

# LEADING THE WORKFORCE

## LEADERSHIP DEVELOPMENT ACROSS THE ORGANIZATION

James Freeman, MA, CYC-P



Effective leadership across the organization is essential for building resilient teams, engaging the workforce, and providing quality care.

This workshop will focus on the unique challenges, risks, and opportunities faced by middle managers and frontline supervisors as they lead teams working with youth and families in trauma-informed settings.



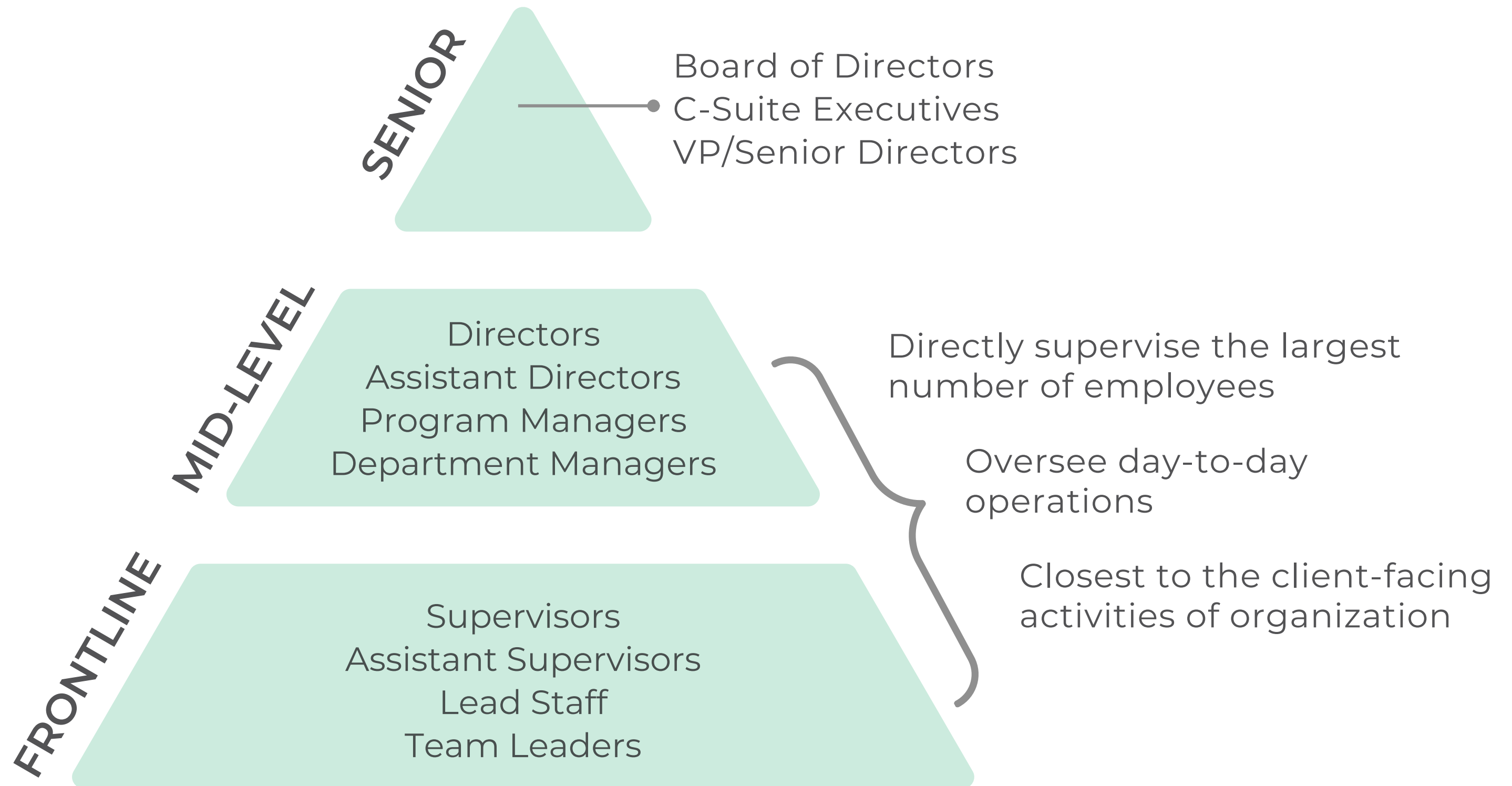
## **Presuppositions**

Leadership is relational (engagement not extraction)

Leaders are responsible for the conditions they create

Leadership development is inseparable from personal growth

Leaders can integrate trauma-informed thinking into their role





## MANAGING

## LEADING



Focus on present

Execute plan

Mitigate risk

Monitor outcomes

Maintain structure

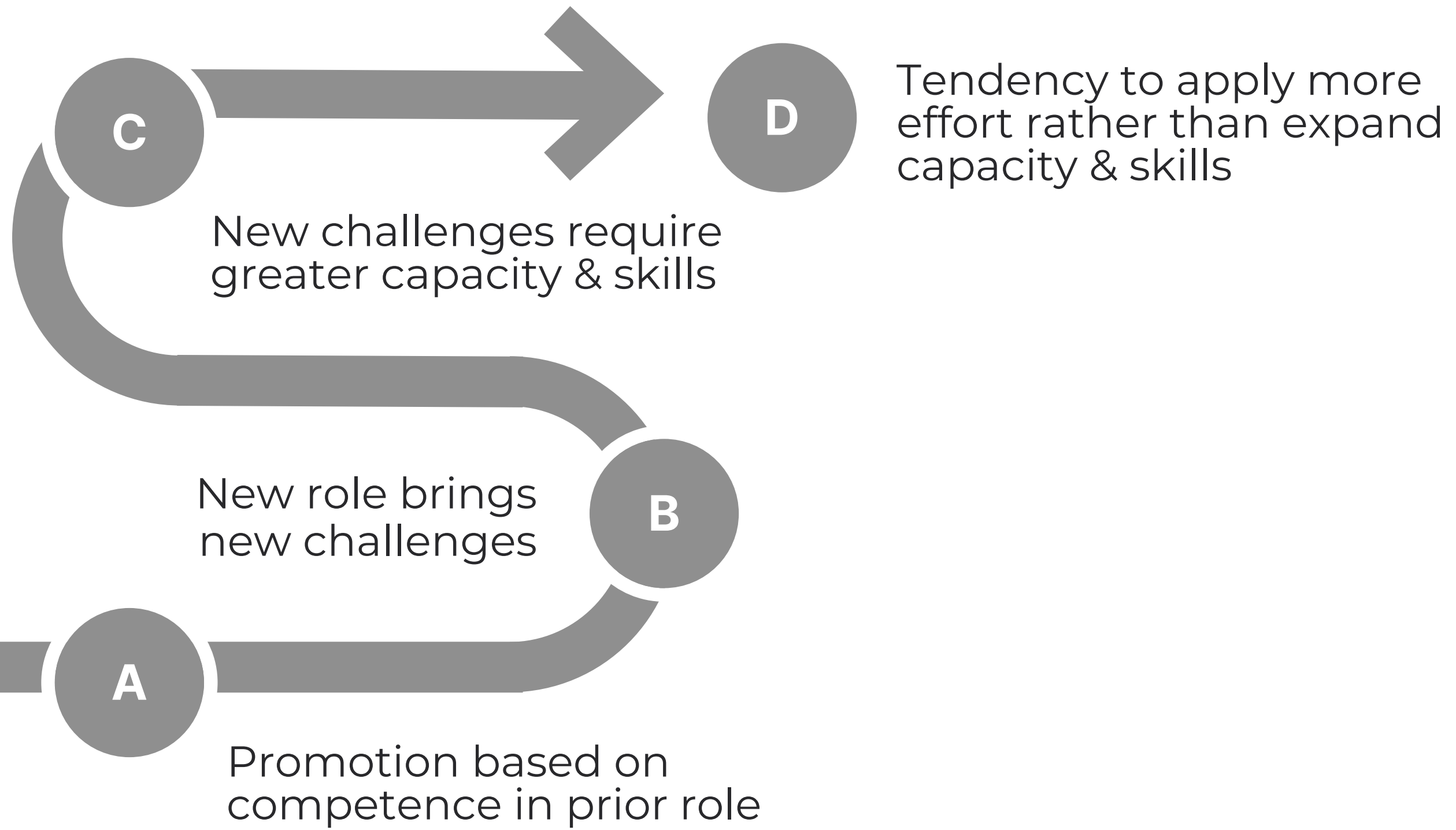
Focus on potential

Cast vision

Take risks

Influence alignment

Develop new capacity





# 1 INCREASING PRESSURES

*“I’ve been in meetings all day and still have priorities to finish”*

*“Staff are requesting the holiday off and I need them here”*

*“Licensing, accreditation, contracts, referrers - what’s most important?”*

**Risk:** Overwhelm

**Opportunity:** Broaden adaptability and delegation skills



## 2 **COMPETING DEMANDS**

*“Increase coverage and decrease payroll”*

*“Focus on quality above all, and reach productivity targets”*

*“Priority is program...and admin and supervision and team meetings...”*

**Risk:** Distraction, Freezing

**Opportunity:** Build prioritization and problem solving skills





# 3 CHANGING RELATIONSHIPS

*“A peer applied for this promotion. Now I supervise them.”*

*“Sometimes I wonder if the team is really taking me seriously”*

*“We were like friends, and it feels different now”*

**Risk:** Division, lower morale, conflict

**Opportunity:** Evolve relationships; deepen trust



## 4 GREATER LEVELS OF UNCERTAINTY

*“There’s a lot of hiring and changes I want to do but can’t yet”*

*“How do I answer staff asking ‘Will the program be funded again?’”*

*“Some of my team may be reassigned and I can’t tell them yet.”*

**Risk:** State of anxiety

**Opportunity:** Build capacity for ambiguity



## 5 NEW BLIND SPOTS

*“I had no idea what my prior manager did behind the scenes”*

*“I thought I knew what I signed up for but this is different”*

*“There’s so much to learn in this new role”*

**Risk:** Miscommunication, missed opportunities

**Opportunity:** Renewed curiosity; Listening and feedback



## **CHALLENGES**

Increasing pressures  
Competing demands  
Changing relationships  
Greater uncertainty  
New blind spots

## **RISKS**

Overwhelm  
Distraction  
Division  
Anxiety  
Missed opportunities

## **OPPORTUNITIES**

Adaptability  
Problem solving skills  
Evolve relationships  
Capacity for ambiguity  
Renewed curiosity



<b>Relational</b>	Relational wounds & survival strategies gathered through life experiences
<b>Historical</b>	Impact of trauma on culture through layers of history
<b>Ancestral</b>	Trauma incurred by the ancestors of a particular lineage or group
<b>Generational</b>	Unique effects of unintegrated trauma acquired from immediate family line
<b>Collective</b>	Communities or generations impacted by large scale natural or created disaster
<b>Systemic</b>	Trauma created by harmful system structures and dynamics

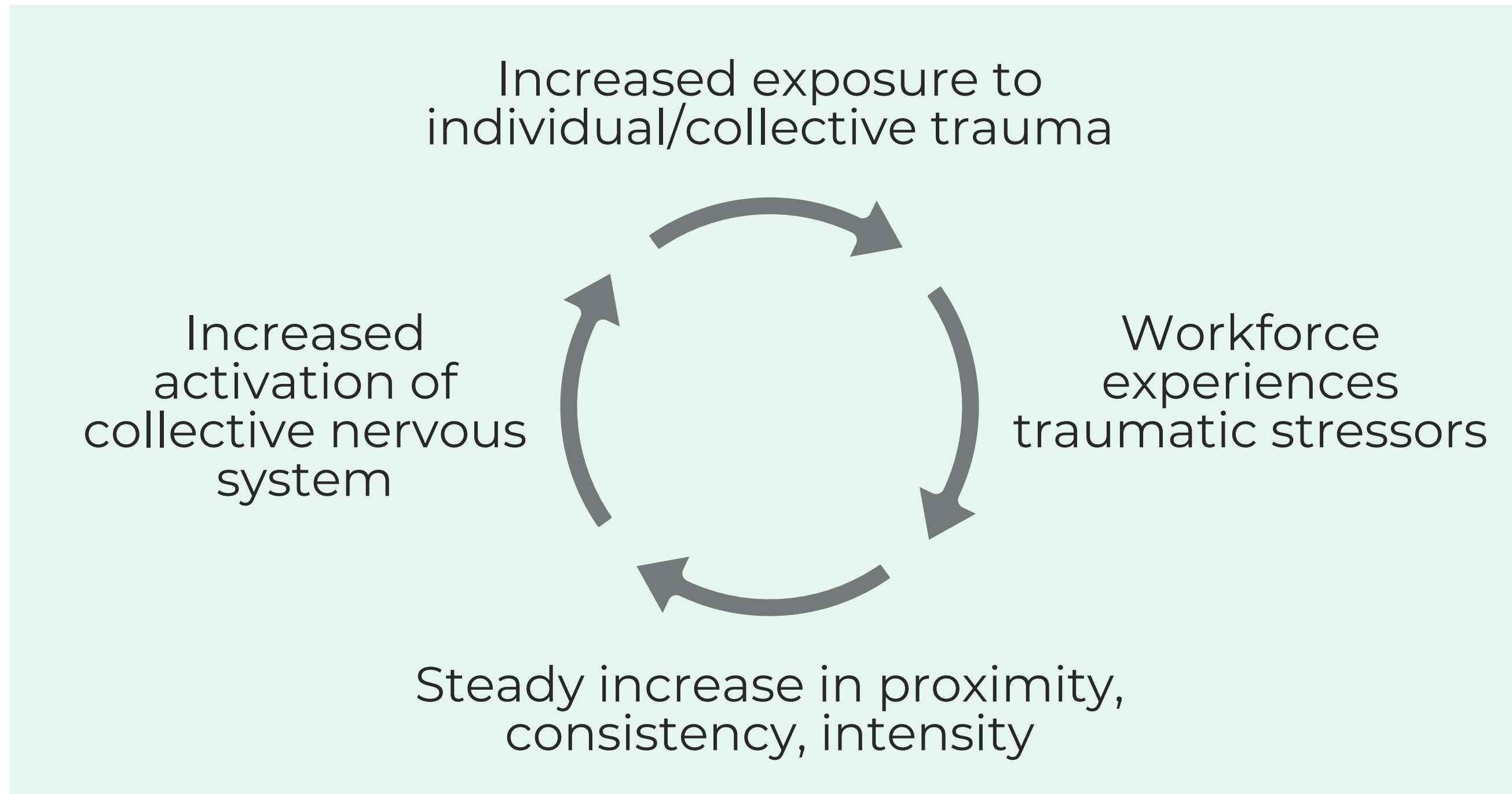


**We must heal the wounds from the past...  
...we all carry some measure of that pain  
within us [and] we allow it to isolate us and  
keep us cut off from one another.**

SHERRI MITCHELL - WEH'NA HA'MU KWASSET  
ATTORNEY & INDIGENOUS RIGHTS ACTIVIST FROM PENOBSCOT NATION

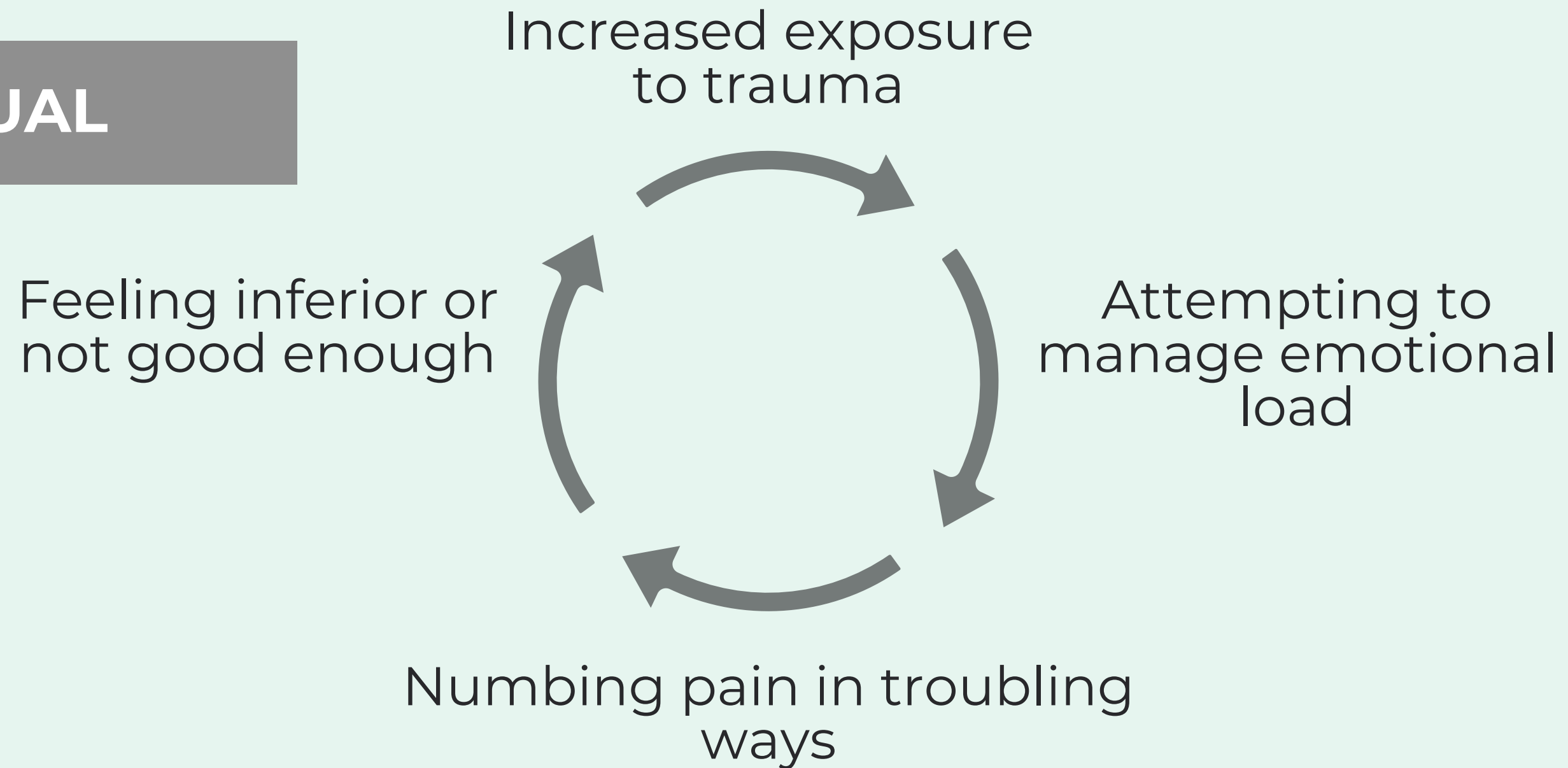


# Effects of Trauma on Workforce





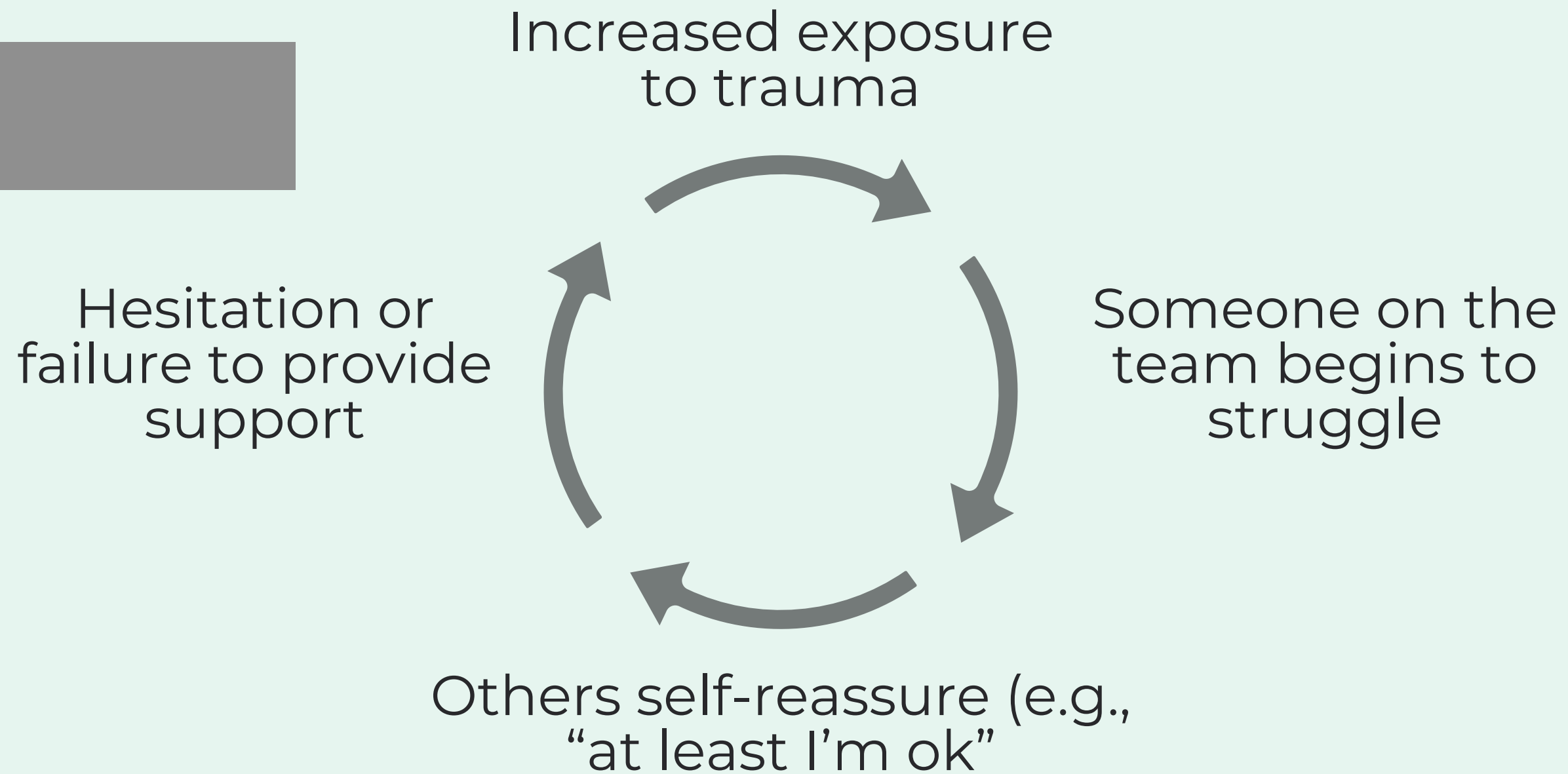
## INDIVIDUAL





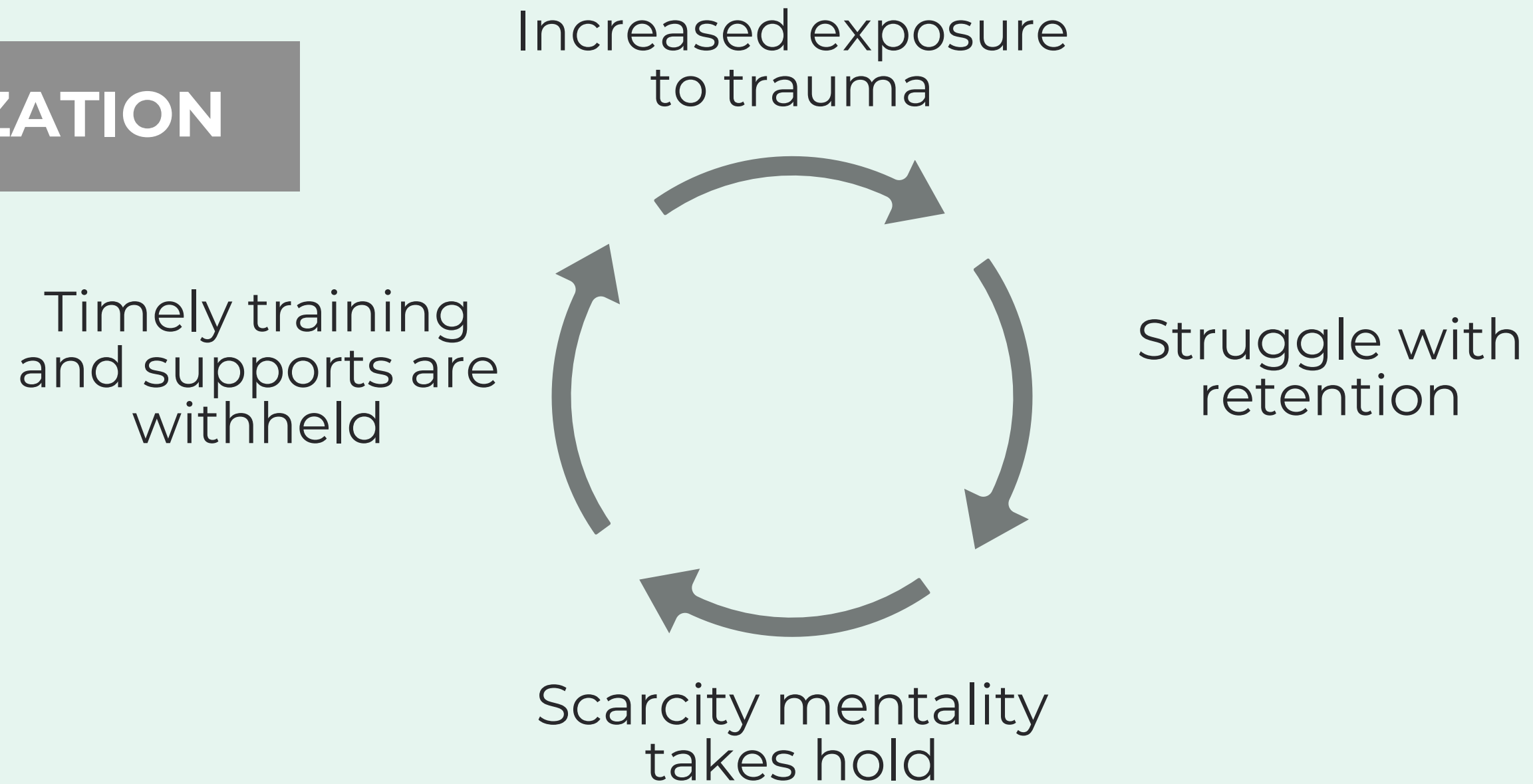


## TEAM





## ORGANIZATION



# Signs of Unintegrated Trauma

## INDIVIDUAL

Diminished joy or job satisfaction

Feeling inferior or not good enough

Lack of emotion

Isolation, numbness, irritability

Hopelessness

Extreme exhaustion

## TEAM

Low morale

Poor communication

Lack of desire to work in sync

Blame of lack of collaboration

Lack of empathy when shifting workload or responsibility

## ORGANIZATION

Inability to take opportunity risks

Loss of innovation

Diminished creativity

Stuck in narrow ways of working

Lack of vision



# Systems of Activation in Response to Perception of Threat

## IMMOBILIZED (FREEZE)

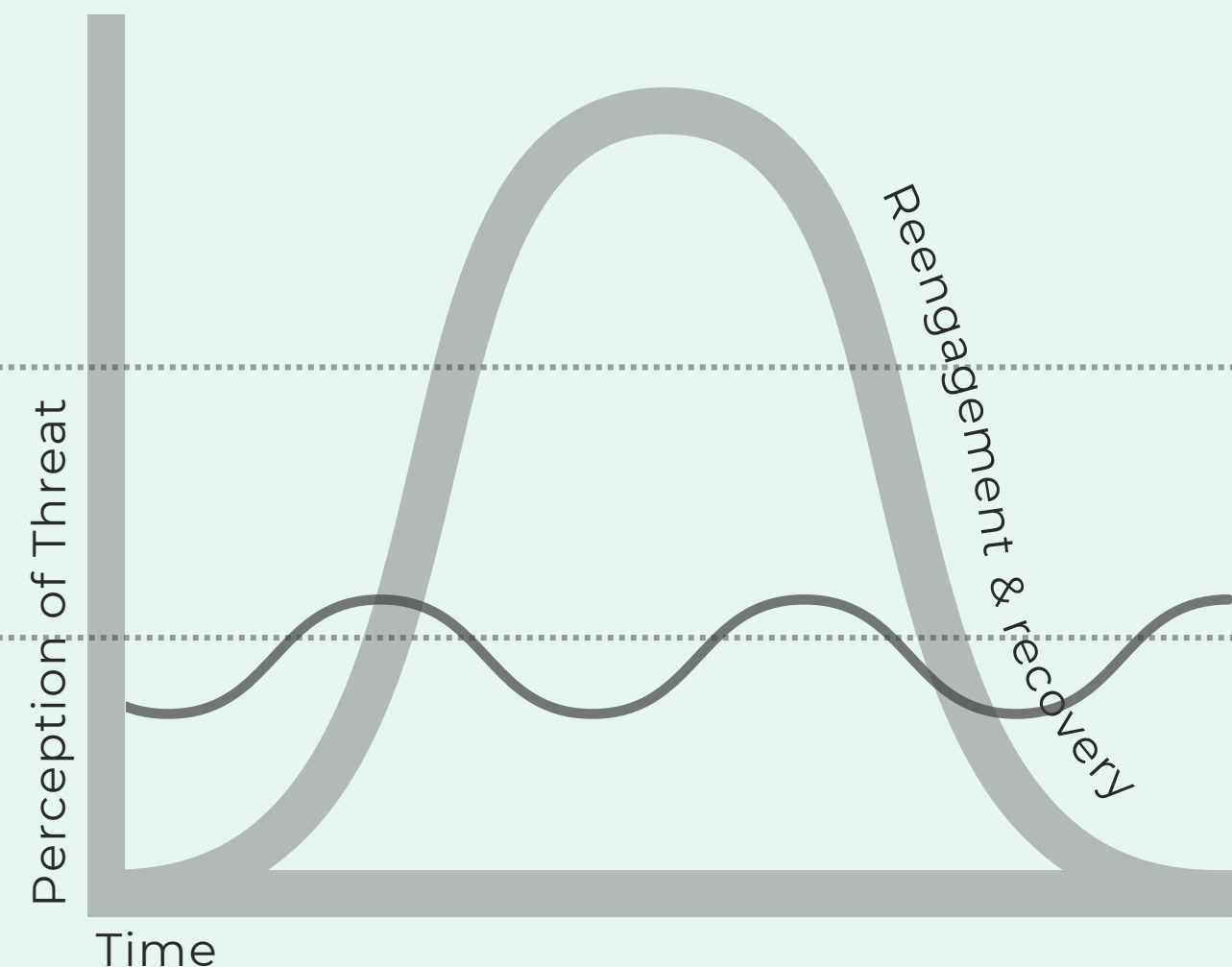
Detached, physical collapse, numb, shut down, trapped, depleted, helpless, exhausted

## MOVE TOWARD (FIGHT) OR AWAY (FLIGHT)

Panic, fear, anxiety, frustration, irritation, rage

## ORIENTED & ENGAGED

Safe, connected, present, calm, grounded, settled, curious, open, mindful





# Examining Biological Survival Responses as Drivers of Leadership Patterns

Fight

Flight

Freeze

Feign

← Cannon, 1915; 1932 →

← Taylor et al, 2000; Walker, 2013;  
Malchiodi, 2021 →



# Examining Biological Survival Responses as Drivers of Leadership Patterns

Fight

Flight

Freeze

Feign

Cannon, 1915; 1932

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Micromanaging

Need to be in control

Rejecting other points of view

Defensiveness & power struggles

Overthinking

Overwhelm & busyness

Withdrawal & isolation

Overworking or escape by distraction

Procrastination

Unable to make timely decisions

Resist change to preserve status quo

Fear of or failure to delegate

Accommodating

Avoiding difficult conversations

Lack of boundaries

Dependence on external validation



The management of an organization must realize that they are influencing the commitment and well-being of employees with their behavior, which is an important realization in times of hard-to-fill vacancies.

Support from the top of the organization, noticeable in behavior, is a prerequisite for the other layers of management in the organization to be effective [and] attention must be paid to leadership at all levels of an organization if it is to deliver or improve good quality services.

Ressang-Wildschut, J., Oldenhof, L. & Leistikow, I. (2023). Can leadership make the difference? A scoping review of leadership and its effects in child and youth care. *Children and Youth Services Review*, 107017.



# Trauma-Informed Leadership in Context of Other Leadership Approaches

## DIVERGENT FROM

Bureaucratic  
Autocratic  
Authoritarian  
Transactional  
Status quo

## COMPATIBLE WITH

Transformational  
Servant  
Collective  
Situational/Adaptive  
Visionary





**Trauma-informed leaders are conscious of the pain and scars our culture has collectively experienced and engage in leadership practices that generate:**

**HEALING** within and beyond the organization

**CONGRUENCE** in internal and external functioning

**COLLECTIVE ACTION** to make a positive impact in the world



In a functional caregiving organization, **pools of caring are created at each level**, and spill over like waterfalls down the organization, finally depositing in streams of care seekers.

WILLIAM KAHN



...the best way to successfully build [trauma-informed] systems is to **structure the work itself to be trauma-informed**. Infrastructure that **embeds trauma-informed thinking** into the job roles and functions is required along with...management approaches that support trauma-informed goals.

JOHN LYONS & APRIL FERNANDO



...an organization is an intricate network of relationships between people who together **create the organization** on a day-to-day basis [so] the role of leadership is then to **influence the quality** of relationships and conversations...

LUC VERHEIJEN, SASKIA TJEPKEMA & JOERI KABALT

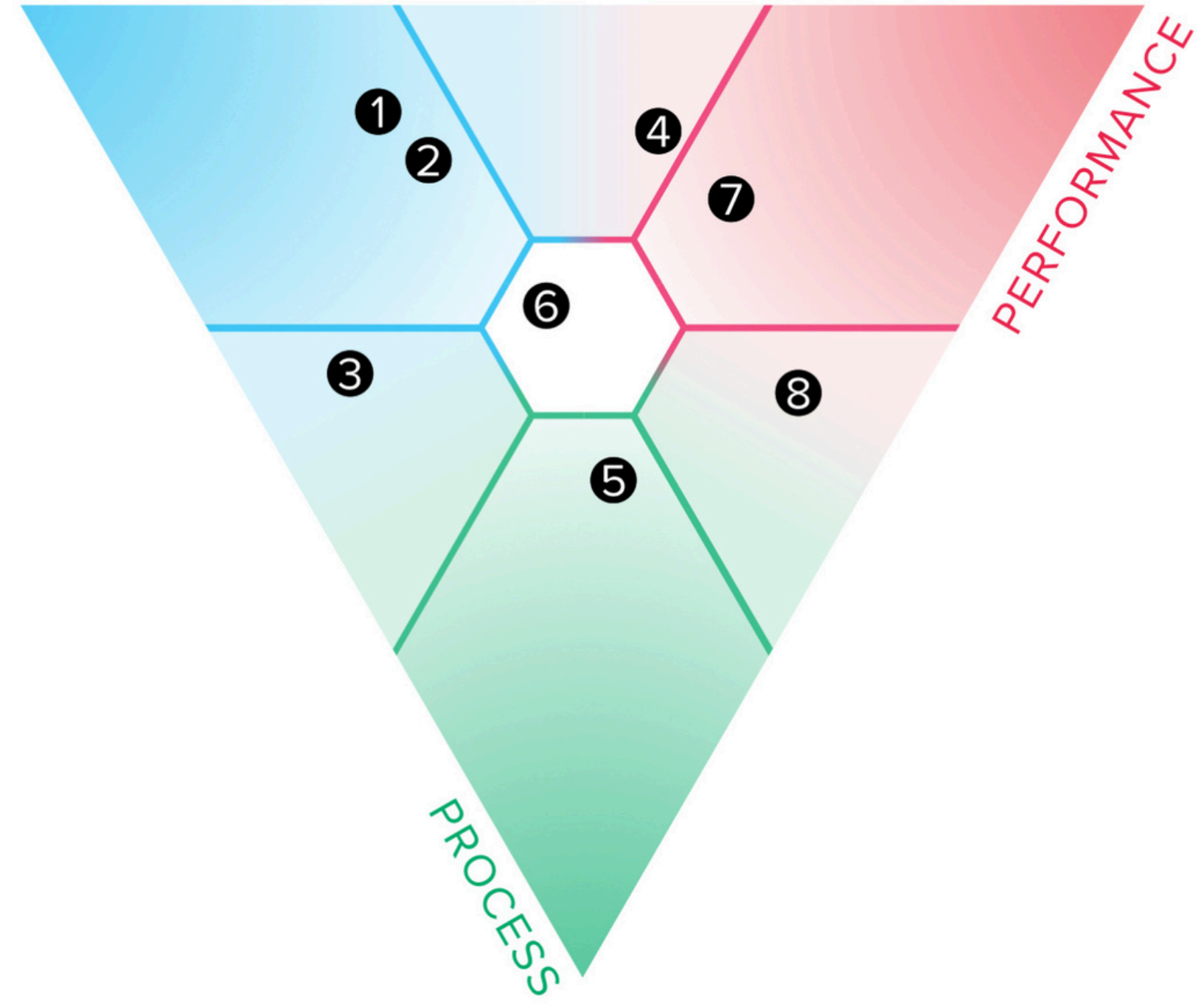


Motives

Conflict

Strengths

PEOPLE



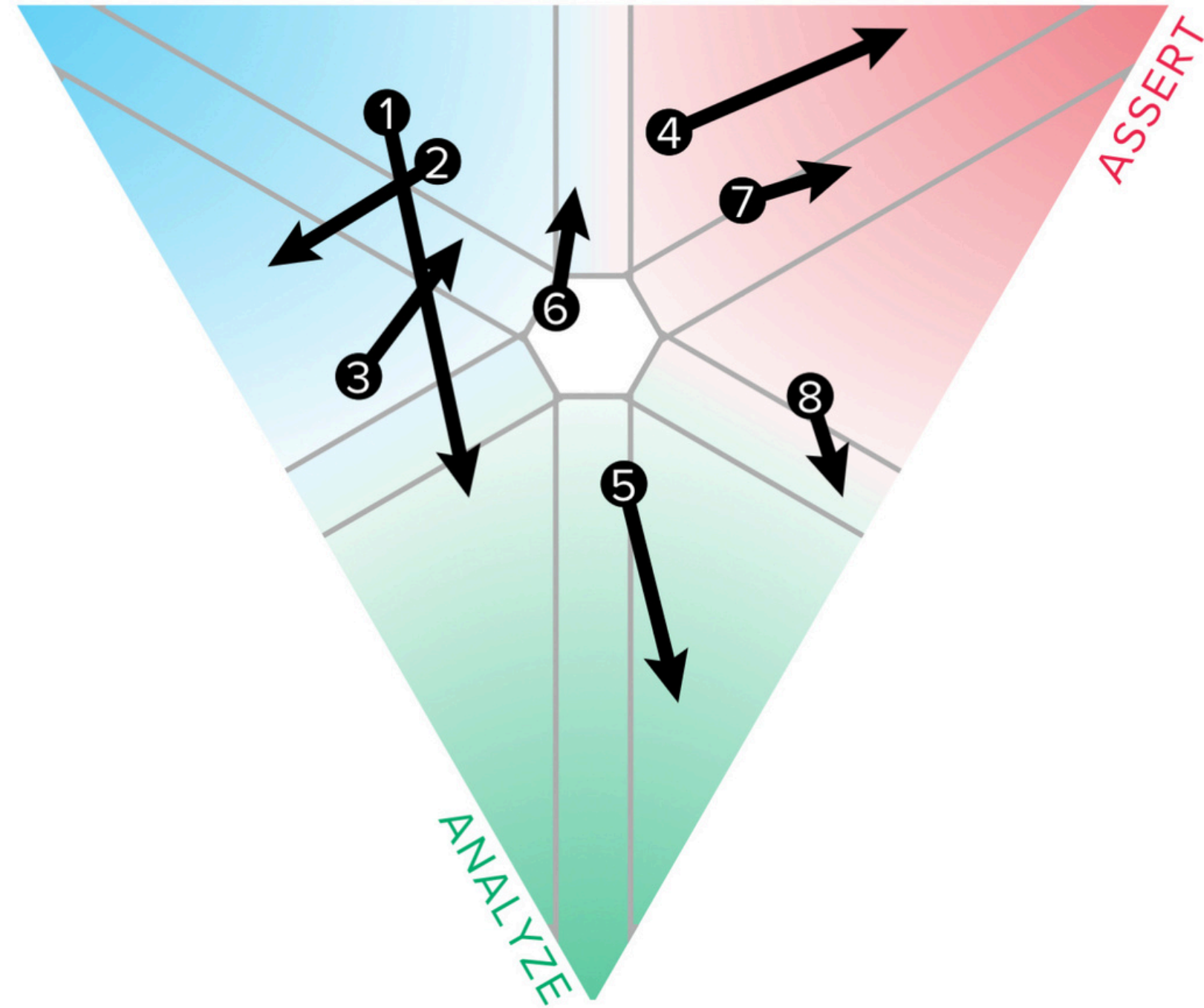


Motives

Conflict

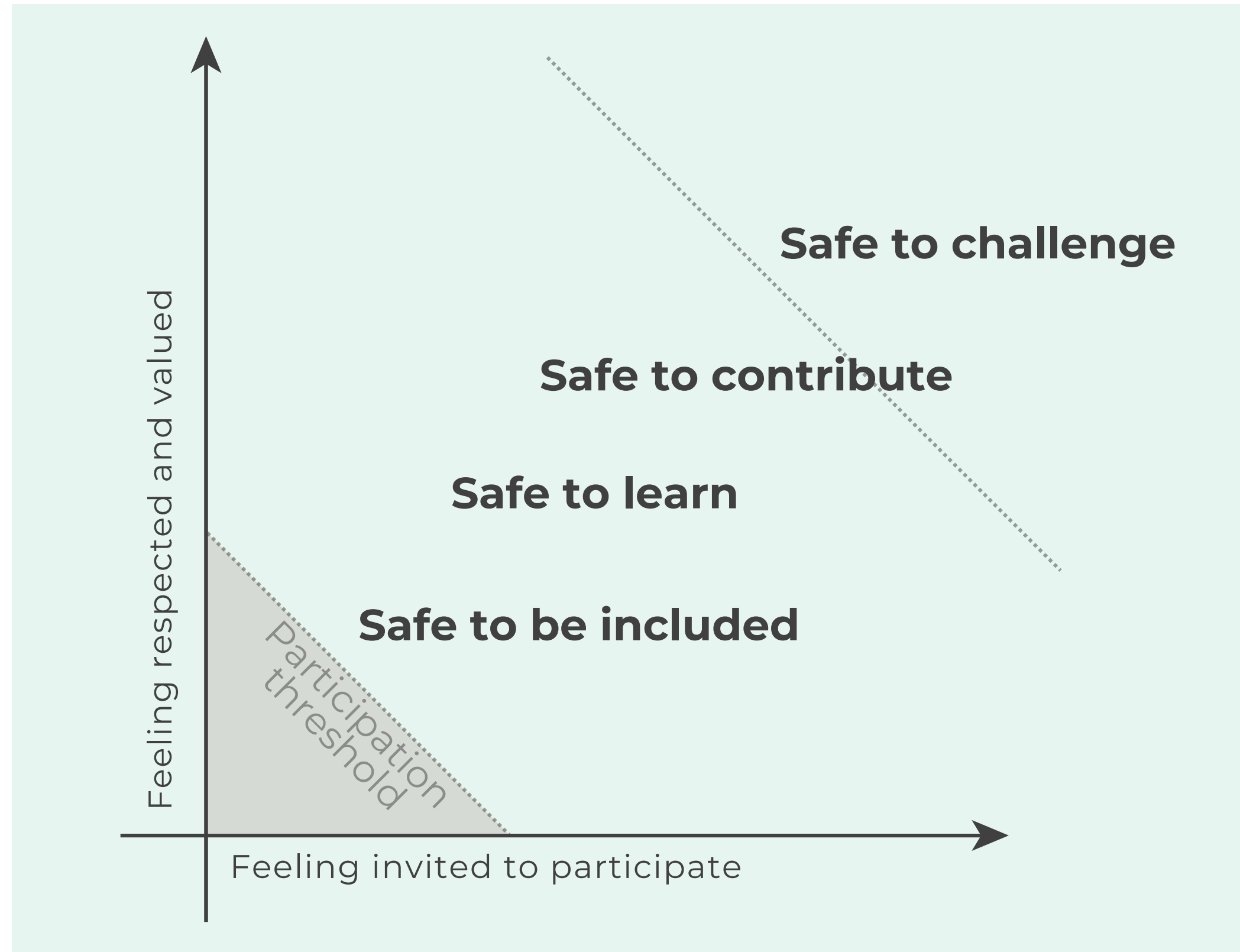
Strengths

ACCOMMODATE



ASSERT

ANALYZE



Clark, T. (2020). *Four stages of psychological safety: Defining the path to inclusion and innovation*. Berrett-Koehler.

# 2024 WEBCASTS

WEDNESDAYS 10:00 - 11:00 PACIFIC

**May 29**

Leading with your strengths

**August 21**

Leadership & organizational health

**September 18**

Developing a leadership mindset

**October 23**

Leading in times of change

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