



Becoming a Trauma-Informed Leader: Preparing for and Implementing Change at the Personal and Team Levels

Presented by Lisa Conradi, PsyD

Before We Begin...

DURING



The notetaking slides and participant guide are in the chat now!



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



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



External AI assistants are not allowed in CalTrin trainings due to California privacy laws.

AFTER



Complete the survey at the end of part three to receive your Certificate of Attendance.



A follow-up email will be sent to all participants. To receive credit for this training and to be sent the materials, **you must be using your OWN Zoom link.**

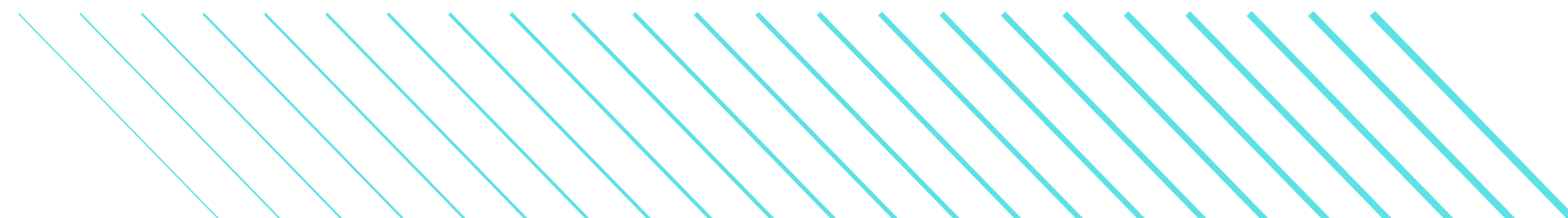
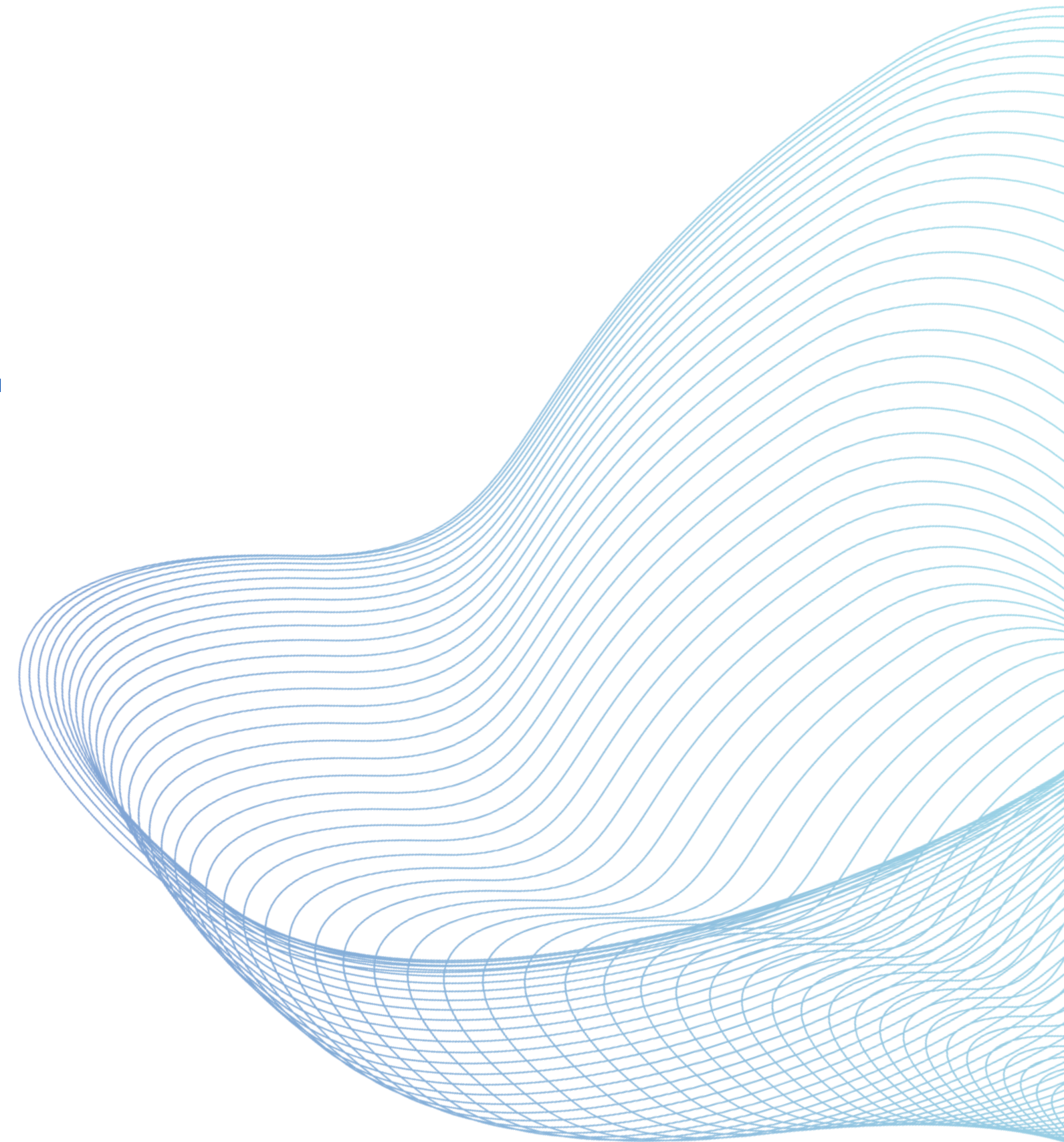


BECOMING A TRAUMA- INFORMED LEADER:

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



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.



A circular inset image on the left side of the slide shows two hands, palms up, holding a small, bright yellow flower with a dark center. The background of the inset is dark and out of focus.

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?

A row of wooden figures, with one red figure standing out among several white ones. The figures are arranged in a line, receding into the distance. The background is a soft, light blue gradient.

PART 2: DEVELOPING SAFETY AND TRUST AS A TRAUMA- INFORMED LEADER

March 25, 2025



THE FOUR PILLARS OF TRAUMA-INFORMED LEADERSHIP

Safety

Trust

Autonomy

**Connection
and
Relationships**



TRAUMA-INFORMED LEADERSHIP: FOCUSING ON SAFETY AND TRUST

March 25, 2025

SAFETY

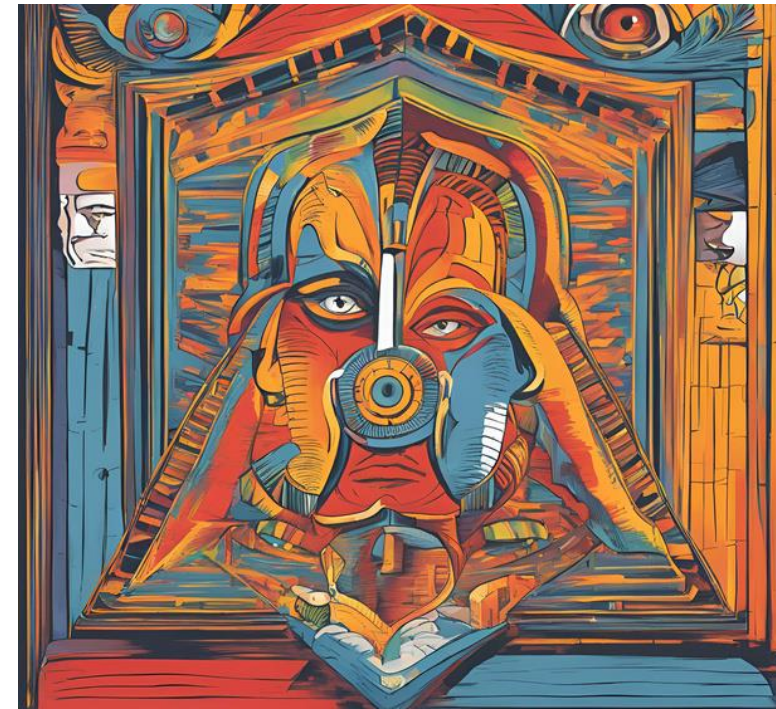




Safety



Physical



Psychological



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



Team Psychological Safety:

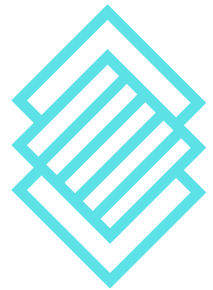


**A SHARED BELIEF HELD
BY MEMBERS OF A TEAM
THAT THE TEAM IS SAFE
FOR INTERPERSONAL
RISK TAKING**

Amy Edmondson, "The Fearless Organization"



Psychological Safety is NOT:



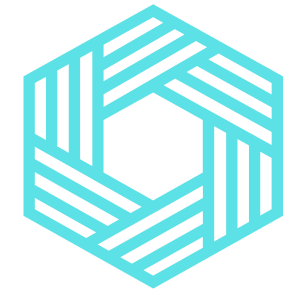
BEING “NICE”



**PERSONALITY
FACTOR**



**ANOTHER WORD
FOR TRUST**



**LOWERING
PERFORMANCE
STANDARDS**

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



THE BENEFITS OF PSYCHOLOGICAL SAFETY

ENCOURAGES SPEAKING UP

Focus on achieving motivating goals rather than on self-protection

REMOVES OBSTACLES TO PURSUING GOALS

Alleviates concern about others' reaction to behaviors or actions

ENABLES CLARITY OF THOUGHT AND PROMOTES INNOVATIONS

When brain is activated by fear, it has less neural processing power for exploration, design, or analysis

SUPPORTS PRODUCTIVE CONFLICTS

Allows self-expression, productive discussion, and the thoughtful handling of conflict

MITIGATES MISTAKES

Creates a climate where it is easier to report and discuss mistakes

INCREASES ACCOUNTABILITY

Create a climate that supports people in taking the interpersonal risks necessary to pursue high standards and achieve challenging goals

The Four Stages of Psychological Safety*

Inclusion Safety – Being accepted for who you are as a human being. Free from harm or judgement for being who you are at your core.

Learner Safety – Our innate need to learn and grow, which comes with feeling comfortable making mistakes. Freedom to explore our environment and try new things, even if we fail at them.

Contributor Safety – Feeling comfortable contributing your views or expertise to the common good.

Challenger Safety – Comfort in expressing dissenting or questioning viewpoints with others in the room.

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?



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

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

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

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.

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

Strategies to Support Challenger Safety on Your Team

Create structured
opportunities to
challenge the status
quo

Embrace productive
conflict



HOW LEADERS CAN CULTIVATE PSYCHOLOGICAL SAFETY IN THEIR TEAMS

- 01 BE ACCESSIBLE AND APPROACHABLE**
Encourages team members to learn together by being personally involved
- 02 BE WILLING TO DISPLAY FALLIBILITY**
Demonstrates tolerance of failure by acknowledging own fallibility

- 03 ACKNOWLEDGE LIMITS OF CURRENT KNOWLEDGE**
This genuine display of humility encourages other team members to follow suit
- 04 INVITE PARTICIPATION**
When people believe their leaders value their input, they're more engaged and responsive



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

06 USE DIRECT LANGUAGE

Instigates the type of straightforward, blunt discussion that enables learning

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

08 HOLD PEOPLE ACCOUNTABLE FOR THEIR TRANSGRESSIONS

Hold people accountable in a fair and consistent way



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.

Self-Reflection Activity

What are at least three strategies that you can try with your team in the next two weeks?



TRUST AND TRANSPARENCY

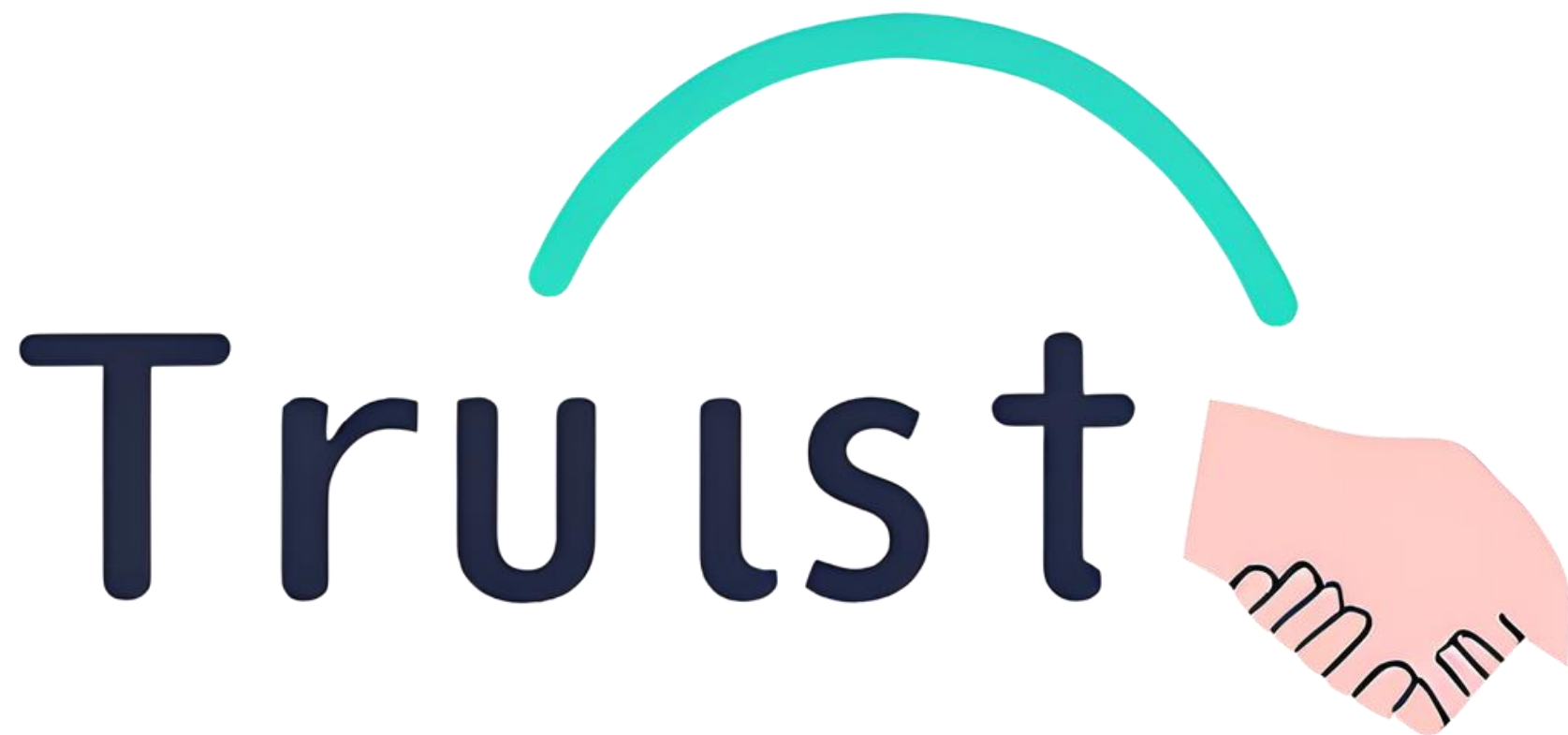


THE ROLE OF TRUST IN TRAUMA AND TRAUMA-INFORMED LEADERSHIP

- 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



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



Charles Feltman, "The Thin Book of Trust"



THE BENEFITS OF CULTIVATING TRUST AND TRANSPARENCY

CLARITY

Team members have clarity on what's expected of them

UNDERSTAND

Team members understand why the organization has made certain decisions (even if they don't agree with them)

PREVENTS COMPARISONS

Team members are less likely to make unfavorable comparisons to others, "why did XX get this, but I don't?"

RELIABILITY

Team members know that their leader will do what they say they are going to do

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 other 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



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



Leadership Self-Reflection: Trust

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?

Trust Survey

- 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.

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

TRUST TEAM ASSESSMENT, CONTINUED

Team members engage in difficult conversations as needed.

- Never
- Rarely
- Sometimes
- Often
- Always

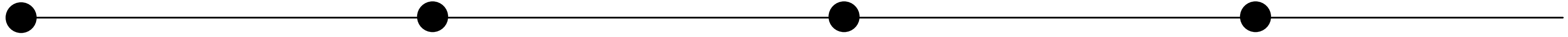
There is a culture of non-judgment and support.

- Never
- Rarely
- Sometimes
- Often
- Always

Breakout Room Discussions

- 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

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

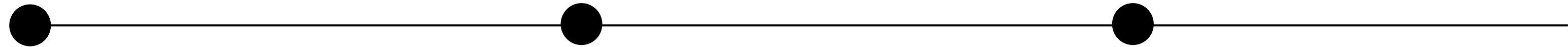
You own your mistakes, apologize, and make amends.

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.



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

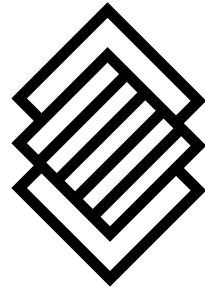
I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgement. We can ask each other for help without judgment.

GENEROSITY

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



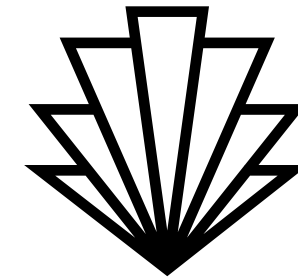
BUILDING TRUST WITH INDIVIDUALS ON YOUR TEAM



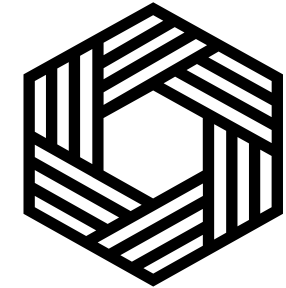
Consistency -
Checking in,
following up



Have the hard
conversations

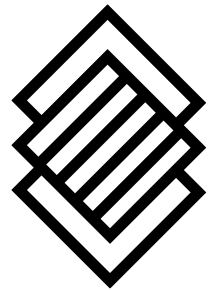


Question (and
encourage staff to
question) the
“stories we tell
ourselves

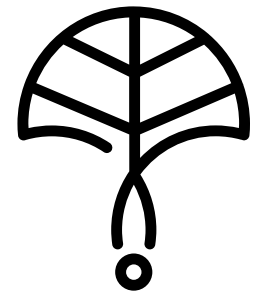


Doing what you
say you will do
(being
dependable and
consistent)

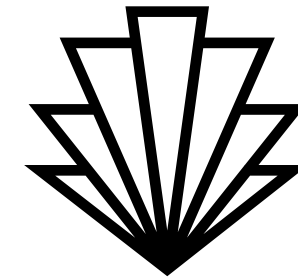
BUILDING TRUST WITH INDIVIDUALS ON YOUR TEAM, CONTINUED



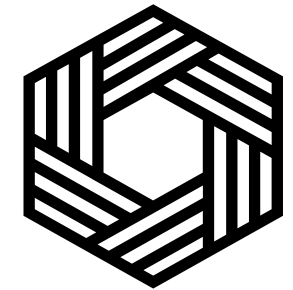
Being approachable and friendly (people trust leaders they like)



Championing authenticity, empathy and humanity



Showing support for your team members, even when they make mistakes (and admitting to your own)



Balancing the need for individual confidentiality with organizational transparency



Practices that Promote High Trust Leadership

- **Model trustworthy behavior**
- **Trust your team**
- **Clear Mission and charter**
- **Be transparent**
- **Decision-making**
- **Address issues quickly**



Building Trust at the Broader Team Level

- 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

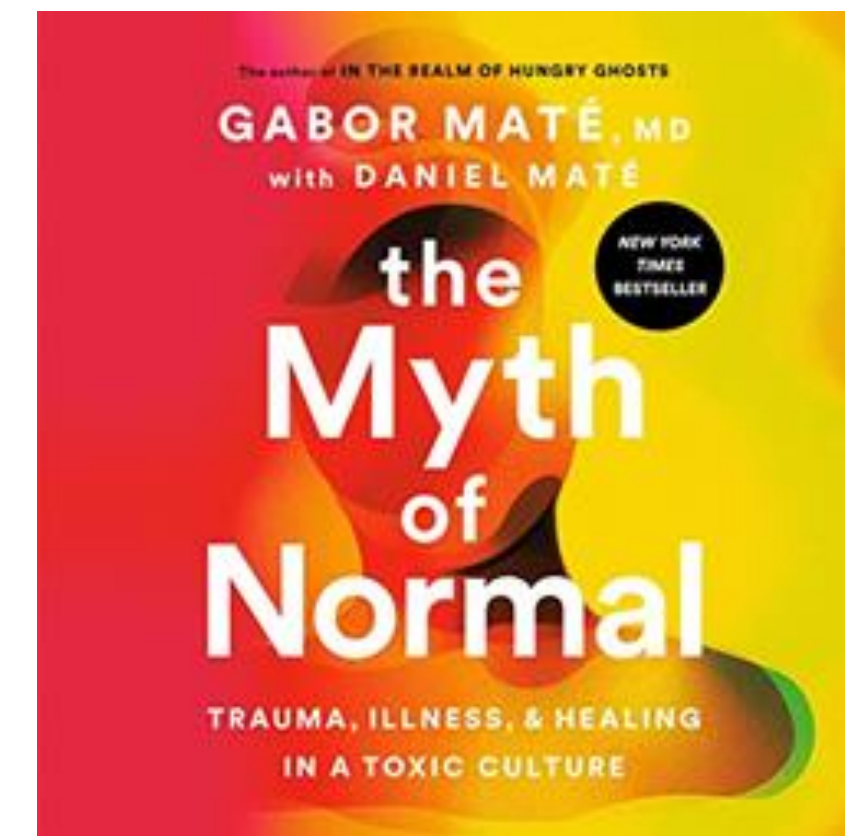
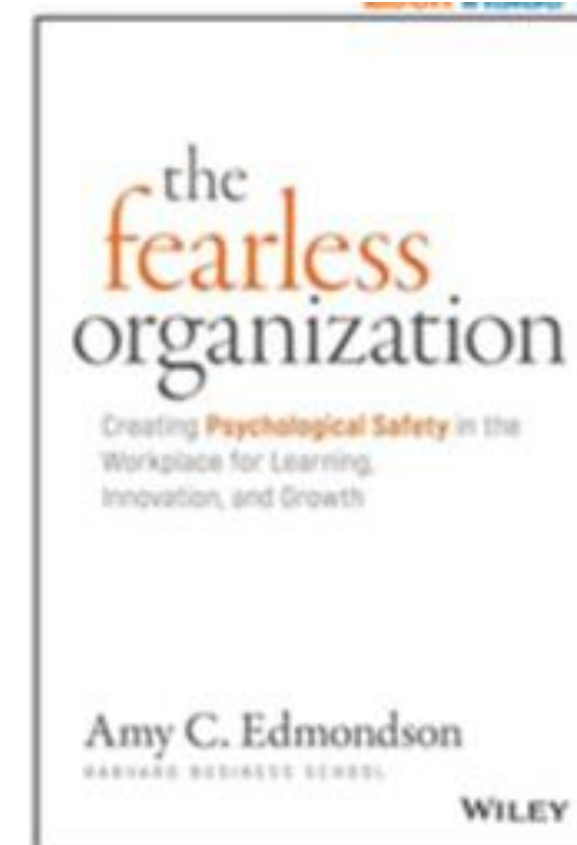
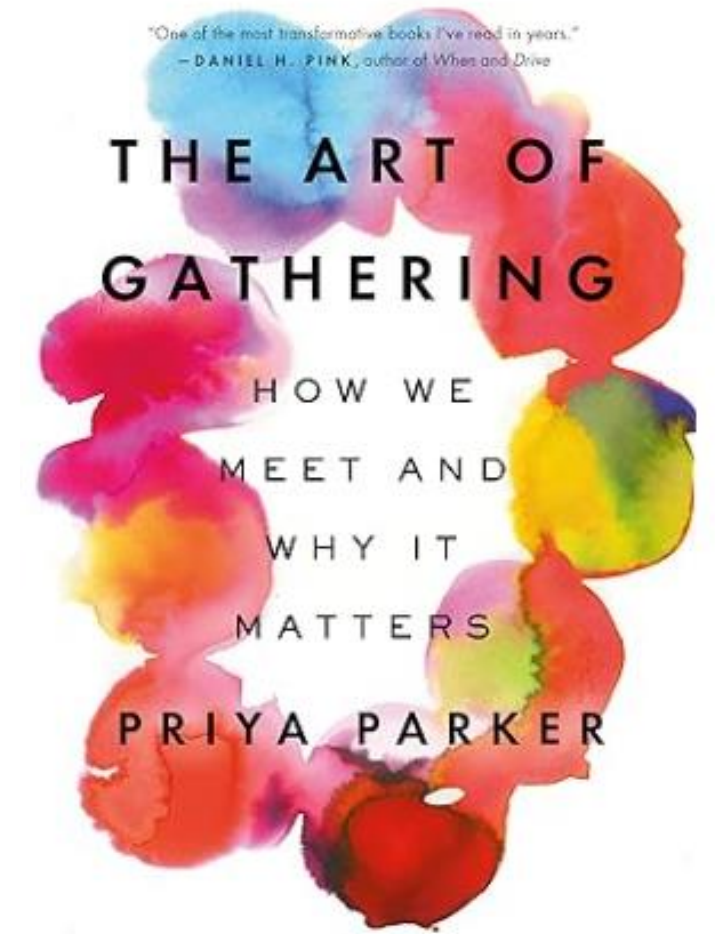
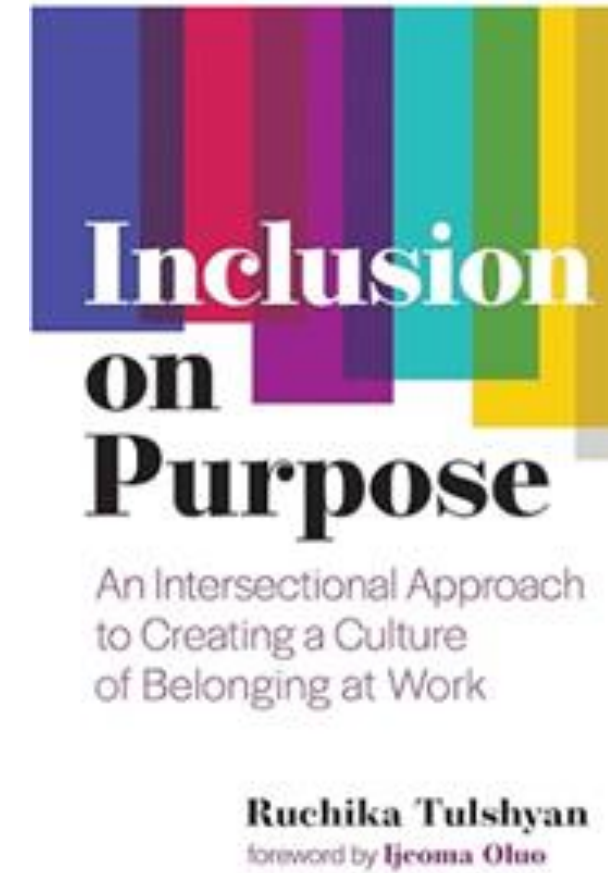
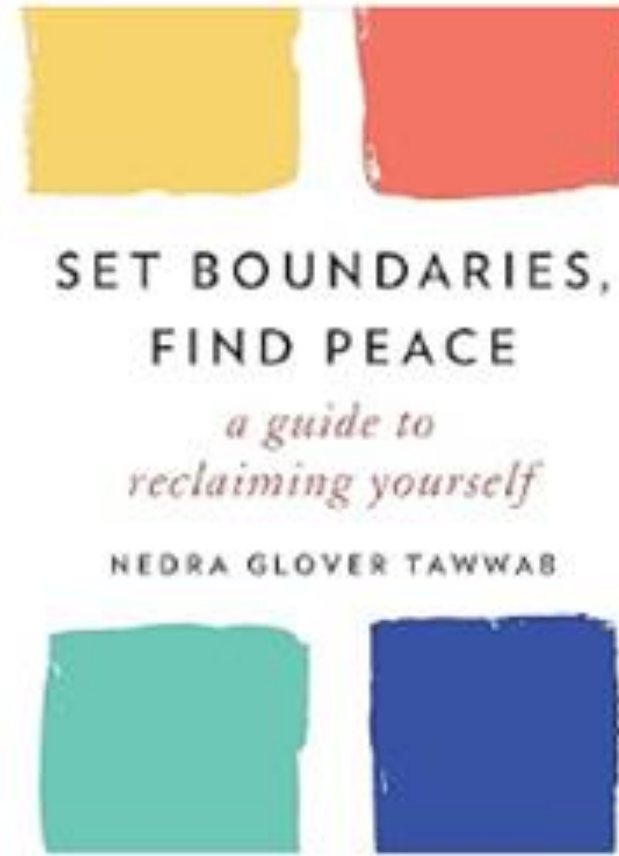
Self-Reflection Activity

What are at least three strategies that you can try with your team in the next two weeks?

**QUESTIONS
AND
DISCUSSION**



RESOURCES



UP NEXT:

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

April 8, 2025



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.





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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