

Welcome to

THE TRAINING WILL BEGIN SHORTLY

While you're waiting...

BECOMING A TRAUMA-INFORMED LEADER: PREPARING FOR CHANGE AT THE PERSONAL & TEAM LEVEL

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Icebreaker Question (answer in the chat)
How do you like to show appreciation to your team?

Survey & Certificate of Completion
Available following the training.

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Before We Begin...

DURING

AFTER

Access your presentation slides and workbook now! The links are in the chat.

Review interactive features for today's session. Locate the controls on the toolbar at the bottom of your screen.

Complete the survey at the end of this training to receive your Certificate of Attendance for both sessions.

This presentation is being recorded for administrative purposes only. The recording will NOT be shared.

A follow-up email will be sent to all participants within two days.

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Workbook Page # x

TRAINING RESOURCES

Fillable PDF Workbook

Notetaking PPT Slides


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Becoming a Trauma-Informed Leader:
Preparing for Change at the Team Level –
Safety, Trust, and Boundaries

Lisa Conradi, Psy.D.
Executive Director
Chadwick Center for Children and Families

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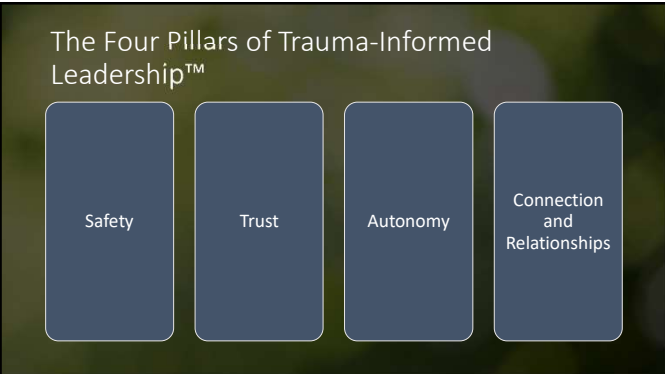
A Trauma-Informed Leader...



- Creates physically and psychologically safe teams and environments
- Builds trust between and among team members
- Facilitates multiple opportunities for connection
- Identifies clear boundaries and expectations while also supporting staff autonomy, voice, and choice
- Engages in the “tough” conversations when needed
- Has a space to be vulnerable and take care of themselves

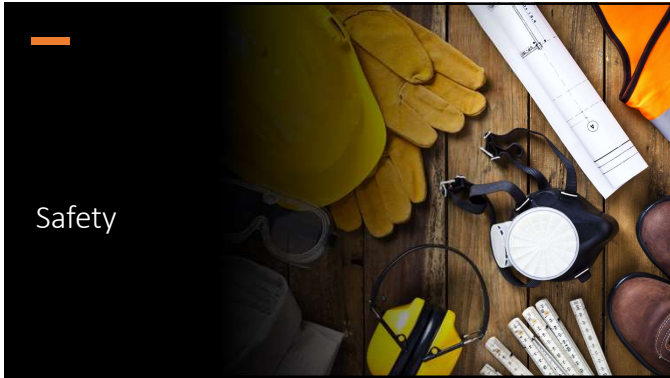
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The Four Pillars of Trauma-Informed Leadership™



Safety Trust Autonomy Connection and Relationships

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Safety

Physical – Freedom from threats of violence, whether from self or others. Physical safety includes being aware of risks in the environment and taking steps to ensure basic physical safety when there is a threat.

Psychological – The ability to be safe within one's own identity and the sense of feeling safe with other people and in one's community. Your ability to create psychological safety in an interaction may increase the comfort that the person feels during the process

Definitions adapted from Bloom & Farragher, 2013

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The Role of Safety in Trauma and Trauma-Informed Leadership

- A traumatic experience is characterized by a profound lack of both physical and emotional safety
- An individual who has experienced chronic and complex trauma, may have difficulty distinguishing between safe and unsafe situations
- Following a traumatic event, a person may feel unsafe even when they are physically safe
- This can lead to them re-experiencing the event with the physiological responses
- A trauma-informed leader actively works on creating a physically and psychologically safe work environment

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Team Psychological Safety

A shared belief held by members of a team that the team is safe for interpersonal risk taking.

Edmondson, 2019

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What Psychological Safety is NOT

- Psychological safety is not about being nice (or making people happy)
- Psychological safety is not a personality factor
- Psychological safety is not just another word for trust
- Psychological safety is not just about lowering performance standards

Edmondson, 2019

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The Benefits of Psychological Safety




- **Encourages speaking up:** Psychological safety alleviates concern about others' reaction to behaviors or actions that have the potential for embarrassment.
- **Enables clarity of thought:** When the brain is activated by fear, it has less neural processing power for exploration, design, or analysis.
- **Supports productive conflicts:** Psychological safety allows self-expression, productive discussion, and the thoughtful handling of conflict.
- **Mitigates failures:** A climate of psychological makes it easier, and therefore more common, to report and discuss errors.

Edmondson, 2012

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The Benefits of Psychological Safety, Continued



- **Promotes innovations:** Removing the fear of speaking up allows people to suggest the novel ideas and possibilities that are integral to developing innovative products and services.
- **Removes obstacles to pursuing goals for achievement performances.** With psychological safety, individuals can focus on achieving motivating goals rather than on self-protection.
- **Increases accountability:** Rather than supporting a permissive atmosphere, psychological safety creates a climate that supports people in taking the interpersonal risks necessary to pursue high standards and achieve challenging goals.

Edmondson, 2012

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Psychological Safety and Team Engagement

	Low Standards	High Standards
High Psychological Safety	Comfort Zone	Learning and High-Performance zone
Low Psychological Safety	Apathy zone	Anxiety zone

Edmondson, 2019

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How Leaders Can Cultivate Psychological Safety in their Teams


- **Be accessible and approachable:** Leaders encourage team members to learn together by being accessible and personally involved.
- **Acknowledge the limits of current knowledge:** When leaders admit that they don't know something, their genuine display of humility encourages other team members to follow suit.
- **Be willing to display fallibility:** To create psychological safety, team leaders much demonstrate a tolerance of failure by acknowledging their own fallibility.
- **Invite participation:** When people believe their leaders value their input, they're more engaged and responsive.

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How Leaders Can Cultivate Psychological Safety in their Teams

- **Highlight failures as learning opportunities:** Instead of punishing people for well-intentioned risks that backfire, leaders encourage team members to embrace error and deal with failure in a productive manner.
- **Use direct language:** Using direct, actionable language instigates the type of straightforward, blunt discussion that enables learning.
- **Set boundaries:** When leaders are as clear as possible about what is acceptable, people feel more psychologically safe than when boundaries are vague or unpredictable.
- **Hold people accountable for transgressions:** When people cross boundaries set in advance and fail to perform up to set standards, leaders must hold them accountable in a fair and consistent way.

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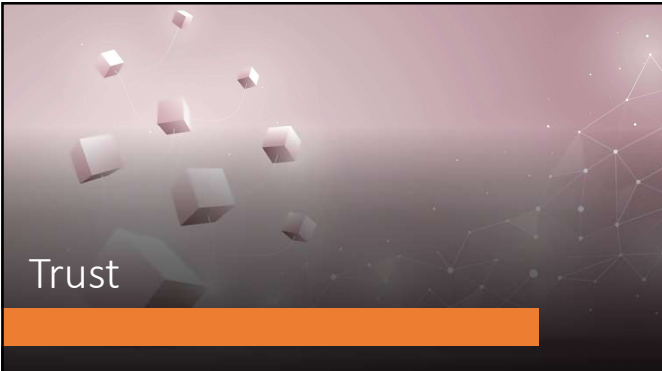
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Breakout Room Discussions

As you reflect on the benefits of psychological safety previously identified, discuss the following questions in your breakout groups:

- Introduce yourselves – name, agency, role, years in leadership
- How do you know that a team member or your team feels psychologically safe?
 - What are some concrete examples you have seen of psychologically safe teams in your work?
- How do you know when a team member or your team DOES NOT feel psychologically safe?
 - What are some concrete examples you have seen of teams who do NOT feel psychologically safe in your work?
- Brief Report out to the larger group

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Trust

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The Role of Trust in Trauma and Trauma-Informed Leadership

- Trauma can profoundly impact an individual's ability to trust in the world to be safe
- Some types of interpersonal trauma occur when the individual a child is supposed to trust the most (e.g., a parent) is the person who hurts them
- This can severely impair an individual's ability to trust in others over time
- A trauma-informed leader actively creates an environment of trust and transparency

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Increasing Trust

- Consistency – checking in, following up
- Have the hard conversations
- Question (and encourage staff to question) the “stories we tell ourselves”
- Doing what you say you will do (being dependable and consistent)
- Being approachable and friendly (people trust leaders they like)
- Championing authenticity, empathy and humanity.
- Showing support for your team members, even when they make mistakes (and admitting to your own)




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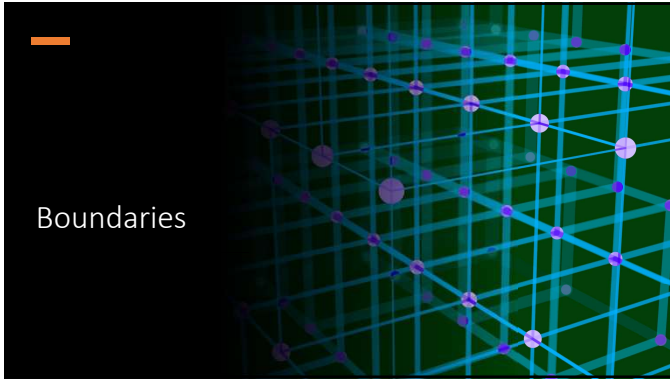
Breakout Room Discussions

As you reflect on the benefits of trust previously identified, discuss the following questions in your breakout groups:

- Introduce yourselves – name, agency, role, years in leadership
- How do you know if your staff members trust each other?
 - What are some concrete examples you have seen where team members trust one another?
- How do you know if your staff members do NOT trust each other?
 - What are some concrete examples you have seen of team members do NOT trust one another?
- Brief Report out to the larger group






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The Importance of Boundaries as a Trauma-Informed Leader

-  Trauma is a violation of a sacred boundary. Individuals who have experienced trauma have had their boundaries violated, often repeatedly
-  Boundaries are the guard rails that keep us safe and secure
-  A lack of boundaries can lead to a chronic lack of physical and emotional safety

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Boundaries and the Workplace

A lack of boundaries in a trauma-informed workplace can lead to:

- Higher rates of burnout. Constant desire to go above and beyond can lead to exhaustion over time.
- Staff members can feel a lack of fairness and equity regarding job duties, especially if one staff member is going above and beyond while others are doing the bare minimum.
- The lack of clarity for staff members on work expectations and role clarity can create stress and frustration.

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Tips to Create a Team Culture that Emphasizes Healthy Boundaries

- Conduct a Team Self-Assessment – What are ways in which your team has good boundaries? What are areas in which they are not?
- Meet with your team to announce your commitment to identifying and implementing good team boundaries
 - As part of this meeting, share your results from the assessment. What are the areas in which your team creates good boundaries? Where are there opportunities for improvement?
- Plot a course with your team and identify a set of group norms and values. What guard rails need to be put into place for our work? How will we hold ourselves accountable?


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Activity: Boundary Self-Reflection

Take a couple of minutes to journal your answers to the following questions from your perspective:

- What are the ways in which your team is good at keeping clear boundaries?
- What are the areas in which they are not?
- How comfortable are you with boundary setting?
 - What are some ways in which you have great boundaries?
 - What are some ways in which you don't?
 - How do you feel about enforcing boundaries with your team?

Report out



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Questions?



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Contact Information

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Thanks for joining us!
WHAT'S NEXT?

- Survey and certificate in the chat now
- Follow-up email with resources within the next few days
- Watch your inbox for the next issue of *CalTrin Connect*

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