

Trauma- Responsive Organizations

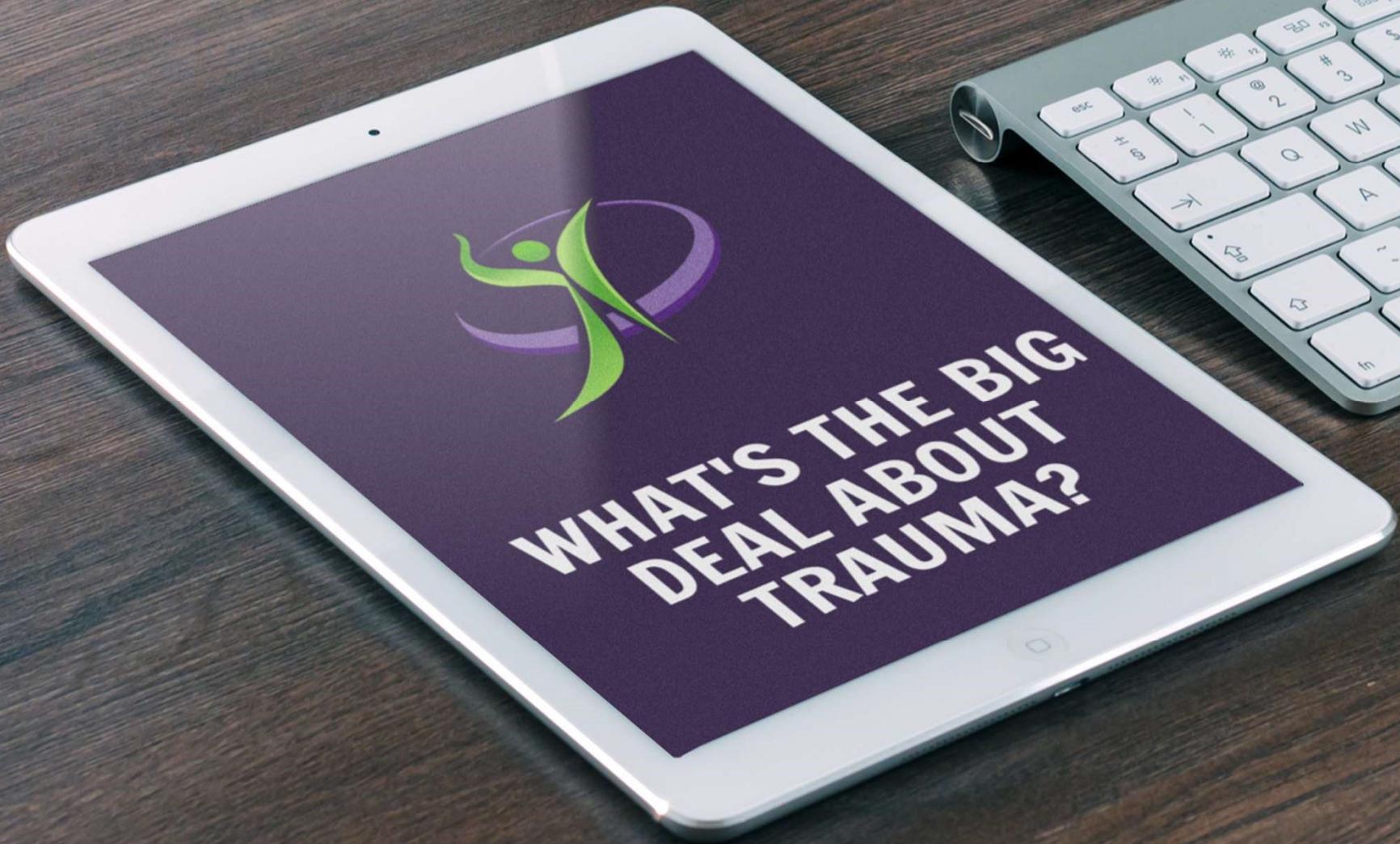
SANDRA L. BLOOM, M.D.





DISCLOSURE:
I, Sandra Bloom am the
sole owner of *Creating
Presence, LLC.*





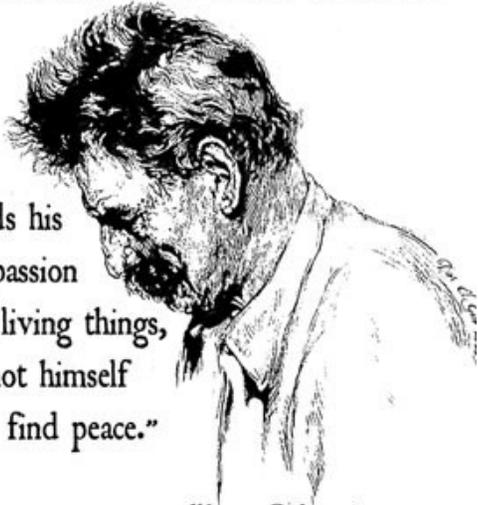


ANCIENT QUESTIONS



REVERENCE FOR LIFE

“Until he extends his
circle of compassion
to include all living things,
man will not himself
find peace.”



Albert Schweitzer

TRAUMA THEORY
IS
THE SCIENCE OF
SUFFERING





AND FOR VAST NUMBERS OF PEOPLE THAT
SUFFERING BEGINS IN CHILDHOOD



And that
suffering can
last a
lifetime...

And can
extend
through time

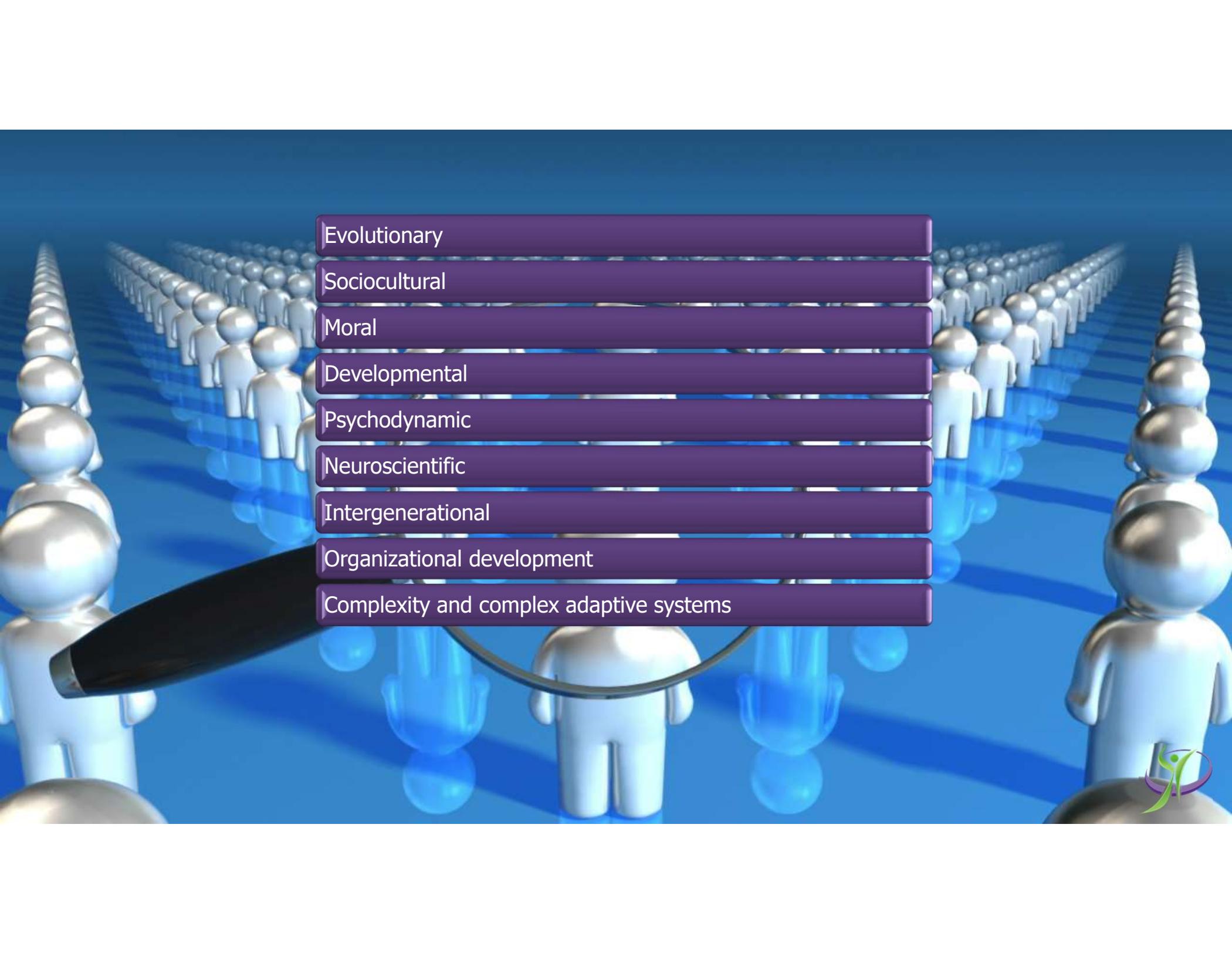




Any creature that experiences pleasure, can experience pain and can suffer.

SENTIENCE





Evolutionary

Sociocultural

Moral

Developmental

Psychodynamic

Neuroscientific

Intergenerational

Organizational development

Complexity and complex adaptive systems



With each lens, increasing clarity emerges....



EACH LENS REQUIRES CONCEPTUAL INTEGRATION AND INCREASES COMPLEXITY



CENTRAL ORGANIZING PRINCIPLE



Exposure to systematic adversity and trauma as a central organizing principle of human thought, feeling, belief, and behavior that is largely overlooked in existing explanations of and responses to human behavior.

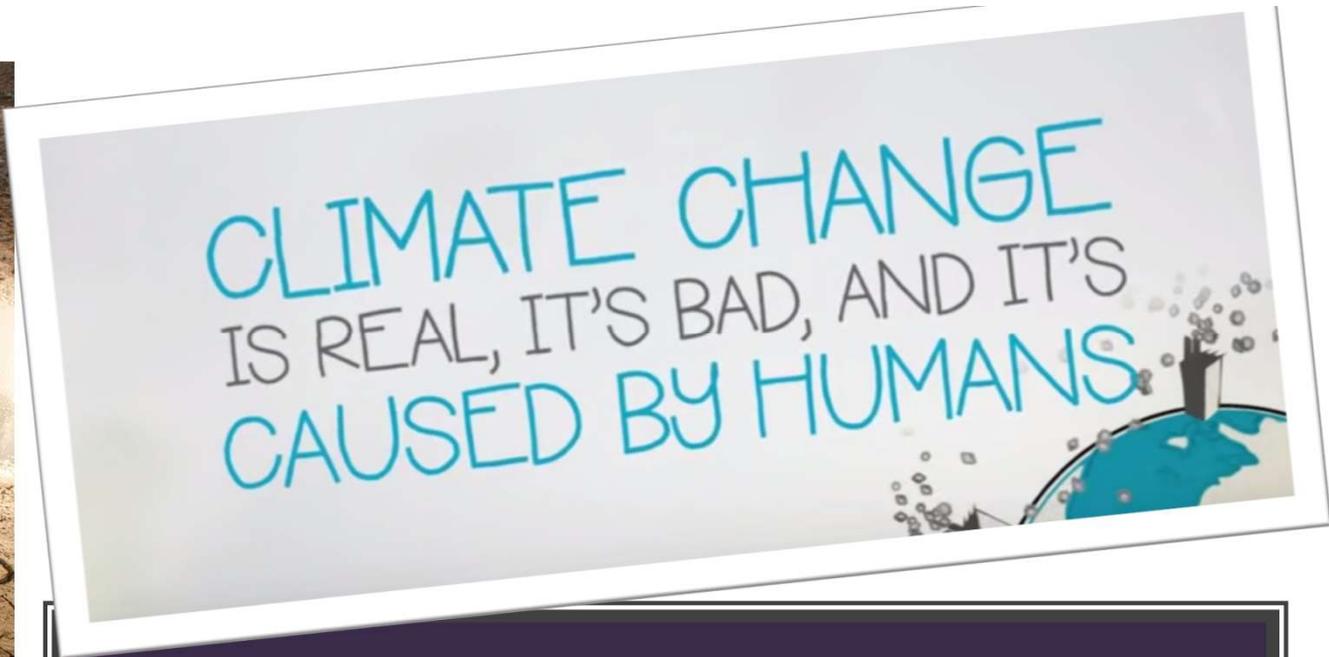


THE TROUBLES OF OUR TIME: DISCONNECTION FROM OUR BASIC NEEDS

(Hari, 2018)

- FROM CHILDHOOD TRAUMA
- FROM OTHER PEOPLE
- FROM MEANINGFUL VALUES
- FROM THE NATURAL WORLD
- FROM MEANINGFUL WORK
- FROM A HOPEFUL OR SECURE FUTURE





Denying climate change is the
worst form of child abuse





EVOLUTION VS. TECHNOLOGY

Comparing the Human
Brain to Google

(Infographic) | DiamondPillar.com

The rate at which the human brain can evolve new faculties is millions of years slower than the rate at which humans generate change and produce new information

*The Watchman's Rattle,
Costa, 2010*





THE COGNITIVE THRESHOLD

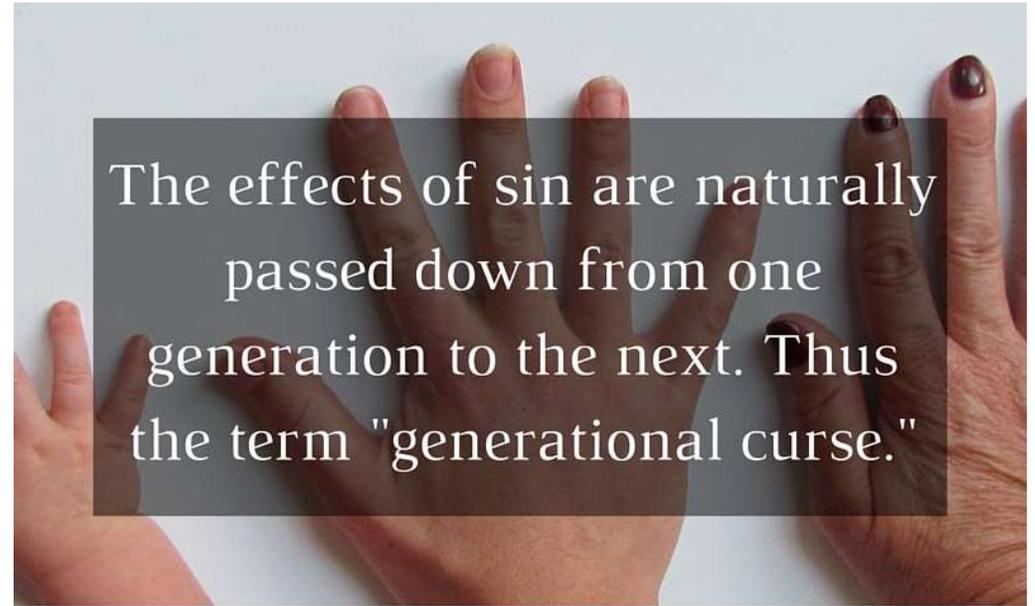
(Costa, 2010)

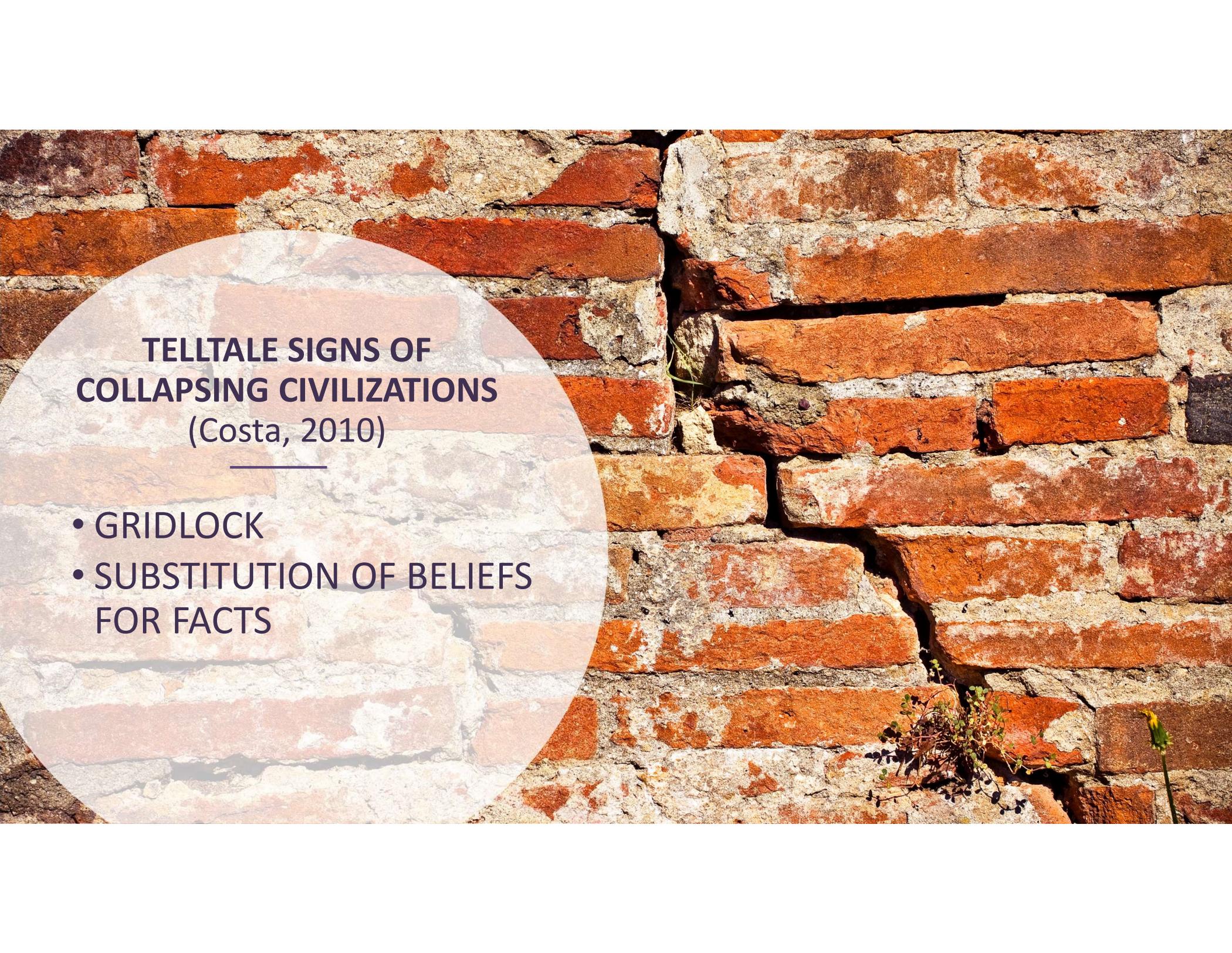
The point at which a society can no longer “think” its way out of its way out of its problems is called “the cognitive threshold”.



And once a society reaches this cognitive threshold, it begins passing unresolved issues from one generation to the next until, finally, one or more of these problems push the civilization over the edge. This is the real reason for collapse of civilizations.

THE COGNITIVE
THRESHOLD
(Costa, 2010)





**TELLTALE SIGNS OF
COLLAPSING CIVILIZATIONS**
(Costa, 2010)

- GRIDLOCK
- SUBSTITUTION OF BELIEFS
FOR FACTS

GRIDLOCK

When in gridlock, a civilization insists on deploying methods once used to resolve smaller, simpler problems to solve larger, more complex issues.

Although these methods repeatedly fail, like a swimmer caught in an undertow, we stubbornly pursue variations of the same failed solutions decade after decade.

Rebecca Costa, 2010





Then as conditions grow more desperate, the second symptom appears: the substitution of beliefs for knowledge and fact.

Costa, 2010.

The Watchman's Rattle.





Once a society begins exhibiting the first two signs – gridlock and the substitution of beliefs for facts – the stage is set for collapse (p.12).





Consequently, the difference between a culture that survives and one that does not may simply boil down to whether a society develops new ways to triumph over a naturally reoccurring cognitive threshold (p9).

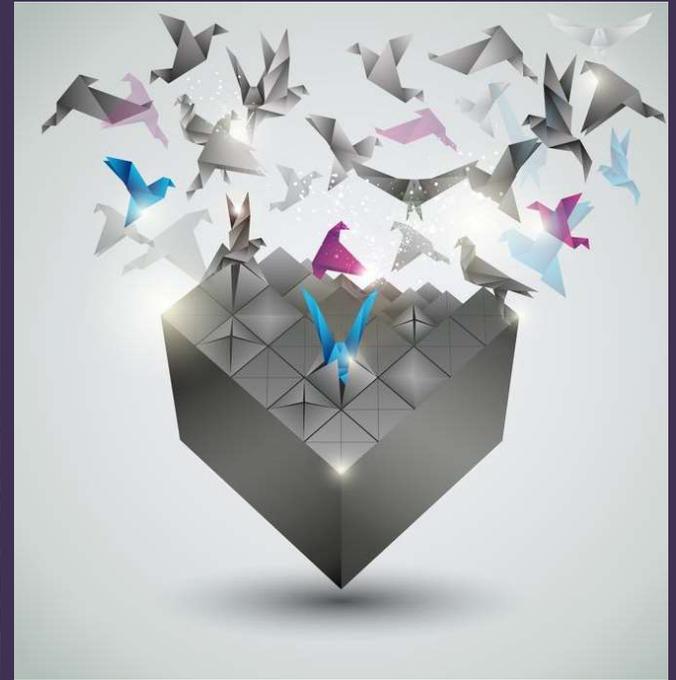
Rebecca Costa The Watchman's Rattle, 2010



**“We cannot solve our
problems with the same
thinking we used when
we created them.**

Albert Einstein





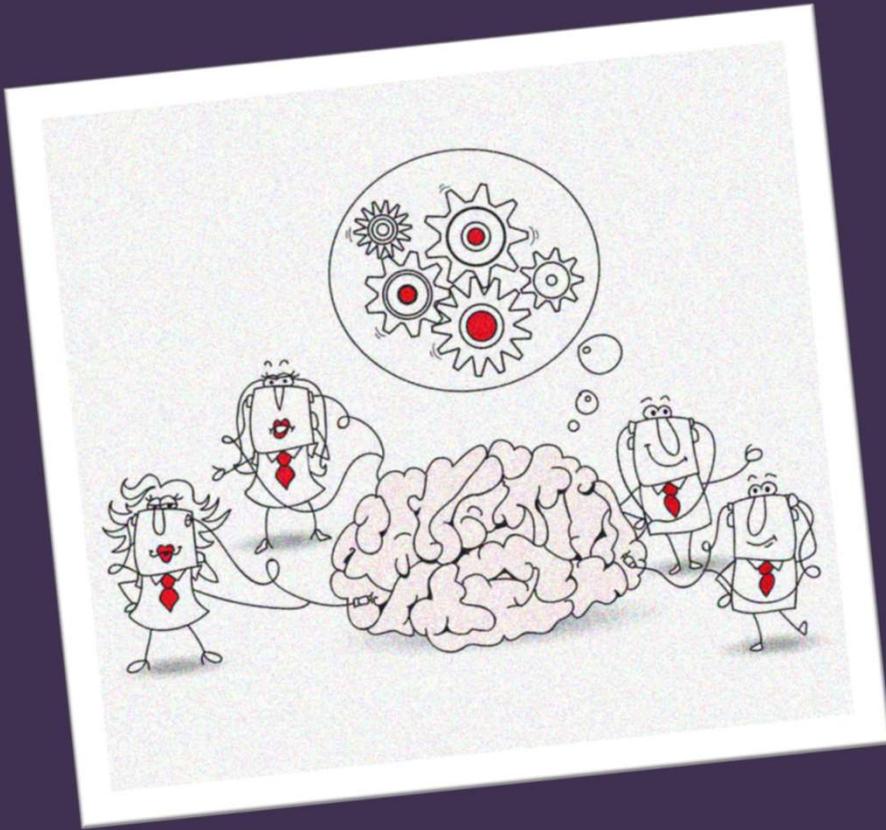
SCIENCE OF HEALING, RECOVERY AND TRANSFORMATION



COLLECTIVE INTELLIGENCE

COLLECTIVE CREATIVITY

COLLECTIVE AWAKENING





A false assumption that has gone down into the unconscious is both more dangerous, and more difficult to refute, than a conscious one; more difficult because, before it can be even challenged, it has to be dragged up again into the light of consciousness.

Owen Barfield,
English Philosopher, 1898-1997
Evolution





THE LIVING BODY THAT IS YOUR ORGANIZATION





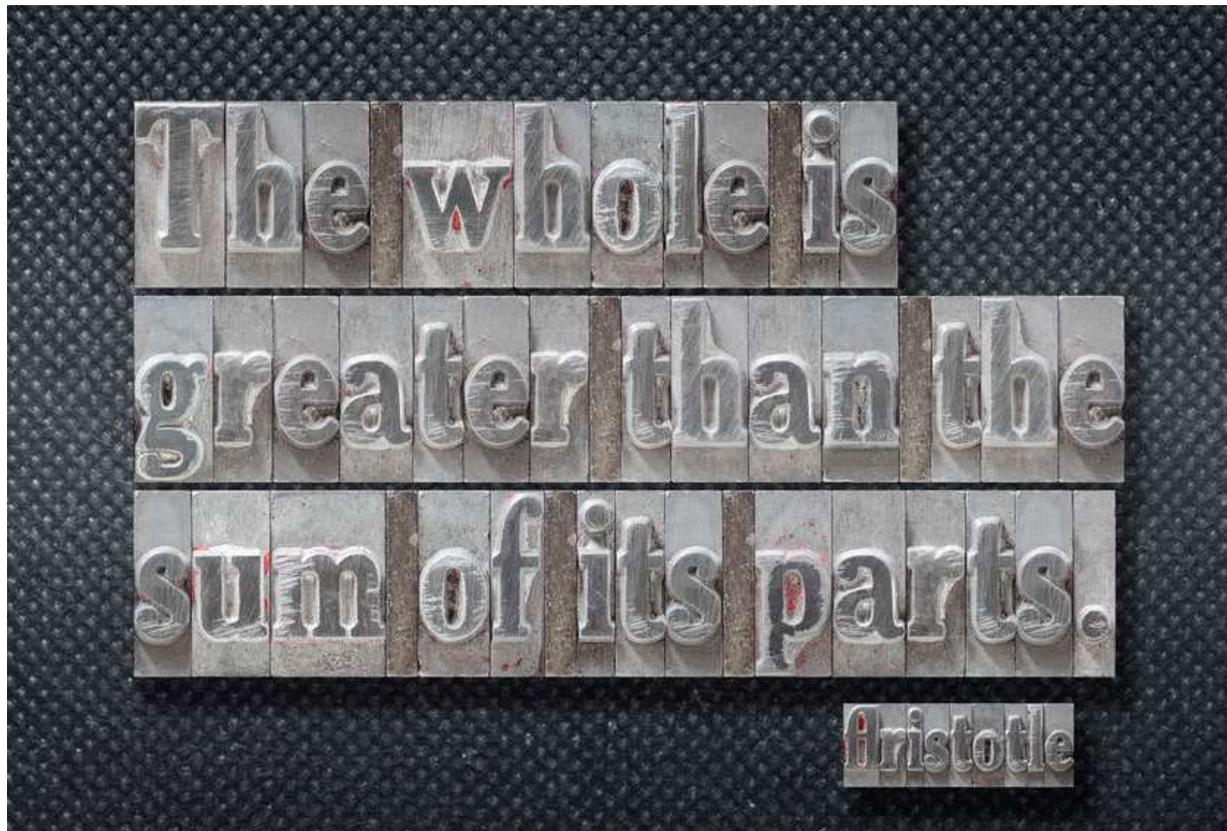
Presence Meetings



CREATING PRESENCE[®]

is a new online organizational and clinical approach for creating trauma-informed, trauma-responsive and trauma-resilient organizations.





*Presence starts
with
understanding the
nature of wholes,
and how parts and
wholes are
interrelated.*

Senge, Peter M. *Presence: An
Exploration of Profound Change in
People, Organizations, and Society.*
The Crown Publishing Group. Kindle
Edition.



P.R.E.S.E.N.C.E.:

A 21st Century Model for Organizational Health

P = Partnership and Power

R = Reverence and Restoration

E = Emotional Wisdom and Empathy

S = Safety and Social Responsibility

E = Embodiment and Enactment

N = Nature and Nurture

C = Culture and Complexity

E = Emergence and Evolution



DEVELOPING
ORGANIZATIONAL
PROTOTYPES FOR
COLLECTIVE,
LIFE-AFFIRMING,
COMPLEX GROUP
SURVIVAL:

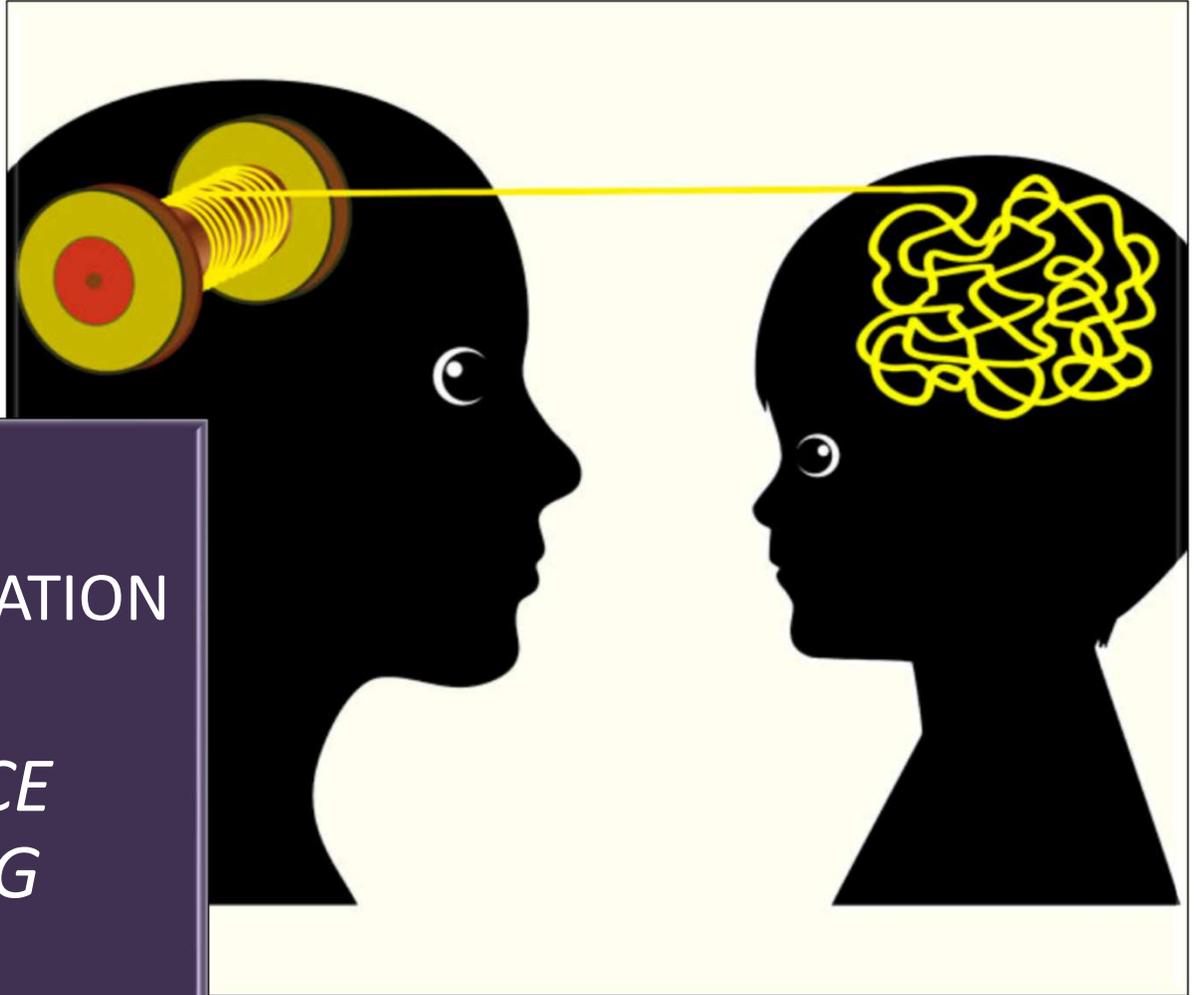
*NEW MENTAL MODELS
NEW WORLDVIEW*



P.R.E.S.E.N.C.E. SKILLS

BRAIN REGULATION
SKILLS

*PRESENCE
MEETING*



PRESENCE MEETING

- Longstanding practice in community
- Normalizing and honoring emotions
- Basic democratic structure – circling up
- Grounding in the present
- Recognizing emotions in others
- Important in ANY kind of group meetings – being present for each other
- Fundamental stress reduction technique
- Transition into becoming a group.
- Individuality to serve the group-as-a-whole.



PRESENCE MEETING

- It may feel awkward and uncomfortable at first
- Role modeling appropriate vulnerability to everyone else
- Setting the culture with everyone – direct and indirect service – all inclusive culture
- Ritual transition from doing something we have been doing to something new – shows reverence and respect
- Think of it as one of the “universal precautions” – trauma exposure is everywhere.



PRESENCE MEETING

- Begins with everyone present, regardless of status, in a circle together.
- Then ask the five questions, one person at a time in any order you like.
- Keep to the structure – do NOT let it become group therapy.



PRESENCE MEETING

- **Who are you?**
 - Even when everyone already knows each other – affirmation of identity
 - I am bringing my individual self to become part of the group.



PRESENCE MEETING

- **What feelings are present?**
 - Emotional management – primary post-traumatic problem
 - Everyone is expected to show up for each other: connect with each other and in community
 - Feeling words necessary – get a cheat sheet or look at the emojis
 - It's a feeling, not a state – they come and go, they are not permanent
 - Reminder that we can push through emotions and still be effective



PRESENCE MEETING

- **What feels important to do, be or accomplish?**
 - Goal setting – what is it you want to accomplish or who do you want to be?
 - Can be for the whole day or just for the immediate moment
 - Moves us out of trauma reactivity to thinking about the future
 - Reminder that we have power



PRESENCE MEETING

- **What or who are you grateful for?**
 - Takes us to the R in Reverence, focusing on the positive not always the negative – very hard to do when you are chronically stressed- evokes a different mental and physical state.
 - There is a lot of research about articulating gratitude to regulate our brains.



PRESENCE MEETING

- **Who can you count on for help?**
 - Community-building – you have individual agency, but we need other people to be effective.
 - Based on human need for attachment, cradle to grave
 - Very powerful when the person is in the room when you say this – creating an invisible network of connections
 - Repetition forms a network of protectiveness, concern – you are building a system
 - With children, very powerful when an adult asks to be able to ask them for help
 - Same for adults in clinical settings – levels the hierarchy and creates community – empowered to do good things.



PRESENCE MEETING

- Start online and phone meetings this way
- Avoid using “good”, “fine”, “OK” – not really feelings and tell us nothing
- Have fun, be creative with format as long as you stick to content:
 - Feelings question
 - Goals question
 - Gratitude question
 - Asking for help question



PRESENCE MEETING

- **Who are you?**
- **What feelings are present for you?**
- **What feels important to do, be or accomplish today?**
- **What or who are you grateful for?**
- **Who here today can you count on for help?**





Organizational Stress

SANDRA L. BLOOM, M.D.



If you can sit quietly after difficult news,

If, in financial downturns, you remain perfectly calm,

If you can see your neighbors travel to fantastic places without a twinge of jealousy,

If you could happily eat whatever is put on your plate,

If you can fall asleep after a day of running around without a drink or a pill,

If you can find contentment just where you are

YOU ARE PROBABLY A DOG.

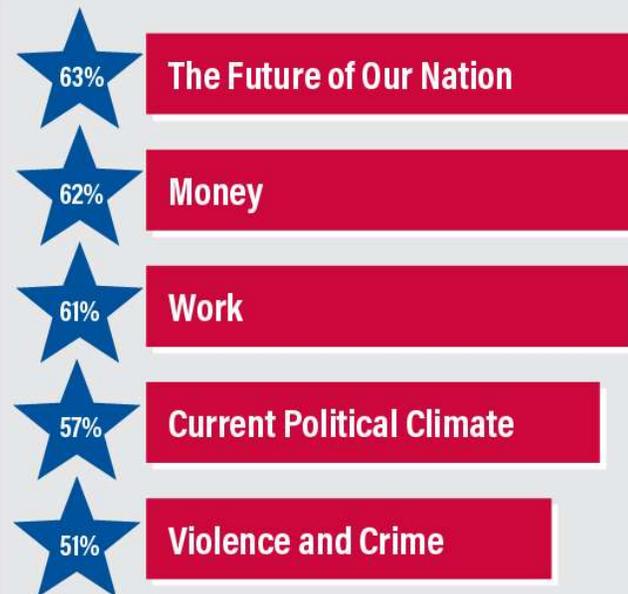


Jack Kornfield



EVERYONE
HAS STRESS

MOST COMMON SOURCES OF STRESS



Note: Sources of stress reflect two separate questions; the sources of stress listed above were not shown within one list.

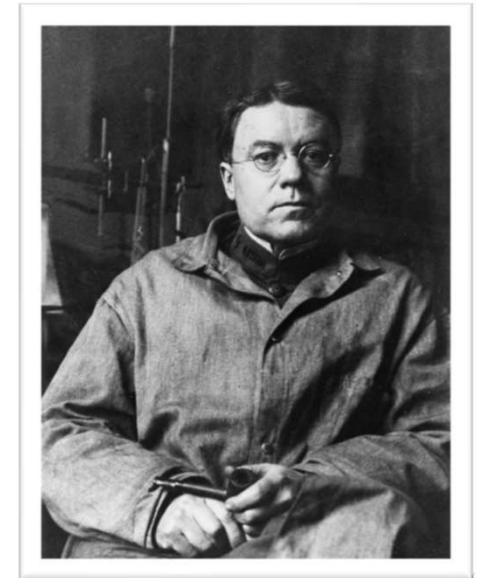
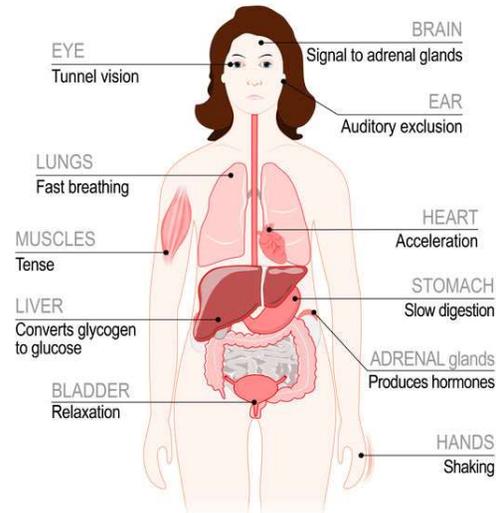
© 2017 American Psychological Association

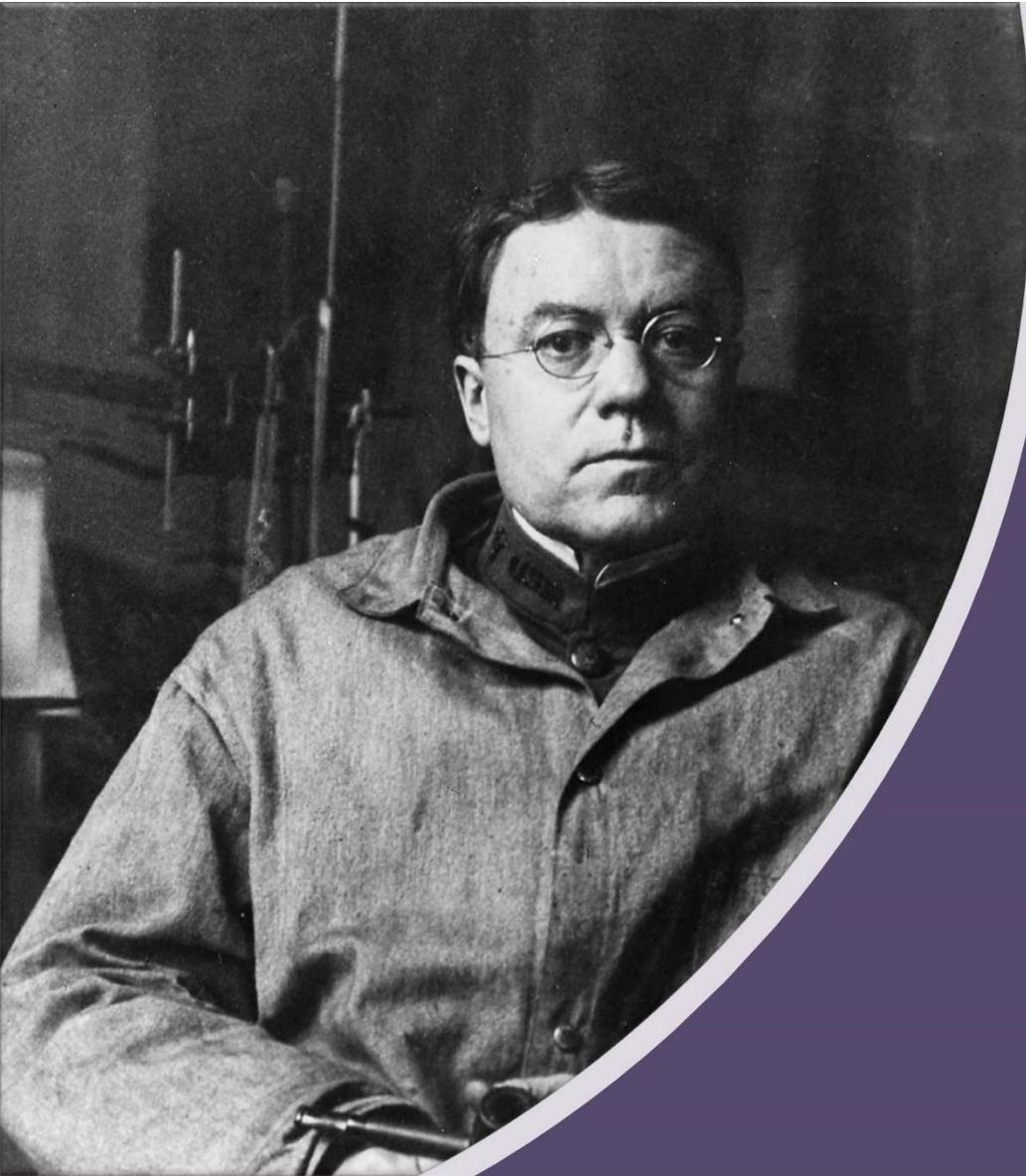


Walter B.
Cannon, M.D.

1871-1945

Fight-or-flight response





HOMEOSTASIS:

The power to maintain constancy in living beings.



WHAT IS STRESS?



allauthor

The non-specific response of the body to any demand for change.

-Hans Selye

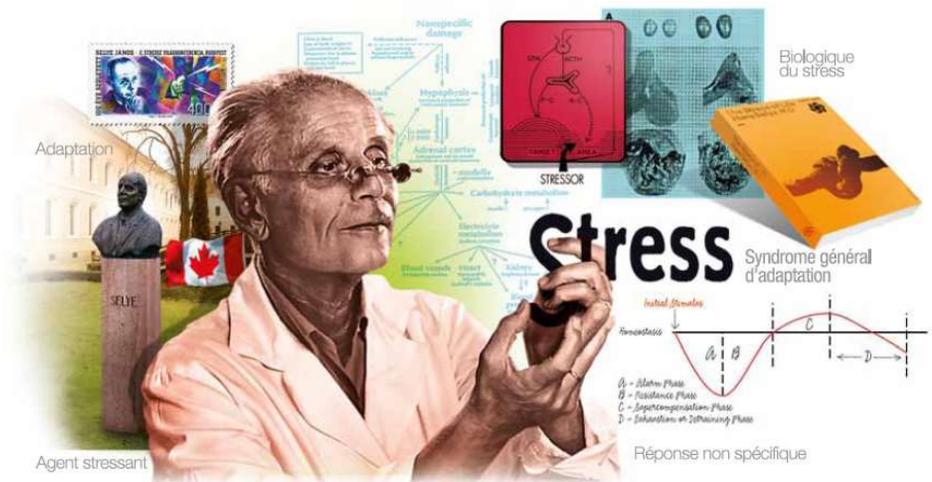


A UNIFIED THEORY OF DISEASE?

Hans Selye, 1984.
The Stress of Life.

“Every stress leaves an indelible scar,
and the organism pays for its survival
after a stressful situation by becoming
a little older.”

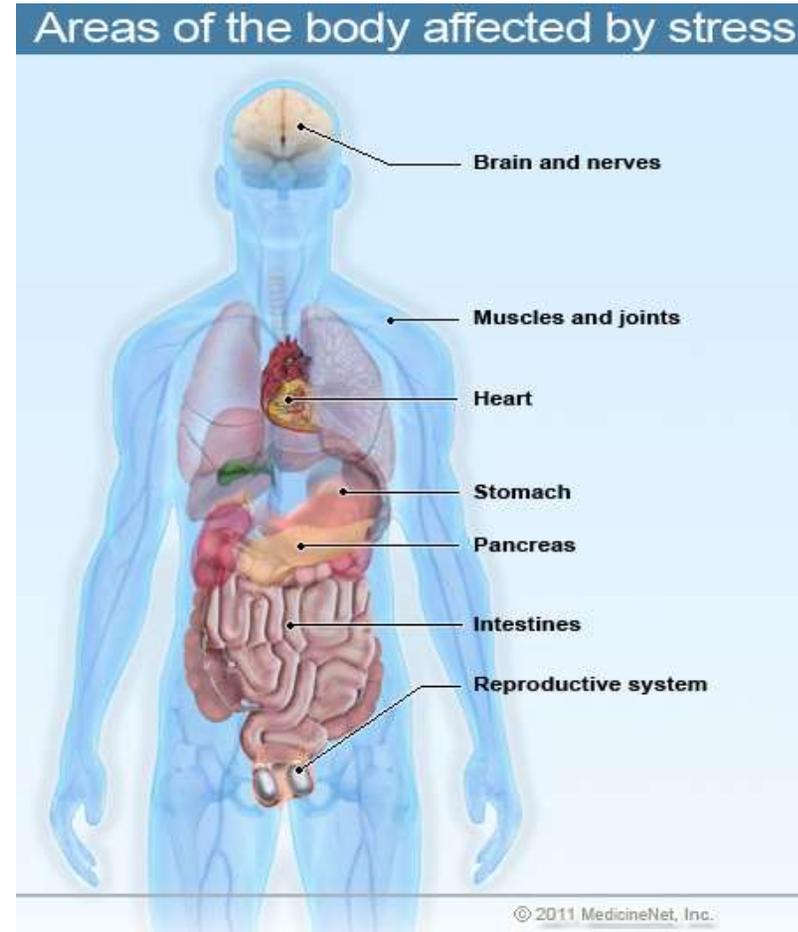
~ Hans Selye, MD, PhD



GENERAL ADAPTATION SYNDROME:

The totality of the changes in the body – the stress syndrome – is called the general adaptation syndrome.

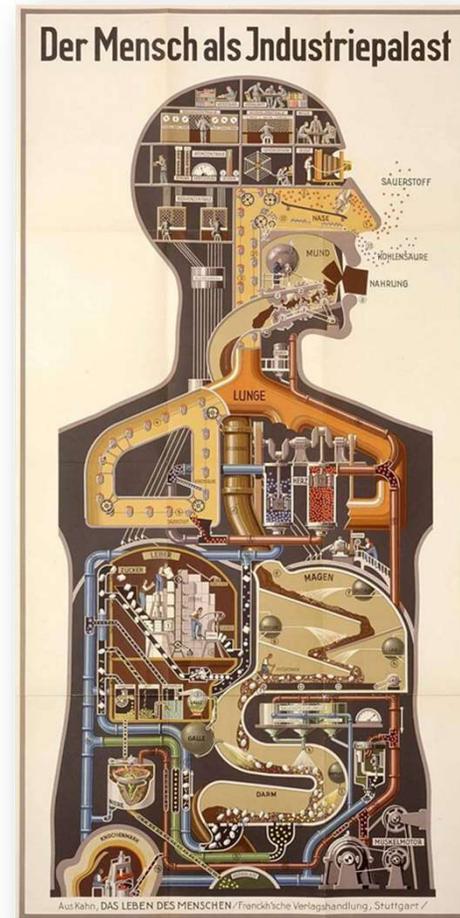
Generalized effort of the organism to adapt itself to new conditions.



The older paradigm that has dominated group life – and therefore individual existence – for at least the last two hundred years is a model that sees organizations as machines.

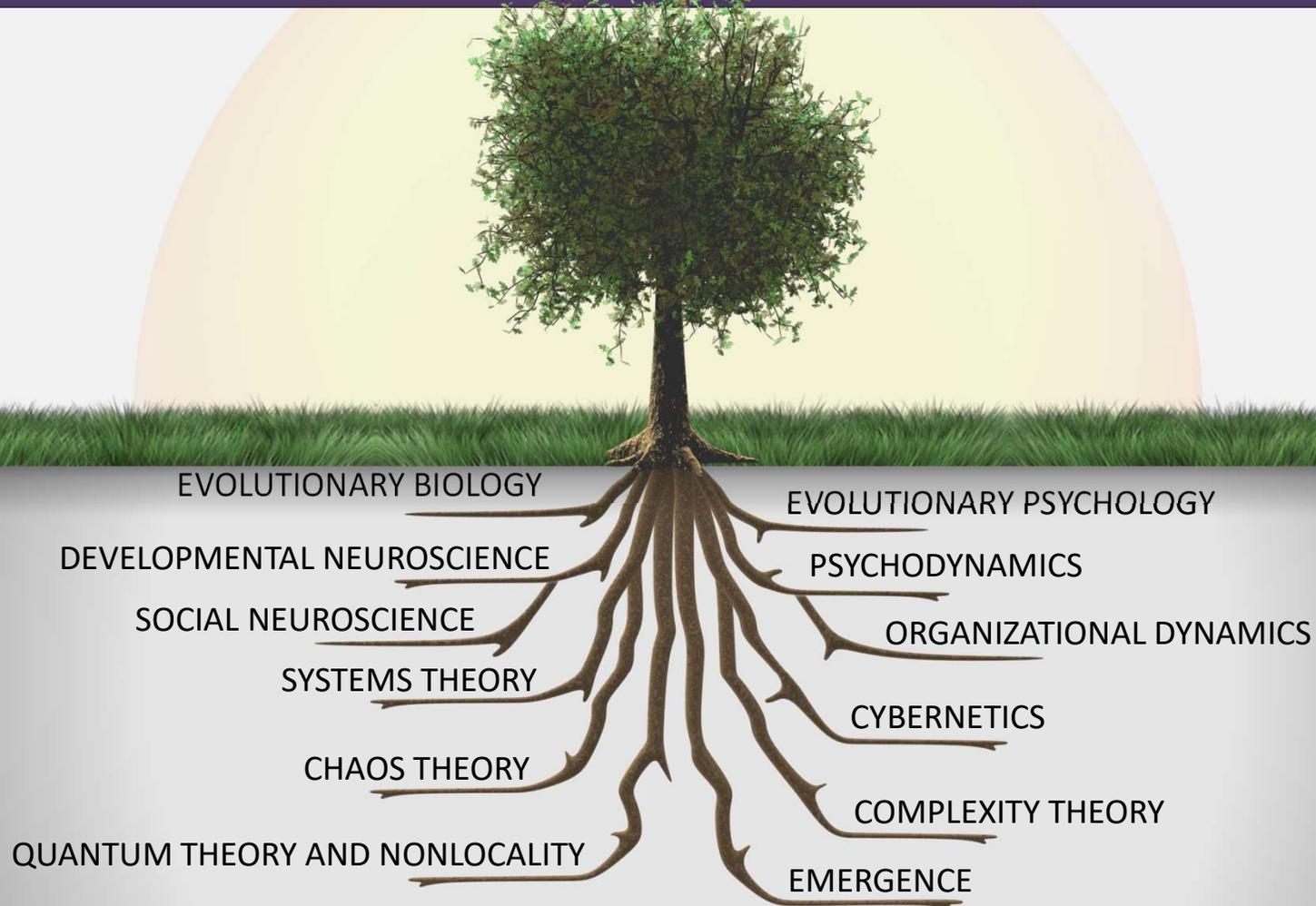
A. de Geus, (2002)

The Living Company: Habits for Survival in a Turbulent Business Environment.
Boston, Harvard Business School Press.



The newer model is that of organizations, like people, are alive, possessing the basic requirements of a living system.

(De Geus, 2002)

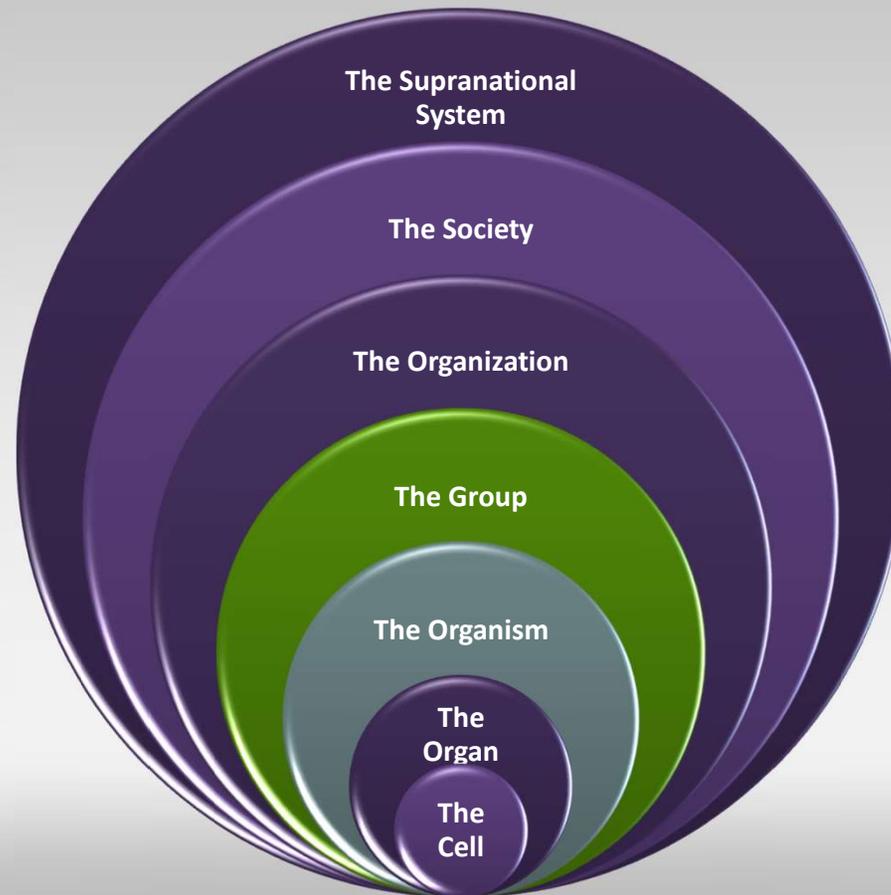




Living systems theory is a general theory about the existence of all living systems, their structure, interaction, behavior and development.



**LIVING SYSTEMS THEORY
(Miller, 1978)**





*Living Systems” isn’t a metaphor for how
human institutions operate.
It’s the way it is.*

Pascale, Millemann and Gioja
*Surfing the Edge of Chaos: The Laws
of Nature and the New Laws of
Business, p.15*





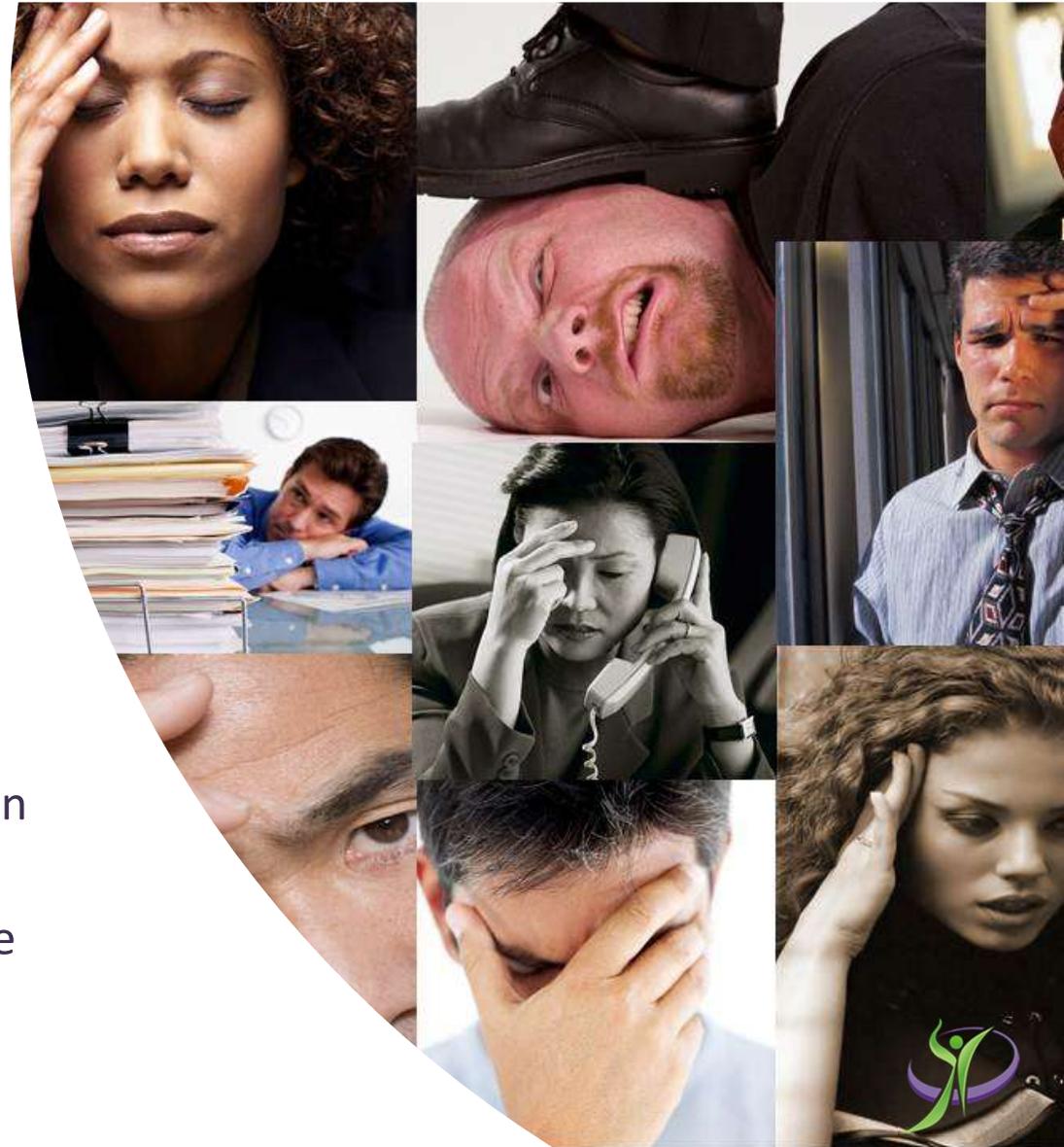
The 20th century gave birth to a new species – the global corporation... a life form that can grow, evolve, and learn.

**P. Senge, C.O. Scharmer, et al., 2004
Presence: Human Purpose and the Field of the Future.
Cambridge, MA, The Society for Organizational Learning.**



DOES THIS SOUND FAMILIAR?

- Insidious progression for decades.
- Dissatisfied, demoralized clients with increasing numbers of dxs and rxs – increased complexity
- Alarming rates of injuries, demoralization and hostility
- Counter-aggressive responses to punitive environments.



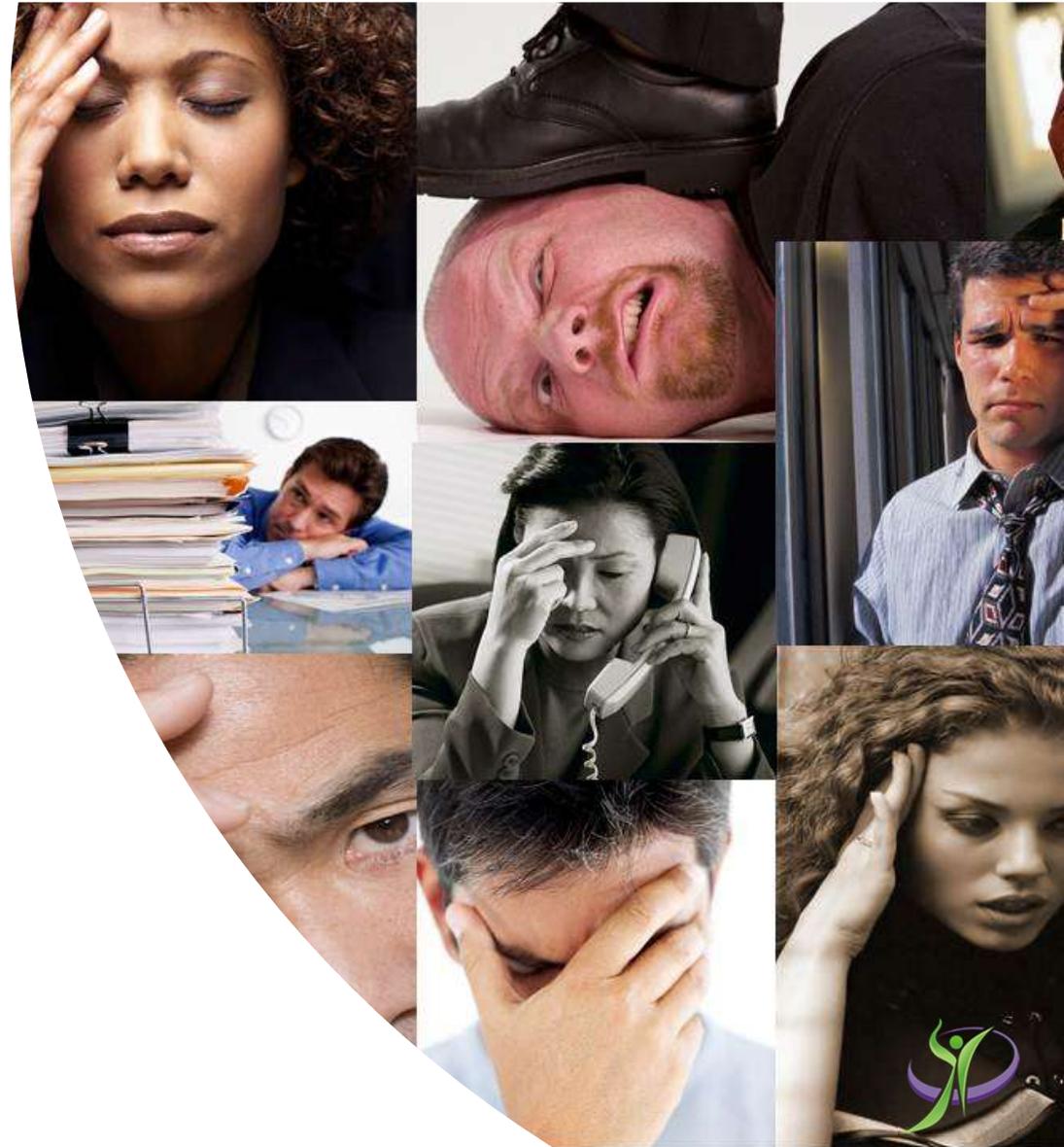
DOES THIS SOUND FAMILIAR?

- When professional staff and nonprofessionally trained staff gather together in an attempt to formulate an approach to complex problems:
 - they are not on the same page
 - they share no common theoretical framework that informs problem-solving.
 - Without a shared way of understanding the problem, what passes as treatment is often little more than labeling, the prescription of medication, and behavioral “management



DOES THIS SOUND FAMILIAR?

- People are put in leadership positions, often without training, to do a job quite different from the one that got them promoted.
- Leaders becoming variously
 - perplexed
 - overwhelmed
 - ineffective
 - authoritarian
 - avoidant
 - hostile
 - burned out



DOES THIS SOUND FAMILIAR?

- Keep forgetting former competencies
- Loss of the unconscious – everything is intentional
- Direct care staff often work at cross-purposes – if they are grounded in any theory at all.
- Mishmash of training approaches diluted all without integrating



DOES THIS SOUND FAMILIAR?

- Old-timers mourn, but a sense of helplessness about the situation – and the clients – often prevails.
- Newcomers to the systems assume that there is nothing to be done except what they are told to do.
- Supervision is more around \$\$ than people



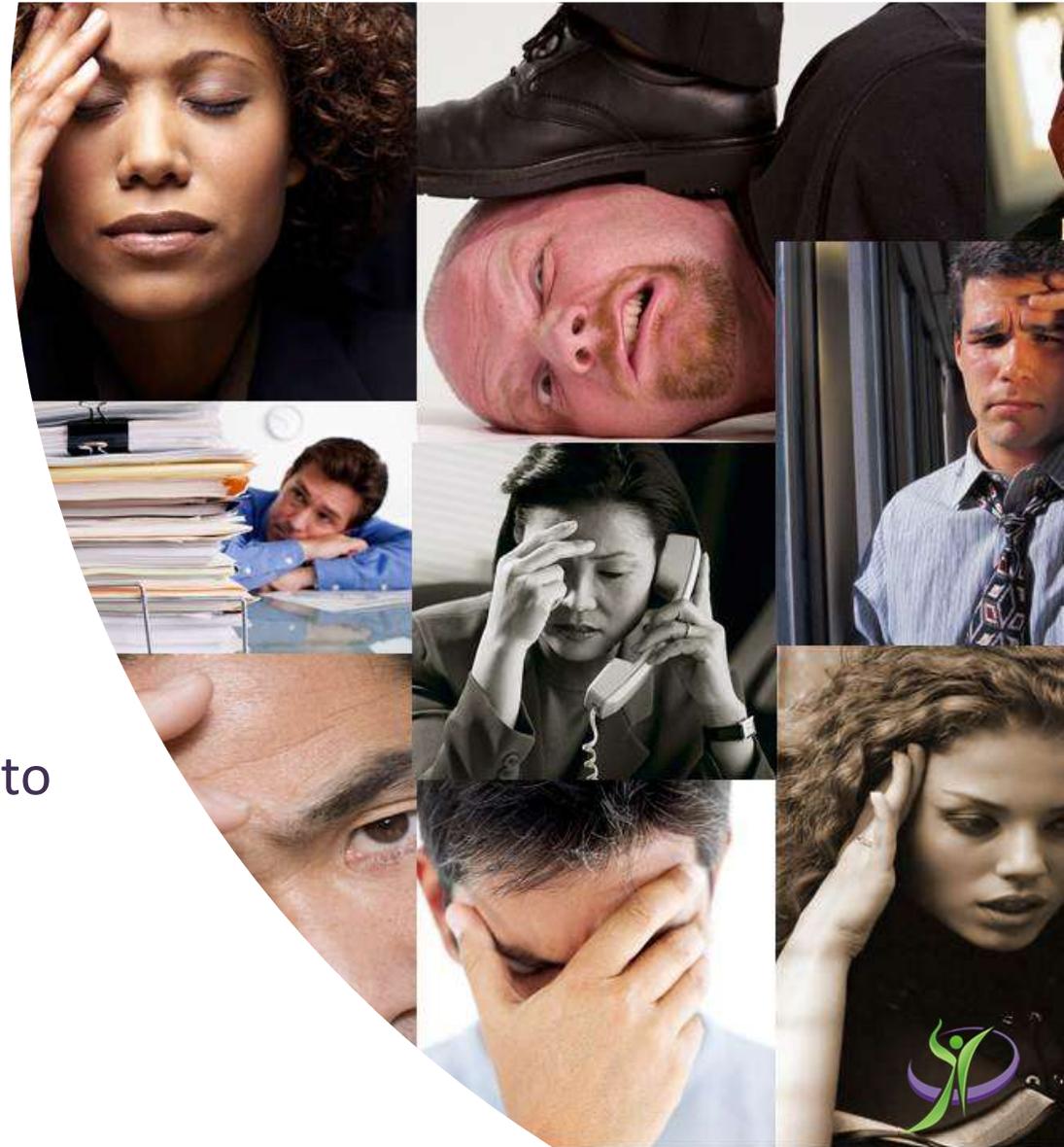
DOES THIS SOUND FAMILIAR?

- When troubled clients fail to respond to these “treatment”, they are labeled again, given more diagnoses, more medication and when that doesn’t work, are termed “resistant to treatment”.

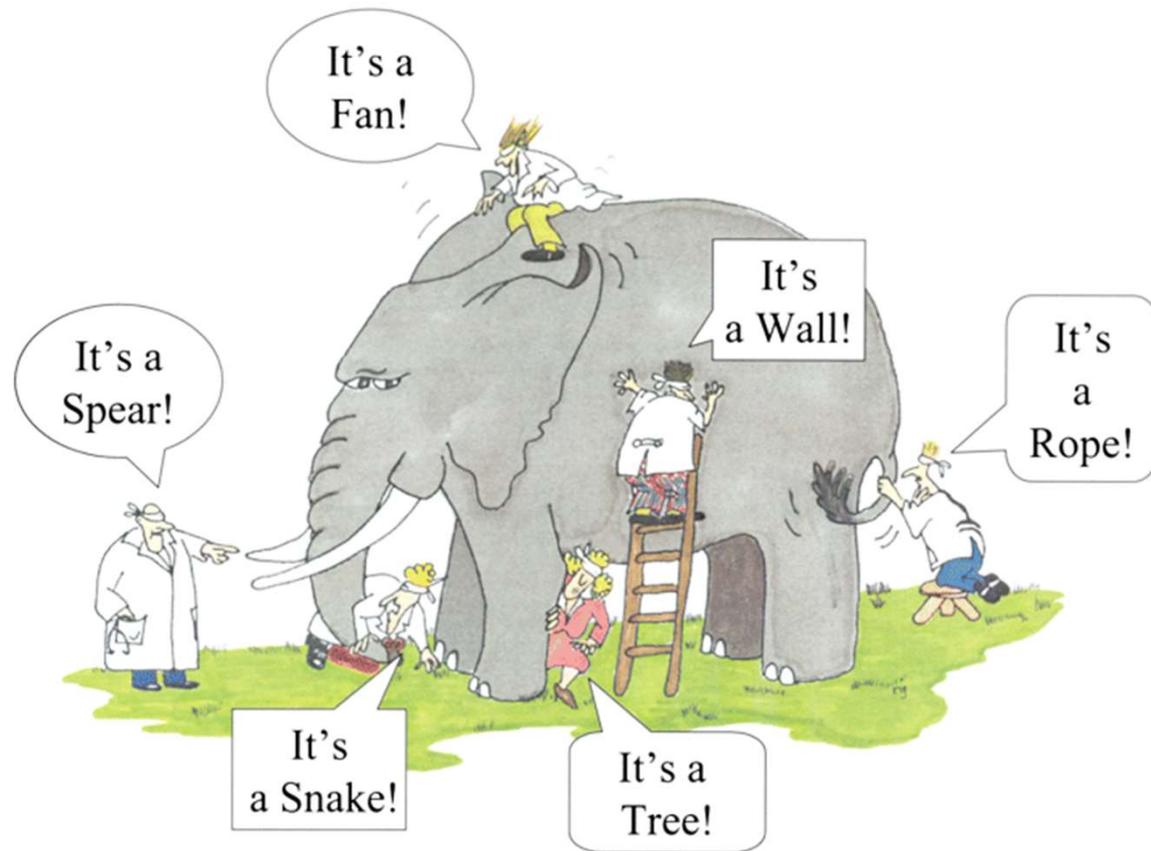


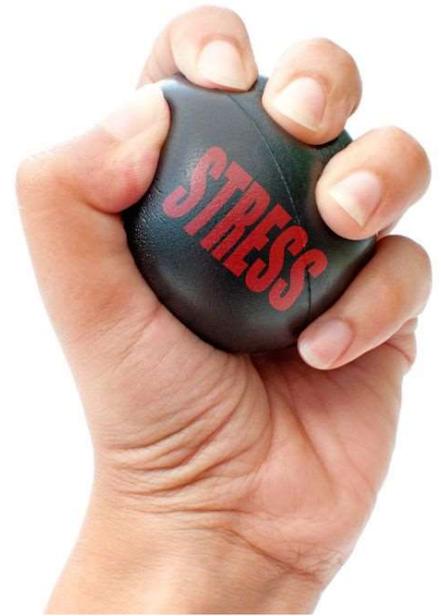
DOES THIS SOUND FAMILIAR?

- Burnout, frustration, cynicism all high.
- Attempts to “fix” things frequently appear to make things worse.
- Meanwhile, everyone is pressured to deliver “trauma-informed care”



NO ONE
KNOWS THE
WHOLE
STORY!
NO
INTEGRATION!





To understand the multiple ways in which stress affects people, there is a need to simultaneously understand basic physiology, human development, emotional processing, and cognitive processing, as well as group behavior, culture and moral systems, and the way each of these critical components of human existence interact with each other.





This complexity requires a more thorough understanding of stress, trauma, and human physiology in health and disease or dysfunction and how to respond to that complexity.



WHO IS SUPPOSED TO CREATE AND SUPPLY THE COMPLEX STRATEGIES NECESSARY FOR RECOVERY?

Parents and families

Teachers

Other Caregivers

Mental health workers

Child welfare workers

Corrections officers, probation, parole, law enforcement

Healthcare providers



WHAT IS REQUIRED?

Secure, reasonably healthy adults,

With good emotional management skills,

With intellectual and emotional intelligence,

Able to actively teach and be a role model,

Are consistently empathetic and patient,

Able to endure intense emotional labor,

Are self-disciplined, self-controlled and never abuse power



WORKPLACE STRESS



SYSTEMS UNDER STRESS

UNEMPLOYMENT

RACISM
SEXISM

HISTORICAL
TRAUMA

LOSS OF
INDUSTRY

SOCIAL
SPLITTING

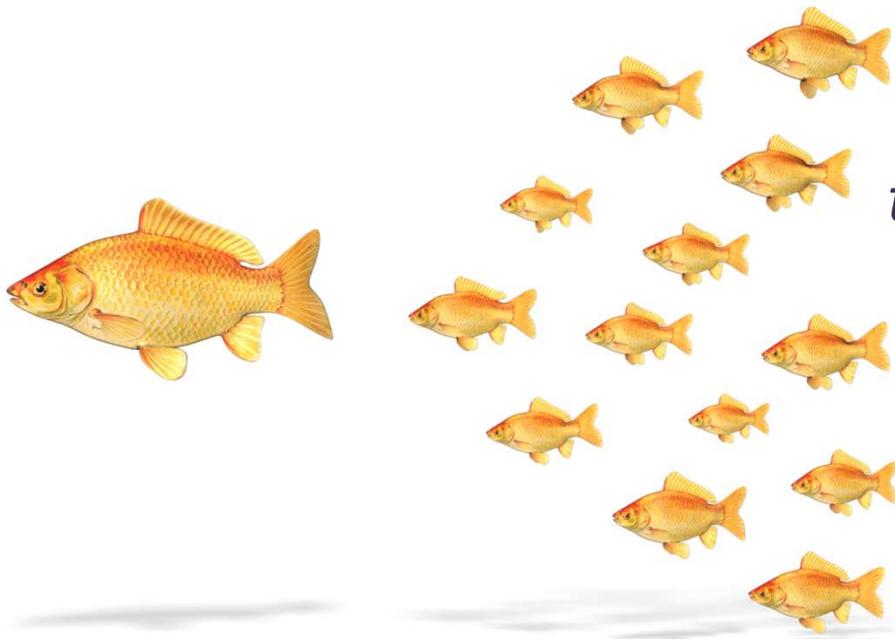
POOR
COMMUNICATION

INCREASING
POVERTY

CORRUPTION



COMPLEX PROCESS



Complex interaction between traumatized clients, stressed staff, pressured organizations, and the current social, political and economic environment.



PARALLEL PROCESS

When two or more systems have significant relationships with one another, they tend to develop similar thoughts, feelings and behaviors.

K. K. Smith et al, 1989



TRAUMA-ORGANIZED SYSTEM



When a system – person, family, organization, community, society - becomes fundamentally and unconsciously organized around the impact of chronic and toxic stress, even when this undermines the essential mission of the system.



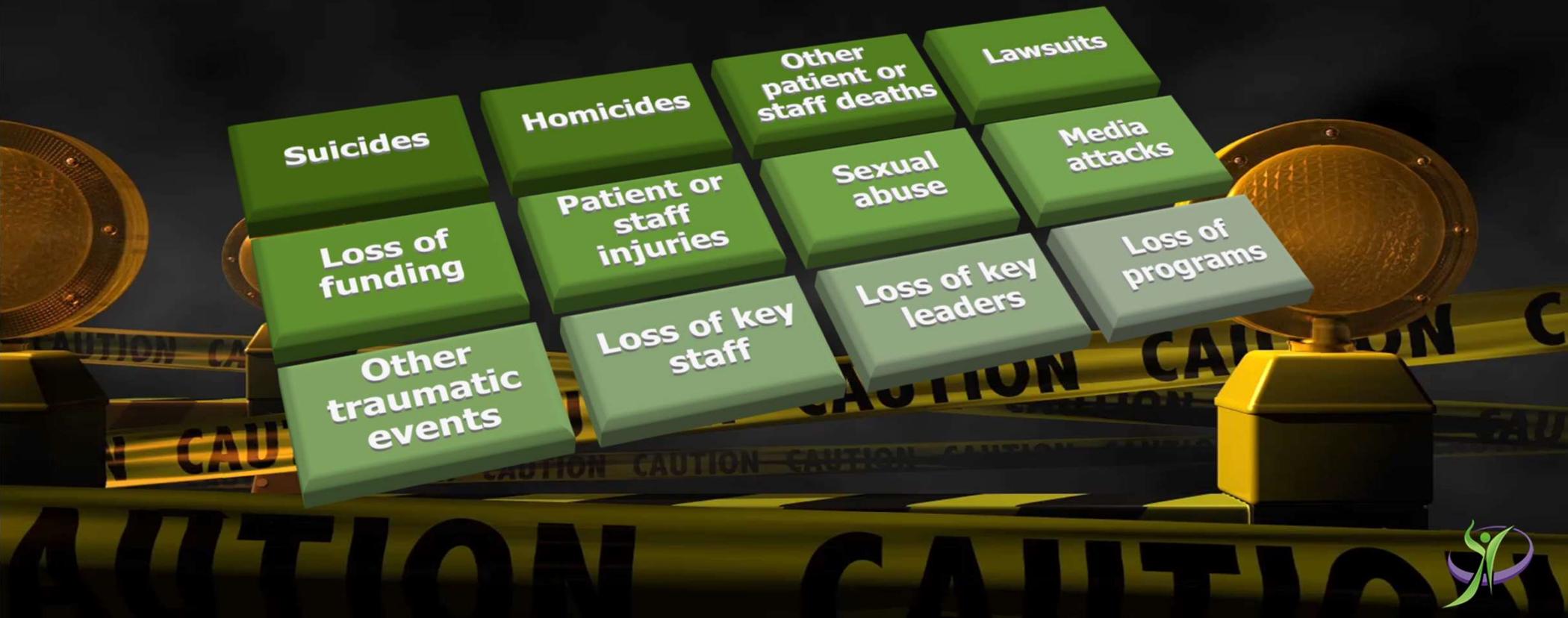
“You can sum up this year’s budget with one word.”

STRESSED SYSTEMS AS LIVING BODIES

- Organizations, like individuals, are living, complex, adaptive systems and that being alive, they are vulnerable to stress, particularly chronic and repetitive stress.
- Organizations, like individuals, can be traumatized and the result of traumatic experience can be as devastating for organizations as it is for individuals.



ORGANIZATIONAL TRAUMA





ORGANIZATIONAL HYPERAROUSAL

WHEN EVERYTHING IS A CRISIS





LOSS OF BASIC SAFETY AND TRUST



TRUST WITHIN ORGANIZATIONS

It is almost impossible to successfully implement high performance or high commitment work practices in the absence of mutual trust and respect. But trust is missing in many employment relationships — and ... the atmosphere in the workplace is crucial.

All workplace practices and changes should be evaluated by a simple criterion: do they convey and create trust, or do they signify distrust, and destroy trust and respect among people?

J. Pfeffer, *The Human Equation*





LOSS OF EMOTIONAL MANAGEMENT



COMMUNICATION UNDER STRESS



- Perceptions narrow
- Context is lost
- One-way communication, top-down





- **FEEDBACK LOOPS ERODE**
- **RISK INCREASES**
- **COMPLEX PROBLEM-SOLVING DECLINES**





Organizations are built, maintained, and activated through the medium of communication. If that communication is misunderstood, the existence of the organization itself becomes more tenuous.

K. E. Weick, 2001
Making Sense of the Organization, p. 136





THE UNDISCUSSABLES



THE UNDISCUSSABLES

Questionable business practices

Financial inequities

Criminal behavior

Suicides

Homicides

Sexual abuse

Other assault

Sexual misconduct

Other shameful acts



I HEARD IT THROUGH THE GRAPEVINE

- 70% of all organizational communication comes through this system of informal communication
- Communicates information far more rapidly than formal systems of communication.
- Communicates information to employees before managers have even begun the process of activating the formal system of communication.
- Stress may “poison the grapevine” – rumors, gossip increase

(Crampton, Hodge & Mishra, 1998)





Organizations that have poor communication structures are more likely to handle crises poorly.

R. M. Kanter and B. A. Stein (1992).
The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It. New York, The Free Press.





INTERPERSONAL CONFLICT INCREASES
TASK CONFLICT DECREASES





SILOS INCREASE

ORGANIZATIONAL DISSOCIATION





LOSS OF PARTICIPATION



LEARNED HELPLESSNESS

PROBLEMS

A man in a grey suit is kneeling on the word "PROBLEMS", which is partially submerged in blue water. The background shows a city skyline with tall buildings under a clear sky. The word "PROBLEMS" is rendered in large, 3D, blue letters. The man is looking down at the word with a distressed expression, his hands clasped in front of him. The water has ripples and bubbles, suggesting a turbulent environment.

DECISION MAKING UNDER STRESS



- As decision-making becomes increasingly non-participatory and problem solving more reactive an increasing number of short-sighted policy decisions are made that appear to compound existing problems.
- Attention narrows, focus on threat, cognitive rigidity
- Results in premature closure – failure to generate all possible alternatives and possible consequences.



ORGANIZATIONAL - SYSTEMIC AMNESIA

LOSS OF ORGANIZATIONAL MEMORY

FAILURE TO LEARN FROM THE PAST

FAILURE TO UNLEARN FAILED
STRATEGIES

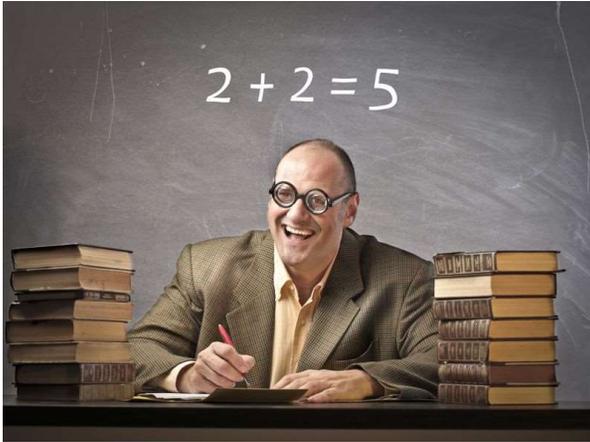




When a company loses its medium and long-term memory, it repeats its past mistakes, fails to learn from past successes and often forfeits its identity... Hard-won and expensively acquired organizational memory walks out the door every time an employee retires, quits, or is downsized” p. 35.

A. Krandorff, Fight organizational memory lapse.
Workforce, 1997. **76**(9): p. 34.



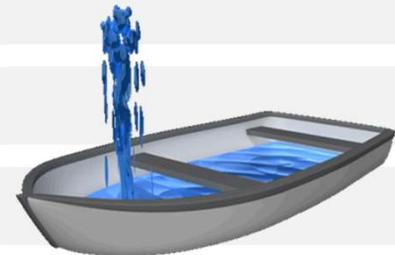


ORGANIZATIONAL LEARNING DISABILITIES



ORGANIZATIONAL LEARNING DISABILITIES

- ☹️ Difficulties with learning under stress
- ⚠️ Failure to integrate important information
- ✖️ Tacit knowledge not replaced; explicit knowledge falsified
- 📋 Labeling that restricts new formulations
- 📖 Self-fulfilling prophecies
- 🔻 Filtering out trauma
- 🧠 Deterioration of memory
- 👉 Reenactment of failed strategies





MINDLESS, UNSCIENTIFIC ORGANIZATIONAL REENACTMENT

REPETITION OF THE PAST





As the situation feels increasingly out of control, organizational leaders become more controlling, instituting ever more punitive measures in an attempt to forestall continuing dysfunction and deterioration into chaos.



AUTHORITARIAN LEADERS

Expect team members to provide information, not to generate alternative solutions

Work “by the book”, ensuring that their staff follow procedures exactly

Impose strict and systematic, sometimes punitive discipline

Expect unquestioning obedience

Have cognitive problems

Unable to deal with complex problems





Staff respond to the perceived punitive measures instituted by leaders by acting-out and passive-aggressive behaviors.





**AUTHORITARIANISM TOO
OFTEN LEADS TO BULLYING
BEHAVIOR**





TOXIC LEADERS & PETTY TYRANTS

- Authoritarians may replace participatory leaders
- Participatory leaders may become more authoritarian
- Bullying
- Petty tyranny (Nurse Ratchett)
- Predatory opportunities





LOSS OF COMPLEX THINKING SKILLS





HOSTILE WORKPLACE

- Silencing of dissent
- Increased authoritarianism
- Increased aggression
- Bullying as the norm



SILENCING DISSENT

A group is likely to do poorly if internal dissent is discouraged.

Sunstein, C. R. (2003). Why Societies Need Dissent.
Cambridge, MA, Harvard University Press.



**THE SILENCING OF DISSENT LEADS
TO THE BLIND LEADING THE BLIND**



ORGANIZATIONAL GRIEF

- Deaths by suicide or homicide
- Staff or client injuries
- Sudden firings or other departures of key personnel
- The sudden death of a leader or otherwise influential employee
- The effects of downsizing, mergers, hostile takeovers
- Cuts in program funding
- Changes in roles
- Increased and burdensome demands of insurance companies
- Loss of reputation, status





ORGANIZATIONAL GRIEF **(CARR, 2001)**

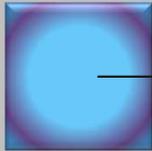
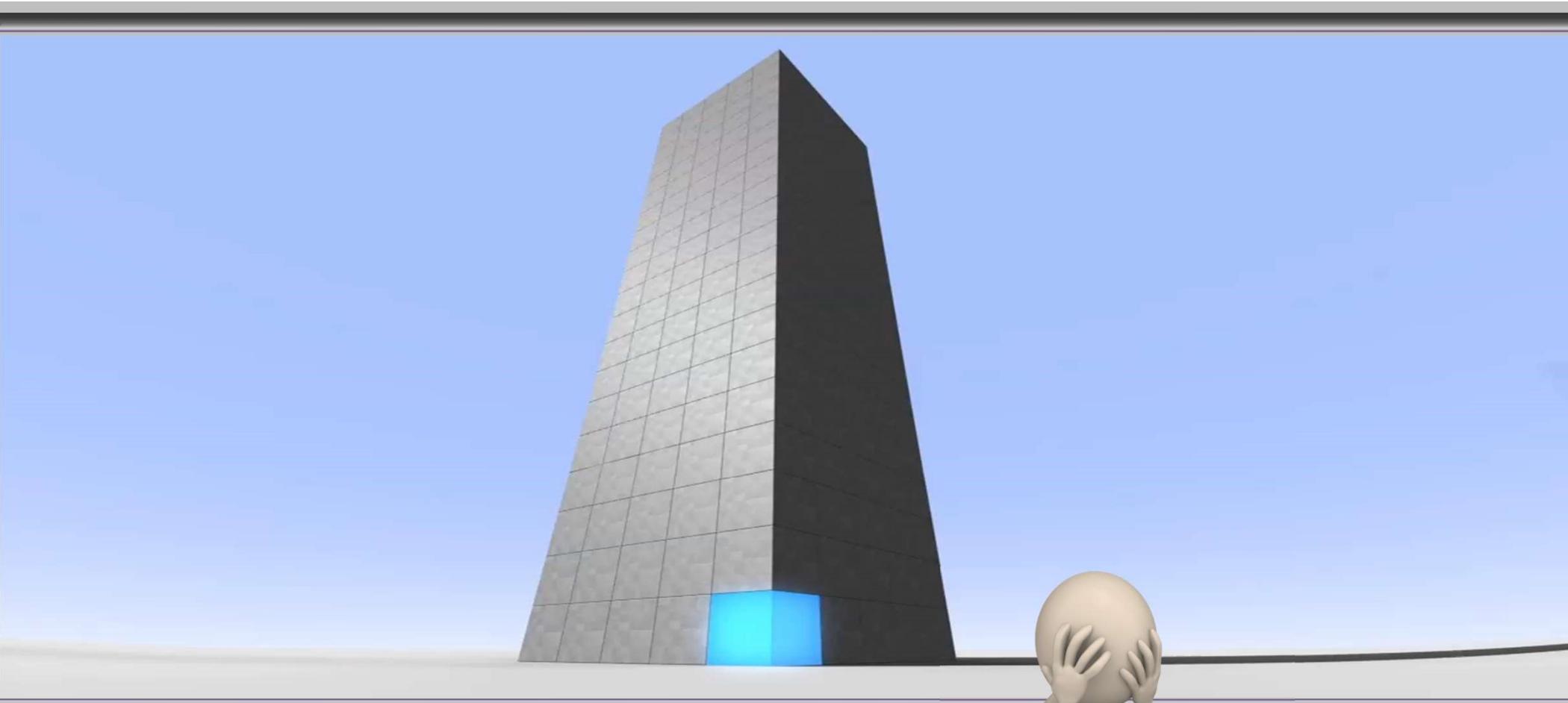
Losses to the organization are likely to be experienced individually as well as collectively.





DEMORALIZATION





SYSTEM COLLAPSE





THE HALLMARK OF TRAUMA IS FRAGMENTATION



FRAGMENTED SYSTEMS OF CARE



HOW CAN WE EXPECT PEOPLE TO HEAL IF THE HEALERS ARE DYSFUNCTIONAL?

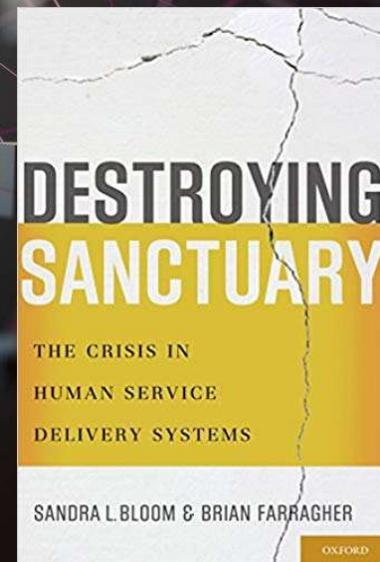


- THESE SITUATIONS CAN LEAD TO HARM TO EVERYONE INCLUDING THE CLIENTS
- FAILURE TO PROTECT
- EMPATHIC FAILURE
- OVERT VIOLENCE OF SOME KIND



DESTROYING SANCTUARY

THE CRISIS IN HUMAN SERVICE
DELIVERY SYSTEMS



WHAT DO YOU THINK?

- **What are some significant sources of stress in your organization?**
- **How much loss has your organization suffered?**
- **How does that stress affect you and your co-workers?**
- **Do you see parallel processes occurring?**





Creating Organizational Wellbeing

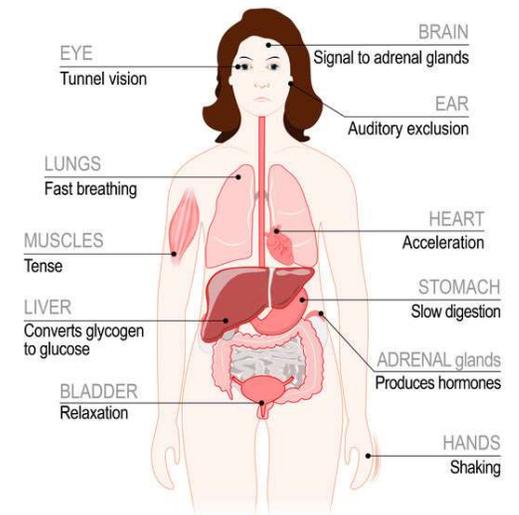


The social organism, like the bodily organism, cannot be vigorous and efficient unless its elements are assured the essential minimal conditions for healthful life and activity (p.322).

The Wisdom of the Body
Walter B. Cannon, 1932



Fight-or-flight response





The most efficient and stable human society would be a body politic modeled after the organization of the human body... A BIOCRACY in which the myriad of differentiated cells would be organized into functional organs all cooperating in a dynamic democracy in which any form of dictatorship would lead to degeneration and death”.

Dr. Walter B. Cannon, Presidential Address, American Association for the Advancement of Science, December 28, 1940



HOW IS A COMPLEX, ADAPTIVE, LIVING COMPANY DIFFERENT FROM A MACHINE?



- So what might be the countervailing forces to help us if we recognize our organizations as living beings?
- What differentiates a complex adaptive living system from a machine?





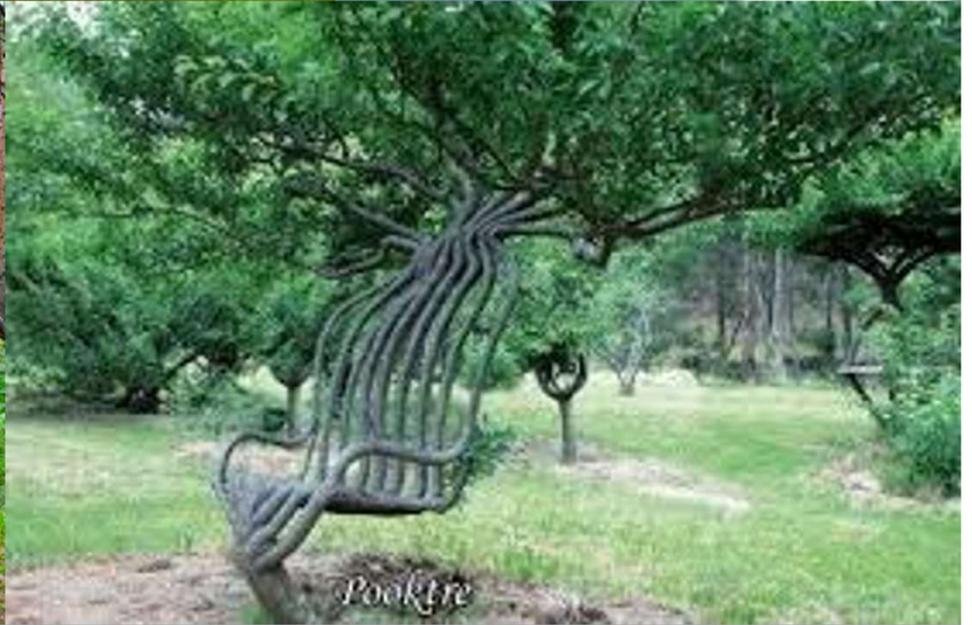
THE DIFFERENCE BETWEEN LIVING AND NONLIVING SYSTEMS

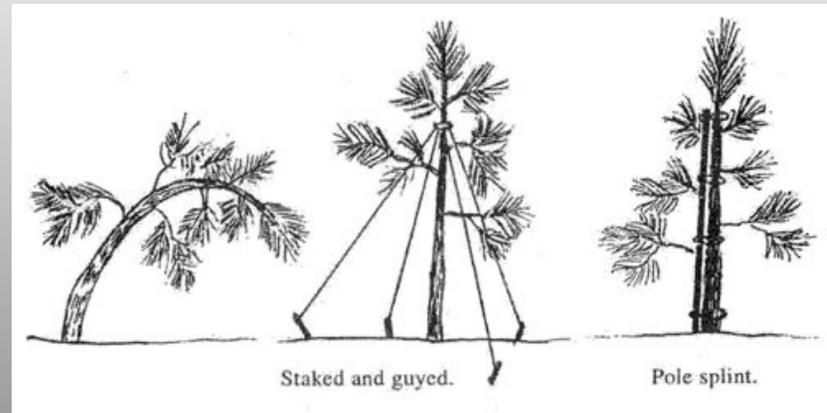
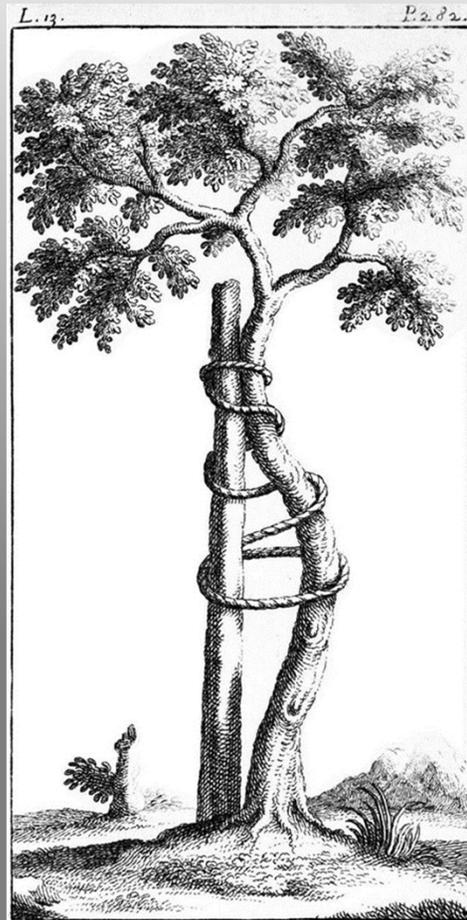
- If you throw a rock, you can safely predict where the rock will end up – it will follow the law of physics.
- On the other hand, if you throw a bird, the bird's reactions can only be predicted by a set of probabilities – even though the bird too is affected by the laws of physics.
- But within those natural constraints – THE BIRD HAS CHOICE
- AND SO DO YOU AND EVERYONE YOU WORK WITH

CHARACTERISTICS OF COMPLEX ADAPTIVE LIVING SYSTEMS

- Choice
- Unpredictability means always risk
- Interaction and interdependence
- Global consistency even with change in their parts
- Adaptability
- Openness
- Learning, memory, sensations and emotions
- Sensitive dependence on early conditions (childhood)
- Self-organization – don't need to tell it what to do
- Self-protection – social immunity
- Injury repair
- Emergence and evolution – whole greater than the sum of parts





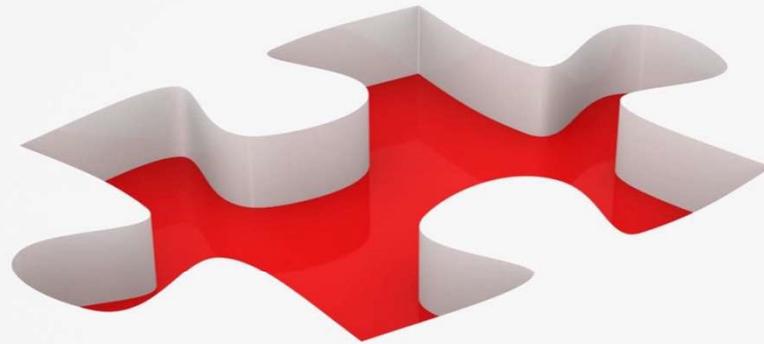


HEALING WAS LIKE STRAIGHTENING A TREE TO GROW TOWARD THE SUN: A LITTLE AT A TIME



SELF-ORGANIZATION

Process by which a structure or pattern emerges in an open system without specification from the outside environment.



EMERGENCE

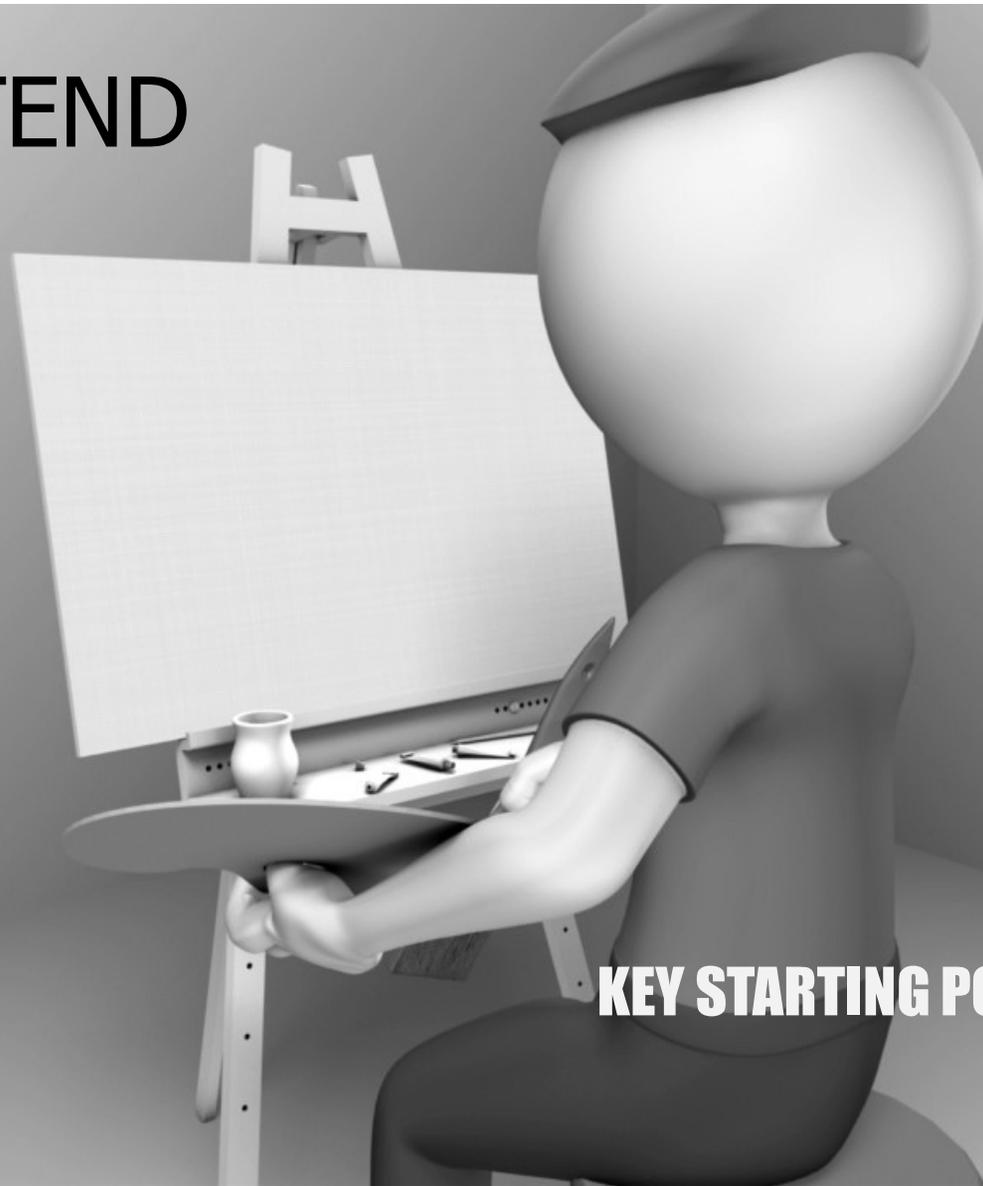


When complex patterns arise out of simple interactions.

The whole is greater than the sum of the parts.



LET'S PRETEND



KEY STARTING POINT



A HEALTHY SYSTEM GETS A HEALTHY START





A HEALTHY SYSTEM

Has a clear and obtainable mission that is driven by a shared, well-articulated vision

A HEALTHY SYSTEM

- Is driven by a coherent, practiced, shared value system.
- The values are modeled by leadership.
- The values can be seen in routine daily behavior.
- The values are embedded in the public presentation of the organization.





An organization that counteracts the short-term and long-term effects of stress, adversity and trauma on its managers, staff, and the people it serves while staying true to its mission, expanding social justice and improving the health and well-being of all organizational stakeholders .

**MISSION DRIVEN,
TRAUMA-RESPONSIVE
ORGANIZATION**





IMAGINING A HEALTHY ORGANIZATION: VISION AND PURPOSE

- The Design Process: Clear sense of purpose that clearly defines what you want your organization to accomplish.
- From this point on everything you do, every person brought on-board, every policy created should serve organizational purpose.





IMAGINING A HEALTHY ORGANIZATION: VISION AND PURPOSE

- If you want a vital organization to emerge from your efforts, then you need to know enough about complex adaptive living systems to provide your organization with the conditions it would need to come alive and stay alive.





IMAGINING A HEALTHY ORGANIZATION: VISION AND PURPOSE

- If your organization is to have more than one purpose, then you will need to begin a more complex process of determining how the purposes will be integrated and not in conflict.
- Many caregiving environments falter or fail because only one purpose is addressed consciously while the other purpose manifests unconsciously, often sabotaging the overall organizational mission without anyone being aware of what is happening.



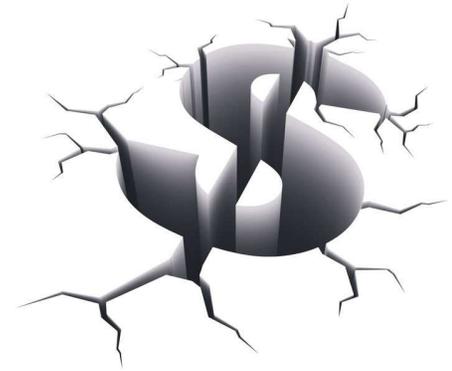
IMAGINING A HEALTHY ORGANIZATION: VISION AND PURPOSE

- What do living systems require?
 - Food
 - Love (broadly defined as “care”)
 - Protection to allow for but not restrict, growth and emergence.



START WITH THE BASICS

- So, you would start with the basics: food
- Food = funding in an organization is analogous to food and water and shelter for a person.
- Without adequate funding there is no source for the energy required to bring this organization to life and maintain its structure and function.
- Many care-giving environments falter on the shoals of inadequate funding, thus they are in a state of *chronic starvation* with all of the attendant dysfunctions that go along with insufficient nutrition.



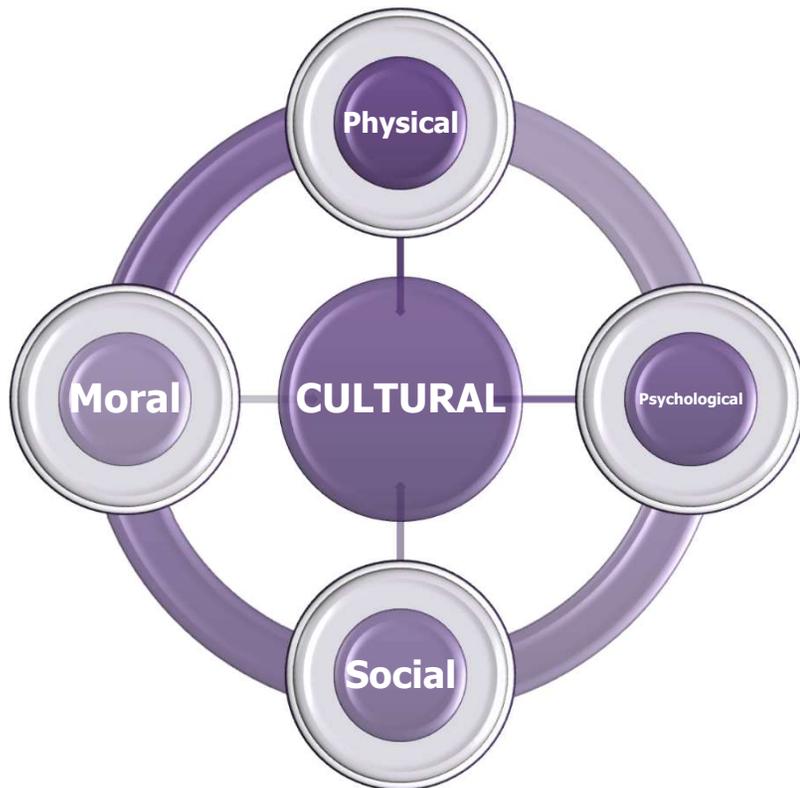
CARE & PROTECTION = A SAFETY CULTURE?

Safety cultures strive to balance individual accountability with system accountability and value open communication, feedback, and continuous learning and improvement

(Chassin & Loeb, 2012).



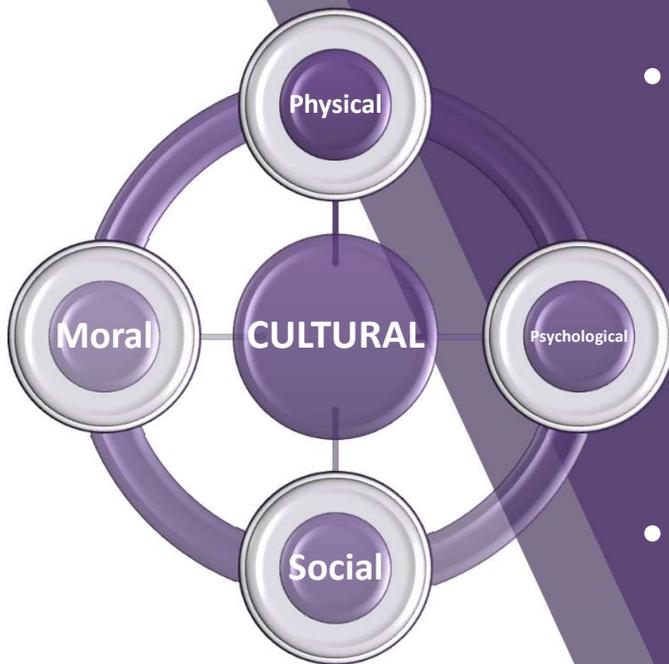
SAFETY CULTURE



- A safety culture encompasses all five domains of safety
- Team begins to define what changes may need to occur to create and maintain a safety culture.
- Respectful boundaries support safety.



A HEALTHY CULTURE NEEDS REGULAR CHECKUPS



- Culture must be explicit - Consciously and deliberately planned to promote group objectives
- Must be continually monitored both directly, using instruments, and indirectly by charting behaviors.
- Evidence of any weakening of the culture provokes an immediate, coordinated response by entire group



CARE & PROTECTION = LEADERSHIP & STAFF

When a leader is explicit about what he or she believes and values, creates a vision, strategy and goals aligned with those values, and then behaves in alignment with all of that – followers respond with deep trust of their leader.

Lennick & Kiel, 2005. *Moral Intelligence*



MORAL ALIGNMENT

It is critical to create processes in organizations within which morally disengaging conversations and practices can be surfaced, described, discussed, and changed so that the management and staff within the organization can become better aligned with organizational values, principles, goals, and behaviors.



LEADERSHIP: THE BRAIN OF THE ORGANIZATION

The job of leadership like that of your own brain, is to COORDINATE, CENTRALLY REGULATE, AND INTEGRATE the myriad functions that it takes to keep an organization alive.

**Life is like an airplane.
You have to put your own oxygen mask on first.**



LEADERSHIP: THE BRAIN OF THE ORGANIZATION

- Understanding the living nature of our systems helps us to think more creatively about:
 - the issues of staff morale,
 - secondary trauma, and
 - burnout
- because when these problems are becoming dominant in an organization, the whole organization is falling ill and what the brain has to figure out is whether the diagnosis is a cold, the flu, or something more serious and initiate a response that aims toward health.



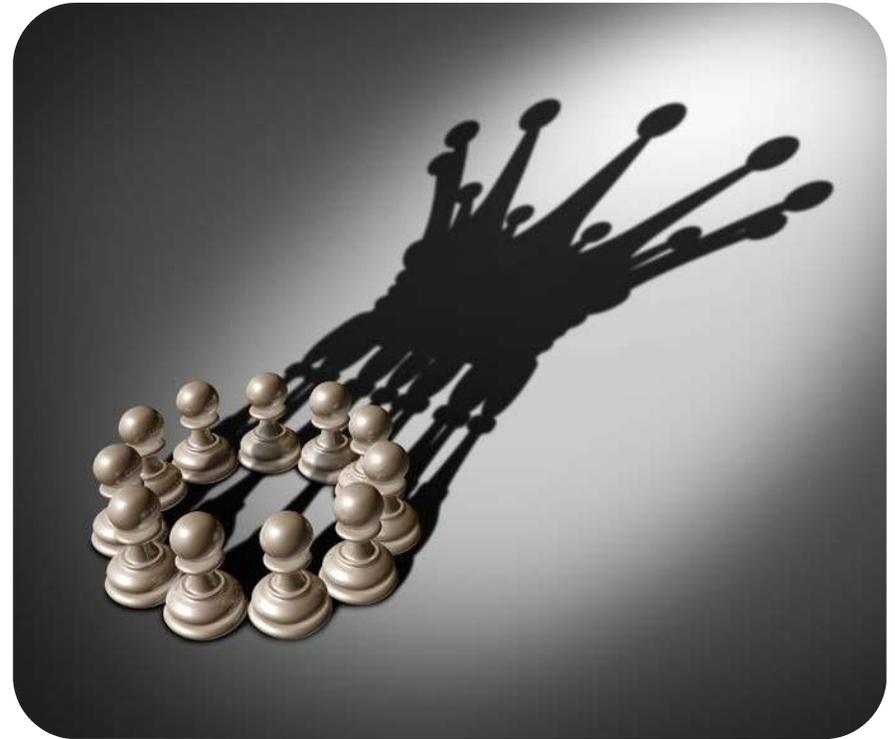
LEADING A BIOCRACY

- Leaders need to be purposeful, authoritative, clear and directive.
- The difference between authoritative and authoritarian leadership styles is significant although the words are often confused.
- Authoritarian leadership is often distant, punitive, controlling and coercive in style.



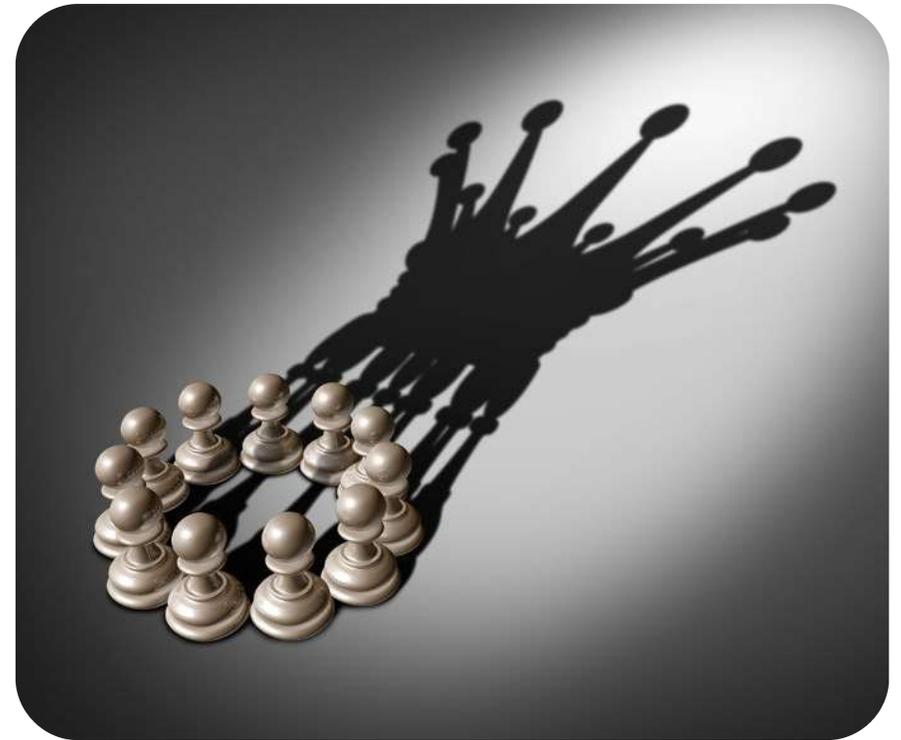
LEADING A BIOCRACY

- In contrast, authoritative leaders are involved, supportive, encourage autonomy in others, are consistent, non-punitive and expect learning and reasoning to occur.
- After the initial start-up phase, leaders must loosen the leadership reins as the organization develops or the self-organizing capacities of the organization will not develop properly and organizational function will be stunted.



LEADING A BIOCRACY

- That means empowering others to develop and learn, to utilize their own creativity and innovation to support group goals, and to take responsibility for changes that they need to make.
- People support what they help to create.





A HEALTHY SYSTEM HAS DISTRIBUTED POWER

- The fundamental attribute of how power is distributed is key to successful organizational function.
- The quickest way to destroy a safety culture is by setting up a situation in which power can be abused.
- Set up an organization that functions through democratic, participatory structures.





A HEALTHY SYSTEM HAS DISTRIBUTED POWER

- These are the best -and in many cases the only - protection against abuse of power.
- Structures, policies and procedures are democratic; everyone is expected to participate and lend their voice.
- The organization supports diversity of race, age, gender, education and experience.



**A HEALTHY SYSTEM
IS A LEARNING ORGANIZATION**



In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models – that is, they are responsible for learning.

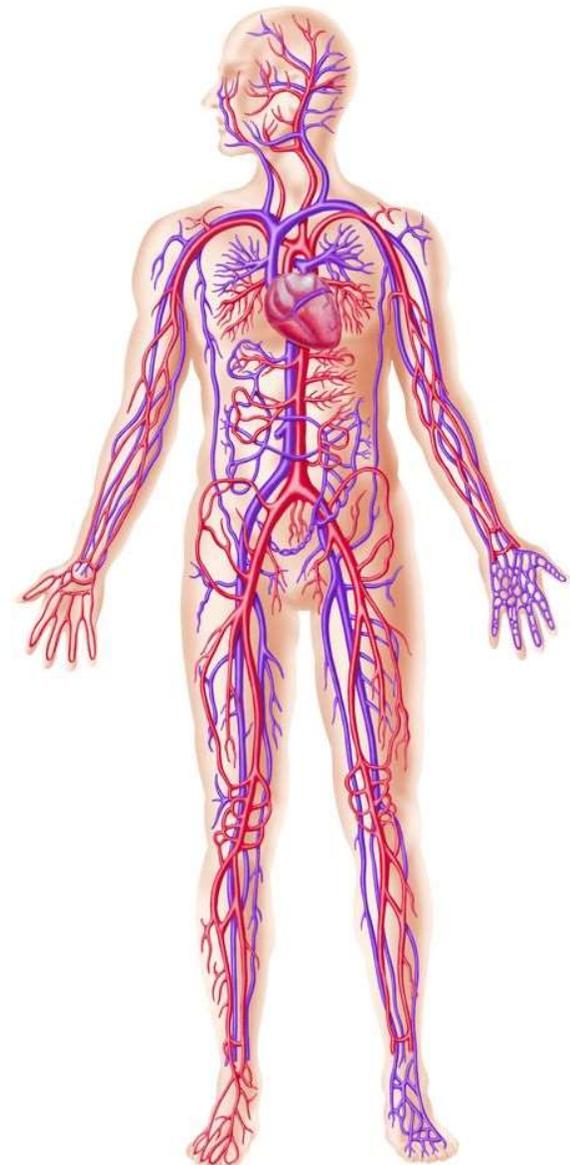
— *Peter Senge* —

AZ QUOTES



A HEALTHY LEARNING ORGANIZATION HAS GOOD CIRCULATION

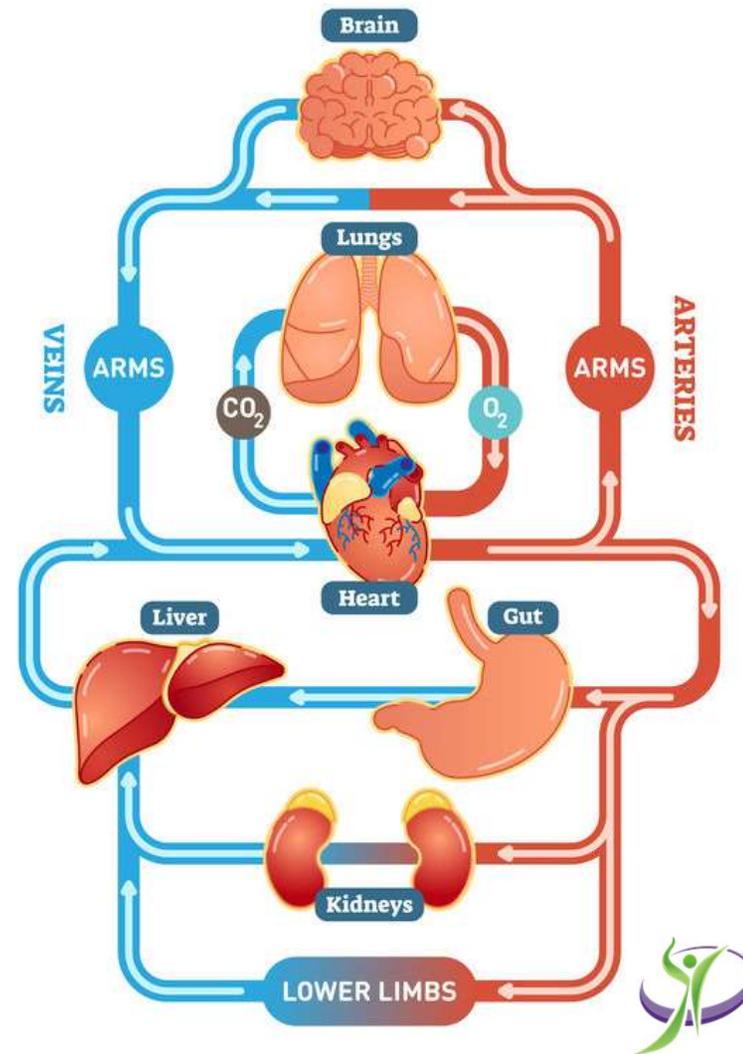
- Circulation is how the body communicates within itself, it is how it brings energy to distant parts and removes toxins.
- The communication network in an organization is the circulatory system.
- It's all based on feedback loops.
- There are many barriers to human communication: psychological, social, and systemic barriers that can interfere with transparent and effective communication.



A HEALTHY LEARNING ORGANIZATION HAS GOOD CIRCULATION

- Any difference among us can make effective communication a problem, so whenever a problem or conflict arises it pays to examine the patterns of communication instead of focusing exclusively on a faulty individual.
- Always look for a system problem, particularly blockages, secrets, dishonesty, double messages, and behaviors that are sabotaging organizational purpose and that are blocking communication channels and isolating component parts.

Human Circulatory System





A LEARNING HAS MEMORY ORGANIZATION

- Memory resides within the organization and within individual members
- Memory is captured and stored and passed on to new members
- Painful memories are not dissociated and therefore become available for new learning.



TRAUMA-RESPONSIVE ORGANIZATION



RECOVERING MEMORY

Organizational history is reviewed including:

- Founding vision
- History of trauma
- History of loss
- Failures
- Adaptations
- Successes



A HEALTHY ORGANIZATION HAS A HEALTHY DIGESTIVE SYSTEM



- The key roles for digestion in your body include turning food into energy, growth, and cell repair as well as elimination of waste.
- The food required by your organizational body is money and the organization must turn funding into the energy required for the organization to function, to grow, and to repair itself when damage occurs while minimizing waste.
- In starting an organization and after funding is established there are still many “nutritional demands” that must be met.





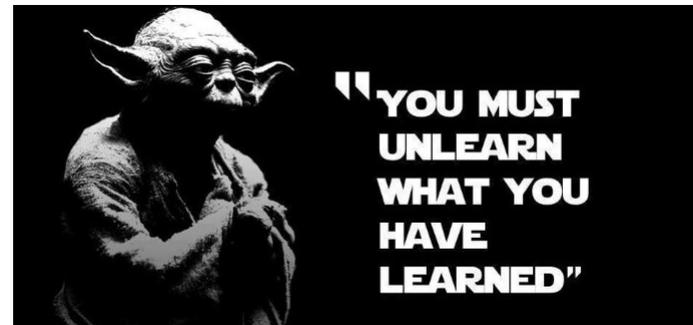
A HEALTHY ORGANIZATION HAS A HEALTHY DIGESTIVE SYSTEM

- The key question when new people or new knowledge comes into the organizational sphere is “What do we need to learn that is new?”
- Since energy is needed for growth and repair and must be conserved, another key organizational question is “What do we already know that we should hold onto?”



A HEALTHY ORGANIZATION HAS A HEALTHY DIGESTIVE SYSTEM

- Be prepared for the necessary and often unpleasant process of elimination: “What do we need to get rid of?” and “What do we need to unlearn?”
- In order to adapt to a constantly changing environment, being a learning organization means that much unlearning will need to occur again and again.
- Organizational unlearning refers to the discarding of old routines to make way for new ones.

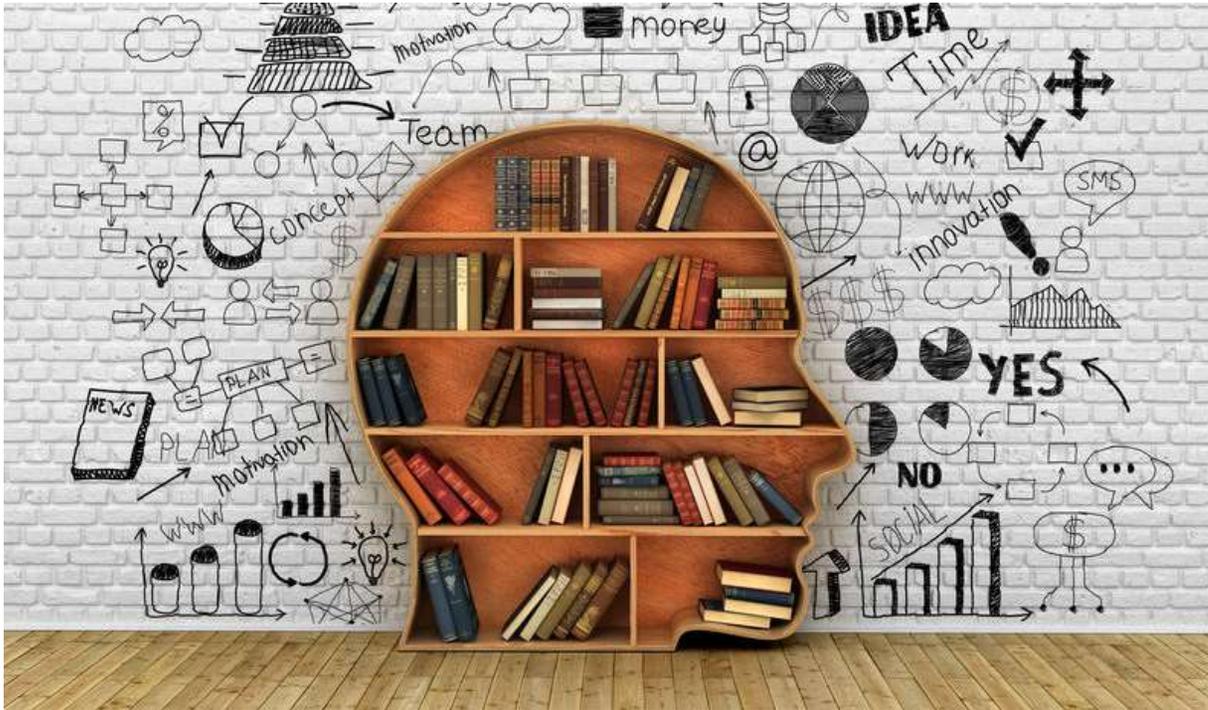




A HEALTHY SYSTEM HAS A HEALTHY SOCIAL IMMUNE SYSTEM

The social body's ability
to recognize and
respond to threats to
its well-being.





- ATTACHMENT
- DEVELOPMENT
- RELENTLESS STRESS
- TOXIC STRESS
- TRAUMATIC STRESS
- GROUP DYNAMICS
- PARALLEL PROCESS
- COLLECTIVE DISTURBANCE
- ORGANIZATIONAL STRESS
- REENACTMENT
- HEALING AND RECOVERY
- VICARIOUS TRAUMA AND SELF-CARE

A HEALTHY IMMUNE SYSTEM
SHARES A KNOWLEDGE BASE



A HEALTHY IMMUNE SYSTEM

- Gathers information over time
- Stores information over time and is able to access that information later when needed
- Learns from experience and adapts to change
- Has specialists to deal with different kinds of problems
- Returns to normal alert status when acute danger has passed
- Includes the entire body



A HEALTHY SOCIAL IMMUNE SYSTEM PROTECTS THE PERIMETER



- Community has a clear, practical value system in constant use
- New members are carefully oriented and adequately trained
- Group identifies values, norms and rules to be established
- Policies and procedures are consistent with norms

A HEALTHY SOCIAL IMMUNE SYSTEM ACCURATELY AND PROMPTLY RECOGNIZES DANGER



- Rapid response to any violation of:
 - Physical space
 - Psychological space
 - Social space
 - Moral space
 - Cultural space
- Response should be proportionate to degree of danger
 - Goldilocks rule: Not too big, not too small, just right

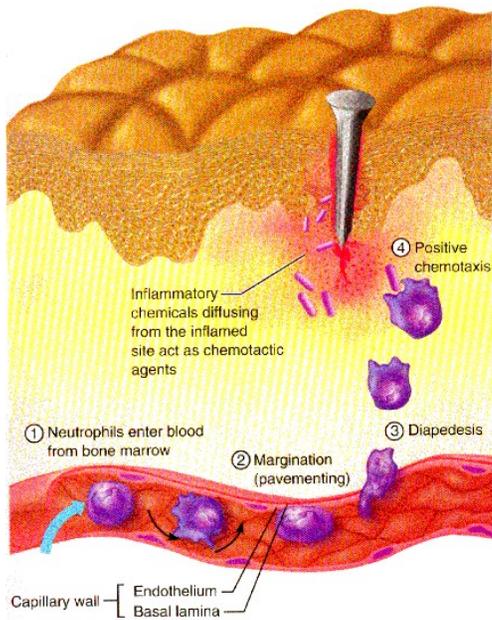


A HEALTHY SOCIAL IMMUNE SYSTEM ACCURATELY AND PROMPTLY RECOGNIZES DANGER



- Conflict is the alarm bell of the social immune system
- Wide definitions of what constitutes violence are universally understood and addressed
- The establishment of safety is the starting point for all learning and healing.
- Best protection against violence is a shared commitment to nonviolence.
- Shared language aids proper assessment (S.E.L.F.)





A HEALTHY IMMUNE SYSTEM MOBILIZES AN INFLAMMATORY RESPONSE





A HEALTHY ORGANIZATION RECOVERS AFTER INJURY

- The process of organizational change must begin with an assessment, generally by someone outside of the organization who is not acutely injured and not in a painful dilemma, but also someone who does not want the organization to continue to suffer.
- If the initial injuries occurred long ago, then the organization has adapted to what may in fact be a crippling situation.





A HEALTHY ORGANIZATION RECOVERS AFTER INJURY

- The signs of dysfunction may be evident to the external observer but to everyone within the organization, this is just “the way life is around here.”
- The organization is surviving but not thriving.
- Too much life energy is going into suppressing the pain and not enough to promoting growth.





A HEALTHY ORGANIZATION RECOVERS AFTER INJURY

- All of the stakeholders in the organization must engage in a visioning process for what they want the organization to be once this recovery process has unfolded.
- In the complex adaptive living system that is a caregiving program, everyone is interdependent and interactive so the problems that exist must be approached as problems *of* everyone that can only be solved *with* everyone.

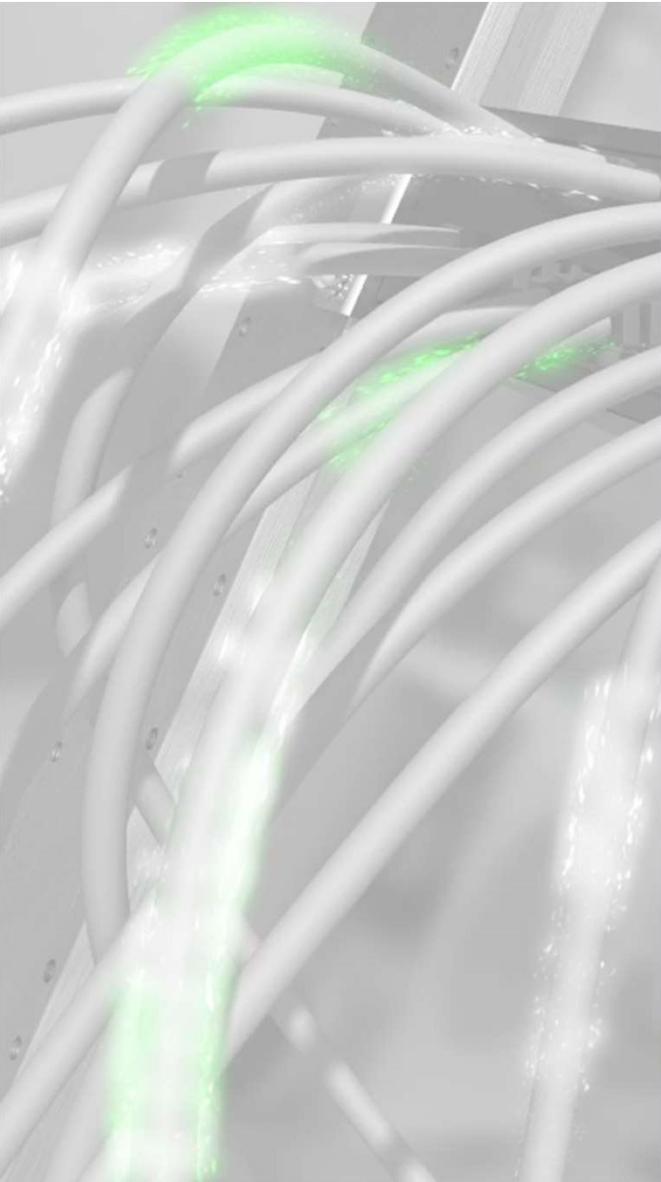


ASSESS YOUR OWN ORGANIZATIONAL BODY

- Think of your organization as you think of your own body.
- What does it look like – what do you notice?
- What is it's temperature?
- What is it's level of fitness?
- Does it get good food?
- Is it adequately protected and defended?



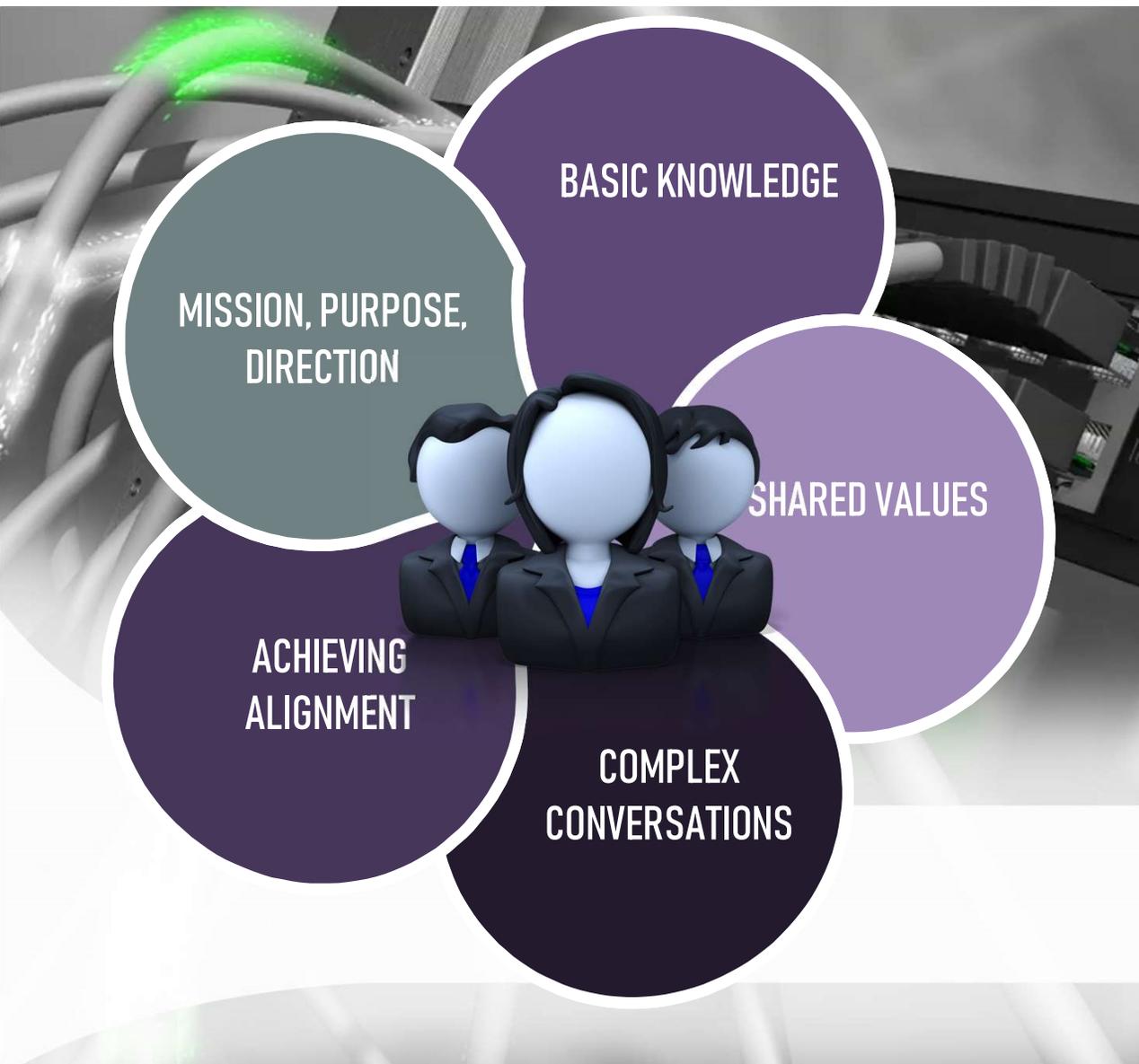




CREATING PRESENCE **AN ONLINE ORGANIZATIONAL APPROACH TO TRAUMA-RESPONSIVE SERVICES**

- Cost-effective
- Control by the organizational itself
- Self-help with coaching
- Success determined by extent of organizational commitment and alignment





CREATING PRESENCE

OBJECTIVES

- To provide everyone in an organization with some basic knowledge about trauma, adversity and stress.
- Emergence of trauma-informed values, knowledge, practice and skills.
- Deeper, richer, more productive conversations within the organization from diverse points of view.
- A whole organization that is in alignment
- Clarity around mission, purpose, and direction for all of the staff.



PRESENCE

(Senge, et al. 2004)

P.R.E.S.E.N.C.E. is an acronym for linked guiding values that consistently undergird and inform good practice.



P.R.E.S.E.N.C.E.:

A 21st Century Model for Organizational Health

P = Partnership and Power

R = Reverence and Restoration

E = Emotional Wisdom and Empathy

S = Safety and Social Responsibility

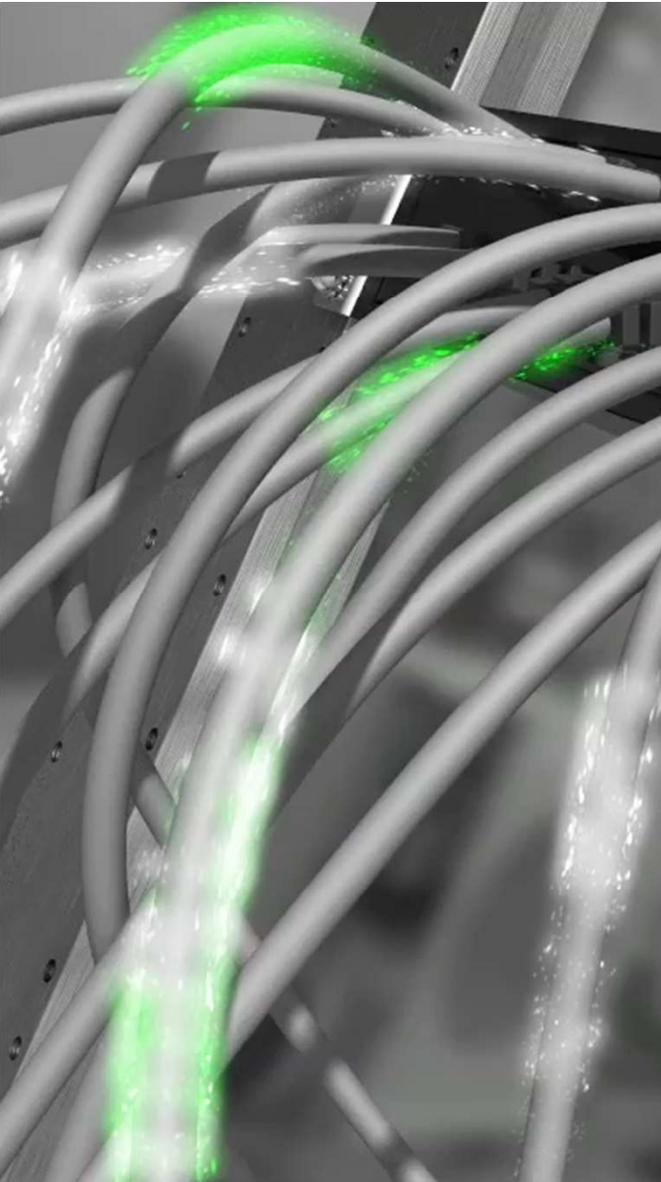
E = Embodiment and Enactment

N = Nature and Nurture

C = Culture and Complexity

E = Emergence and Evolution





TRACK SYSTEM

- Begins with 10-minute video segments
- Self-check questions
- Discussion Boards
- Variable methods of adult learning:
 - Supplementary videos
 - Supplementary handouts
 - Supplementary activities

ALL STAKEHOLDERS IN THE ORGANIZATION
WILL PARTICIPATE





WHAT IS *CREATING PRESENCE*?

- **INTRODUCTORY TRACK (27 segments)**
 - Explaining the process
 - Trauma and individuals
 - Trauma and organizations
 - Three brain regulation skills
- After that, coursework is specialized for the four main groups of staff members using the values of P.R.E.S.E.N.C.E. as the framework for:
 - **LEADERSHIP (42 segments)**
 - **CLINICIANS (42 segments)**
 - **DIRECT SERVICE (42 segments)**
 - **INDIRECT SERVICE (34 segments)**



INTRODUCTORY COURSEWORK FOR EVERYONE



- Introducing *Creating Presence*
- Creating a safe online culture
- How does Presence work?
- Steps to *Creating Presence*
- Why trauma is a big deal
- Why we need a model like presence
- What is a paradigm shift?
- Living system not a machine
- Presence implementation
- Four categories of trauma responsive skills



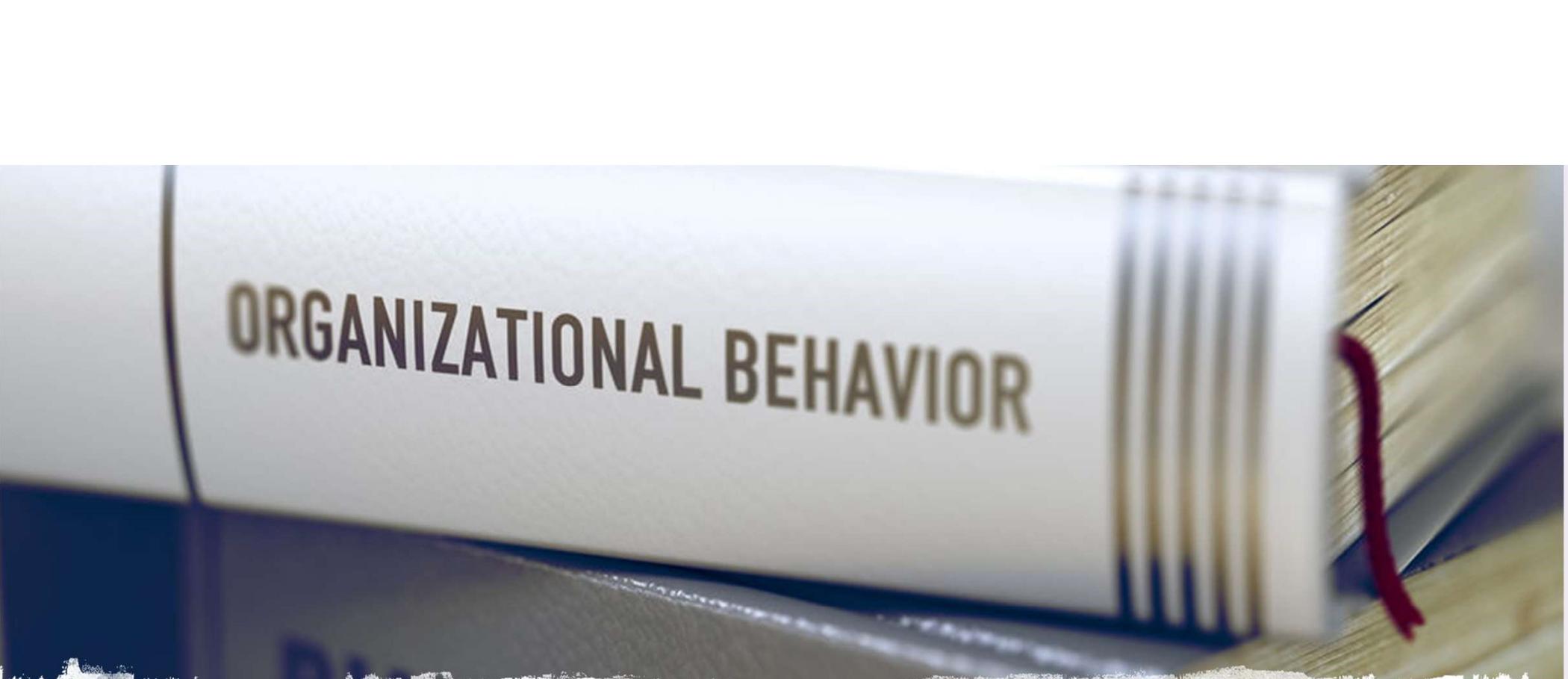


INTRODUCTORY COURSEWORK FOR EVERYONE

TRAUMA AND INDIVIDUALS

- Cultural safety
- P.R.E.S.E.N.C.E and trauma
- Attachment and trauma
- ACEs and stress
- Human stress response
- Freeze and dissociation
- Impact of trauma on
- Defining psychological health
- Pathways to healing and health
- Vicarious trauma and burnout





ORGANIZATIONAL BEHAVIOR

INTRODUCTORY COURSEWORK FOR EVERYONE

TRAUMA AND ORGANIZATIONS

- Systems thinking
- Group dynamics and stressed systems
- Identifying systems problems
- Ten enemies of systems thinking



INTRODUCTORY COURSEWORK FOR EVERYONE

BRAIN REGULATION SKILLS

- PRESENCE Meetings
- Emotional Volume Plans
- Wellness Plans





SHARED KNOWLEDGE
for every set of Presence Values

- **INDIVIDUAL**
 - IN HEALTH
 - IN RESPONSE TO STRESS, ADVERSITY AND TRAUMA
 - IMPLICATIONS FOR SERVICE PLAN
 - IMPLICATIONS FOR HEALING
- **ORGANIZATION**
 - IN HEALTH
 - IN RESPONSE TO STRESS, ADVERSITY AND TRAUMA
 - ORGANIZATIONAL TRAPS
 - IMPLICATIONS FOR HEALING
- **THREE SKILLS + KNOWLEDGE**
 - For each professional group



P.



PARTNERSHIP & POWER



PARTNERSHIP & POWER INDIVIDUAL



EMPOWERED
SELF-CONTROL



HELPLESS



MASTERY



CONFRONT
ABUSE



PARTNERSHIP & POWER ORGANIZATIONAL



DISTRIBUTED



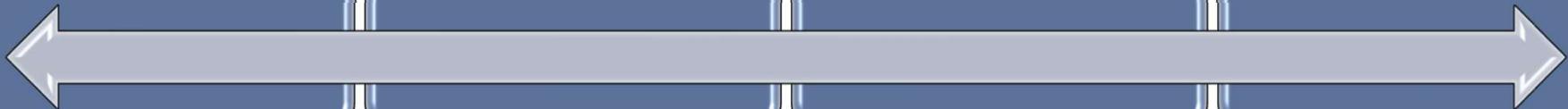
CENTRALIZED



AUTOCRACY



DEMOCRACY





- **LEADERS**
 - Reflections in uses of power and leadership styles
 - Empowering staff with World Cafe
 - Building consensus
- **CLINICIANS**
 - Addressing helplessness and learned helplessness
 - Trauma-bonding and control
 - Empowerment, democracy and building consensus
- **DIRECT SERVICE**
 - Milieu management
 - Language of Interest
 - PRESENCE meetings
- **INDIRECT SERVICE**
 - Building consensus
 - Adapting leadership styles

PARTNERSHIP AND POWER

SKILLS



INSTITUTE FOR HEALTHCARE
IMPROVEMENT

The Plan-Do-Study- Act (PDSA) cycle

A useful tool for
documenting a
test of change.



CONCEPTUAL INTEGRATION

- **DRAWING FROM PRACTICES EMBEDDED IN**

- Mindfulness
- Motivational interviewing
- CBT and DBT
- Solution-focused therapy
- Trauma processing approaches
- Therapeutic community practices
- Organizational development theories, especially Peter Senge, Otto Scharmer and colleagues
- And many others



*IT'S NOT WHAT'S WRONG WITH YOU, IT'S WHAT HAPPENED TO YOU!**

Getting everyone in the environment in alignment around Core Values and competencies that are culturally relevant and trauma-informed in a way that is economically feasible and logistically possible.



*J. Foderaro, 1991; Bloom, 1994



EMBEDDING

CREATING PRESENCE

When the knowledge base has been acquired the processes of embedding must occur that allow:

- diverse groups of people to
- unlearn habitual patterns,
- learn new patterns, and
- then apply that learning in a wide variety of complex situations





TWICE MONTHLY VIDEO TEAM MEETINGS AND CONSULTATION

BECOME PART
OF A NATIONAL
AND
INTERNATIONAL
LEARNING
COLLABORATIVE



CERTIFICATION



P.R.E.S.E.N.C.E.

18 MONTH
TIMETABLE



ASSESSMENT & INTRODUCTION

COURSES & CONSULTATION

FULL IMPLEMENTATION

CERTIFICATION

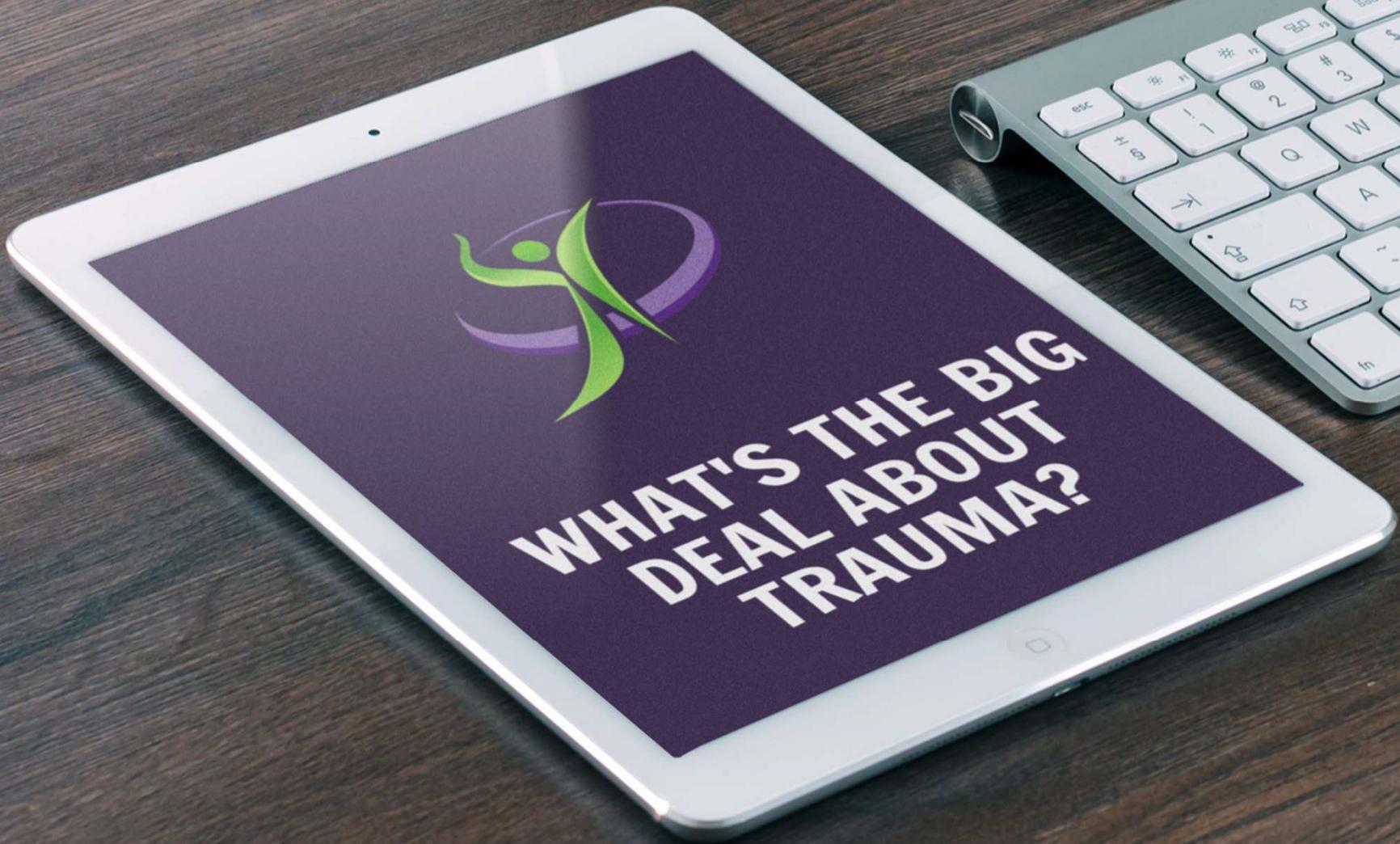




WHAT IS A PARADIGM SHIFT?

AND WHY DOES
IT MATTER?





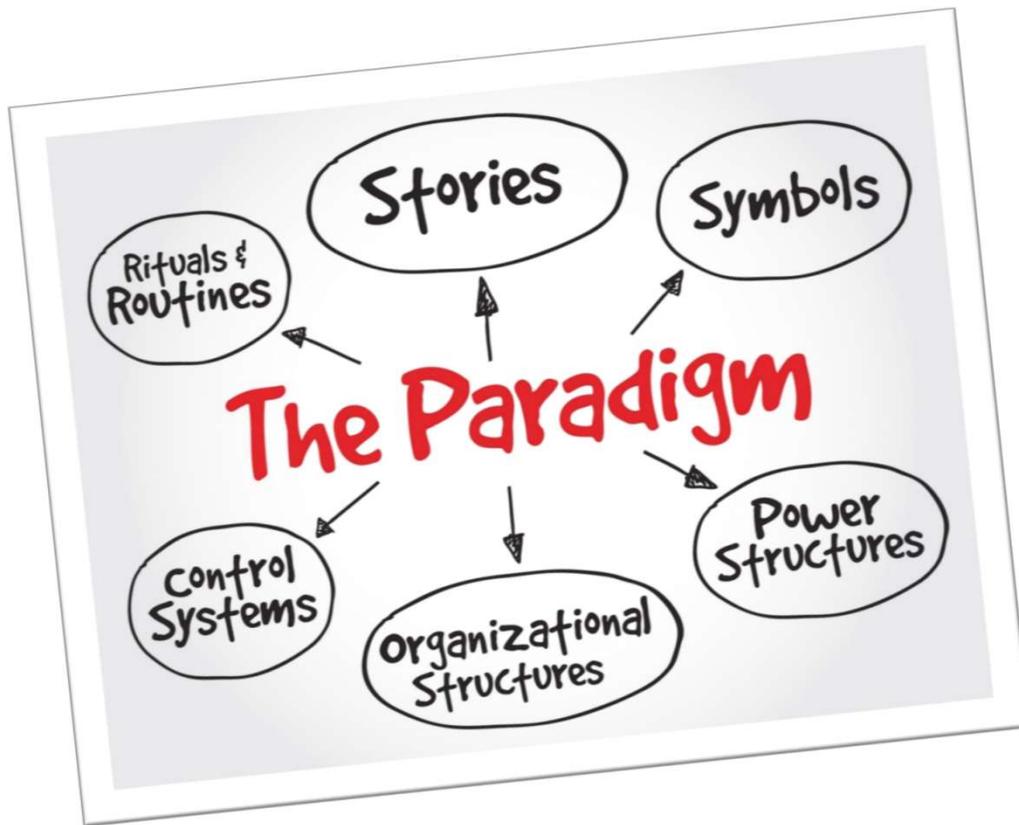


PARADIGM
SHIFT



The study of trauma and adversity is the paradigm shift in understanding human nature AND changing human consciousness toward compassionate understanding.





“The shared idea in the minds of society, the great big unstated assumptions — unstated because unnecessary to state; everyone already knows them — constitute that society’s paradigm, or deepest set of beliefs about how the world works.”

Donella H. Meadows, *Thinking in Systems: A Primer*, p.163.

WHAT IS A PARADIGM?





“Paradigms are the sources of systems. From them, from shared social agreements about the nature of reality, come system goals and information flows, feedbacks, stocks, flows, and everything else about systems.”

Donella H. Meadows. *Thinking in Systems: A Primer* (p. 163).

WHAT IS A PARADIGM?



PARADIGM SHIFT

A change from
one way of
thinking to
another.



- A change from one way of thinking to another.
- A revolution, a transformation, a sort of metamorphosis.
- It just does not happen, but rather it is driven by agents of change.
- Look from the point of view of the larvae, NOT the butterfly!
- Helps to change Worldview

PARADIGM SHIFT



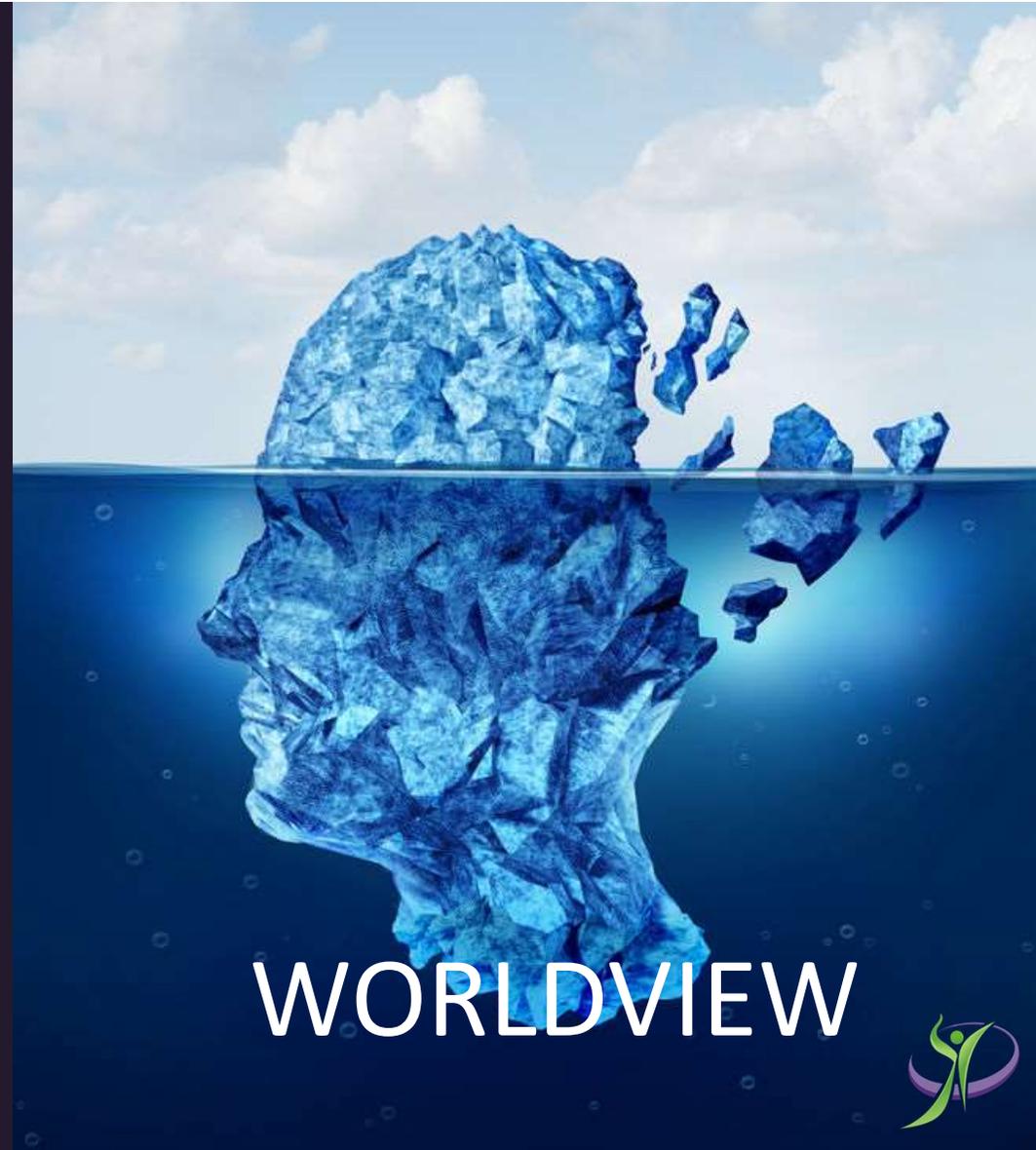


Each of us has a theory of reality, a concept of the nature of the world which is referred to as our worldview. Our worldview is the cement that holds our culture together; we absorb it by osmosis in the process of acculturation.

(Ackoff and Warder, 1993)



- The “water” the iceberg is immersed in
- Worldviews are sets of deeply embedded collection of beliefs and assumptions that describe reality.
- A worldview is a way of describing the universe and life within it, both in terms of *what is* and *what ought to be*.
- Worldviews represent a person’s or a culture’s answers to fundamental existential questions.
- They are mental habits that form an important part of our identity.
- We are typically unaware of the deeper aspects of our worldviews, and they resist change.

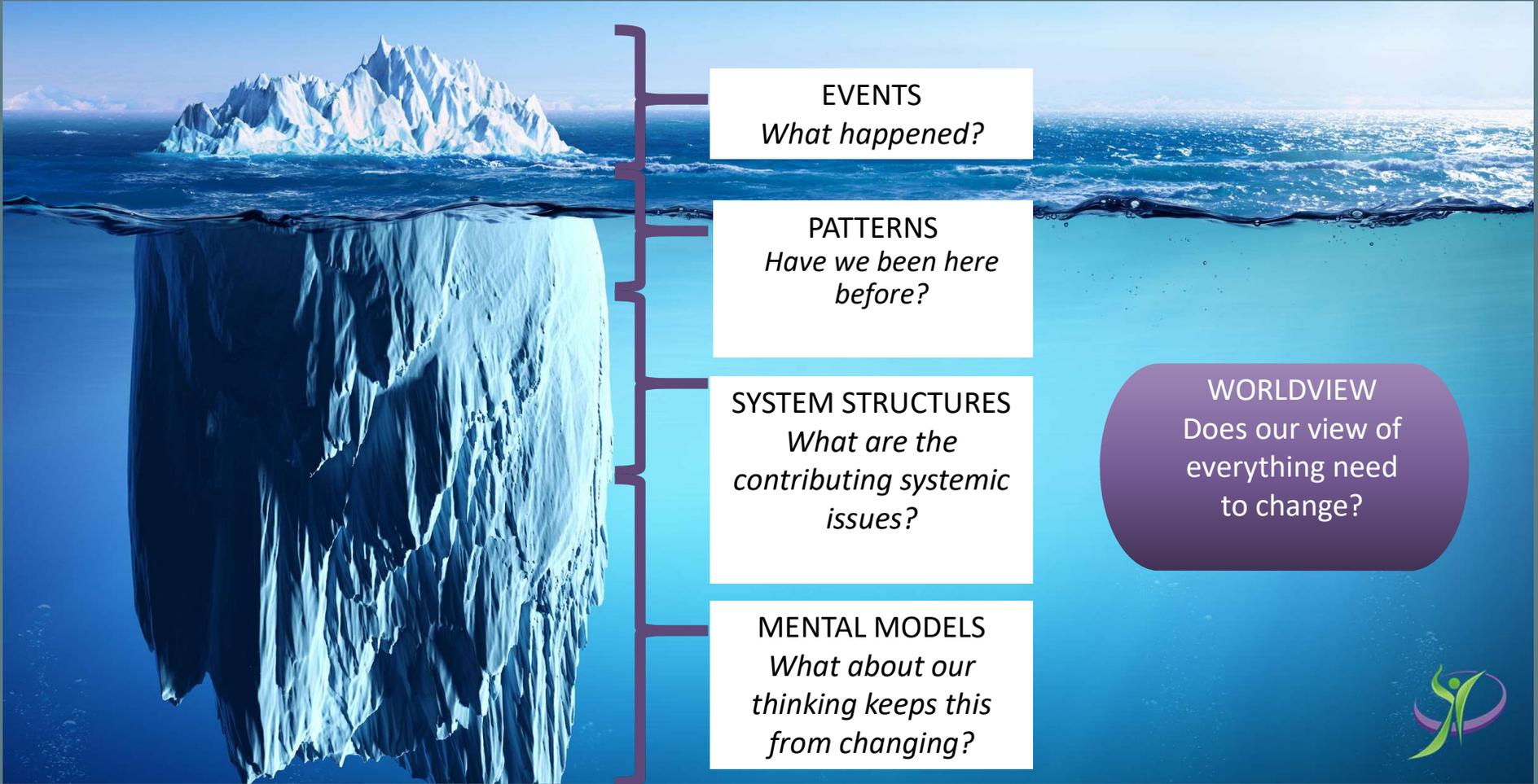




***WHAT'S THE BIG
DEAL ABOUT
TRAUMA?***

**SHIFTING THE PARADIGM
OF WORLD CULTURE**





EVENTS
What happened?

PATTERNS
Have we been here before?

SYSTEM STRUCTURES
What are the contributing systemic issues?

MENTAL MODELS
What about our thinking keeps this from changing?

WORLDVIEW
Does our view of everything need to change?



PARADIGM SHIFT IN KNOWLEDGE

PARADIGM



the basic concepts and experimental practices of a scientific discipline

WORLDVIEW



a particular conception of the world

MENTAL MODEL



explanation of about how something works in the real world.

ATTITUDE



a settled way of thinking or feeling about someone or something,

BEHAVIOR



attitude is then reflected in a person's behavior.



We are currently in the early stages of a tremendous change in the dominant worldview—a shift in age as large in its implications as the movement from the Middle Ages through the Renaissance to the Machine Age.

R. Ackoff and K. Warder (1993).
"From mechanistic to social systemic thinking"





Our world right now feels so tumultuous because the paradigm that has governed Western society for hundreds of years is shifting – everywhere – and it’s really scary for everyone.





Future generations, if there is a livable world for them, will look back at the epochal transition we are making to a life-sustaining society. And they may well call this:

THE TIME OF “THE GREAT TURNING”.

Joanna Macy
Author and Environmental Activist





What are models? Models take a complex system and simplify it, making it easier to understand. They are the abstract or simplified representation of something larger.

WHAT ARE MODELS?



MENTAL MODELS

- Assumptions that determine what we think, feel and do, shared by group, and outside of our individual conscious awareness.
- Help our brains automatically organize information.



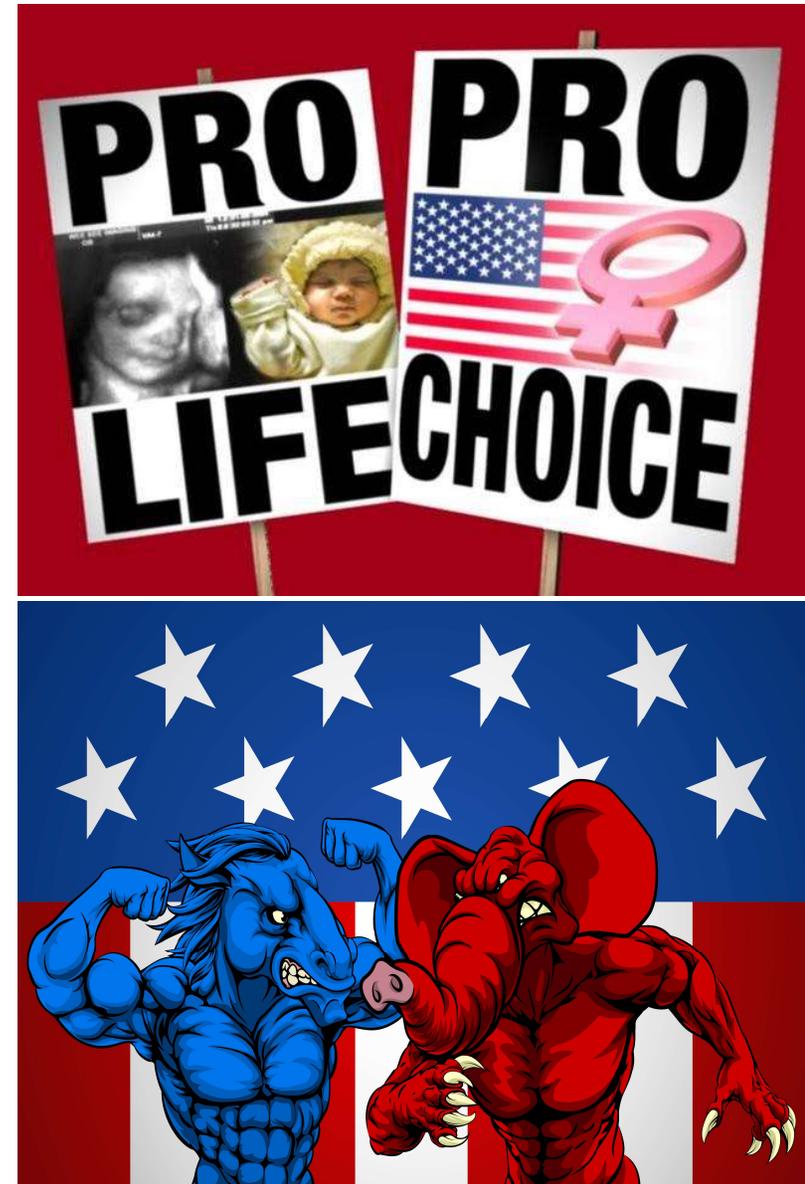
TOPPLING MENTAL MODELS



- Gender
- Race
- Age
- Education
- Communication
- Behavior
- Expression
- Style
- Etc. etc, etc.

MENTAL MODELS

- Differences between mental models explain why two people can observe the same event and describe it differently: They are paying attention to different aspects of the event.
- People usually fiercely defend their mental models.
- In any new experience, most people are drawn to take in and remember only the information that reinforces their existing mental models.





THE CARTESIAN DIVIDE

- The Cartesian division between mind and matter has had a profound effect on Western thought and has played a significant determining role in how healthcare is delivered, even today.
- It is the basic reason why we have divided, non-collaborative systems of general health and mental health.
- It's why a person can graduate from medical school with no concept about how the human mind functions.





MENTAL MODEL CHALLENGES of TRAUMA THEORY

- Machine vs. Living system
- Power over vs. Power with
- Innate vs. Developmental
- Genes vs. Environment
- Body vs. Mind
- Sick vs. Injury
- Bad vs. Injury
- Punishment vs. Restoration
- Free will vs. Partial Determinism





MENTAL MODEL CHALLENGES of TRAUMA THEORY

- Logic vs. Emotion and Intuition
- Conscious vs. Unconscious
- Self-interest vs. Collective safety
- Materialism vs. Pursuit of human wellbeing
- Reductionism vs. Multicausality
- Linear vs. Transformational
- Local vs. Global





CHANGING MENTAL MODELS

- Changing mental models means major intrapsychic adjustments – personally, socially and professionally
- Shifts in roles with increase in uncertainty and therefore anxiety
- Mental models thus limit people’s ability to change.



WHEN THREATENING THE EXISTING PARADIGM

WHAT YOU MIGHT HEAR



paradigm

- Why do we have to learn all this stuff about trauma? It's JUST the newest flavor-of-the-month.
- That child JUST needs to be punished.
- She self-mutilates— she JUST wants more attention.
- He takes drugs because he JUST likes them.
- He's a bad actor and JUST needs more discipline.
- She's always here for some pain or another – she JUST likes to have someone to listen to her.
- What can you expect, she's JUST another borderline (addict, psychopath, etc)



**EVOLUTIONARY AND
REVOLUTIONARY MENTAL MODEL
CHALLENGES TO:**

COMMUNITIES

ORGANIZATIONS

FAMILIES

INDIVIDUALS



WHAT WE ARE UP AGAINST

BIOLOGY

- Fight-flight-freeze response
- Short-term survival responses not long-term planning
- A divided, not yet fully integrated brain

PSYCHOLOGY

- Resist loss = resist change
- Death scares us – terror management theory
- Want individual rights – less sure about the responsibility part

SOCIOLOGY

- Globally connected but still tribal, xenophobic

MORALITY

- Remain at early stage of moral development, far behind our technological achievements





The real problem of humanity is the following: We have paleolithic emotions; medieval institutions; and god-like technology.

E. O. Wilson, 2009





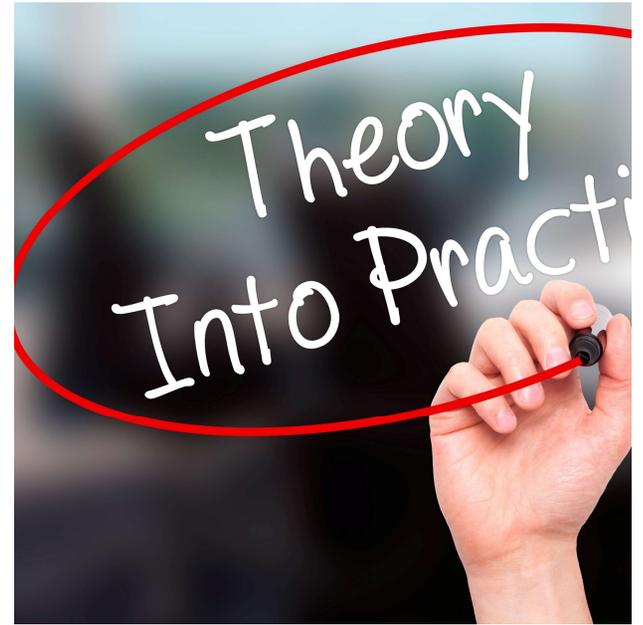
NEW METAPHORS – NEW MENTAL MODELS - CAN LEAD TO NEW IDEAS!





We need a new conceptual framework for thinking about deep collective change, a framework that understands the challenges of our human emotional vulnerabilities but is able to counteract them with specific, planned strategies.





URGENCY



Introducing
PRESENCE

*A systematic organizational trauma certification
developed by*

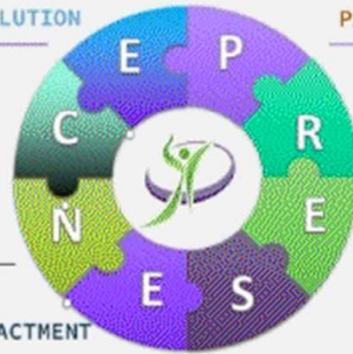
DR. SANDRA BLOOM

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