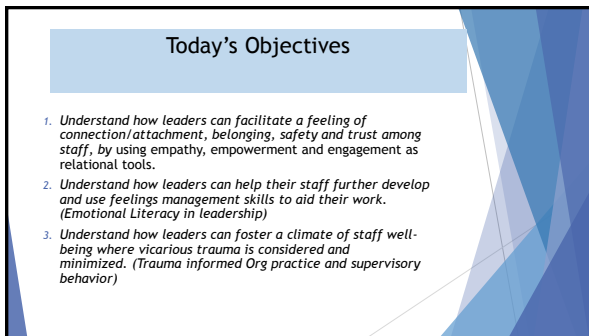
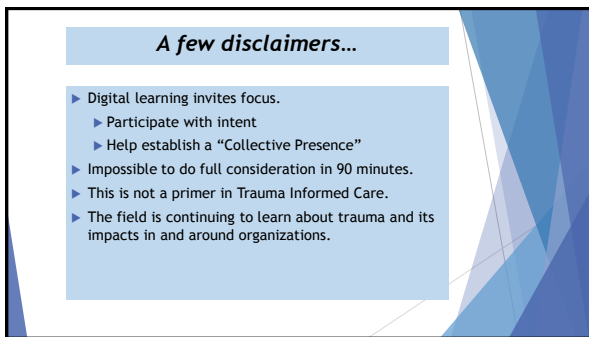




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And some context...

- ▶ Build on your Risking Connections work...
- ▶ Sometimes talking about trauma...is distressing (Self Care Today!)
- ▶ While the field (society) has become far more attuned to trauma's presence and impact, organizational approaches are often best framed by their capacities and strengths ("Advantages").
- ▶ Workforce shortage dynamic makes organizational culture more powerful than ever (Retention)

4

Some Thoughts and Terms...

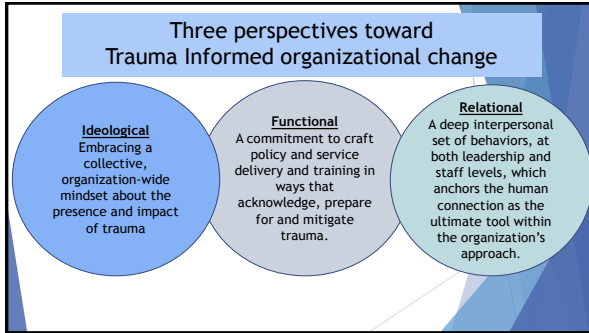
- ▶ The stories we tell ourselves about our own experiences are often more powerful than the trauma itself (Facts vs. Stories)
- ▶ Understanding trauma and its impact does not mean we excuse maladaptive (Trauma-influenced) behavior. Organizations have expectations for good reasons.
- ▶ **Resilience**—the capacity to recover quickly from difficulties; emotional elasticity
- ▶ **Regulation**—emotional, physical, psychological state of calm
- ▶ **Dysregulation**—emotional, physical, psychological state of stress

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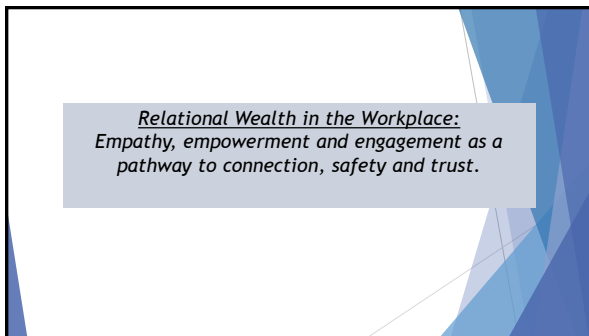
Why trauma awareness matters at work? (What's in it for me?)

- ▶ *Nearly all of us have experienced a genuine trauma. (It's universal)*
- ▶ *There are moments of stress in every organization, in which...
The organizational culture is formed.*
- ▶ *My job satisfaction is enhanced when I feel:*
 - ▶ *Competent and capable to manage whatever arises*
 - ▶ *High trust that every team member understands their role in addressing trauma and managing conflict in the workplace.*

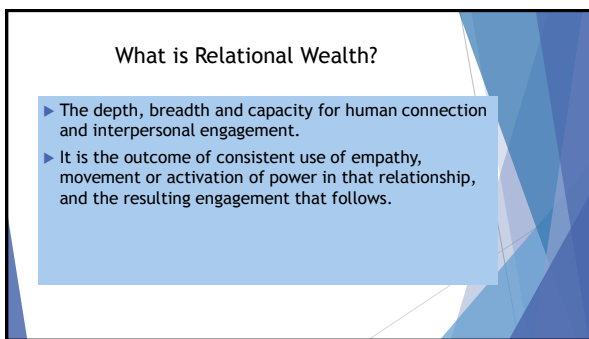
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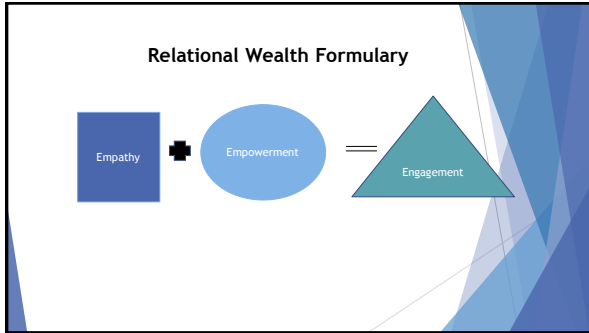
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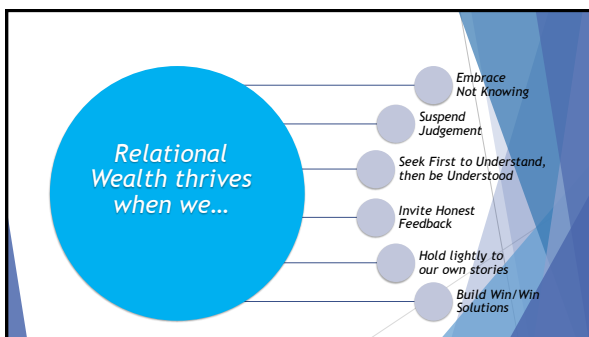
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Why empathy matters...

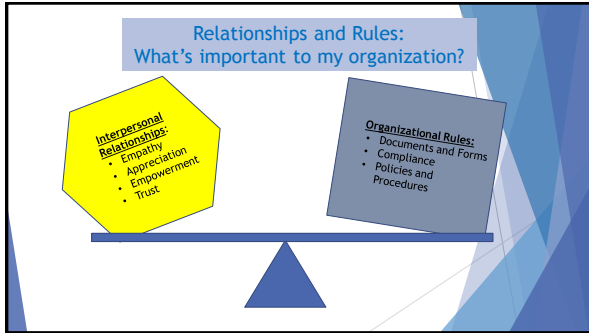
- ▶ 85% of employees believe that empathy is often undervalued by their employer.
- ▶ 30% don't feel the company they work for is empathetic, and about half (51 percent) feel that organizations and companies as a whole are not empathetic.
- ▶ 60% would be willing to take slightly less pay if their employer showed empathy, and 78 percent of employees would leave an employer for equal pay if the other company was empathetic.
- ▶ 77% of employees would be willing to work longer hours for an empathetic employer.
- ▶ A lack of empathy could cause more employee turnover as 72 percent of employees would consider leaving their current company if they displayed less empathy. Millennials (78 percent) are more likely than Boomers (66 percent) to consider this.
- ▶ 92 percent of employees would be more likely to stay with if more empathy was present.

--Business Solver

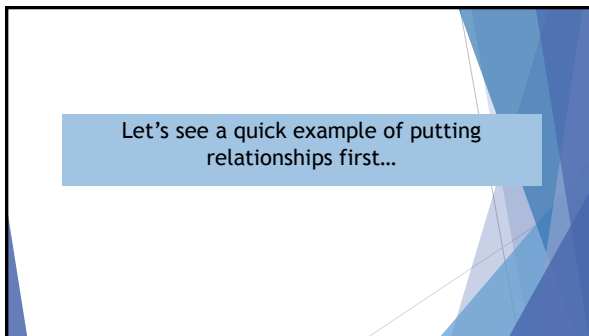
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Managing Feelings: High Emotional Intelligence and Resilience Building

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High Emotional Intelligence...

- ▶ “Understanding and managing one’s own emotions/thoughts”
- ▶ Allows a person to respond to a need, not react to a behavior!
- ▶ Relational mindset of “what happened to him?” rather than “what’s wrong with him?”

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Emotional Literacy fosters Resilience (Behavioral Neurobiology)

- ▶ High Emotional Literacy in leadership fosters safety for the work ecology and teams.

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The Seven Skills Of Resiliency

- #1. **Spirituality** (Higher Values, Vision, Purpose, & Power)
- #2. **Attitude** (Willingness; First Things First; Easy Does It, Do It)
- #3. **Balance** (Work, Social, Intimate, Recreation: *Be More & Have More Than Your Job*)
- #4. **Nutrition** (Eat Right)
- #5. **Fitness** (Aerobic, Stretching, Strength)
- #6. **Relaxation** (Meditation & Reflection)
- #7. **Intimacy** (Lovers, Family, Friends)

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Resilience and “Counter-ACEs”

- ▶ Benevolent Childhood Experiences (10 items)
 - ▶ Holding ACEs constant, BCEs predicted less PTSD and less exposure to stressful life events during pregnancy (Narayan et al., 2018)
- ▶ Positive Childhood Experiences (7 items)
 - ▶ More PCEs associated with less depression and/or poor mental health after accounting for ACEs (Bethel et al., 2019)

*If the presence of resilient factors is more important than the occurrence of trauma for individuals, how can we organizationally create a workplace environment characterized by high frequency/ high impact of resilience?
Doing so “makes” us organizationally trauma ready!*

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Large Group Conversation

1. What kind of life experiences have I had that support my resilience?
2. Things my work coaches or mentors have done that foster resilience in me?
3. Ways my organization fosters resilience for our teams?

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Leadership Development Skill Building

- ▶ “Walk the Walk” Model Relationships First Mindset
- ▶ Engagement as primary Organizational Value
 - ▶ Empathy, Empowerment
- ▶ Strengths Based Leadership
 - ▶ Assets
 - ▶ Celebrate and Acknowledge
- ▶ Resilience Focused
- ▶ Share Power
 - ▶ Voice and Choice in Action
 - ▶ Participatory Leadership

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Some real life practice...

An adolescent female patient, in your agency's care in a residential cottage, is found unresponsive by staff late at night. Paramedics are unsuccessful at resuscitation.

Long time and beloved staff member recently lost her spouse of 45 years to an untimely death.

1. *What are the first considerations to ponder on?*
2. *What are the first actions to take?*

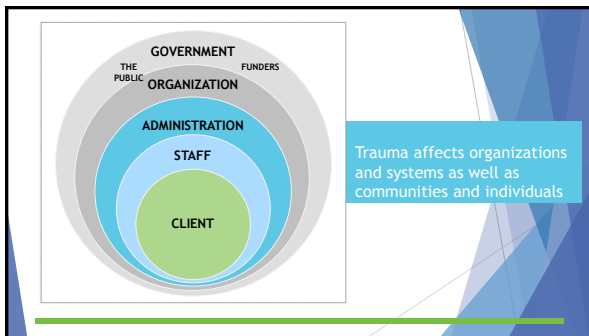
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Organizational Behavior and Practice: Vicarious Trauma and Staff Well Being

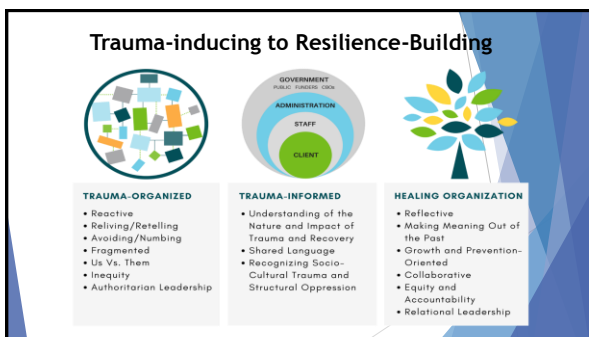
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Why Secondary Trauma and Healing Matters...

..."a good half of every treatment that probes at all deeply consists in the doctor's examining himself... it is his own hurt that gives a measure of his power to heal."

-Carl Jung

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Attachment, Consistency and Trauma-Reduction Research

- ▶ Fonagy (2001)" infants who are insecurely attached, if unaddressed, frequently develop into insecurely attached adults"
- ▶ Dozier, et al (1994)—"Insecurely attached adults are more prevalent in [the healing] workforce. These staff are at higher risk of developing 2nd trauma."

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Attachment, Consistency and Workforce Management Research...

- ▶ "...workplace experiences that threaten the affective well-being of child welfare workers pose a hazard to child protection organizations as a whole"

--Lizano and MorBarak, (2012)

75% of foster youth achieve permanency within 15 months when 1 case worker handles the case management beginning to end, versus 34% when two different workers touch the case. This drops to less than 1% when 6 or more social workers touch the case"

--Flower et al (2005)

Could this be true also for other helping fields?

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The Irony of Wounded Warriors at work...

Empathetic Distress vs. Empathetic Concern

▶ Takes on the pain or feelings of others. ▶ Limited ability to affectively "distance" self from the experiences of the others. ▶ Little children sometimes display this... small babies cry when they hear others cry. Toddlers will react facially and run to a parent when observing peer harm.	▶ Experiences the feelings, but feels "for" the other. ▶ Compartmentalization of the affect, but... it's still powerful and affective, but there's never a sense of being that person. ▶ Reduces risk of secondary/vicarious impact.
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Organizational Supports for Self Care

- Commitment and Training of Supervisors to Reflective Supervision
 - Support Supervisors and Managers to consistent "healing" centered supervision
 - Distraction Free Listening; Acknowledge and Relate
 - Be Present! (Eyes)
 - Frequent Check ins...
 - Appreciation; Appreciative Inquiry
- Time and Space for Self Care
 - One Minute Meditations
 - Exercise Space
 - Signage
 - Instant Debriefs when needed
- Trauma-sensitive Progressive Discipline
 - (Lead with empathy and the 6 skills)
 - Firm and clear, but understanding

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TIS Building is hard work...

The diagram illustrates the components of a Trauma-Informed System (TIS) building. It is a multi-tiered structure. The top tier is 'Continuous Improvement: Designing a learning organization'. The middle tier consists of 'Cultural Humility: Transforming Workforce' on the left and 'Collective Impact: Transforming Communities' on the right. The base is 'Trauma-Informed Systems: Designing a healing organization'. A central vertical element is the 'MANAGEMENT SYSTEM' which includes 'Leader Behaviors'. Workers are depicted as figures placing blocks to build this structure.

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A Strategic Plan for TIS Building:

(Harris and Fallot, 2001)

- **Administrative Commitment to Change**—Trauma and its impact are part of how staff members understand people and their problems.
- **Universal Screening**—Even if the agency does not deliver Mental health services, an awareness of trauma and its impact on the world view of consumers is known and destigmatized.
- **Training and Education**—All personnel, in every role, are less likely to inadvertently trigger or frighten client. Postpone the clinical intensive training to first set agency standard for behavior.
- **Hiring Practices**—It's more than having a trauma champion. Hire Trauma Ready staff.
- **Review of Policy and Procedures**—Reword and train to policy that is less intrusive/traumatizing. (Seclusion/Search and Seizure/Hold procedures)

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Large Group Conversation

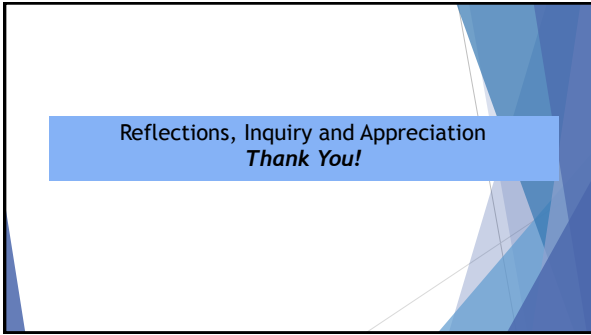
- *How does our ecology/environment reflect our commitment to trauma-readiness?*
- *In what ways do our printed material for participants reflect trauma-awareness?*
- *What policies or policy areas are first priority for trauma-attention?*
- *In what ways do we "screen" participants for trauma and how do we apply that awareness?*
- *How do we assess potential staff for existing trauma-readiness?*

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Three C's of Trauma Informed Care

- **Collaboration**—authentic relationships, rooted in trust, which allow us check our internal sense that we're "alone" in the work.
- **Connection**—the relationship itself. In moments of distress, pause and ask..."How will I preserve this relationship going forward"
- **Compassion**—empathy and mercy in action

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