

Leading Resilient Teams:

Using a Trauma model to understand what keeps teams together

Tuesday November 15, 2022

Ray Young (he/him), BA, Certified Peer Specialist



Session time

9:00a – 11:00a

Thank you for being here!

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MENTAL HEALTH SERVICES

Supporting mental health and wellness in our community through collaboration and integration of care in Minnesota since 1969

60+ programs: crisis residences, outpatient clinics, outreach to people experiencing homelessness, substance use treatment, case management, in school support, and in-home health services for adults, children, and families.



MENTAL HEALTH IS COMMUNITY HEALTH.

Everyone benefits when mental health is effectively recognized, understood and treated.

Instructor Bio:

Ray Young (he/him), BA

- Life-long Minnesotan
- Communications Nerd
- Certified Peer Specialist
- Multiple BH Diagnosis
- Coach/Mentor/Trainer
- Motivational Speaker
- 15 year 'previous' career



Resilience

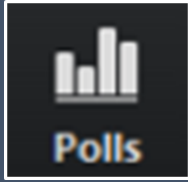
- the human capacity to meet adversity, setbacks and trauma, and then recover from them in order to live life fully.



Opening thoughts

- *If our staff are exposed to suffering, in a single moment or over time, is it possible that they will be affected?*
- *How are we working with them to help them recognize and cope with their own trauma and stress during this time?*
- *What are you doing to keep your group of workers together?*

Poll



- I am actively engaged in keeping my team together
 - Yes
 - No
 - Unsure

Our Traditional focus on self-care may be insufficient

Compassion Fatigue is a health risk and is common among helpers and caregivers.

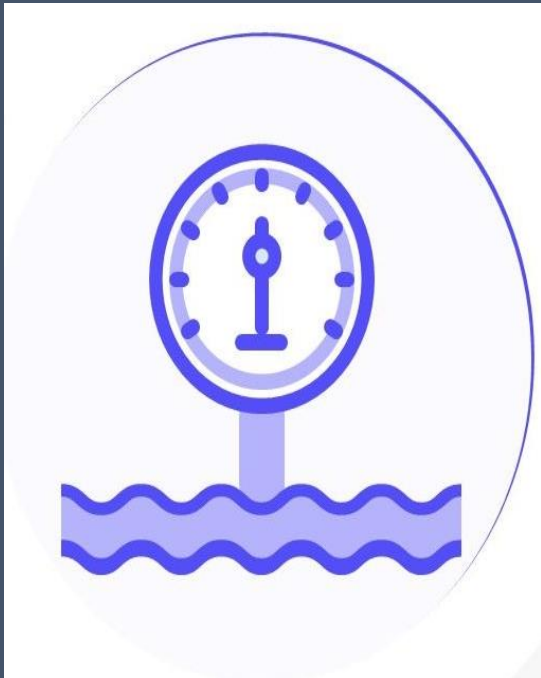
When other professions encounter health risks, they put practices in place to mitigate these risks.



One way to mitigate the risk of compassion fatigue is by deliberately building systems of support into the daily work, expectations, and team culture.

For leaders:

How is the water level in our own reservoir?



- Our ability to support our team goes down when our reserves are depleted.
- One of the best ways to be in service to your team is to take care of ourselves
 - Role model this for the team – leader influences the culture
 - What is the tone we want to set?
- How is my self-awareness about compassion fatigue?
- What are some warning signs that my reserves are getting depleted?



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Adverse Childhood Experience (ACE) in Minnesota

Definition

[What is an ACE?](#)

Stress

[ACEs have an effect on the developing brain](#)

Prevalence

[ACEs are common among Minnesotans](#)

Occurrence

[ACEs tend to occur together](#)

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[ACEs have an effect on the developing brain](#)

Prevalence

[ACEs are common among Minnesotans](#)

Occurrence

[ACEs tend to occur together](#)

Impact

[ACEs impact adult health and wellbeing](#)



Resilience

[Some children thrive despite ACEs](#)

Some children thrive despite ACEs (protective factors)

- Parent resilience
- Close relationships with competent caregivers or other caring adults
- Caregiver knowledge and application of positive parenting skills
- Identifying and cultivating a sense of purpose (faith, culture, identity)
- Individual developmental competencies (problem solving skills, self-regulation, agency)
- Social connections
- Socioeconomic advantages and concrete support for parents and families
- Communities and social systems that support health and development, and nurture human capital

Some teams thrive despite adversity (protective factors)

- Team leader resilience
- Good relationships with team leader(s)
- Leader knowledge and application of positive leadership skills
- Identifying and cultivating a sense of purpose in the work
- Skills – self regulation, problem solving
- Supportive network
- Work systems that support health and development, and nurture human capital



Team Leader Resilience

Team leader resilience

- Show up
- Lead from the front
- Model the behaviors you want to see
- Embrace change
- Form attachments
- Secure base
 - People, a goal, a place, an object
- Cope with stress





Good relationship with team leader

Make time for regular and deliberate conversations about resilience and compassion fatigue with your team:

Questions for Supervision:

- What is draining your reservoir?
- What boundaries are needed to slow the drain?
- What helps you refill it? (Sources of compassion satisfaction?)
- How does the team culture support you or not?

Build Practices into Team Meetings:

- Revisit the team purpose and agreements
- Create opportunities for people to weigh in on how the team is doing and what is needed
- Develop routines so people know what to expect, and so issues remain manageable

- Use meetings strategically
 - Showcase a person's strengths each week
- Share praise in public
 - Positive feedback is very important
- Delegate in public
 - Perception of fairness is as important as the fact of it
 - Let the team know who you've delegated things to
- Use technology to build relationships (if remote)
 - Webcams, especially one on one

Get the team together early on if possible. Alternatively, schedule monthly, semi-annually or annually



Fairness strategies

1. Trust
2. Clear and truthful explanations
3. Counseling
4. Accuracy
5. Bias suppression
6. Consistency
7. Employee voice
8. Corrective action



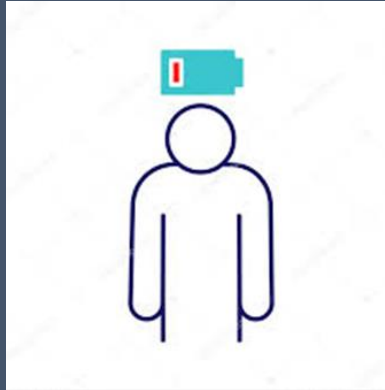


Leader knowledge and application of positive (coaching) leadership skills

Signs of Compassion Fatigue

Physical

Nausea, dizziness, headaches, difficulty sleeping and nightmares, feeling tense, agitated and on edge



Behavioral

Self-isolation and withdrawal, poor coping such as self-medicating and increase in substance use, relationship conflict, feeling less efficient or productive at work, reduced pleasure in activities previously enjoyed, reduced work satisfaction

Emotional

Feeling overwhelmed, hopeless, helpless or powerless when hearing of others' suffering; feelings of anger, irritability, sadness and anxiety; feeling detached from one's surroundings or physical or emotional experience; feeling emotionally, psychologically or physically exhausted, burned out or numb; reduced empathy; hypersensitive or insensitive to emotional stories; limited stress tolerance

Cognitive

Constant thinking or dwelling around the suffering of others; constant self-blame or thoughts of "I should be doing more"; changes in belief systems; reduced sense of personal and occupational accomplishment or efficacy; difficulty concentrating, focusing or making decisions

Compassion Fatigue Cycle

- Illness
- Leave the profession
- Change jobs and repeat cycle

- Transformation
- Resiliency
- Hardiness

Ready to work! Want to make a difference and willing to go the extra mile

Pathology

Renewal

Idealist

Zombie

Irritability

Withdrawal

- Beginning to see the imperfect nature of systems and people around us
- Starting to distance
- Negativity toward others
- Oversights and mistakes starting

- Unable to embrace the complexity of the problems
- Difficulty empathizing
- Starting to neglect others and ourselves
- Tired much of the time

Compassion Fatigue: the profound *emotional* and *physical* erosion that takes place when workers are unable to refuel and regenerate



Compassion Resilience: the ability to maintain physical, emotional and mental well-being while responding with empathy and compassion to others



Compassion Satisfaction

The pleasure someone derives from being able to do their work

Typical Sources:

- Positive interactions with customers
- Positive interactions with coworkers and team
- **Sense of agency** in contributing to the wellbeing and health of the community
- Family, friends, and other social supports outside of work
- Self-compassion

Different things will fill the reservoir for different people and at different times.



Compassion Satisfaction Test

- Email me

raymond.young@peopleincorporated.org

I will send it to you!

- Let me know how you're using it and if it's helpful

“My boss”



Conveys information
Detailed discussion of concepts
Introduces skills

“My Coach”



Sets up drills
“Players” practice
Feedback in real time
Constant review of skills
Very limited discussion of concepts

Giving feedback

- Give feedback on things that matter
- Be clear and specific
- Use examples, observable behavior
 - I noticed... what do you make of that?
- Look for positive feedback
 - Attribute, Example, Thanks
 - The trap is to leave alone things going well
- Use open questions
 - *What feedback would you give yourself?*



“Take 5” and switch ON...

1. Breathe in, for the count of 5
2. Hold for 5
3. Out for 5
4. Pause for 5
5. Repeat 5 times

*** Do this 5 times a day



(Source: Mark Hyman, MD)

Grounding Techniques

for anxiety, depression, and PTSD

5 Senses:

Find:



- 5 things you can see
- 4 things you can hear
- 3 things you can touch
- 2 things you can smell
- 1 thing you can taste



Distraction

- Name all the red things you see
- Count backwards by 3 from 100
- Recite a poem or song
- Pick a category and name all the things you can (dog breeds, baseball teams, etc.)

In Your Body

Place your feet flat on the floor. Starting at the crown of your head, focus on your body piece by piece. Paying attention to each tiny movement and feeling as you breathe.

Breathing

Focus on breathing from your diaphragm (your stomach should move, but not your chest).

Breathe in for 5 seconds, hold 4, out for 7 seconds, hold 4.

Repeat.



Managing and promoting a sense of purpose in the work

The impact of storytelling on our brains



Cortisol:

Focus,
attention



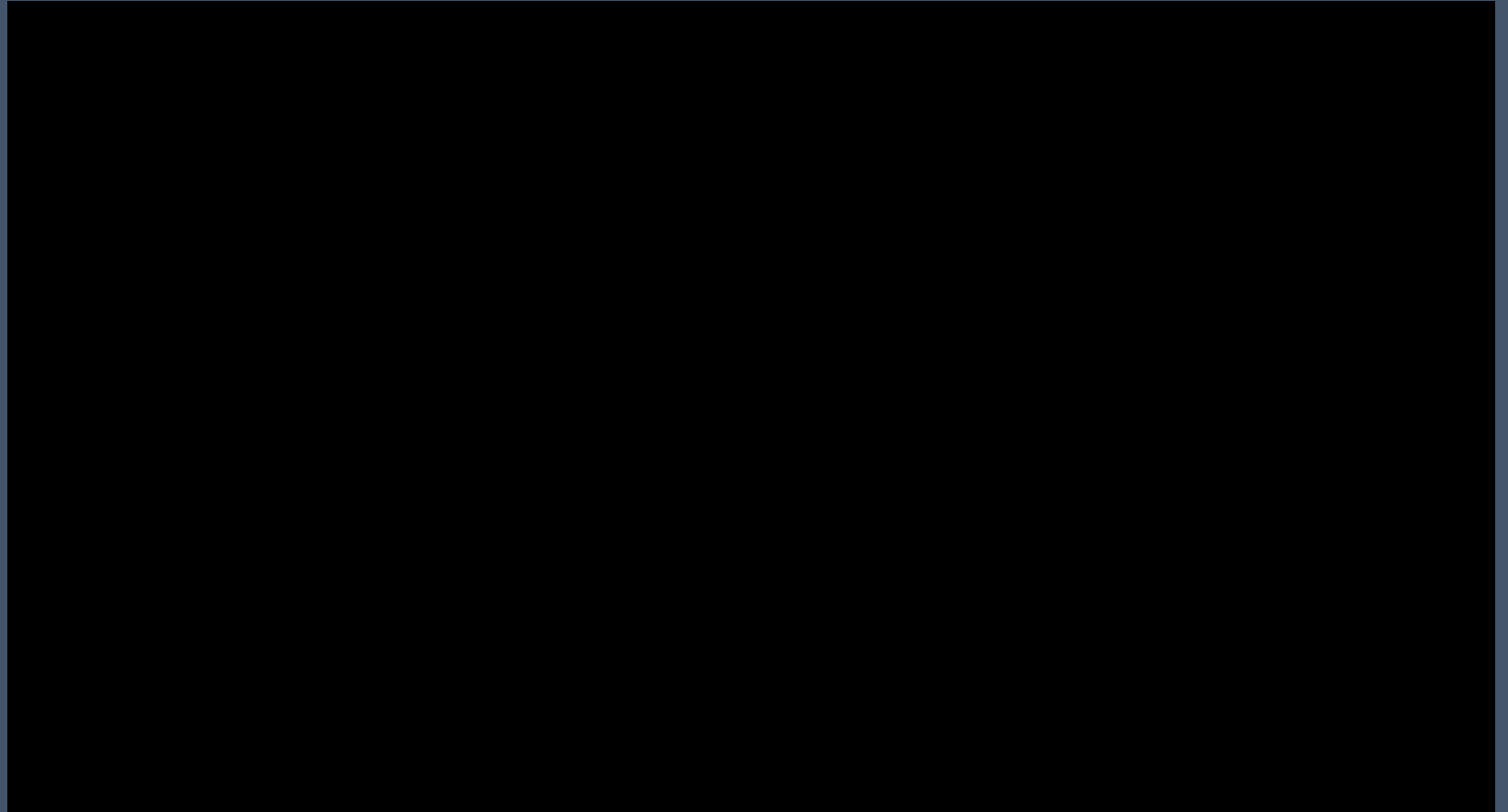
Dopamine:

Reward,
pleasure



Oxytocin:

Empathy,
generosity, trust,
connection



Paul Zak, 2013

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Leadership messaging

- Continuity
 - The past
 - What does not change, despite tough times
- Transition
 - Now
 - The story of behavior change
- Novelty
 - The future
 - What are we doing that's new



Source: David Hutchens

Writer, author of Learning Fables, which teaches organizational structures, strategy, learning, and leadership as well as corporate responsibility and business ethics.

Key Areas for Alignment among the team

1. What are the team's shared values?

*All teams have values – articulated or not.
These show up in behavior and interactions*

2. What are the shared beliefs on the team?

*Ex: What does this team believe about
compassion fatigue and self care?*

3. What is the team's purpose?

*Clarity of purpose, especially shared purpose,
strengthens the team's identity, focus, and resilience*



Shared Values guidelines

1. Don't assume that any values are simply "understood."
2. Involve your team in identifying the values
3. Don't make a laundry list
4. Translate the values into observable behaviors
5. As a leader, model the values consistently
6. Integrate your stated values into your daily processes and practices
7. Don't ignore a values breach

*What does this team believe about compassion fatigue?
What are some of the messages we've received or internalized?:*



- tough it out*
- each person is responsible for taking care of themselves*
- self-care happens outside of work*
- how can we relax when people are struggling?*

- the team is stronger when people actively support one another*
- taking care of ourselves and each other is an essential part of our work*
- helpers need to be and stay well in order to be able to do our best work*



Skills – self regulation and problem solving

Training that builds skills

- Good skills breed confidence and competence
 - Grounding
 - Mental (e.g., 5-4-3-2-1)
 - Physical (breath work, stretching etc.)
 - De-escalation
 - Motivational Interviewing
 - Trauma Informed Practices
 - Stages of Change and Practitioner Tasks (shameless plug!)
 - Documentation



Supportive Network

Encourage team culture

- Encourage the right kind of humor
 - In adversity it will likely be dark
- Sweat the small stuff
 - Then the big stuff we are better able to deal with



Intentional support practices:



COVID 19 Battle Buddy Support Program

Social support is one of the best mitigators of primary and secondary trauma

BATTLE BUDDY CHECK-IN 1-10 MINUTES

- Aim to contact your Battle Buddy 2-3 times per week or more (daily if needed)
- Contact can be a quick text to check in; a short call to debrief; a zoom meeting to hash something out
- Listen, validate, and provide feedback; identify any issues that need more support or attention
- Identify any operational issues that need escalation

Sample questions for your check-in:

- What is hardest right now?
- What worried you today?
- What went well today?
- How are things at home?
- What challenges are you facing with sleep/rest, exercise, healthy nutrition?

The mental health consultant for your unit is:

They can be reached at:

Example: The Battle Buddy system adopted by UMN from the US Army during Covid 19 to help promote resilience among medical professionals

Intentional Support Practices

- Establish a routine for regular check ins. Monday morning meeting is ideal
- Begin meetings with gratitude practice
- Share strategies for intervention/prevention
- Make it ok to reach out to each other
- Do fun stuff together



Collective psychosocial resilience

Social support is one of the best mitigators of primary and secondary trauma

Collective Psychosocial Resilience: the way a shared identity allows groups to express and expect solidarity and cohesion, and thereby to coordinate and draw upon collective sources of support



Thank you for coming!

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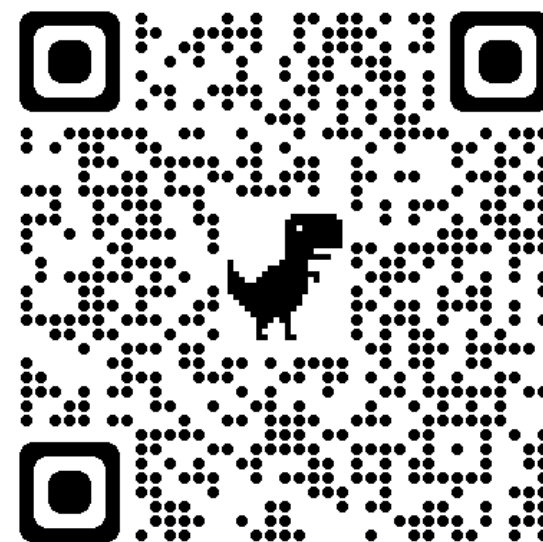
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Compassion Satisfaction Self Test for Helpers

Consider each of the following characteristics about you and your **current situation**. Write the number that reflects how frequently you experienced these characteristics **in the last week**.

0	1	2	3	4	5
never	rarely	a few times	sometimes	often	very often

1. I am happy	
2. I find my life satisfying	
3. I have beliefs that sustain me	
4. I find that I learn new things from those I care for	
5. I feel connected to others	
6. I feel calm	
7. I believe that I have a good balance between work and free time	
8. I am the person I always wanted to be	
9. I have good peer support when I need to work through a highly stressful experience	
10. Working with the people I support brings me a great deal of satisfaction	
11. I feel invigorated after working with those I support	
12. I have happy thoughts about the people I support	
13. I have joyful feelings about how I can help people who I support	
14. Some people are particularly enjoyable to work with	
15. I like my work as a helper	
16. I have thoughts that I'm a success as a helper	
17. I enjoy my coworkers	
18. I depend on my coworkers to help me when I need it	
19. My coworkers can depend on me for help when they need it	
20. I trust my coworkers	
21. I am pleased with how I am able to keep up with work-related technology	
22. Although I have to do paperwork that I don't like, I still have time to work with the people I support	
23. I am pleased with how I am able to keep up with helping techniques and protocols	
24. I plan to be a helper for a long time	

Compassion satisfaction is the positive aspect of caring that helps to balance any negative aspects of working with acutely ill or traumatized persons. People who choose caring professions often have a protective mechanism that comes from the satisfaction of helping others and this tends to mitigate against the development of compassion fatigue.

Scoring:

0-50	Low Potential (for Compassion Satisfaction)
51-100	Average Potential
Over 100	High Potential