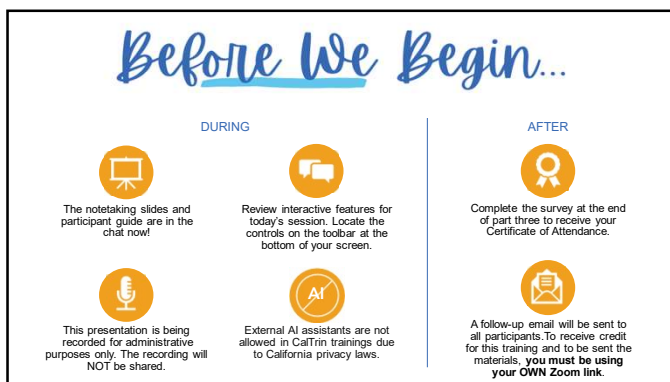
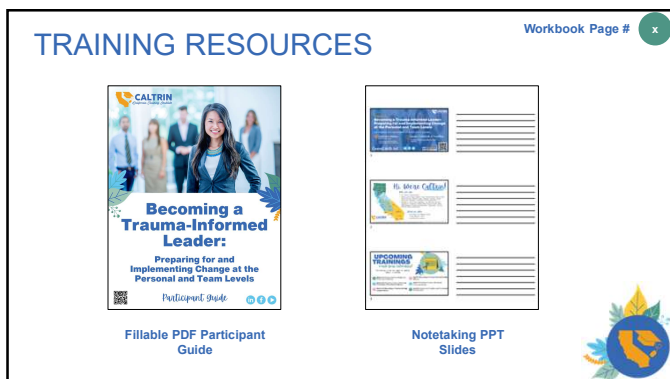





1



2



3



BECOMING A TRAUMA-INFORMED LEADER:

PREPARING AND IMPLEMENTING CHANGE AT THE PERSONAL AND TEAM LEVELS

Lisa Conradi, Psy.D.
President and Founder
Trauma-Informed Innovations, LLC

March 11, March 25, and April 8 - 2025


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PLAN FOR THIS SERIES



At the end of this 3-part series, participants will be able to:

- Identify concrete strategies that participants can use to personally prepare to become trauma-informed leaders.
- Identify concrete strategies to assist in building safety and trust in their teams.
- Assess and identify key boundaries that they can implement at the personal and team levels to support them in building safety and trust in their teams.



5



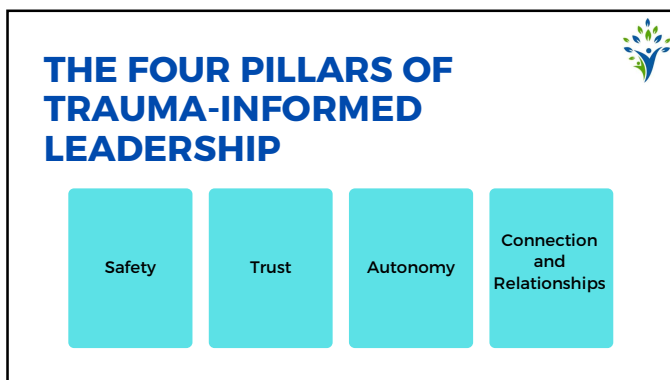
CHECK-IN FROM OUR LAST SESSION

- Review your self-reflection action items from our last session
- Were there any that you were able to implement? If so, what worked? What was challenging?
- Based on your experience, is there anything you'd like to do differently in the future?

6



7



8



9



10

Safety




Physical



Psychological

11



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

Amy Edmondson, "The Fearless Organization"





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Psychological Safety is NOT:



 BEING "NICE"	 PERSONALITY FACTOR	 ANOTHER WORD FOR TRUST	 LOWERING PERFORMANCE STANDARDS
-----------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------

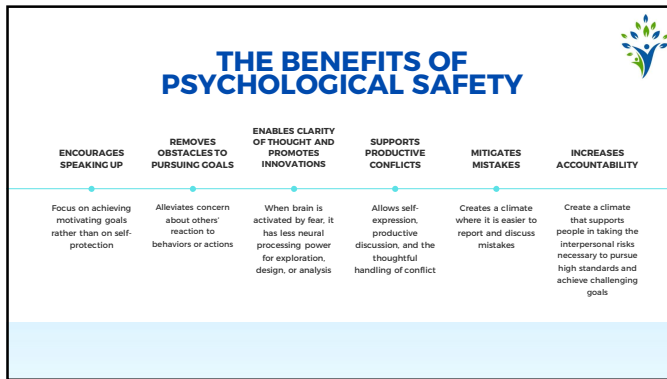
14

Psychological Safety and Team Engagement

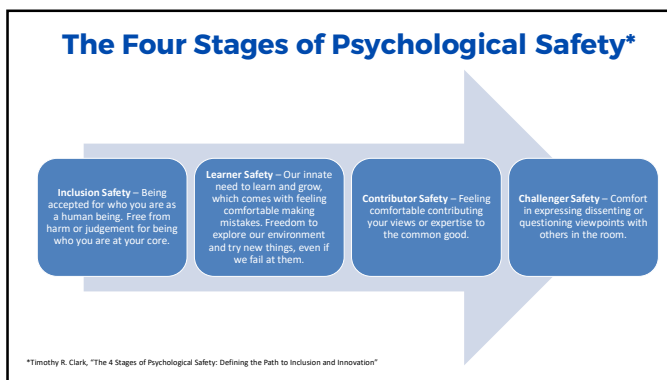


	LOW STANDARDS	HIGH STANDARDS
HIGH PSYCHOLOGICAL SAFETY	Comfort Zone	Learning and High-Performance zone
LOW PSYCHOLOGICAL SAFETY	Apathy zone	Anxiety zone

15



16



17

PSYCHOLOGICAL SAFETY SELF-REFLECTION

Take about 5 minutes and journal your responses to the following questions:

- Do I feel accepted and respected in my role?
- Do I feel like all elements of my identity are accepted in the workplace? If not, what is accepted and what do I keep hidden?
- How do I respond when my staff or colleagues make remarks about these aspects of my identity? Does it trigger a response in me? Do I shut down or find an excuse to leave the room? Or do I pretend it's not a problem?
- In what ways do I create a culture that accepts the identities of my team members?
- In what ways am I not as inclusive or accepting with my staff as I'd like to be?

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Psychological Safety Team Assessment

Team members feel comfortable communicating with each other and/or their leader when concerns arise.

- Never
- Rarely
- Sometimes
- Often
- Always

When mistakes happen, they are viewed as learning opportunities.

- Never
- Rarely
- Sometimes
- Often
- Always

19

Psychological Safety Team Assessment, Continued

Everyone in the group takes responsibility for what they do.

- Never
- Rarely
- Sometimes
- Often
- Always

The workplace is conducive to humor and laughter.

- Never
- Rarely
- Sometimes
- Often
- Always

20

Breakout Room Discussions

6

- 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

21

Strategies to Cultivate Inclusion Safety on Your Team

1

Be approachable and
accessible

2

Ensure that you are treating
everyone equitably, regardless
of their status

3

Show true appreciation and
sensitivity for the cultures that
exist within your teams.

22

Strategies to Support Learner Safety on Your Team

01

Acknowledge the limits of
your current knowledge

02

Be willing to display fallibility

03

Highlight failures as learning
opportunities

23

Strategies to Support Challenger Safety on Your Team

Create structured
opportunities to
challenge the status
quo

Embrace productive
conflict

24

HOW LEADERS CAN CULTIVATE PSYCHOLOGICAL SAFETY IN THEIR TEAMS



01 BE ACCESSIBLE AND APPROACHABLE

Encourages team members to learn together by being personally involved

03 ACKNOWLEDGE LIMITS OF CURRENT KNOWLEDGE

This genuine display of humility encourages other team members to follow suit

02 BE WILLING TO DISPLAY FALLIBILITY

Demonstrates tolerance of failure by acknowledging own fallibility

04 INVITE PARTICIPATION

When people believe their leaders value their input, they're more engaged and responsive

25

HOW LEADERS CAN CULTIVATE PSYCHOLOGICAL SAFETY IN THEIR TEAMS, CONTINUED



05 HIGHLIGHT MISTAKES AS LEARNING OPPORTUNITIES

Instead of punishing people for well-intentioned risks that backfire, encourage team members to embrace the lessons learned from mistakes

07 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

06 USE DIRECT LANGUAGE

Instigates the type of straightforward, blunt discussion that enables learning

08 HOLD PEOPLE ACCOUNTABLE FOR THEIR TRANSGRESSIONS

Hold people accountable in a fair and consistent way

26

HOW LEADERS CAN CULTIVATE PSYCHOLOGICAL SAFETY IN THEIR TEAMS, CONTINUED



09 CREATE STRUCTURED OPPORTUNITIES TO CHALLENGE THE STATUS QUO

One of the best ways to dismantle groupthink is to introduce a different perspective into the conversation. In your team, be willing to be the person that introduces the opposing thought.

"What would someone who disagrees with this idea say?"

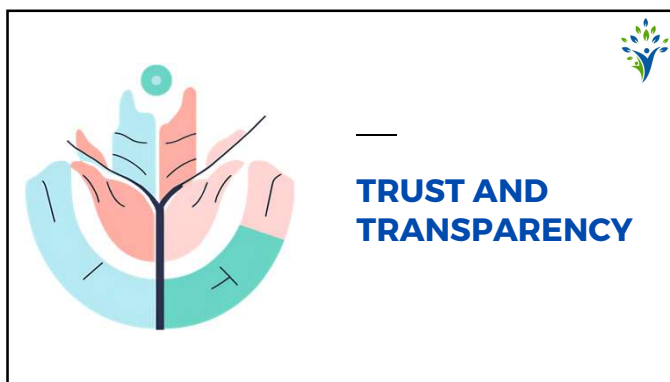
10 EMBRACE PRODUCTIVE CONFLICT

Differentiate between relationship conflict and task conflict. Relationship conflict is when we have personal feelings of tension or animosity with another person. Task conflict is when there is a clash about ideas and opinions. If unchecked, task conflict can morph into relationship conflict.

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28



29




30



**CHOOSING TO RISK
MAKING
SOMETHING YOU
VALUE
VULNERABLE TO
ANOTHER PERSON'S
ACTIONS**

Charles Feltman, "The Thin Book of Trust"

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THE BENEFITS OF CULTIVATING TRUST AND TRANSPARENCY

CLARITY	UNDERSTAND	PREVENTS COMPARISONS	RELIABILITY
Team members have clarity on what's expected of them	Team members understand why the organization has made certain decisions (even if they don't agree with them)	Team members are less likely to make unfavorable comparisons to others, "why did XX get this, but I don't?"	Team members know that their leader will do what they say they are going to do

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Signs of High Trust Teams

- Use conflict productively, focusing on processes, not people
- Engage with each other and the team's work
- Commit to each other and the team's success
- Hold one another accountable to each other and outside stakeholders
- Develop innovative ideas and approaches
- Collaborate effectively
- Communicate in open, honest, and transparent ways
- Get results – delights customers
- Demonstrate true camaraderie



Feltman, 2021

33

Signs of Low Trust Teams

- Avoid conflict completely or engage in destructive conflict
- Disengage from other team members
- Demonstrate low commitment to the team goals
- Avoid accountability
- Lack innovation
- Demonstrate poor collaboration and duplication of efforts
- Withhold information, have a hidden agenda
- Miss deadlines and have poor output
- Demonstrate false camaraderie, disinterest, and disrespect

Feltman, 2021



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Leadership Self-Reflection: Trust

8

Take some time to journal your responses to the following questions:

Personal:

- What is it you are willing to entrust to them that you consider valuable?
- Why do you trust them with this?
- What do the people you work with entrust to you?
- Why do you think they trust you?

As a Leader:

- If a new person on your team asked your manager how trustworthy you are, what do you think they would say?
- If this person asked your peers, what would they likely say?
- When you do not yet have any experience with how someone behaves, what is your usual attitude toward trusting them? Does it take time to build trust, or do you trust more quickly?
- Are there certain types or categories of people you tend to trust more or less? If so, what are those types?
- What criteria do you use to decide how far to trust someone when you don't know anything about them?

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Trust Survey

9

- Use a scale of 1-10 where 10 = Can always be trusted in all situations and 1 = Can rarely or never be trusted. How do you:

1. Rate YOUR Trustworthiness
2. Rate the average trustworthiness of the people you work with as a group?
3. Rate the average trustworthiness of your immediate supervisor?
4. Rate the trustworthiness of your company's top management in general?
5. Rate the trustworthiness of your peers in the company?
6. Rate the trustworthiness of your direct reports?
7. Rate the trustworthiness of others below your level of responsibility in the company, as a group?

Journal your responses.

36

TRUST TEAM ASSESSMENT

Team members feel comfortable both setting and respecting each other's boundaries.

- Never
- Rarely
- Sometimes
- Often
- Always

Team members do what they say they're going to do.

- Never
- Rarely
- Sometimes
- Often
- Always

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TRUST TEAM ASSESSMENT, CONTINUED

Team members engage in difficult conversations as needed.

- Never
- Rarely
- Sometimes
- Often
- Always

There is a culture of non-judgment and support.

- Never
- Rarely
- Sometimes
- Often
- Always


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Breakout Room Discussions

10

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

BOUNDARIES

You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

RELIABILITY

You do what you say you'll do. At work, this means staying aware of your competencies and limitations, so you don't overpromise and are able to deliver on commitments and balance competing priorities.


ACCOUNTABILITY

You own your mistakes, apologize, and make amends.

VAULT

You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

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BRAVING, CONTINUED

INTEGRITY

You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

NONJUDGMENT

I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgement. We can ask each other for help without judgement.

GENEROSITY

You extend the most generous interpretation possible to the intentions, words, and actions of others.

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BUILDING TRUST WITH INDIVIDUALS ON YOUR TEAM

			
<p>Consistency - Checking in, following up</p>	<p>Have the hard conversations</p>	<p>Question (and encourage staff to question) the 'stories we tell ourselves'</p>	<p>Doing what you say you will do (being dependable and consistent)</p>

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BUILDING TRUST WITH INDIVIDUALS ON YOUR TEAM, CONTINUED 			
 <p>Being approachable and friendly (people trust leaders they like)</p>	 <p>Championing authenticity, empathy and humanity</p>	 <p>Showing support for your team members, even when they make mistakes (and admitting to your own)</p>	 <p>Balancing the need for individual confidentiality with organizational transparency</p>

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	<h3>Practices that Promote High Trust Leadership</h3> <ul style="list-style-type: none"> • Model trustworthy behavior • Trust your team • Clear Mission and charter • Be transparent • Decision-making • Address issues quickly
------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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	<h3>Building Trust at the Broader Team Level</h3> <ul style="list-style-type: none"> • Create psychological safety • Build trust by talking about it • Consider all voices • Make and use team agreements • Mind the team's Mission/charter • Build camaraderie
-------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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UP NEXT:

TRAUMA-INFORMED LEADERSHIP: DEVELOPING AND MAINTAINING PERSONAL AND PROFESSIONAL BOUNDARIES

April 8, 2025





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ABOUT TRAUMA-INFORMED INNOVATIONS

We help leaders use a trauma-informed leadership approach to overcome self-doubt, set strong boundaries, and navigate challenging leadership situations with confidence and ease.

We provide training and consultation, individual and group coaching, and professional speaking to help new and emerging leaders grow their skills to become more confident, clear, and compassionate.

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LET'S CONNECT!

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Thanks for joining us!

WHAT'S NEXT?

- **Part 3: April 8 from 10:00AM-12:00PM PT**
 - Check your calendar to make sure you have the Zoom link
- Follow-up email with resources within two days
- Contact us if you have questions or technical issues!





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