

AOD LEADERSHIP ACCELERATOR PROGRAM

WORKSHOP 4 – LEADERSHIP BEYOND THE SURFACE

DAY 1 – FOUNDATIONS TO A TRAUMA-INFORMED APPROACH



Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

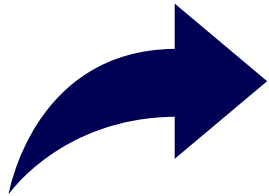
Artwork 'Sentient' by Hollie Johnson

Hollie is a Gunaikurnai and Monero Ngarigo woman from Gippsland who graduated from RMIT with a BA in Photography in 2016.

OVERVIEW

OF THE DAY

OVERVIEW OF TODAY



DAY 1 – FOUNDATIONS OF A TRAUMA INFORMED LEADERSHIP

- Trauma informed through a leadership lens
- Trauma in the workplace
- SAMHSA's concept of a trauma informed approach:
 - The 4 Rs
 - Six guiding principles of trauma informed care
- Building a toolkit

OVERVIEW – WORKSHOP 4

DAY 1 – FOUNDATIONS OF TRAUMA INFORMED LEADERSHIP

- 9:30am-9:45am – The experience of trauma
- 9:45am – 10:45am – GAP Analysis

Morning Break (10:45am -11:00am)

- 11:00am-12:30pm – Trauma in the workplace

Lunch Break (12:30 – 1:15pm)

- 1:15pm-2:30pm – The 4 Rs and Principles of TIC

Afternoon Break (2:30pm-2:45pm)

- 2:45pm-3:45pm – Principles of TIC cont.
- 3:45pm-4:00pm – Workshop Conclusion

End of Day 1



OVERVIEW – WORKSHOP 4

DAY 2 – TRAUMA-INFORMED LEADERSHIP

- 9:30am-10:45AM – Guest speaker – Jen Thompson

Morning Break (11.00am -11:20am)

- 11:20am-1:00pm – Guest speaker – Jen Thompson

Lunch Break (1:00 – 1:45pm)

1:45pm-2:30pm – Psychological safety

Afternoon Break (2:30pm-2:45pm)

- 2:45pm-3:30pm – Psychological safety cont.
- 3:35pm-3:55pm – Toolkit
- 4:00pm – Workshop conclusion

End of Day 2



TRAUMA-INFORMED LEADERSHIP

“You manage things, you lead people.”

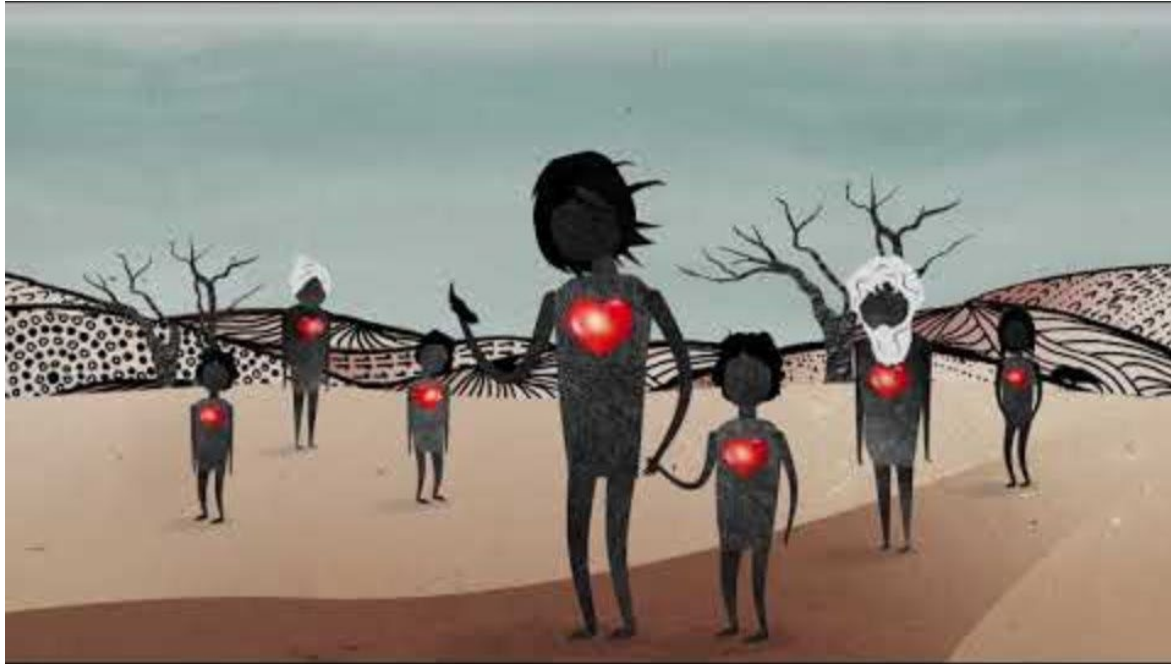
— Grace Hopper



TRAUMA INFORMED

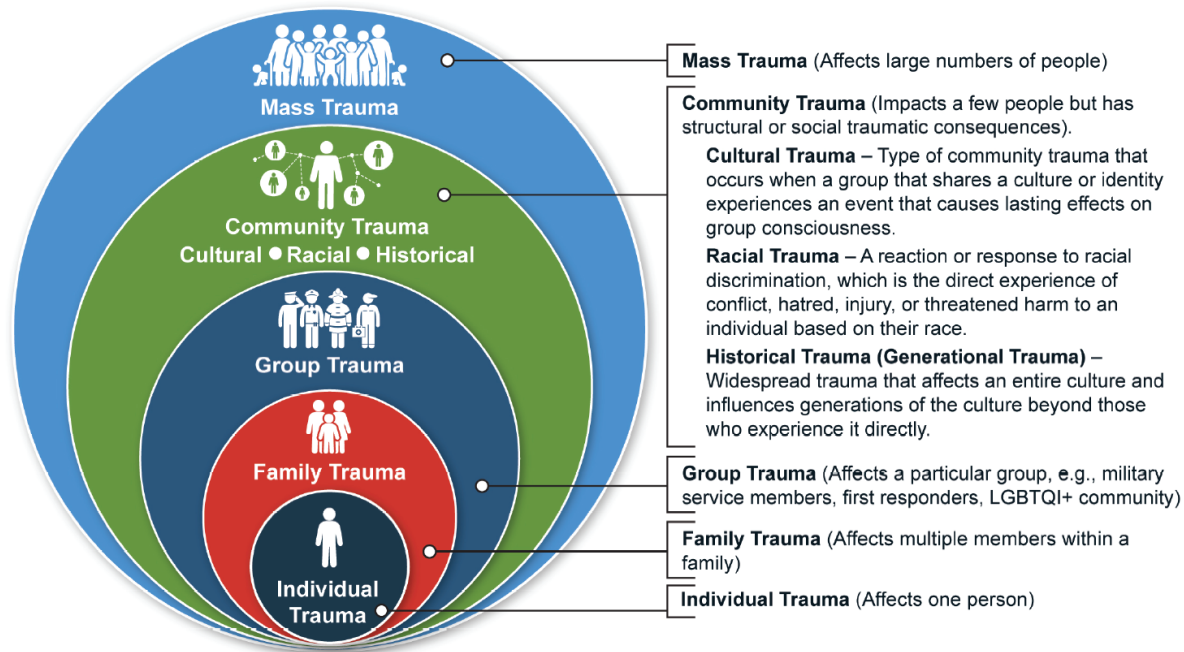
APPROACH

THE EXPERIENCE OF TRAUMA



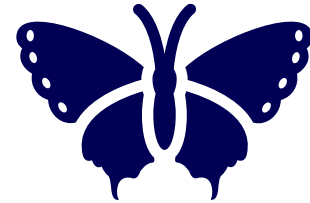
THE EXPERIENCE OF TRAUMA

Levels of Trauma Experience



THE IMPACT OF TRAUMA

- **Everyone processes trauma differently**
- **The impacts may or may not be long lasting**
- **Impacts are culturally diverse and specific**
- **Influencing factors on impacts** – previous life experiences, coping skills, social supports, cultural beliefs, societal norms



GAP ANALYSIS



CLASS ACTIVITY

Draw this template on a piece of paper:

Principles	Current State	

As a leader, how do you and your organisation embody trauma-informed principles?

25 Minutes

GAP ANALYSIS

Principles	Current State	
Safety- how do you as a leader/your org create safety? Consider the physical, emotional and cultural safety for both clients and staff		

GAP ANALYSIS

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Trustworthiness – how does you as a leader/your org convey transparency and trustworthiness		

GAP ANALYSIS

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Safety - how do you as a leader/your org create safety? Consider the physical, emotional and cultural safety for both clients and staff		
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Choice – how do you as a leader/your org provide choice to staff where available and appropriate		

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GAP ANALYSIS

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Collaboration – how do you as a leader/your org communicate a sense of doing with rather than doing to?		
Diversity – how does your service convey and enact for diversity in all its forms?		

TRAUMA IN THE WORKPLACE

WHY IS THIS IMPORTANT



AOD IN CONTEXT

- We may be survivors ourselves
- There is no doubt that hearing and thinking about the experiences some people have endured can stay with us well after the client has left our care
- We are also exposed to direct threats to our physical, emotional and psychological safety
- Being asked to do more and more with less and less
- We work in a broad range of settings – prison settings, outpatient, hospitals, outreach

VICARIOUS TRAUMA (VT)



'I think they'll just haunt me forever'

Arises from the cumulative exposure to others' pain and information about traumatic events and experiences.

Involves a deep transformation of one's inner world, leading to shifts in fundamental beliefs about life, often driven by feelings of loss and fear.

Often due to the lack of organisation attention to debriefing practices, supervision, responding to death of clients, and psychological safety rather than solely due to client trauma exposure.



VICARIOUS TRAUMA (VT)



'I think they'll just haunt me forever'

COMMON SYMPTOMS

- **Physical complaints** - like headaches or unexplained aches and pains.
- **PTSD-like symptoms** - such as hyper-vigilance, intrusive thoughts, or dissociation.
- **Shifts in worldview** - leading to pessimism about life and the world.
- **Signs of stress, depression, or anxiety** - including insomnia, social withdrawal, and avoidance behaviours.



COMPASSION FATIGUE

The intense emotional and physical exhaustion that develops because of attending to the needs and caring for others.



'The cost of caring'

COMPASSION FATIGUE

COMMON SYMPTOMS

- Feeling really **low or anxious**
- **Chronic fatigue**, sleep difficulties
- Difficulty making **decisions or focussing**
- **Loss of interest** in meaningful activities
- **Hyper sensitivity or detachment** to emotional situations



'The cost of caring'

BREAK



BURNOUT

Australians suffer 'burnout' more than any other nation, new data shows

A new global study has exposed Australia as a nation on the brink of a worrying new health "phenomenon" that has a grim effect on our lives.



Rebekah Scanlan

X @rebekahscanlan 3 min read September 24, 2024 - 10:29AM news.com.au



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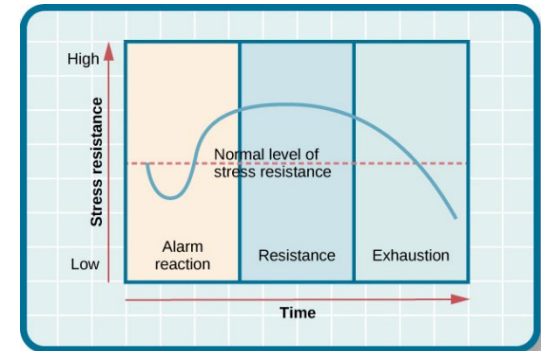
BURNOUT

61% of Australian workers reported experiencing burnout, compared to the global average of 48%.

Burnout is now attributed to 40% of employee resignations.

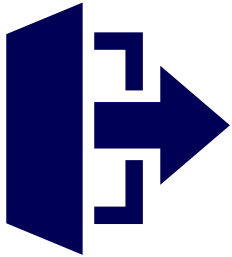
Managers are slightly more so likely to burnout.

2024 Global Wellbeing Report - <https://corporate.lululemon.com/media/press-releases/2024/09-23-2024-120019912>



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REASONS FOR LEAVING THE SECTOR



1. **Low** salary/poor employment benefits
2. **High** stress burnout
3. **Workload** e.g. large caseloads, long hours
4. **Lack** of job security/short-term contracts
5. **Nature** of working with complex/difficult clients

VAADA Workforce Development Survey 2023

BURNOUT

WHAT DOES BURNOUT LOOK LIKE?

Symptoms of stress, burnout and compassion fatigue

DIMENSIONS OF BURNOUT

Sustained feelings
of exhaustion

Professional
inefficacy

Depersonalisation

A workplace phenomenon.

Can be misinterpreted as a result of
working with clients with trauma.



SAMHSA: BURNOUT CONTRIBUTING FACTORS

ORGANISATIONAL LEVEL

Vulnerabilities in each of these domains contribute to the three dimensions of burnout.



BURNOUT CONTRIBUTING FACTORS

WORKLOAD

- Quantity of work
- Type of work
- Perceived workload





WORKLOAD

- Quantity of work
 - Type of work
 - Perceived workload
- Effective induction
 - Regular and effective 1:1 with line manager
 - Cultivating a teamwork culture
 - Increasing resources or staffing where appropriate
 - Audit: identify existing staff workloads
 - Improve efficiency
 - Training on processes
 - Individual level interventions – mindfulness activities
 - Ensuring effective supervision and access to robust EAP

BURNOUT CONTRIBUTING FACTORS

COMMUNITY

- Lack of a shared sense of community
- Lack of organisational support
- Lack of trust, unresolved workplace conflict





COMMUNITY

- Lack of a shared sense of community
- Lack of organisational support
- Lack of trust, unresolved workplace conflict

- Conflict resolution
- Create opportunities for building collegiality and shared community
- Cultivate team work
- Celebrating diversity
- Practice of inclusion

BURNOUT CONTRIBUTING FACTORS



CLASS ACTIVITY

Your group will be assigned one of the other burnout contributing factors.

- Discuss in your group how the factors can lead to burnout and how it might be displayed. *Bring a trauma lens when talking about each of these factors.*
- Your group will then feedback to the wider group. *The person who has most recently celebrated their birthday in your group will be the one to feedback on behalf of your group.*

10 MINUTES

BURNOUT CONTRIBUTING FACTORS

FAIRNESS

- When there is no equal accountability
- Perceived unfairness
- Lack of transparency





FAIRNESS

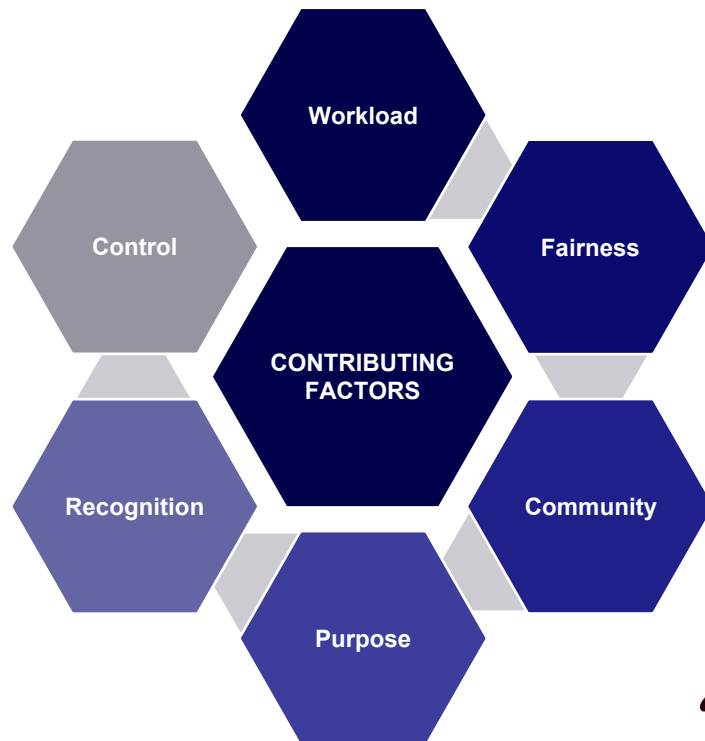
- When there is no equal accountability
- Perceived unfairness
- Lack of transparency

- Transparent communication
- Effective communication plans that consider different communication styles
- Language 'us' and 'them'
- Opportunities for communication between staff and leadership teams

BURNOUT CONTRIBUTING FACTORS

PURPOSE

- Shared value
- Misalignment of values can lead to a disconnect





PURPOSE

- Shared value
 - Misalignment of values can lead to a disconnect
- Connecting practices, changes or decision making with organisation mission and values
 - Aligning performance goals and metrics with values
 - Language 'all staff must complete these trainings' vs....
 - Supportive organisational culture
 - Training and professional development

BURNOUT CONTRIBUTING FACTORS

RECOGNITION

- Feeling undervalued, unimportant
- Leave, pay?





RECOGNITION

- Feeling undervalued, unimportant
 - Leave, pay etc
- Creating avenues of promotion and development
 - Thinking about succession planning
 - Establishing systems for meaningful and equitable staff appreciation and recognition

BURNOUT CONTRIBUTING FACTORS

CONTROL

- Relates to self-determination and autonomy
- Can impact motivation, connection to work and the organisation
- No room to grow





CONTROL

- Relates to self-determination and autonomy
- Can impact motivation, connection to work and the organisation
- No room to grow

- Maximise autonomy
- Considering individual styles (DISC, learning styles)
- Supporting growth and professional development

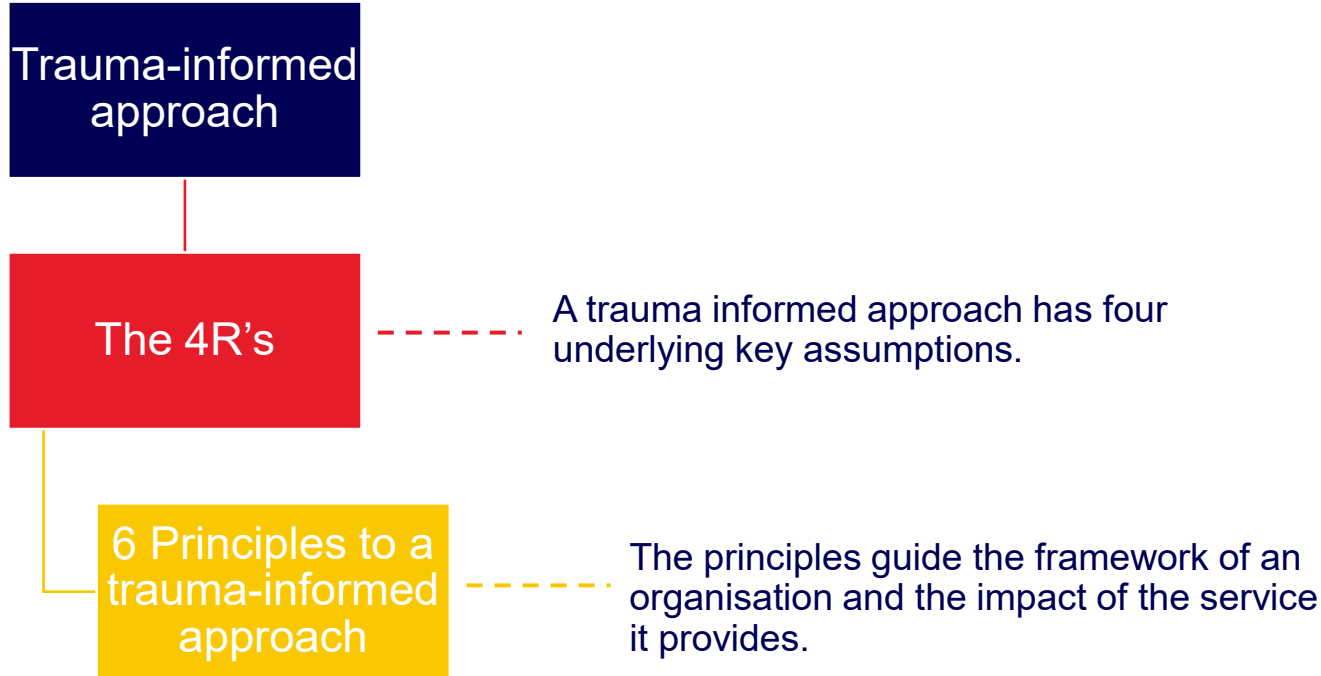
LUNCH



SAMHSA's TRAUMA

INFORMED APPROACH: 4 Rs

TRAUMA-INFORMED APPROACH



SAMHSA: 4 Rs

A trauma informed approach has four underlying key assumptions:

A program, organisation, or system that is trauma-informed:

1. *realises* the widespread impact of trauma and understands potential paths to recovery;
2. *recognises* the signs and symptoms of trauma in clients, families, staff and others involved with the system;
3. *responds* by fully integrating knowledge about trauma into policies, procedures and practices and
4. seeks to actively *resist re-traumatisation*.



THE 4 Rs: REALISES

A program, organisation, or system that is trauma-informed *realises* the widespread impact of trauma and understands potential paths to recovery.

- The extensive impact of trauma – levels, who, when, what, how it manifests
- People's behaviours are understood in the context of their adapted coping strategies used to manage trauma
- Trauma can be experienced in the past, can be manifesting in the present, and the presence of secondary trauma
- The interplay between trauma and mental health, substance use, neurobiology, physical health, and the intersectionality of this with age, gender, ethnicity etc.

THE 4 Rs: RECOGNISES

A program, organisation, or system that is trauma-informed **recognises** the signs and symptoms of trauma in clients, families, staff and others involved with the system.

- Physically, emotionally, psychologically, spiritually
- Behaviours – avoidance, overworking
- Thinking patterns
- Change in norms

How does your organisation do this?

THE 4 Rs: RECOGNISES

“Many times trauma in a person decontextualized over time can look like personality.

Trauma in a family decontextualized over time can look like family traits.

Trauma decontextualized in a people over time can look like culture and it takes time to slow it down so you can begin to discern what’s what.”

- Resmaa Menakem, Trauma Specialist



THE 4 Rs: RESPONDS

A program, organisation, or system that is trauma-informed *responds* by fully integrating knowledge about trauma into policies, procedures and practices.

- That the experience of traumatic events impacts all people, directly and indirectly is integrated
- That all language used, at a minimum, follows standards
- Allocating training, budget, resources
- Leadership teams are self-aware
- Policies, procedures and practices refer to or reflect resilience, healing and recovery from trauma
- The 6 principles of trauma informed approach guide delivery, approach and embodiment

How does your organisation do this?



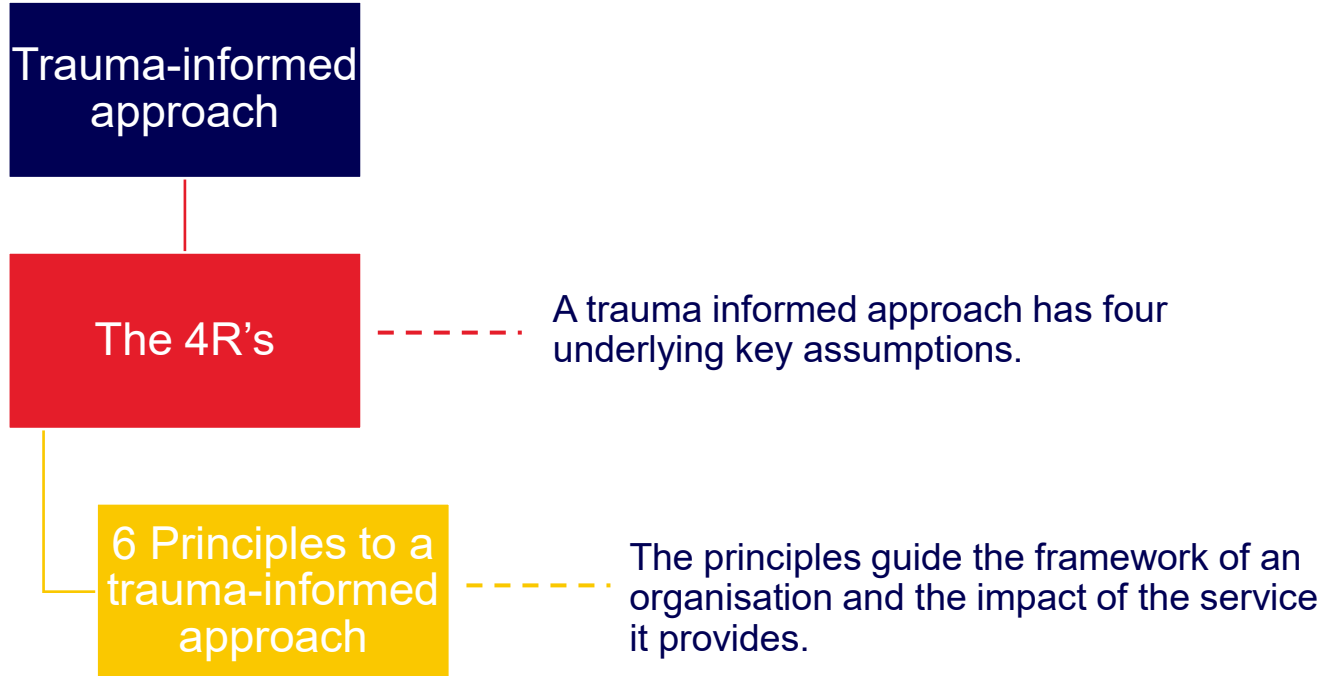
THE 4 Rs: RESIST RE-TRAUMATISATION

A program, organisation, or system that is trauma-informed seeks to actively *resist re-traumatisation*.

- For people we support, their families, and staff
- Understand that sometimes workplaces can inadvertently contribute to a stressful, traumatic environment

How does your workplace do this?

TRAUMA-INFORMED APPROACH



SAMHSA'S SIX TRAUMA

INFORMED PRINCIPLES

SAMHSA: TRAUMA INFORMED PRINCIPLES

6

PRINCIPLES TO A TRAUMA INFORMED APPROACH

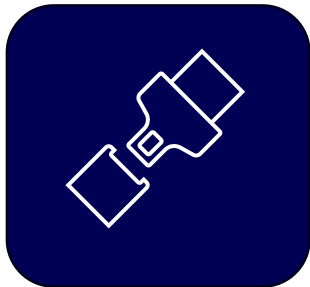
1. Safety
2. Trustworthiness
3. Collaboration & Mutuality
4. Peer Support
5. Empowerment, Voice & Choice
6. Cultural, Historical & Gender



SAMHSA: TRAUMA INFORMED PRINCIPLES



SAFETY



- Trauma experiences disrupt a sense of safety in the moment and after
- Staff and clients feel safe – what are the layers here?

On a scale of 1 – 5, how does your team embody this principle?

A team is only as safe as the least safe person





TRUSTWORTHINESS & TRANSPARENCY



- Most trauma experiences are relational
- Policies, decisions and changes are communicated
- Process of decision making is transparent
- There is accountability

On a scale of 1 – 5, how does your team embody this principle?

BREAK





PEER SUPPORT



- Creating spaces where staff can come together to celebrate and support each other
- What does this look like in practice?

On a scale of 1 – 5, how does your team embody this principle?



COLLABORATION & MUTUALITY



- Doing with rather than doing to
- Becoming partners
- Mutual respect including among different roles)
- A sense of community
- Fostering mutual aid

On a scale of 1 – 5, how does your team embody this principle?



EMPOWERMENT, VOICE & CHOICE



- The experience of trauma is disempowering
- Staff are empowered to do their work – how can this be done?
- Asking for feedback
- Elevate their voices

On a scale of 1 – 5, how does your team embody this principle?



CULTURE, HISTORY & GENDER



- Variation in meaning given to trauma, experiences, response and support provided
- Understanding the intersecting layers

On a scale of 1 – 5, how does your team embody this principle?

GAP ANALYSIS



CLASS ACTIVITY

How do you want to improve?

Principles	Current State	Desired state	

25 MINUTES

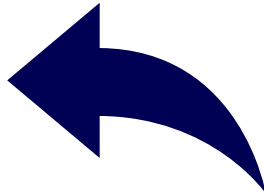
GAP ANALYSIS

Principles	Current State	Desired state
Safety - how do you as a leader/your org create safety? Consider the physical, emotional and cultural safety for both clients and staff		How could you embody this better?
Trustworthiness – how does you as a leader/your org convey transparency and trustworthiness		
Choice – how do you as a leader/your org provide choice to staff where available and appropriate		
Collaboration – how do you as a leader/your org communicate a sense of doing with rather than doing to?		
Diversity – how does your service convey and enact for diversity in all its forms?		

WORKSHOP

CONCLUSION

RECAP OF WORKSHOP 3



DAY 1 – FOUNDATIONS OF A TRAUMA INFORMED LEADERSHIP

- Trauma informed through a leadership lens
- Trauma in the workplace
- SAMHSA's concept of a trauma informed approach:
 - The 4 Rs
 - Six guiding principles of trauma informed care
- Building a toolkit

END OF DAY 1

