



Welcome to

Trauma-Informed Leadership in Turbulent Times: Building Resilient Teams through Compassion & Accountability

THE TRAINING WILL BEGIN SHORTLY! WHILE YOU'RE WAITING...



Icebreaker Question
(answer in the chat)
What's your favorite way to relax after a busy day?




Survey & Certificate of Completion
Available following the training.
CEUs available for LCSWs, LMFTs, LPCCs, and LEPs

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Hi, We're CalTrin!

Who we are

- The California Training Institute
- Funded by the State of California, Dept. of Social Services, Office of Child Abuse Prevention (OCAP) to support child abuse prevention through professional development and extended learning opportunities.
- Designed for staff of family strengthening and child abuse prevention organizations in California, including Family Resource Centers, Child Abuse Prevention Councils, community-based organizations, and other child and family serving systems.

What we offer

- Live webinars & small group training
- Virtual, self-paced courses
- Job aids & other resources

This training was made possible with funding from the California Department of Social Services, Office of Child Abuse Prevention. Any opinions, findings, conclusions, and/or recommendations expressed are those of the CEBC, CalTrin and do not necessarily reflect the views of the California Department of Social Services.

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UPCOMING TRAININGS

mark your calendars!

Visit caltrin.org to view and register for upcoming webinars or workshops



November 25 | Implementing Treatment Foster Care Oregon – Adolescent (TFCO-A)



December 10 | Psychological Safety & Inclusive Workspaces



December 2 | The Culture of You, Me, and We



December 11 | Advanced Training on Secondary Traumatic Stress & Empathic Strain



December 9 | Leading Through Change



December 12 | Introduction to the ASQ-3

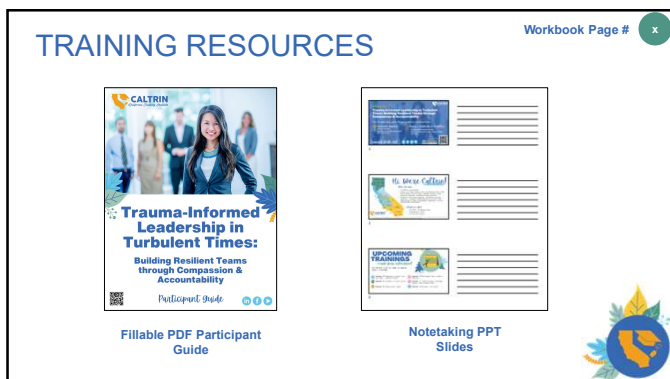
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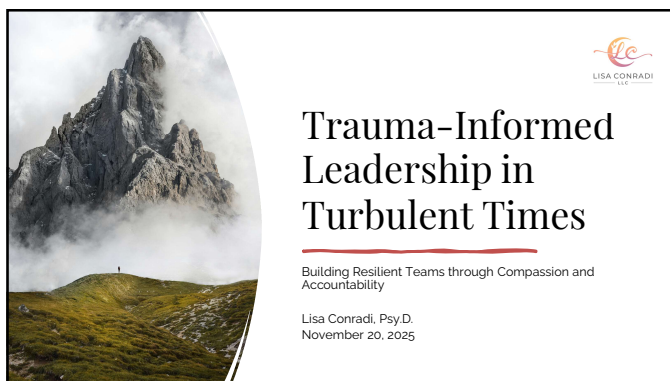
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Webinar Objectives

By the end of this webinar, participants will be able to:

- Define the seven core practices of trauma-informed leadership and describe how they apply to leading teams in high-stress environments.
- Apply at least 3 practical strategies to balance compassionate leadership with accountability.
- Develop an action plan for integrating trauma-informed leadership principles into their daily practice.



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Why This Work Matters Today

- Navigating a constantly changing socio-political climate
- Rising moral distress, burnout, and turnover in human services
- Leaders as nervous system regulators — stress and calm are contagious

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Poll Question #1: How Many Staff do you Supervise/Roll up to you?

1-5

6-10

11-20

More than 20

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Poll Question #2: How Long Have you Been a Leader?

0-2 years

3-5 years

6-10 years

More than 10 years

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Grounding and Agreements







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Arrival Practice: Pause-Reset-Nourish (PRN)

- 60 seconds of gentle breath + notice body in the chair
- Reset attention → "I'm here now"
- Nourish → one word you want to carry into today. Note it in your Participant Guide and feel free to share it in the chat.

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-  Confidentiality – what's shared here stays here
-  Nervous system care – okay to pause, stretch, step away
-  Boundaries – share only what feels right
-  Honor diverse experiences – no "right" way to lead or feel
-  Step up / step back – balance sharing and listening
-  Multiple opportunities for quiet reflection and note-taking

• Anything additional you'd like to add?
Type it in the chat.

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Leadership as a Ripple Effect

- Our energy sets the tone for teams
- Leadership is co-regulation (stress & calm both contagious)
- What we model → multiplies outward
- A trauma-informed approach helps us understand ourselves and those around us to better co-regulate



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What Characterizes Trauma?

- Harmful event or series of events
- Lack of actual or perceived control in the harmful situation
- Violation of trust and safety
- Disruption in the social contract



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Types of Trauma

Capital "T" trauma – Those specific, identifiable, and hurtful events that create autonomic and powerful responses in our body. These are the types of trauma we serve every day in child and family-serving organizations.

Small "t" trauma – Less memorable but hurtful misfortunes of childhood. Might include bullying, high conflict divorce, etc. All of us have likely experienced a version of this type of trauma.

Stressful events – Events that cause temporary distress but which our bodies can adapt and recover within a reasonable period. Might include parental divorce, moving, etc.

Some adverse childhood experiences are trauma, some are stress.



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Stress, Trauma, and the Current Workforce

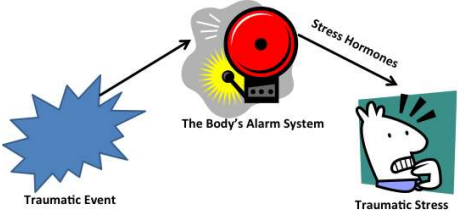
- According to statistics, 1/3 people in our workforce have experienced capital "T" trauma
- Many of us and our staff have experienced their own capital "T" trauma or small "t" trauma
- These experiences impact how we connect and relate with another, causing tension and frustration.



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Traumatic Stress Response Cycle



Source: Georgetown University Center for Child & Human Development, (n.d.). Stress and the developing brain: The stress response. Retrieved from Center for Early Childhood Mental Health Consultation website: http://www.ecmhc.org/tutorials/trauma/mod2_1.html

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How Stress and Trauma Shows Up in Leadership

- Stress & trauma impact brains, bodies, and decision-making
- Fight/flight/freeze/fawn show up in teams, too
- Leaders can buffer by modeling calm + boundaries

NERVOUS SYSTEM RESPONSES

FIGHT	FLIGHT
CONFRONTING THE THREAT	RUNNING FROM THE THREAT
FREEZE	FAWN
STOPPING IN RESPONSE TO THE THREAT	PLEASING TO AVOID THE THREAT


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Positive Ripple Moments

- Think of a time your leadership helped your team navigate a challenge.
 - What did you do?
 - How did it impact them?
- Note that in your Participant Guide
- Opportunity to share via chat



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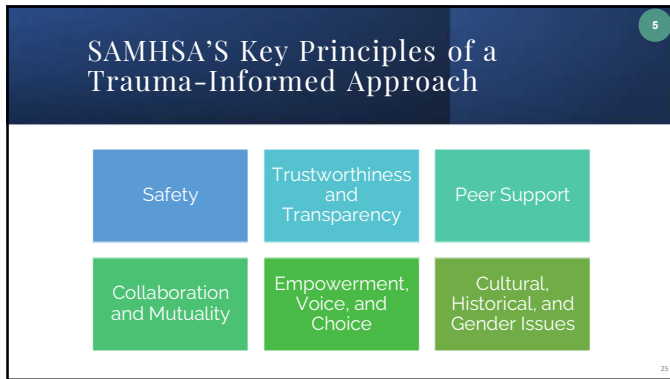


What is Trauma-Informed Care?

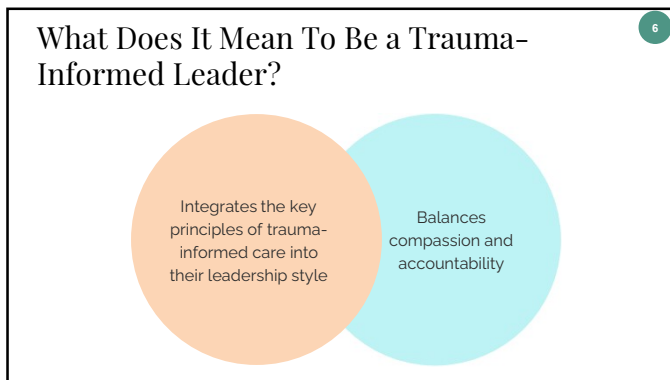
Trauma-informed care seeks to:

- Realize** the widespread impact of trauma and understand paths for recovery;
- Recognize** the signs and symptoms of trauma in patients, families, and staff;
- Integrate knowledge** about trauma into policies, procedures, and practices; and
- Actively **avoid re-traumatization**.

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Accountability & Compassion in Leadership

- Accountability without compassion → erodes trust
- Compassion without accountability → erodes integrity
- Trauma-informed leadership requires both

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The Four Pillars of Trauma-Informed Leadership

Safety

Trust

Autonomy

Connection and Relationships

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Psychological Safety & Trust

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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:

 <p>Being "Nice"</p>	 <p>Personality Factor</p>	 <p>Another Word for Trust</p>	 <p>Lowering Performance Standards</p>
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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

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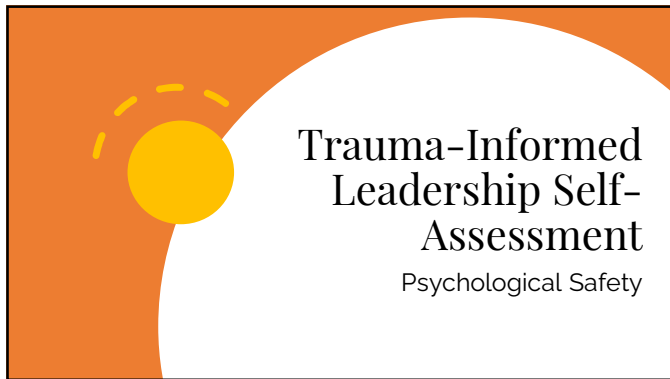
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The Benefits of Psychological Safety

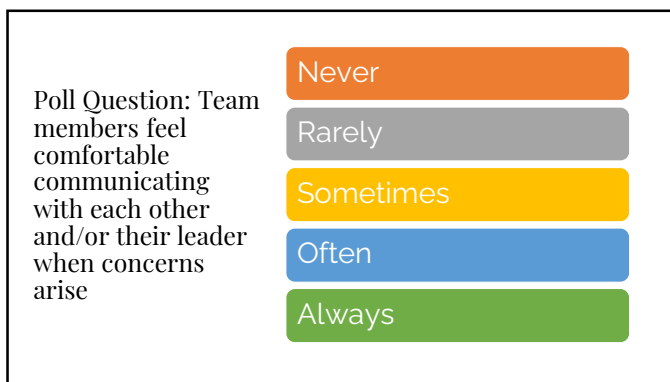
- Increases innovation & problem-solving
- Reduces burnout & moral distress
- Improves retention & engagement
- Strengthens resilience in uncertainty



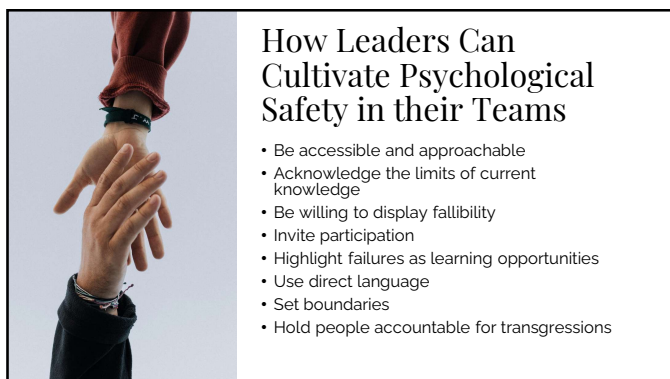
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Trust: The Foundation Beneath Safety

- Trust = Choosing to risk vulnerability with confidence
- Built over time through consistent behaviors
- Strengthened by boundaries, reliability, and care
- Without trust → no safety, no innovation, no resilience



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Building Trust: 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.



Brown, 2018

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BRAVING, Continued

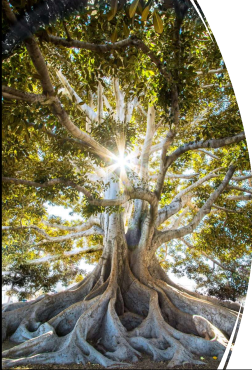
- **Integrity:** You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.
- **Nonjudgment:** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without 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.

Reflection: Which of these do you most need to strengthen with your team? Reflect on this after the training.



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The Benefits of Cultivating Trust and Transparency

- 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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Common Pitfalls

- Avoiding the issue (breeds cynicism)
- Over-accommodating (erodes standards)
- Coming in too harsh (shuts people down)



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Trauma-Informed Leadership Self-Assessment

Trust and Transparency



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Poll Question:
There is a culture of non-judgment and support

Never

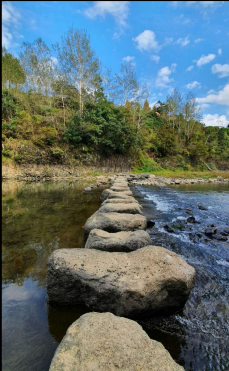
Rarely

Sometimes

Often

Always

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Increasing Trust and Transparency

- 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)

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Increasing Trust and Transparency, Cont'd

- 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



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Psychological Safety & Trust You Can Feel

- Foundation of resilient teams
- Trust makes conflict safe & learning possible
- Leaders model it first

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Autonomy and Connection

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Autonomy: Voice, Choice, & Control

- Autonomy refers to having meaningful influence over your work, decisions, and how goals are achieved
- In trauma-informed leadership, autonomy is not "going it alone" — it's about choice within connection
- Even small choices buffer stress and build engagement
- Leaders model autonomy by protecting it for themselves and creating it for their teams

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The Benefits of Championing Autonomy

- Team members feel like they have unique skills that can contribute to the success of the organization
- Team members feel a sense of control over their own successes, and their own challenges
- Team members are more likely to be innovative
- Organizations are more likely to be creative and adaptable


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Strategies to Increase Autonomy

- Opportunities for input in strategic planning or other key organizational activities and initiatives
- Help staff determine what they really need to focus on - how does that map onto their role?
- Clarity on what they can and can't control by incorporating "Zones of Control" language



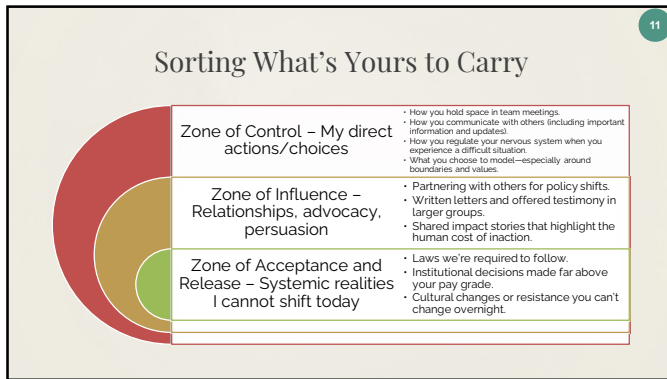
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Zones of Control Framework

- Helps us sort:
 - What we can control
 - What we can influence
 - What we need to accept and release

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Apply it To Your Work

Take a moment to reflect on one real challenge (salary limits, contract terminations, labor dynamics, etc.). Map:

- What's in your **Control**?
- What can you **Influence**?
- What must you **Accept and Release** (for now)?
- Journal this in your Participant Guide with an opportunity to share in the chat

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Connection: Belonging and Support

- Connection refers to feeling seen, supported, and valued as part of a team
- Connection is the strongest buffer against stress and burnout
- Autonomy and connection work together to increase engagement and sense of belonging and purpose at work
- Leaders model connection by prioritizing belonging and peer support

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The Benefits of Cultivating Connections and Relationships 12

- Team members feel like they are a part of something bigger and are better aligned with the Mission and Vision of the organization
- Team members are likely to feel more supported, especially after dealing with a tough case
- Organizations are more likely to have better engagement and less turnover
- Organizations can manage concerns regarding burnout and secondary traumatic stress more quickly

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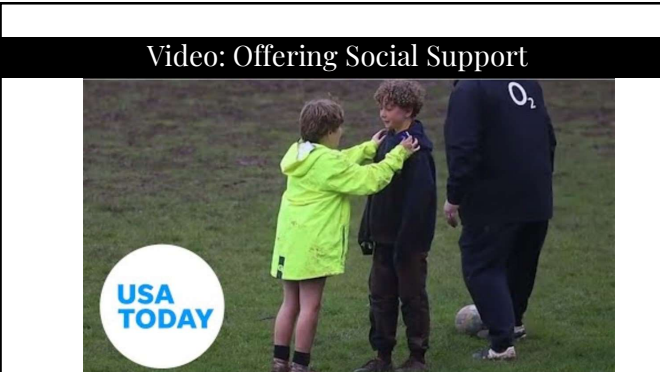


Facilitate Opportunities for Social Support 12

- Social support refers to activities that allow team members to remain committed to the team, especially at times of emotional turmoil (e.g., when conflict arises). Social support can take a number of forms that can include:
 - Being an ally to them when they need someone to help advocate for them or their ideas
 - Reassuring their worth and value to the team-tell them how much you and the other team members appreciate them
 - Listening to their problems and offering guidance – if they ask for it.

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Video: Offering Social Support



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Additional Strategies To Build Connections And Relationships



Cultivate meaningful meetings and gatherings for staff



Have team members work together on projects



Build inclusive cultures



Identify staff members 'language of appreciation in the workplace'



Incorporate gratitude to each other in the culture of the organization -



Be flexible when you can

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Autonomy & Connection in Practice

Autonomy & Connection Look Like:

- Shared decision-making
- Flexibility in how goals are met
- Encouraging voice and feedback
- Prioritizing peer-to-peer support
- Celebrating progress together



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Boundaries = Leadership Sustainability

- Protects your energy
- Models resilience for your team
- Creates space for autonomy & innovation

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BOUNDARIES ARE EXPECTATIONS AND NEEDS THAT HELP YOU FEEL SAFE AND COMFORTABLE IN YOUR RELATIONSHIPS

Nedra Glover Tawwab, "Set Boundaries, Find Peace"

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Without Boundaries, We Often Experience:

- Emotional exhaustion
- Resentment or frustration
- Feeling "used up" by the end of the day
- Difficulty saying no, even when over capacity
- Disconnect from our purpose and values

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With Healthy Boundaries, We Gain:

- Greater clarity about what's ours to carry
- Increased connection with others, "space vs. spaciousness"
- More consistent emotional regulation
- Increased energy and presence
- Stronger alignment with our values
- Protection from compassion fatigue

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Myths and Truths About Boundaries	
Myths	Truths
✓ "Setting boundaries is selfish."	Boundaries honor both your needs and others' by creating clear expectations and healthier relationships.
✓ "If I set boundaries, people will be upset with me."	Healthy relationships can tolerate and even grow from clear boundaries. Discomfort is normal but not a sign you're doing something wrong.
✓ "Good leaders are always available to their teams."	Good leaders model sustainable work by setting limits on their availability—this encourages others to do the same.
✓ "Boundaries mean saying "no" to everything."	Boundaries are about discernment—deciding what to say "yes" to and where "no" protects your time, energy, and values.
✓ "Once I set a boundary, it will always hold."	Leaders with strong boundaries are more resilient, effective, and better able to support their teams long term.
✓ "Boundaries push people away."	


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Where Am I Overextending?

Reflection Prompt

- Where am I overextending?
- Where might I soften or strengthen a boundary?

 Journal silently for yourself in the Participant Guide. You'll have an opportunity to share if you'd like.



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Free Resource = Assessment + Toolkit




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Poll Question:

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

Never

Rarely

Sometimes

Often

Always

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Applying The Four Pillars Of Trauma-informed Leadership:

The BREATHE Approach

B BOUNDARY SETTING
Identify and set your own boundaries and create a culture of healthy boundaries for your team.

R RELIABILITY
Do what you say you're going to do and if you can't do something, explain why.

E EMPATHY
Be supportive and relational, support connections with and among team members.

A ACCOUNTABILITY
Have the difficult conversations when needed and support your team in doing the same.

T TRANSPARENCY
Be transparent about what is happening while still respecting confidentiality.

H CULTURAL HUMILITY
Be approachable, friendly, and know that we all are always learning and growing.

E UNDERSTANDING ERRORS
Understand that we all make mistakes. It's how you handle it that matters.

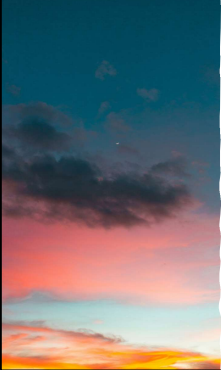
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Free Resource





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General Tips on Leading with Compassion and Accountability

- Don't be afraid to create clear boundaries and expectations for job roles and performance
- Engage in courageous and difficult conversations on an ongoing basis
- Create an environment that views mistakes as opportunities to learn *(but still hold people accountable to appropriate consequences)*
- Create opportunities for staff to connect with one another and appreciate each other as human beings
- Provide ongoing and transparent communication regarding initiatives and expectations
- Focus efforts for improvement in your zones of control and influence
- Be aware of your own triggers and trauma and how it may be impacting your ability to fully engage

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Action Planning and Commitments

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From Insight » Action

- One personal commitment (this week/month/quarter)
- One team commitment (this week/month/quarter)
- Small + specific = sustainable

☐ Personal Commitment
 ☐ Team Commitment

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Next Steps

- Complete the "Trauma-Informed Leadership Self-Assessment" and reflect on your responses.
- Review the "BRAVING" worksheet and reflect on your strengths and areas to grow.

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Closing Reflection

Closing Reflection

- 2-minute breath practice
- Share one word you're leaving with in the chat
- Questions in the Q&A



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Thank you!

This QR code provides a link to resources I've used to inform my work.



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Let's Connect!

✉ lmc@lisaconradi.com

🌐 www.lisaconradi.com



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Thanks for joining us!

WHAT'S NEXT?

- Survey and certificate in the chat now
 - LCSWs, LPCCs, LMFTs, and LEPs – complete additional survey section to receive CEUs
- Follow-up email with resources within two days
- Watch your inbox for the next issue of *CalTrin Connect*



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THE FUTURE IS NOW: NAVIGATING CHALLENGES, SHAPING TOMORROW

41st Annual San Diego International Conference on Child and Family Maltreatment

JAN 24-29, 2026
 Town and Country San Diego
 500 Hotel Circle North
 San Diego, CA 92108

Register Here



Bady Children's **Chadwick Center**
 For Children & Families



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