



Trauma-Informed Supervision

Metro Nashville Office of Family Safety

Our Teams



High Risk & Training



Outreach & Awareness



Case Management



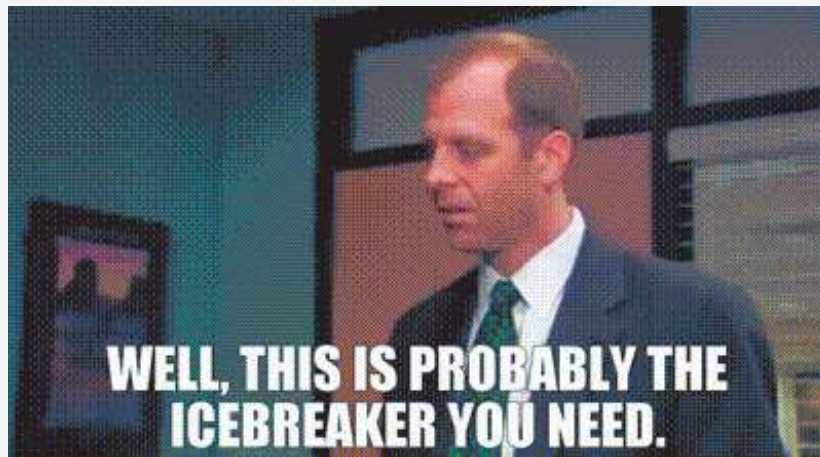
Advocacy

Macro Level

Micro Level



Icebreaker



ANSWER IN ONE WORD:

What is the most negative trait that a leader can have?



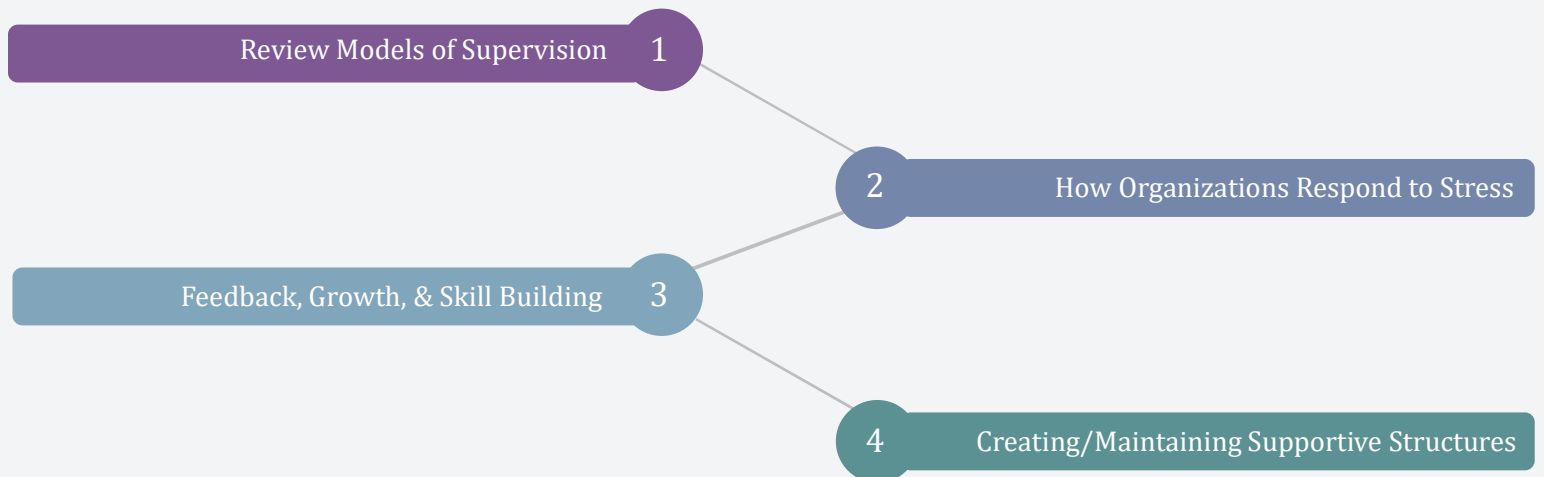
Icebreaker



ANSWER IN ONE WORD:

**What is the most important skill/attribute a staff member
can possess?**

Agenda & Objectives





“

Supervision is a reliable relationship for support, learning and growth. It is not parenting, it is not therapy and it is not authoritarian.

”

Cave and Johnan, 2014

Resilient Teams Inventory

My organization adapts well to change.

1- Disagree

2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Beating Burnout at Work, Paula Davis

Trauma-Informed Organizational Self-Assessment

Our leadership release staff from their usual duties so that they may attend trainings/professional development.

1- Disagree

2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Resilient Teams Inventory

Our work is a source of meaning and inspiration,
we regularly discuss the impact we make with our
staff.

1- Disagree

2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Beating Burnout at Work, Paula Davis

Resilient Teams Inventory

We are good at having difficult conversations within the group.

1- Disagree

2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Beating Burnout at Work, Paula Davis

Resilient Teams Inventory

We are focused on learning, growth, and continuously improving how our Team works.

1- Disagree

2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Beating Burnout at Work, Paula Davis

Trauma-Informed Organizational Self-Assessment

Employees know and personally identify with the mission & values of the organization.

1- Disagree

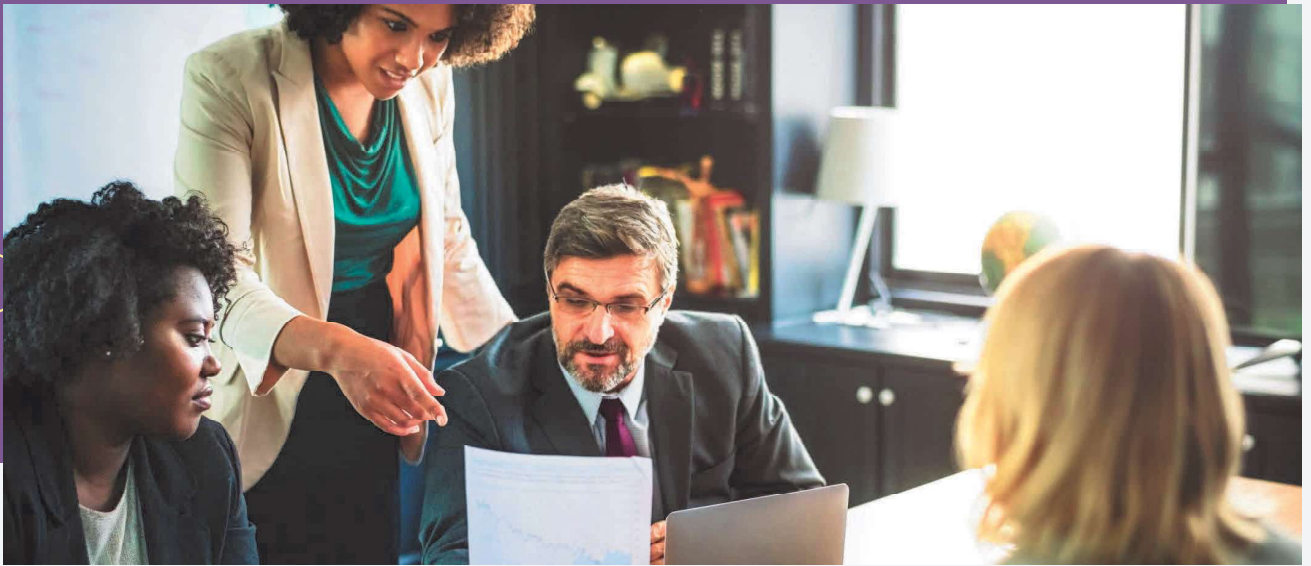
2- Neutral

3-Somewhat Agree

4- Strongly Agree

*A score of 4 means you have expertise in this area that may be of help to other organizations interested in improving their performance around this standard.

Supervision Models



3 Functions of Supervision



Administrative

Paperwork, Org.
Functions, Policy &
Procedures, Strategic
Planning, Etc.



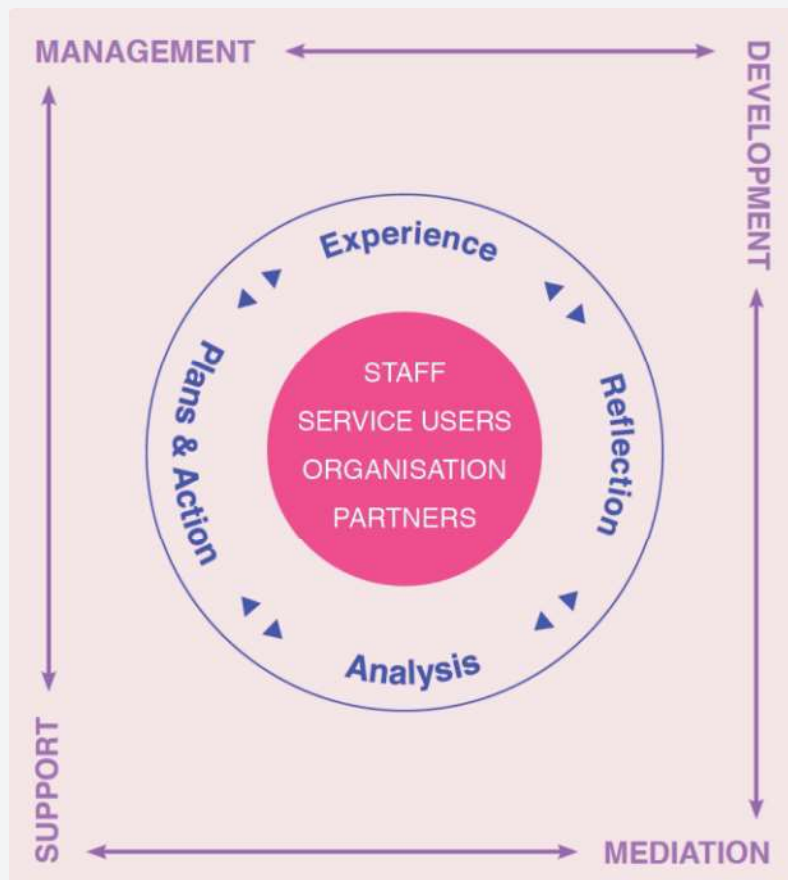
Educative

Modeling, Facilitating
Growth, Providing
Professional Development,
Encouraging Curiosity, Etc.

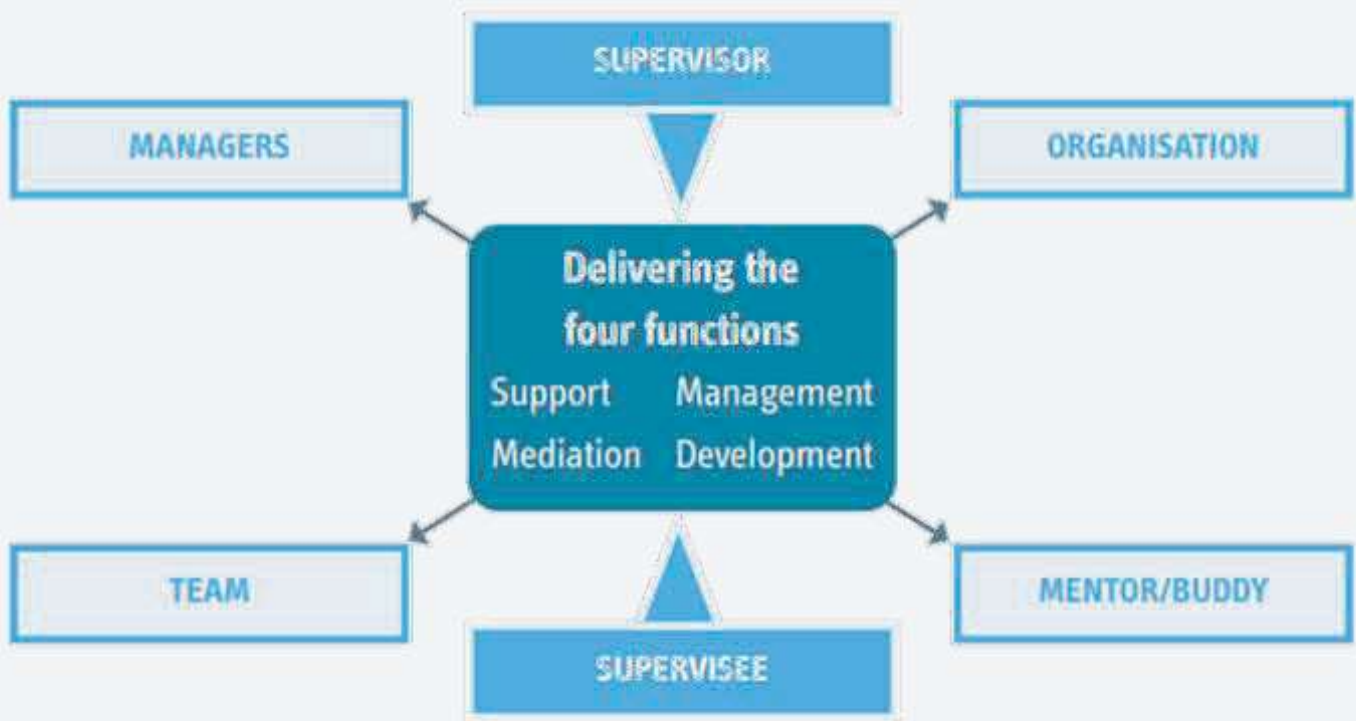


Supportive

Creating Scaffolding,
Removing Obstacles,
debriefing, Etc.



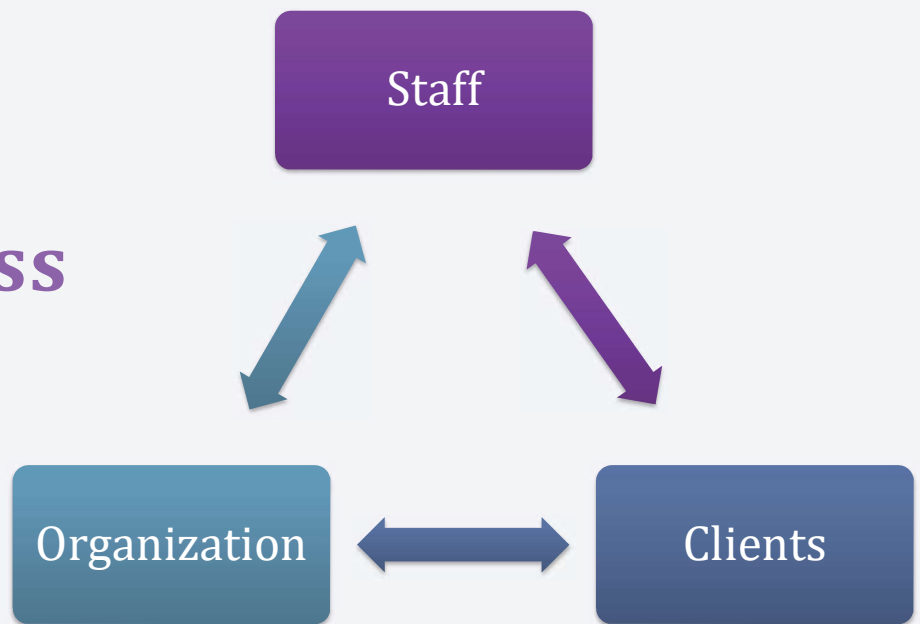
Sharing the Load



Responding to Stress



Multi-Directional Impact of Stress & Trauma



Discussion Question: What does it look like when you pay too much attention to managing the stress of individual staff and not enough to the organization as a whole?

Capacity is Diminished

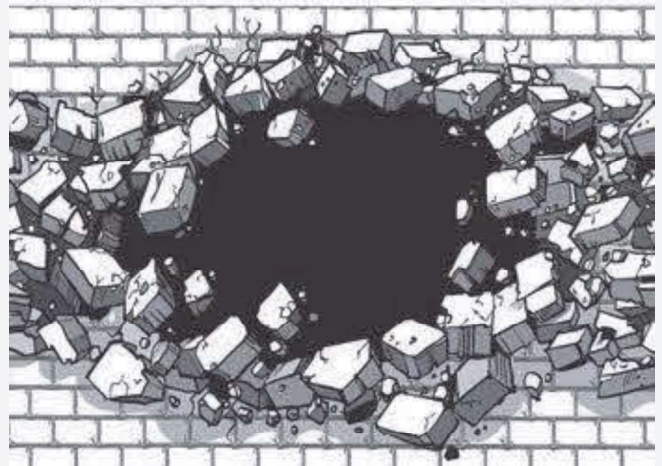


The Boundary Spectrum: Boundaries Become Constricting



The Boundary Spectrum: Boundary Collapse

- Professional Boundaries
- Work-Life Balance
- Role Definition
- Personal Boundaries

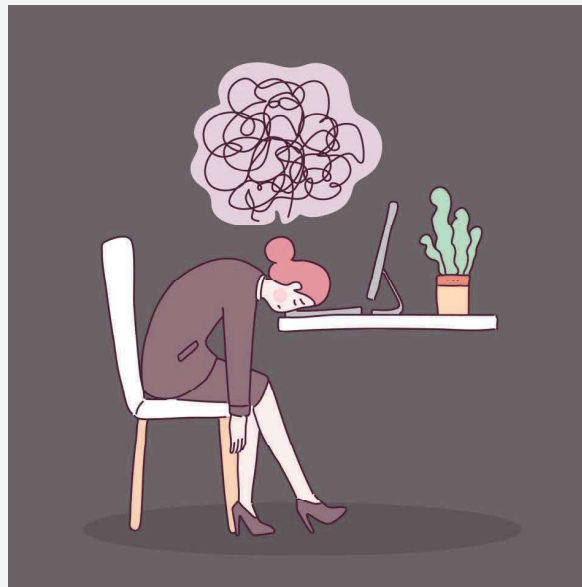


Discuss: Share a time where you have noticed a boundary collapse with an individual or team.

Internal Siloing



Characteristics of a Traumatized Organization: Unresolved Grief



Restoring Sanctuary, Bloom, 2013

“There is always grief somewhere in the room. You can’t eliminate such suffering, nor can you ask people to check their emotions at the door. But you can use your leadership to begin the healing process. Through your presence you can model behaviors that set the stage for the process of making meaning out of terrible events. And through your actions you can empower people to find their own ways to support one another during painful times. This is a kind of leadership we wish we would never have to use, yet it is vital if we are to nourish the very humanity that can make people—and organizations—great.”

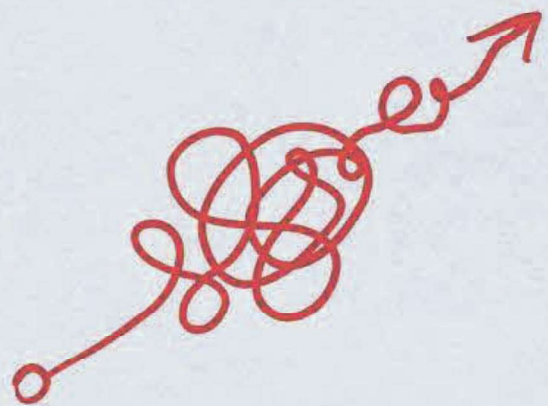
Harvard Business Review- Leading in Times of Trauma

Stages of Grief

The roadmap you expected:



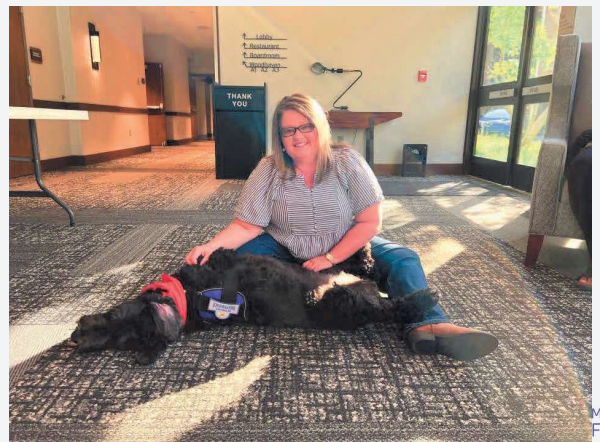
The road you got:





"Make no mistake:
whether you train and
support your managers
in their role as
mitigators of trauma,
they will be playing this
role regardless."

*The Compassionate Manager: A Trauma-Sensitive Approach to
Managing in the Era of Covid-19*



**How do we ensure
that our organizations
have the skills and
resources to navigate
trauma effectively?**



“When people know they can bring their pain to the office, **they no longer have to expend energy trying to ignore or suppress it**, and they can more easily and effectively get back to work.”

(Jane E. Dutton, Peter J. Frost, Monica C. Worline, Jacoba M. Lilius, Jason M. Kanov, “Leading in Times of Trauma,”)

Development & Growth



Do No Harm



New staff come to work filled with hope, promise and curiosity.



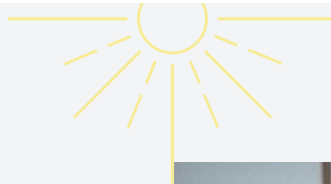
Onboarding Processes



Identify Interests & Make Connections



Preventing (Or Breaking Down) Silos



**‘For a leader there
is no trivial
conversation.’**



What does this idea mean to you, and does it impact the way you think about conversations in your organization?



Why Do We Avoid Hard Conversations?

What is the Conversation Gap?

70%

**7 In 10 US
Workers Would
Rather Avoid A
Discussion**



**Across
generations and
levels of
seniority**

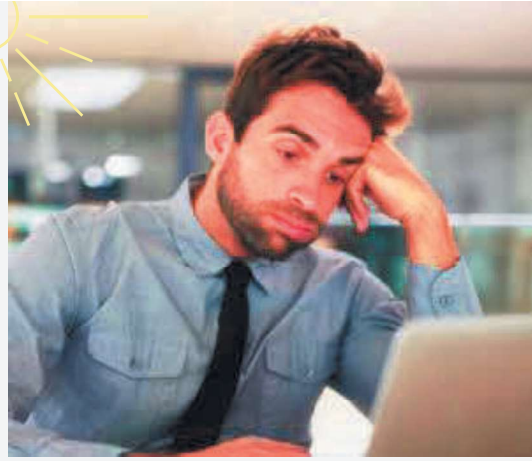
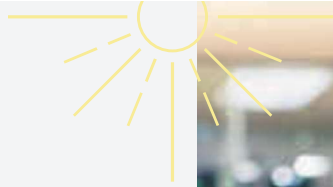
80%

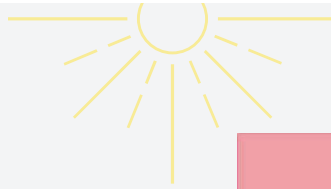
**LGBTQ+ Staff
Struggle with
Difficult
Conversations at
Work**



**More Prevalent
at Small (& Very
Large)
Employers**

What is the impact of
the Conversation Gap
in our workplaces?





“Clear is kind. Unclear is unkind.”

-Brene Brown

Discuss: How have you seen this show up in supervision?

CLEAR IS KIND
CLEAR IS KIND
CLEAR IS KIND
CLEAR IS KIND
CLEAR IS KIND

Yes, And....

Coworker A: "I think that meeting went really well."

Coworker B: "Yeah I know, everyone seemed to be on the same page."

Coworker A: "Finally. I feel like Jim shoots everything down."

Coworker B: "It can feel that way, but I think he's just being cautious."

Coworker A: "It just frustrates me that he can't seem to get on board."

Coworker B: "I can understand that frustration, I also think it's good to have a more wary voice in the room. That means we really have to look at our ideas from all angles. And you know if you've won him over this project must really be exciting."

Clear is Kind: Skills & Expectations



**The less we give
feedback, the
less feedback
means.**



**Where/when
have they learned
the skills?**



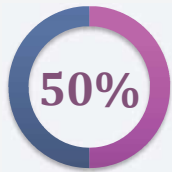
**How is
Professional
development
Prioritized?**



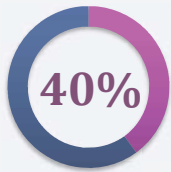
**How are we
communicating
what skills are
important to our
organization?**

Trust

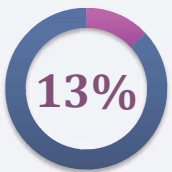
Employees who display a high degree of trust in leadership...



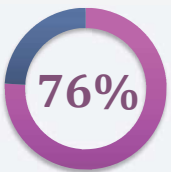
**Higher
Productivity**



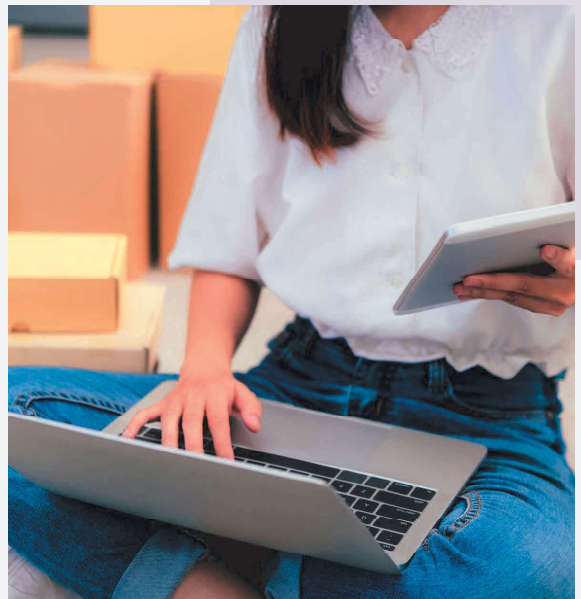
**Less
Burnout**



**Fewer Sick
Days**



**More
Engagement**



The Neuroscience of Trust, Harvard Business Review, 2017

How do we Reframe?

- “No one ever notices all my hard work. Without me this place would fall apart.”
- “This is not my job/responsibility. Why do I have to do this?”
- “I feel like a failure. There was nothing I could do to help that client and if they get hurt again it is my fault.”

Supportive Structure



How Can Supervisors be an Oasis?



Provide Structure & Balance



Create Mindful & Intentional Spaces/Processes



Slow Things Down (On Purpose)



Model Respectful Engagement

Staff Areas of Growth



What did you last use your Mission, Vision, or Values Statements for?



VISION



MISSION



VALUES

Reconnecting with Organizational Mission & Values

- Using Values as a Team Building and Assessment Tool
- Use Values to Build Organizational Culture
- Use Mission & Values to Help Resolve Conflicts
- Use Mission & Values in Strategic Planning
- **Also Helps in Connecting the Staff Member to their Personal 'Why'**



Increase Staff Resilience

- Make staff feel heard
- Ensure productivity measures also account for-
 - team building/connectedness
 - meaningful professional development
 - wellness
- Ensure supervisors apply a **humanized** sense of productivity to themselves, too.
- Assume Unexpressed Needs for Support
- Develop a Training Plan for All
- Make wellness a common topic in meetings and check-ins

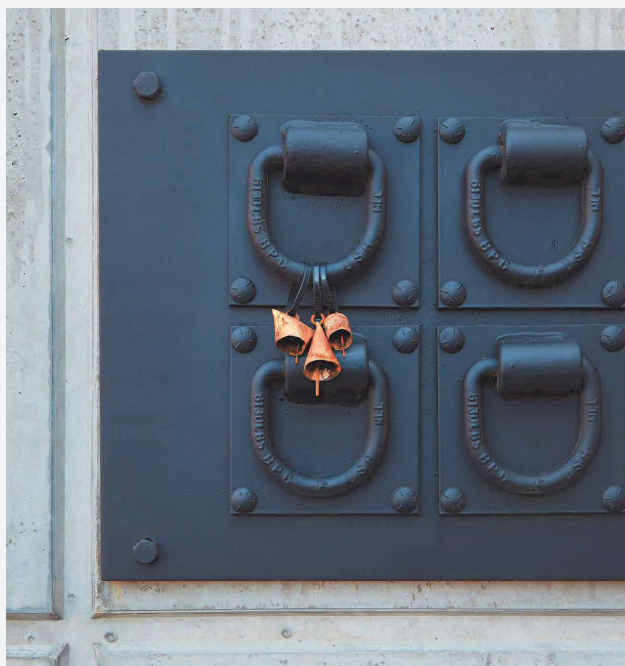


Leadership Practices for a Healthy Organization – Peer Support



How often are you able to connect with another leader to share support about the challenges you face?

Make Meaning



The difference between the
strength of a rope and the
weakness of a string

is that a rope is a hundred strings
that have bound together.

What Questions Do You Have?



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 - The Empathetic Workplace by Katharine Manning
 - The Compassion Fatigued Organization by Michelle Graff
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Thank you!



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