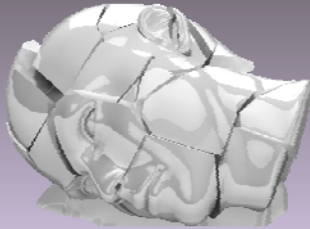


## MENTAL MODELS



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.

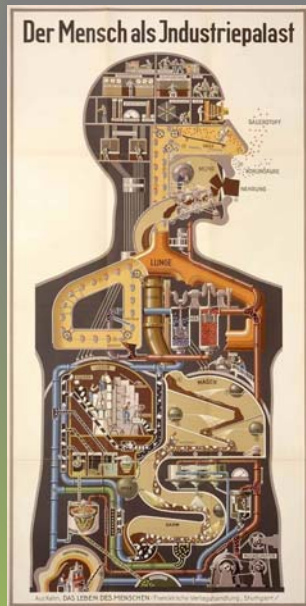
## CHANGING THE FUNDAMENTAL QUESTION

It's not  
"What's wrong with you?"

It's  
"What happened to you?"



Foderaro, 1991



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 underpinning for this new worldview:

- Biology and evolutionary biology
- Systems theory
- Cybernetics
- Quantum theory and nonlocality
- Complexity theory and Emergence

*The newer model is that of organizations as alive, possessing the basic requirements of a living system*

A. de Geus, (2002), *The Living Company: Habits for Survival in a Turbulent Business Environment.* . Boston, Harvard Business School Press.

## LIVING SYSTEMS THEORY

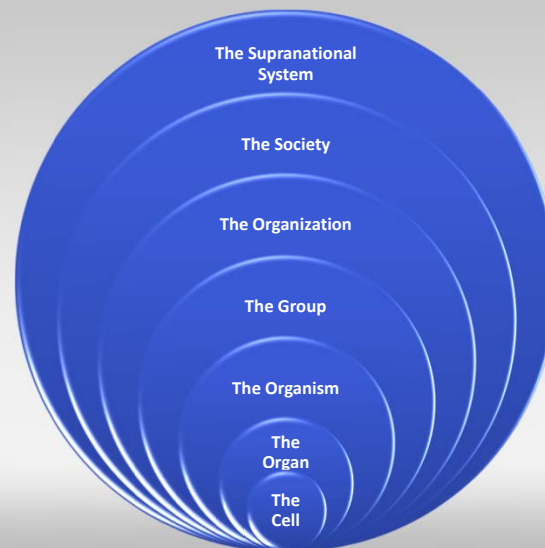
A general theory about the existence of all living systems, their structure, interaction, behavior and development.

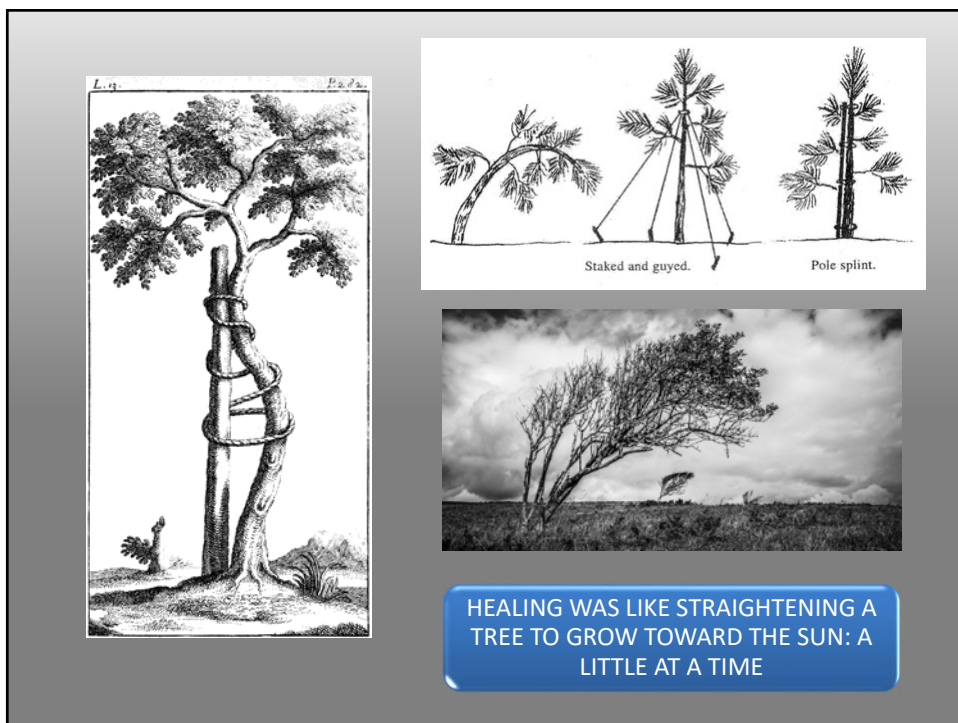
A system is a whole which consists of a set of two or more parts.

Each part affects the behavior of the whole, depending on how it interacts with the other parts of the system.

Life keeps emerging out of the previous system and is different from its predecessors and yet has parallels

## LIVING SYSTEMS THEORY (Miller, 1978)









PEELING AN ONION DOWN  
THROUGH THE LEVELS OF  
ADAPTATION

*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.*



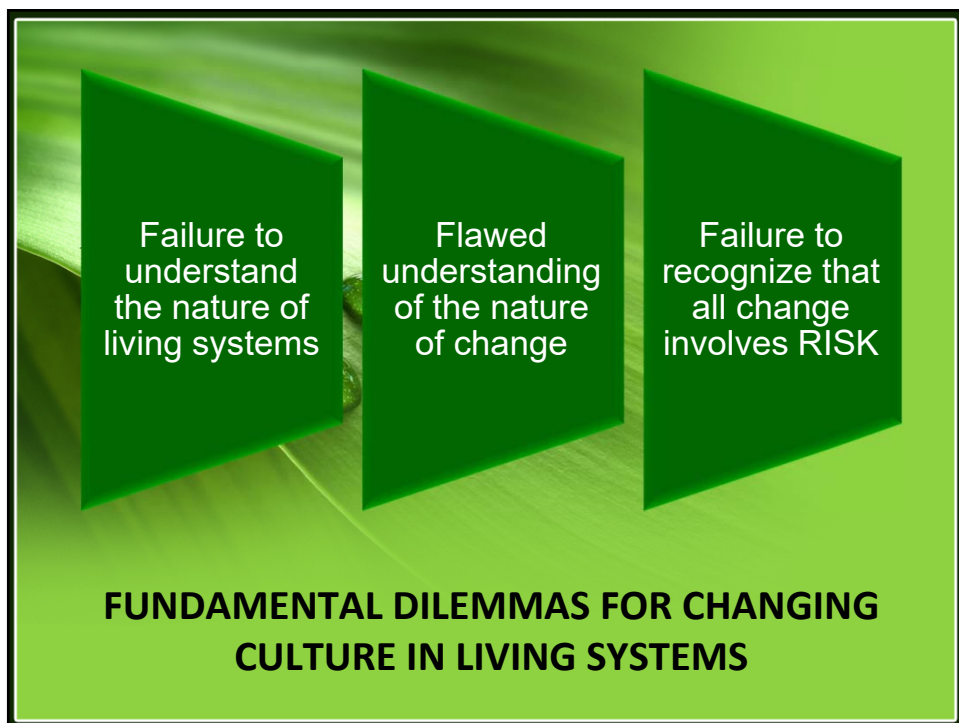
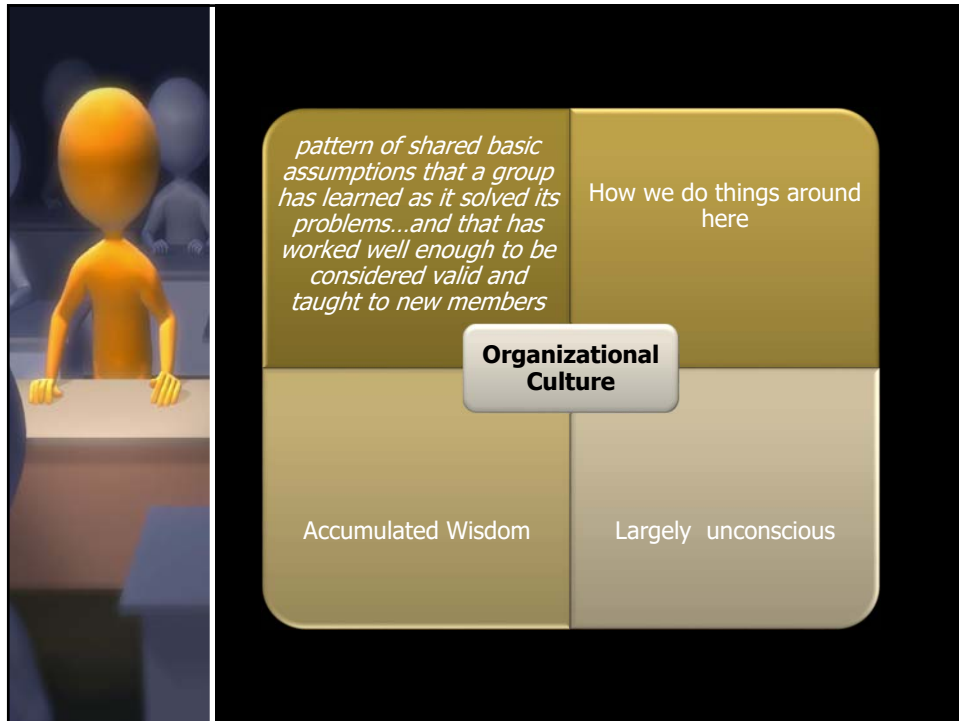
*When two or more systems – whether these consist of individuals, groups, or organizations – have significant relationships with one another, they tend to develop similar thoughts, feelings and behaviors.*

*K. K. Smith et al, 1989*

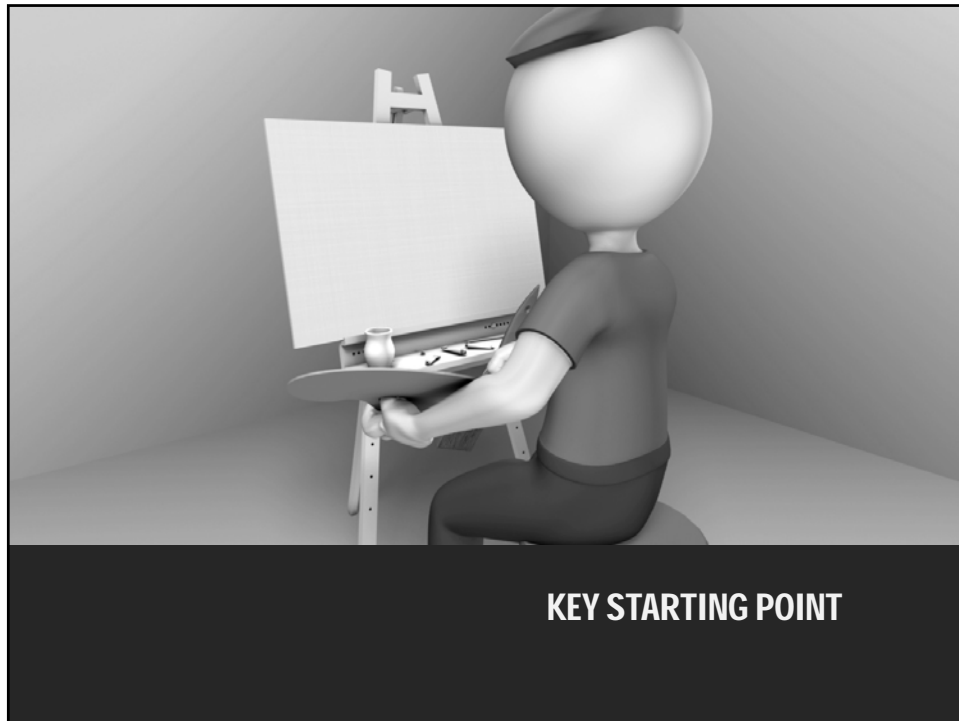
**PARALLEL PROCESS  
MAY BE THE KEY TO  
NONVIOLENT,  
REVOLUTIONARY  
CHANGE**

- INDIVIDUALS
- FAMILIES
- ORGANIZATIONS
- COMMUNITIES
- SOCIETY









## ATTRACTED TO GREATER HEALTH

*A state of optimum regulation and adaptive functioning of body, mind and relationships that depends on the integration of function.*



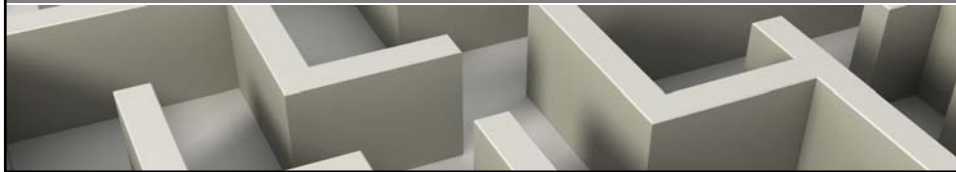
## A HEALTHY SYSTEM



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

## MISSION DRIVEN, TRAUMA-RESPONSIVE 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 .



### 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.

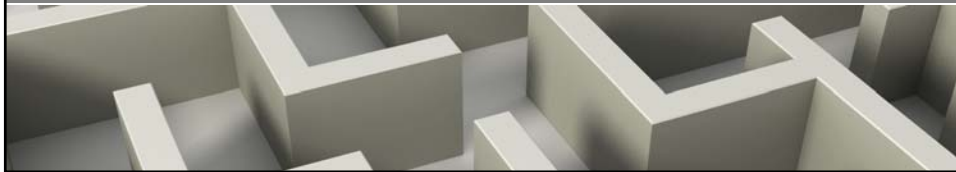
Our values  
define  
us

## TRAUMA-RESPONSIVE VALUES

Sanctuary Commitments

Apply to everyone and all decisions

At the heart of creating trauma-responsive systems



## A HEALTHY SYSTEM

Has authoritative leaders

Do their best to model system values

Count on others' input for decisions

Know who and when to include in decisions

Try to lead consensus whenever possible

Set high expectations and reward good performance

Do not play favorites



## A HEALTHY SYSTEM

Leaders assume responsibility, acknowledge others' accomplishments.

Leadership values the power of organizational culture.

Leaders who want to work with decentralized authority and distributed power and can also make decisions

Leaders who promote the self-organizing properties of organizations.

Recognize their own system as a living system.



## TRAUMA-RESPONSIVE ORGANIZATION

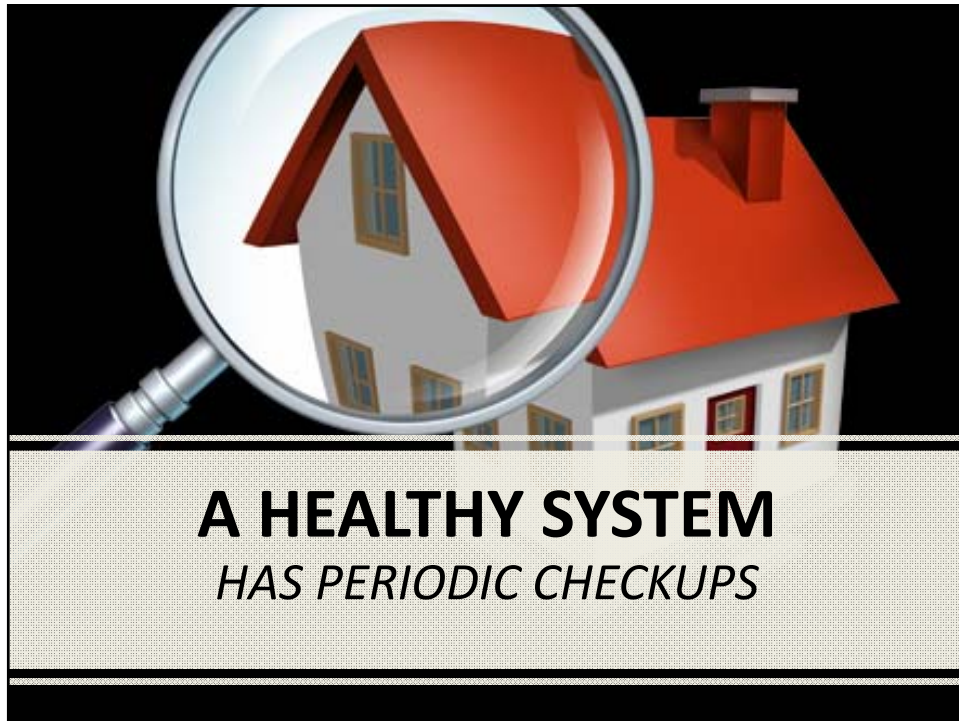
Leadership makes long-term commitment to trauma-informed change.

Leadership commits human and nonhuman practical resource

Leadership solicits and organizes a representative implementation team that includes service recipients, people-with-lived-experience




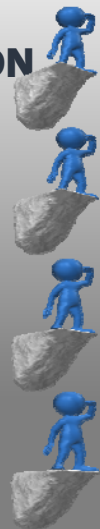




## TRAUMA-RESPONSIVE ORGANIZATION

Team begin an internal self-assessment –  
*would you want to receive services here?;  
would you want to work here if you knew  
what it was really like?*

- Visual: informative, orderly, clean, comfortable, beauty, inviting
- Interviews: phone and in-person
- Surveys (i.e. ARTIC and others)



## TRAUMA-RESPONSIVE ORGANIZATION

Decides what metrics make sense consistent with trauma-informed knowledge

Uses that knowledge to inform objectives and change process

Regularly reviews metrics to assess sustained change.



## A HEALTHY SYSTEM

Is a safe and trustworthy organization for all stakeholders

Works on restoring safety and trust when there has been a breach

Has resources available to build, maintain and restore trust



## TRAUMA-RESPONSIVE ORGANIZATION

A safety culture encompasses all four domains of safety

Team assessment of where the “social immune system” needs repair

Team begins to define what changes may need to occur to create and maintain a safety culture.

Respectful boundaries support safety.



COMMITMENT TO NONVIOLENCE

## A HEALTHY SYSTEM

Has well-regulated emotions

Is emotionally intelligent

Recognizes patterns

Understands individual and group dynamics



## TRAUMA-RESPONSIVE ORGANIZATION

Recognition of emotional dysregulation as primary sign of exposure to trauma/adversity.

Has tools in place that help promote emotional regulation for everyone.

Emotions are honored but do not rule

There is recognition that emotions are contagious and become collective.



COMMITMENT TO EMOTIONAL INTELLIGENCE

## A HEALTHY SYSTEM

Encourages participatory democratic structures

Minimizes the abusive use of power

Values diversity of race, age, gender, education, experience, etc.

Finds complex solutions to complex problems through creativity, innovation, and teamwork.



## TRAUMA-RESPONSIVE ORGANIZATION

Recognizes that all trauma is about the abusive use of power.

To avoid retraumatization, the constructive use of power – individual and collective – must be understood throughout the organization.

Democratic, participatory structures are the best protection against abuse of power.



COMMITMENT TO DEMOCRACY

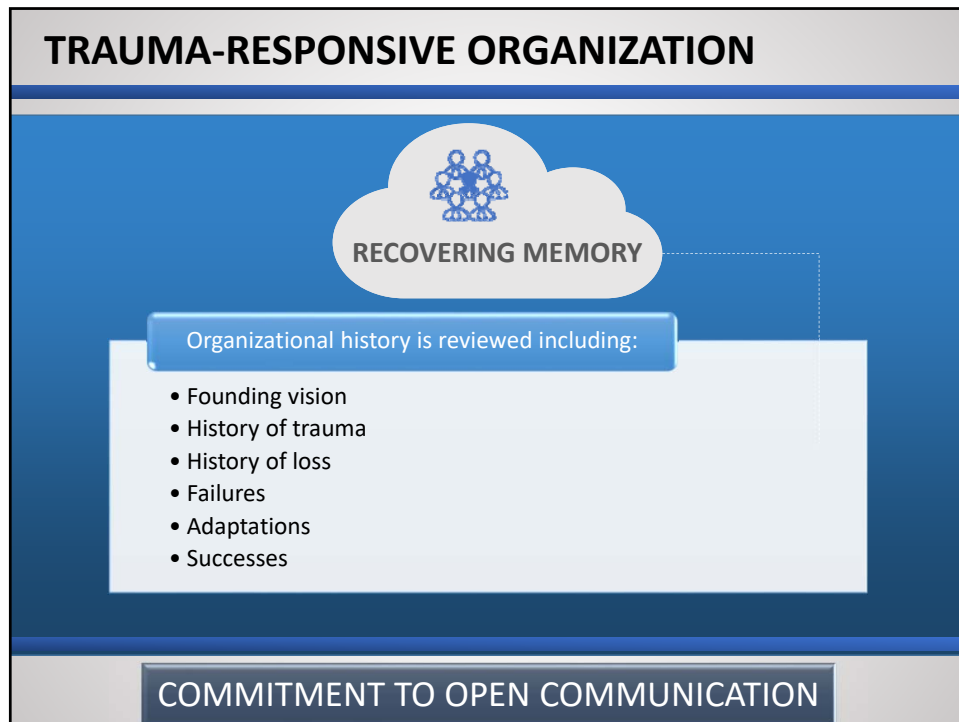



## A HEALTHY SYSTEM

Is committed to open, honest and frequent communication







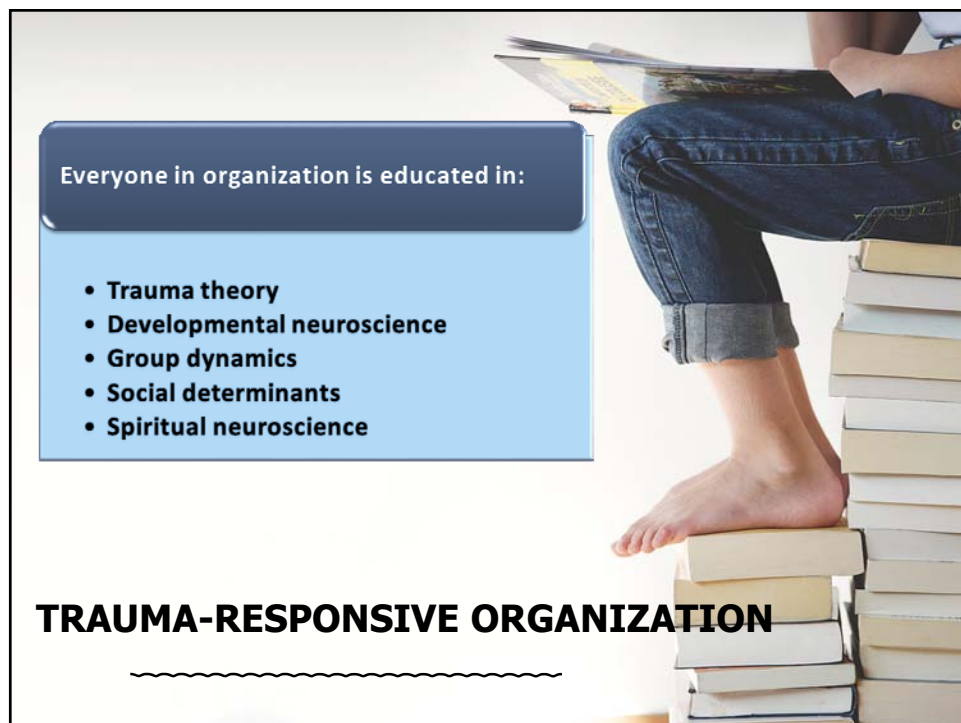
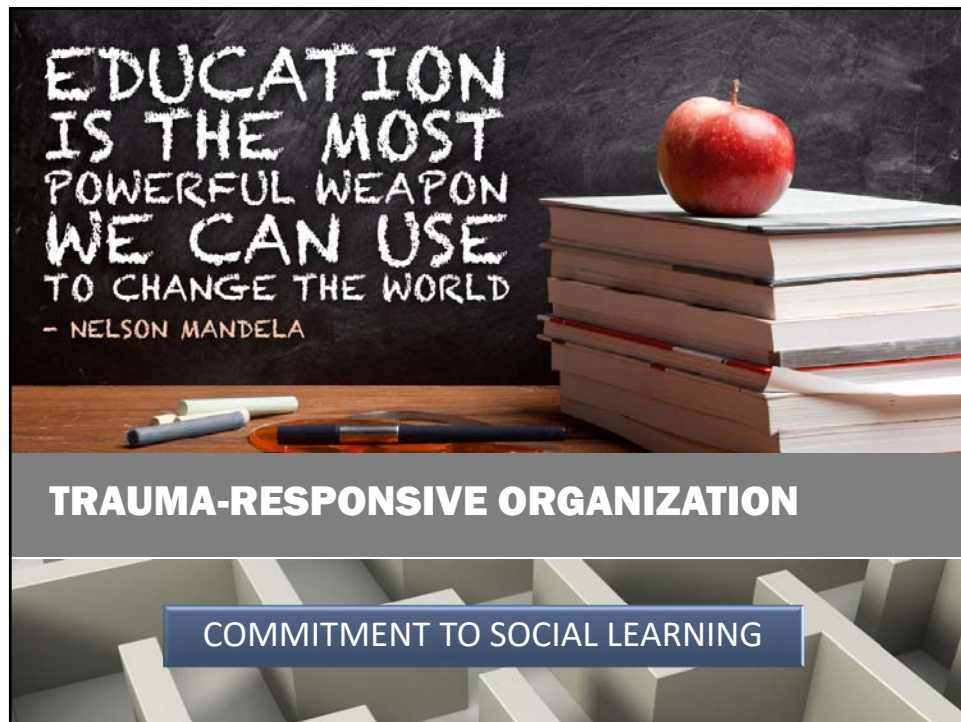


In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models – that is, they are responsible for learning.

— Peter Senge —

**AZ QUOTES**

**A HEALTHY SYSTEM  
IS A LEARNING ORGANIZATION**

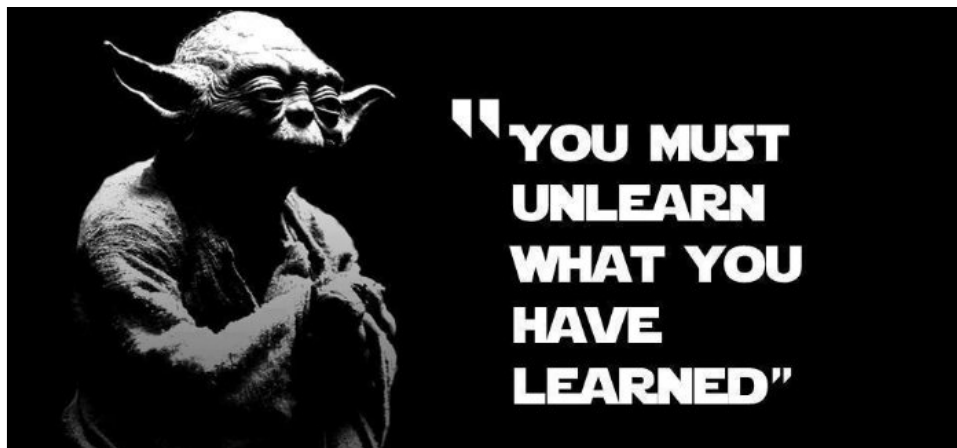


## TRAUMA-RESPONSIVE ORGANIZATION

Has routine conflict management strategies.

Uses all kinds of conflict as opportunities for new learning.

Seeks creative, integrative solutions to challenging problems.



**A HEALTHY SYSTEM**  
*Knows how to unlearn*

## TRAUMA-RESPONSIVE ORGANIZATION

### KEY QUESTIONS

- What should we keep?
- What should we eliminate?
- What should we do that is new?



COMMITMENT TO SOCIAL LEARNING

## TRAUMA-RESPONSIVE ORGANIZATION

Standard operating procedures, policies and procedures are reviewed for consistency with organizational mission and values.

Trauma-informed values incorporated into interviewing, hiring orientation, and all human resource practices.



COMMITMENT TO SOCIAL LEARNING





## A HEALTHY SYSTEM

*Cares about social justice and does its best to “walk the talk”*

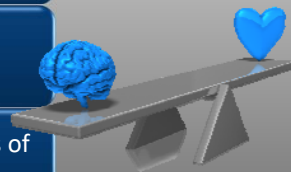
## TRAUMA-RESPONSIVE ORGANIZATION

Is about the human rights of everyone, including children.

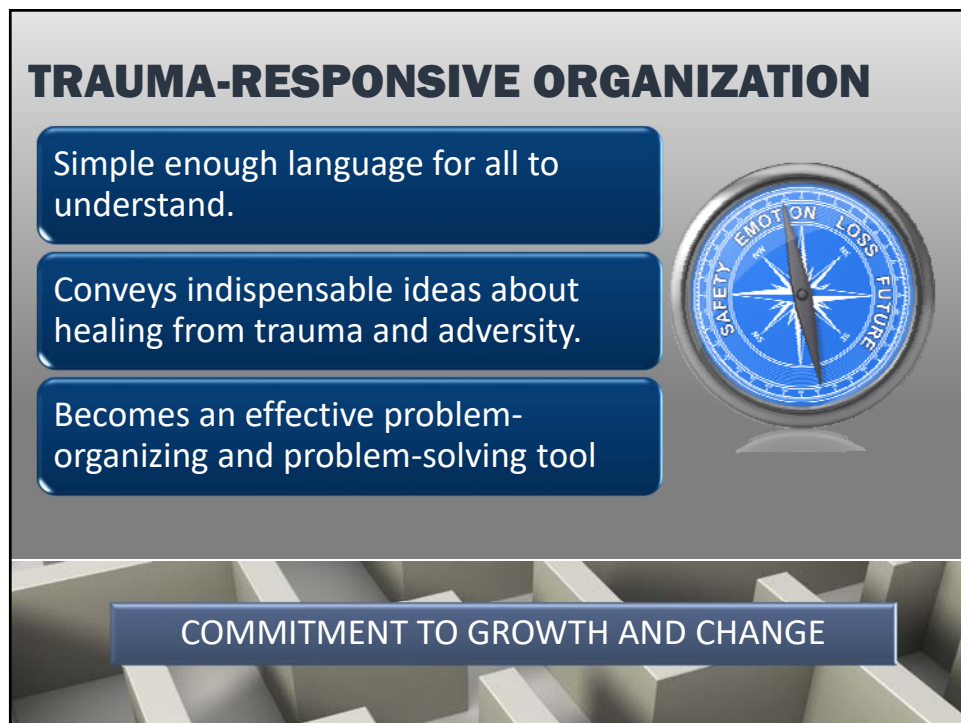
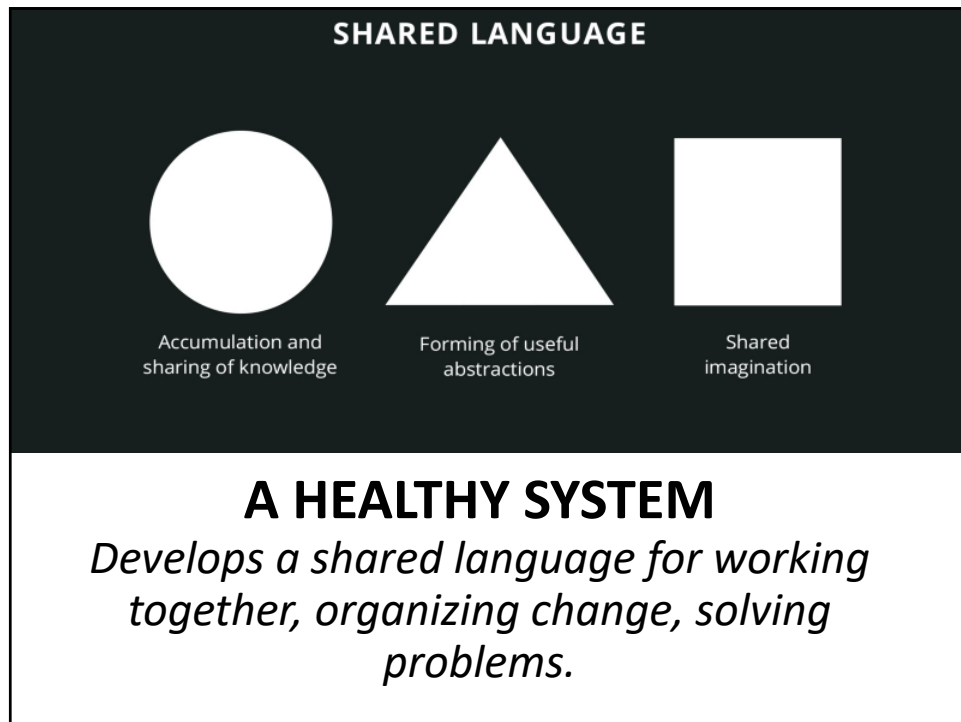
The personal IS political

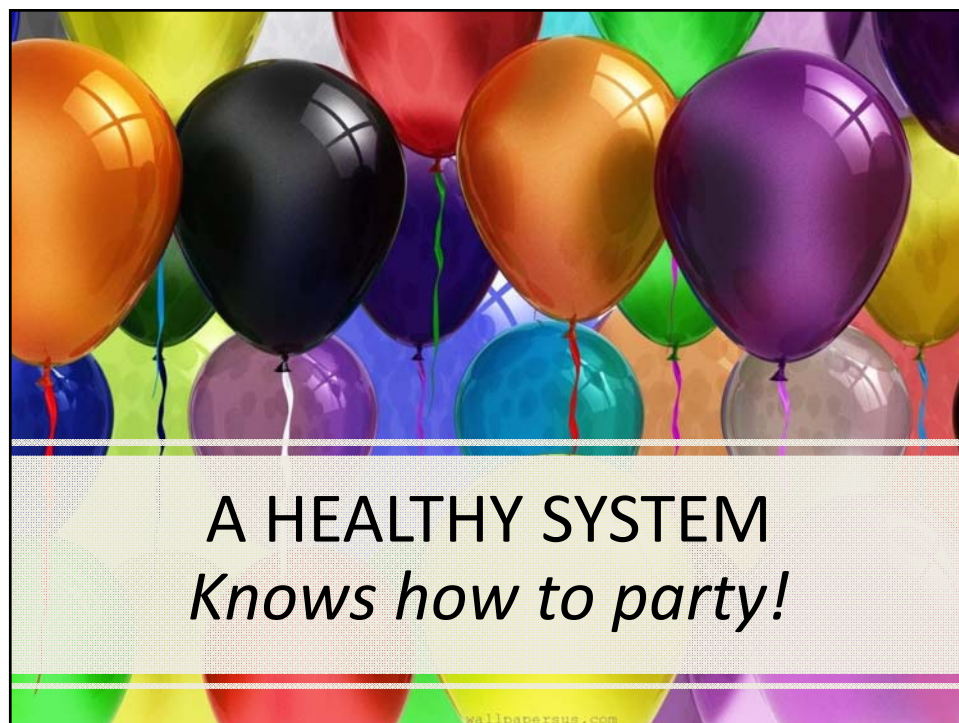
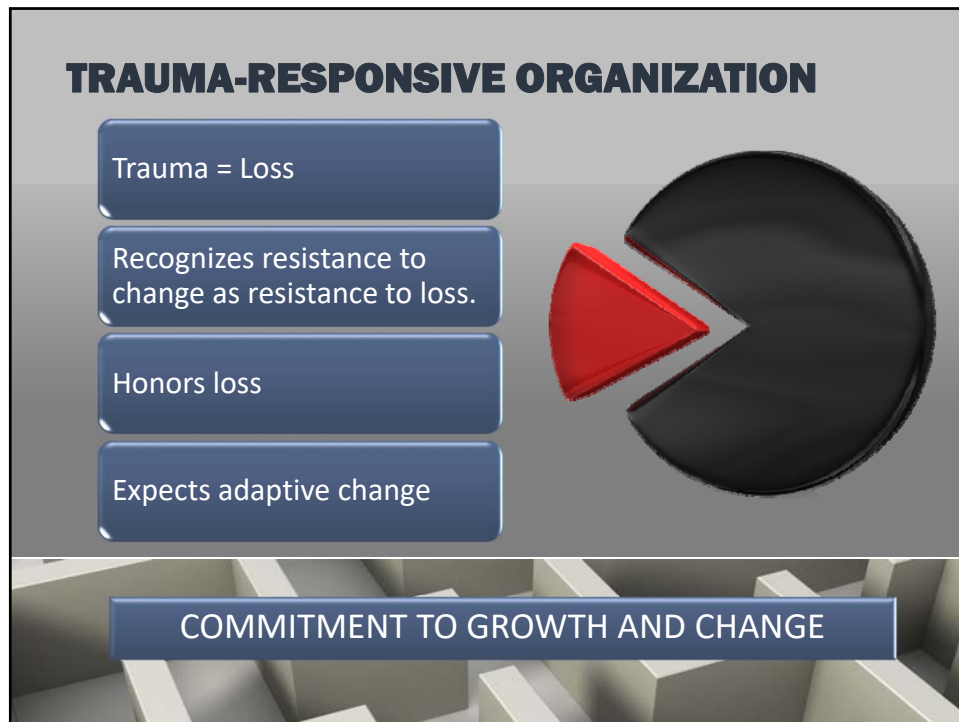
Recognizes that trauma exposure can cause the loss of meaning and purpose.

Finds a way to strike a balance between the needs of the individual and the needs of a group.



COMMITMENT TO SOCIAL RESPONSIBILITY





## TRAUMA-RESPONSIVE ORGANIZATION

Team organizes a system-wide celebratory kick-off

Routinely looks for, finds, and celebrates even small successes

Orients itself toward a better future

COMMITMENT TO GROWTH AND CHANGE



## TRAUMA-INFORMED VALUES ....

### NONVIOLENCE:

- we need to feel safe in all life dimensions to think complexly

### EMOTIONAL INTELLIGENCE:

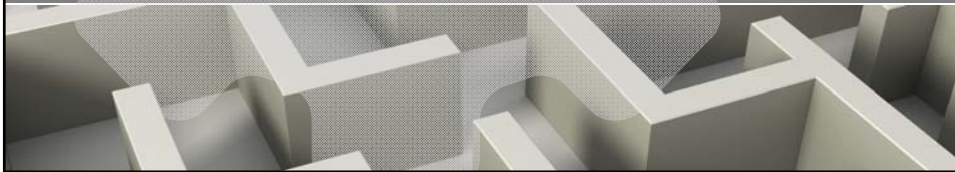
- we need to understand individual/group consciousness and unconsciousness

### SOCIAL LEARNING:

- we learn through trial-and-error in context of mutual trust

### OPEN COMMUNICATION:

- we need to keep information honest, open, and flowing – secrets make us sick



## TRAUMA-INFORMED VALUES ....

### DEMOCRACY:

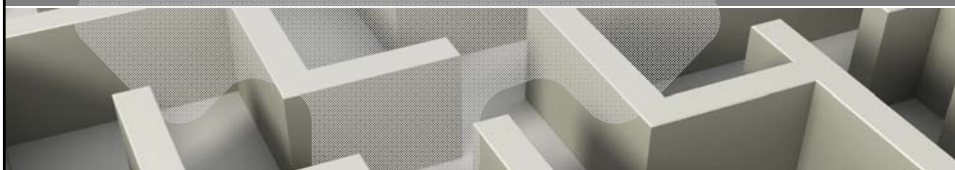
- we need to avoid abuse of power and have wide participation to deal with complex problems

### SOCIAL RESPONSIBILITY:


- we need to balance our individual needs and desires with those of the collective good

### GROWTH & CHANGE:

- we need to change and all change requires loss and will not happen without vision







**PRIMARY: Trauma-informed**

- Universal knowledge about trauma, adversity and its effects on all living systems

**SECONDARY: Trauma-responsive**

- Policies and practices in place to minimize damage and maximize opportunities for healthy growth and development in all populations at risk.
- Context for healing and recovery

**TERTIARY: Trauma-specific**

- Free up energy, integrate full biographical narrative, safe exploration of new modes of being

**PUBLIC HEALTH APPROACH TO LIVING SYSTEMS**

**BECOMING  
TRAUMA-  
RESPONSIVE AND  
HEALING ONE'S  
ORGANIZATION  
IS NOT FOR THE  
FAINT OF HEART**

