

Trauma-Informed Leadership

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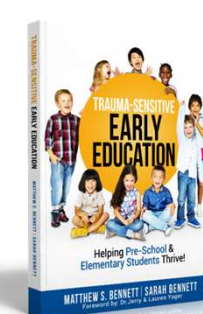
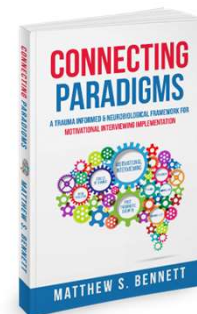
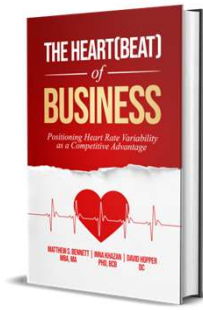
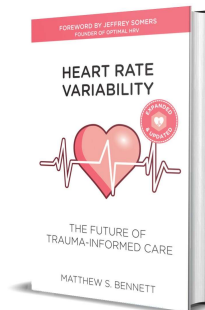


1

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Before we start

- Leadership is a journey
- Acknowledging trauma
- Take care of yourself
- Mindset of recovery
- Format



2

Job Demands & Resources Model



3

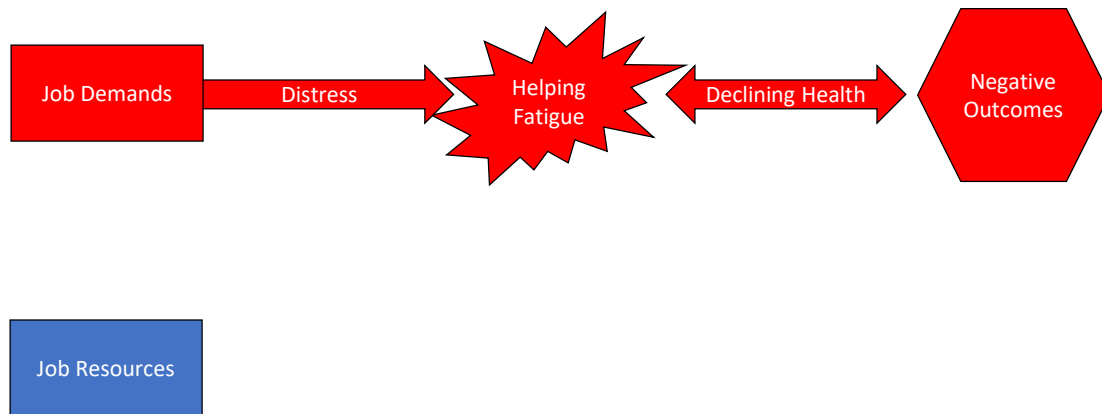
Job Demands

Physical, social, emotional, or organizational aspects of a job that require sustained effort and are associated with certain physiological and psychological costs

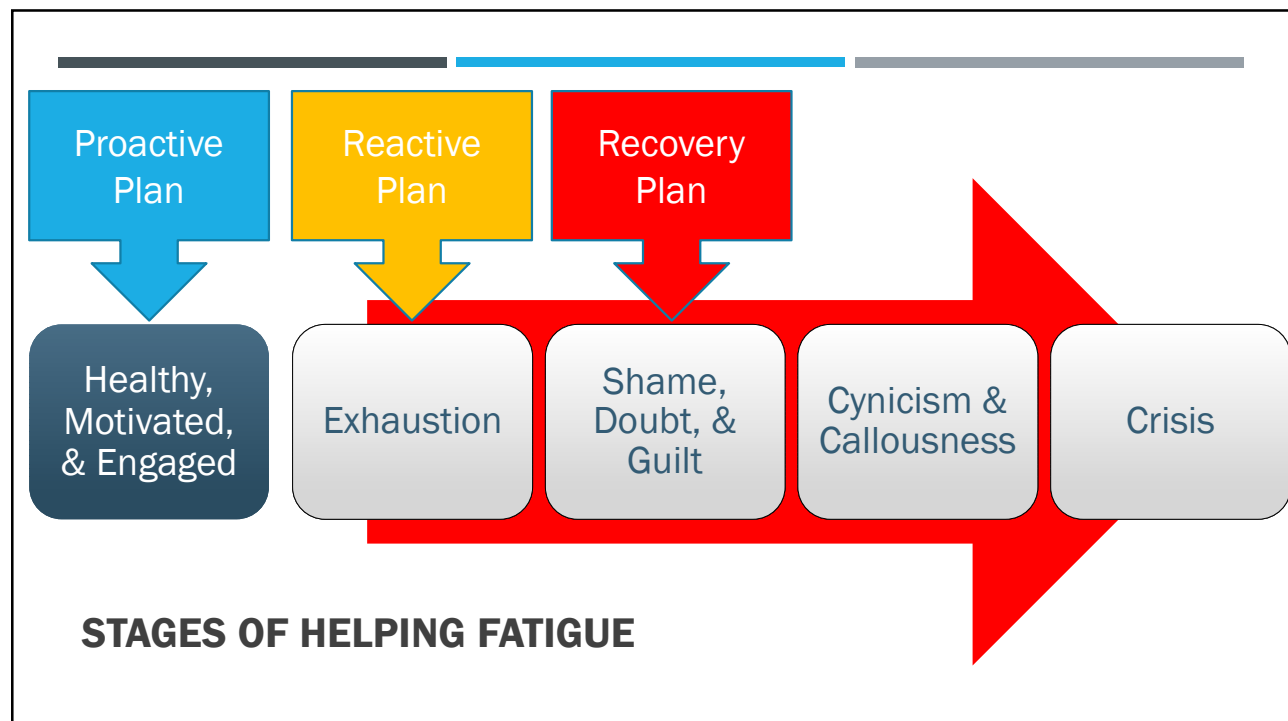


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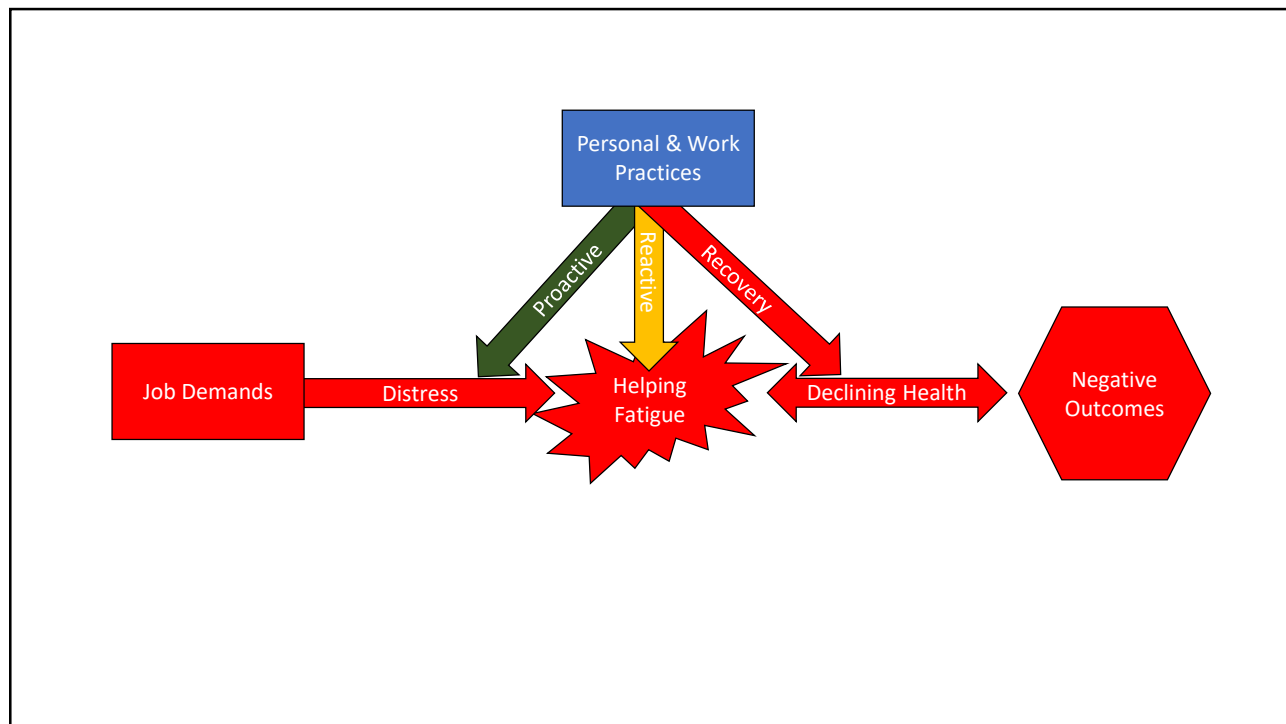
Job Demands & Resources Model



5



6



7

Managing Job Demands

8

Reestablishing Shared Expectations

- Changing demands
- Help reestablish work/life balance
- Redefining “self-care”
- Focus on the Shared in Shared Expectations!



9

Organizational & Job Attributes

Only 20% of people give a strong “yes” to the question: “Do you like what you do each day?”

Organizational Attributes

- Personality with team dynamics
- Philosophy with organizational values
- Diversity as organizational value

Job Attributes

- Matching talent to job requirements
- Identifying trainings for skills
- How specific skills, talents, and diversity improves quality

10

The Bigger Issue

- Amount of work people give is directly related to their perception of whether others are pulling their weight
- An underperformer will dramatically pull down the productivity of the entire group
- Though a little less detrimental, people who try, but do not have the ability to pull their weight will also bring down productivity



11

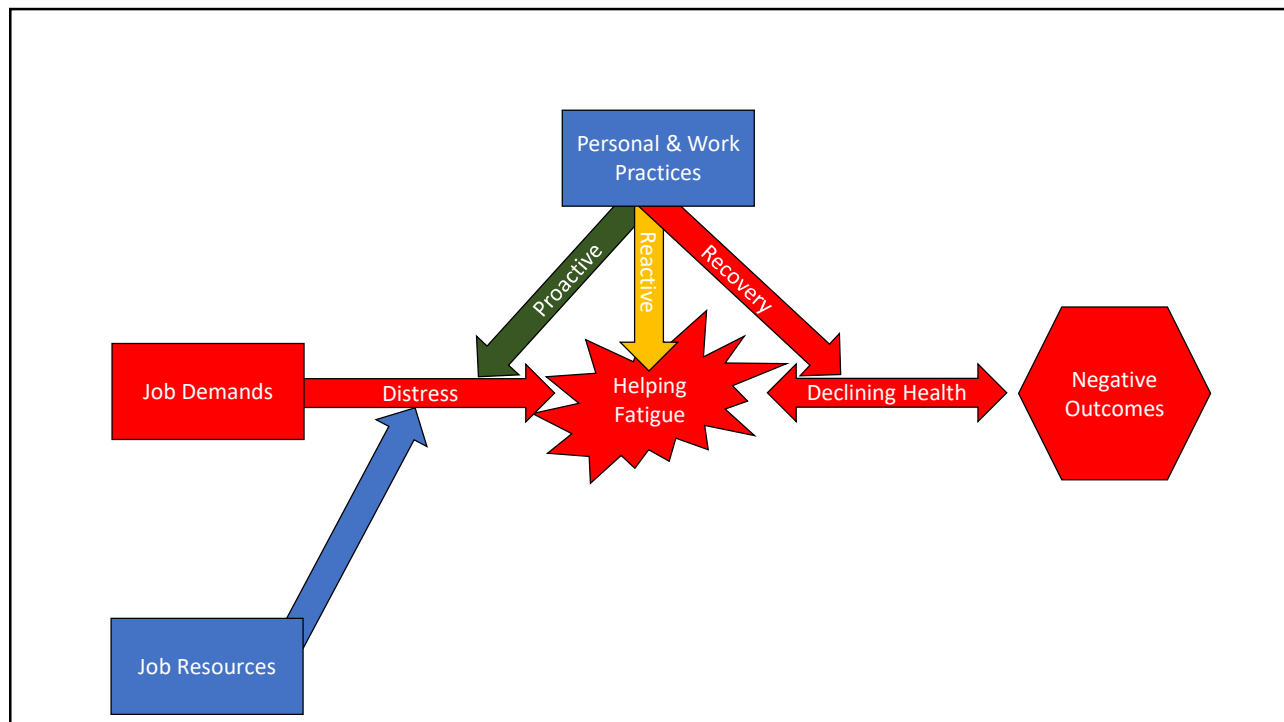
Job Resources

Physical, social, emotional, or organizational aspects of the job that may do any of the following

- Reduce job demands and the associated physiological and psychological costs
- Be functional in achieving work goals
- Stimulate personal growth and development



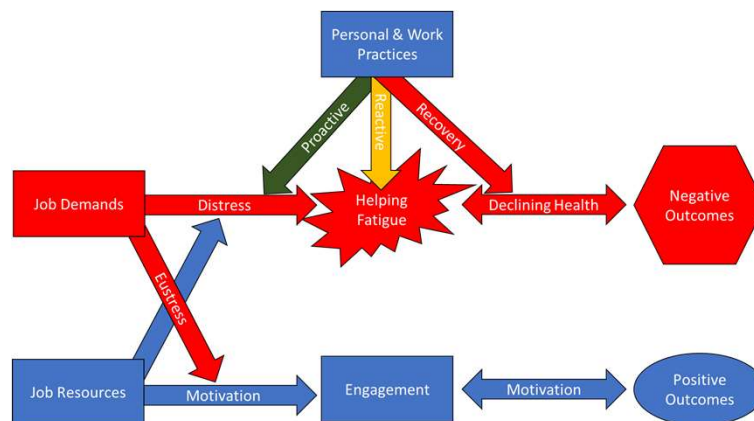
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13

$\text{Job Demands} > \text{Job Resources} + \text{Personal/Work Practices} = \text{Negative Outcomes}$

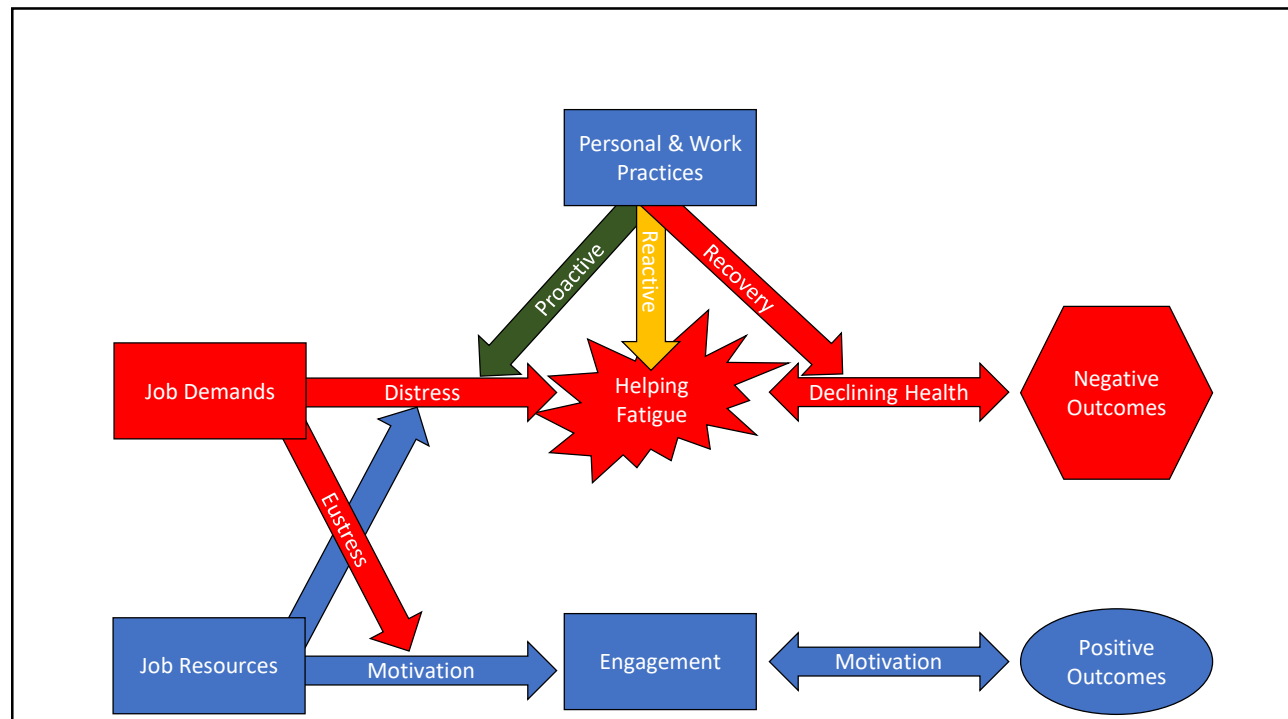
$\text{Job Demands} < \text{Job Resources} + \text{Personal/Work Practices} = \text{Capacity for Engagement}$



14

Positioning Supportive Supervision to Counter Helping Fatigue

15



16

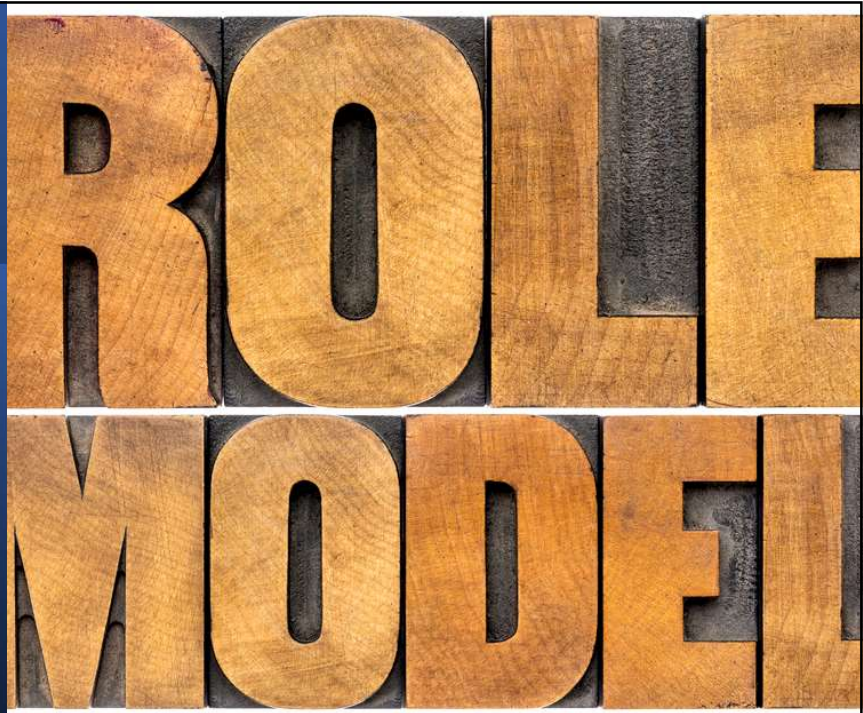
This can not be our reality

- 75% report that their supervisor is the most stressful part of their job
- 27% state being bullied by their boss
- 24% would fire their boss
- The worst part of the day = time spent with boss
- Those who work for 'bad' bosses have a 39% higher chance of having a serious heart problem
- 77% of leaders believe that their staff are not giving 100%
- 73% of workers state they are not giving 100%



17

YOU ARE THE
ROLE MODEL
FOR STAFF
RESILIENCY
AND
WELLNESS



18

- Honesty when honesty is the hard thing
- “What values, personal traits, or characteristics do you look for and admire in a leader?”
- The #1 answer, scoring 16% higher on average than the next answer, was honesty



19

- Key trait of a trauma-informed leader
- The calm in the storm
- Consistency in message and behavior
- Role model



20

Discipline

Grit = Passion + Perseverance

Disciplined leaders bring discipline to the organization through consistency and ambition

Discipline creates base for exploration, innovation, and risk-taking

What is your 20-mile March?

- A clearly defined goal
- What can you do every day (or workday)?
- Repetition with reflection and refinement



21

Supportive Supervision Co-regulation

- Relational support and staff health
- Understand stress level and helping fatigue
- Time to build trust and safety
- Dedicated time to connect



22

Supportive Supervision Structure

- Wellness
- Professional development
- Administrative



23

Trauma-Informed Human Resource Strategies

24

Time Off

- Encourage disconnecting from work communications after hours and vacations
- Celebrate those who use their paid time off – be the role model
- Power of 2-week vacations
- Transitioning folks back from vacation



25



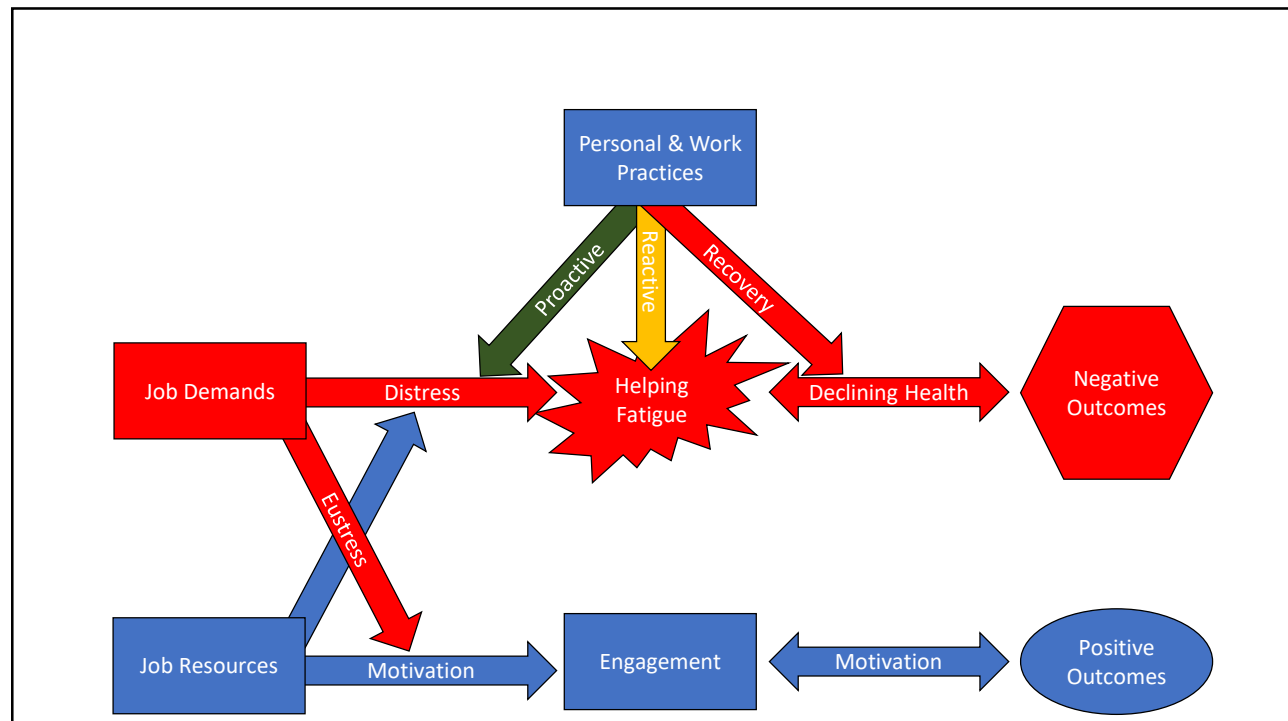
Therapy

- Access to free therapy
- Leadership needs to role model the use of therapy for self-care and be able to discuss the process

26

Positioning a Healthy Culture as a Crucial Job Resource

27



28

Team/Organizational Culture

The way staff work together and the set of beliefs and values that guide behavior and decision making



29

Program/Organizational Climate

How the people experience the program or organization including the physical space, processes, and staff



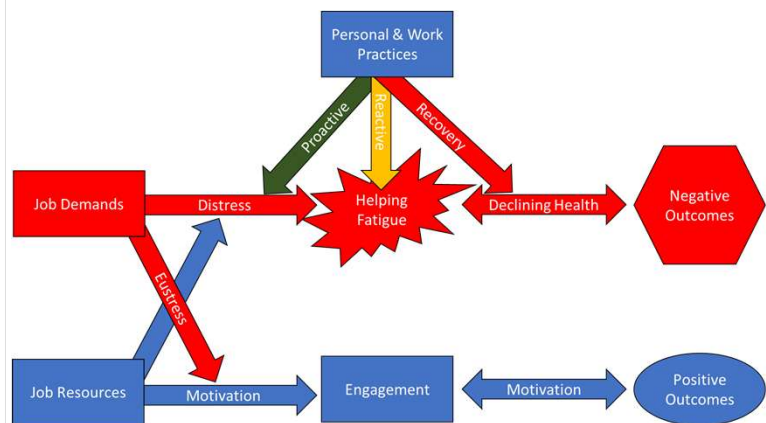
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Promoting Engagement to Improve Outcomes

31

Engagement

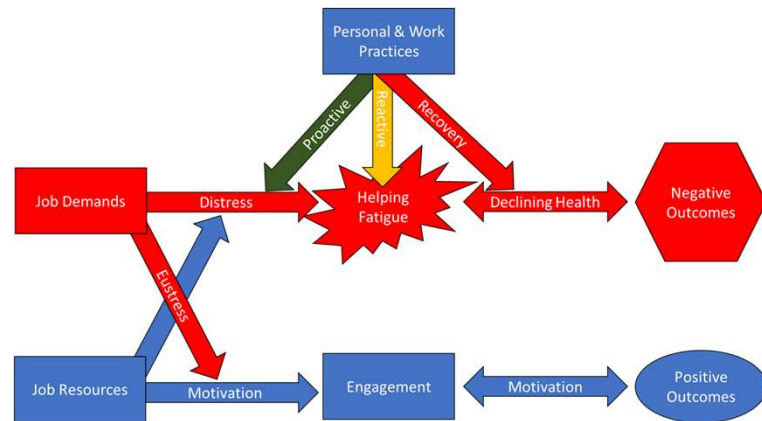
Positive, fulfilling, work-related state of mind that is characterized by grit (passion and perseverance) and dedication (importance, pride, and challenge)



32

Lack of Engagement

“Actively disengaged employees erode an organization's bottom line while breaking the spirits of colleagues in the process....In stark contrast, world-class organizations with an engagement ratio near 8:1 have built a sustainable model...As organizations move toward this benchmark, they greatly reduce the negative impact of actively disengaged employees while unleashing the organization's potential for rapid growth.” Gallup



33

Key to Engagement

- Whether or not staff feel that **leaders care about their well-being** is the **#1 predictor** of organizational engagement
 - Only 38% of workers feel this is true of their leaders
 - 50% felt their well-being didn't matter at all to their leaders
 - Only 10% felt like they were a vital asset to the organization



34



Impact of Recognition

- High performers (individuals and teams) are shown to get 5.6 times more positive feedback than negative
- Low performers get 2.8 times more negative feedback than positive
- High Recognition Environment
 - 39% Increase in staff satisfaction
 - 73% Increase in morale
 - 64% Increase in engagement
 - 45% Increase in loyalty
 - 20% increase in productivity
 - 20% increase in revenue

35



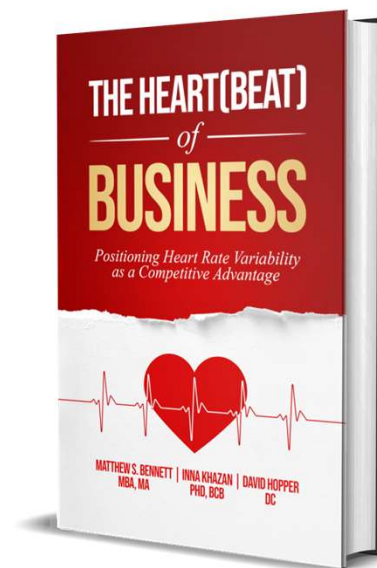
Impact of Recognition

- Alignment with Shared Values and Vision.
- Reinforce growth mindset by recognizing behaviors
- Make it meaningful
 - Invite important people
 - Customize it to the staff
 - Make it timely
- Let employees recognize employees

36

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- matt@optimalhrv.com
- Resources: [Optimalhrv.com/handouts](https://optimalhrv.com/handouts)
- Keep Learning: Get a free books at optimalhrv.com
- Thank you for all your work!



37

Leadership Activity

How do you measure organizational & job fit?

- For new employees
- For current staff

How do you handle lack:

- Organization fit?
- Job fit?

Have you established shared expectations?

- Write down the expectations you have of each position you supervise
- Have a conversation or have those you supervise write down what they think is expected from them in their position.



38

Leadership Activity

For your position

- List the job demands
- List the job resources

For each position you supervise

- List the job demands
- List the job resources



39

Leadership Activity

Chart out how-to best position supervision as a job resource to counteract the stress and trauma of job demands

Create your own resiliency plan and share with those you supervise and teammate

Ensure all staff have resiliency plans

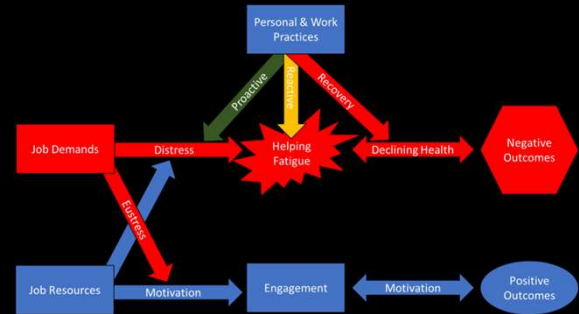


40

Leadership Activity

Identify ways to position HR policies and benefits as part of your recovery plan

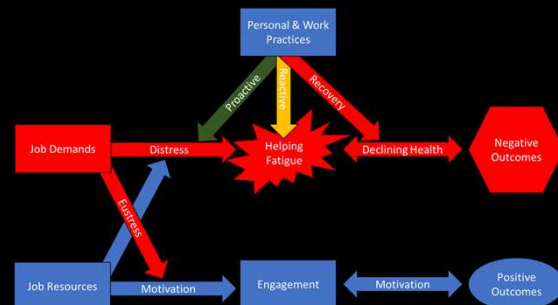
Are there any new benefits you could offer for recovery?



41

Leadership Activity

- Identify areas for improvement to increase positive and growth mindsets in teams and the organization
- Assess current strategies for accountability and identify areas for improvement
- Test your shared vision and shared values (can your staff state them)
- Focus on creating or strengthening vision and values
- Ensure a well-structured formal recognition structure
- Access your use of democratic collaborative decision making
 - Identify areas for improvement
 - Create a structure for staff involvement
 - Create a structure to allow staff to identify and work on crucial problems and areas for improvement



42