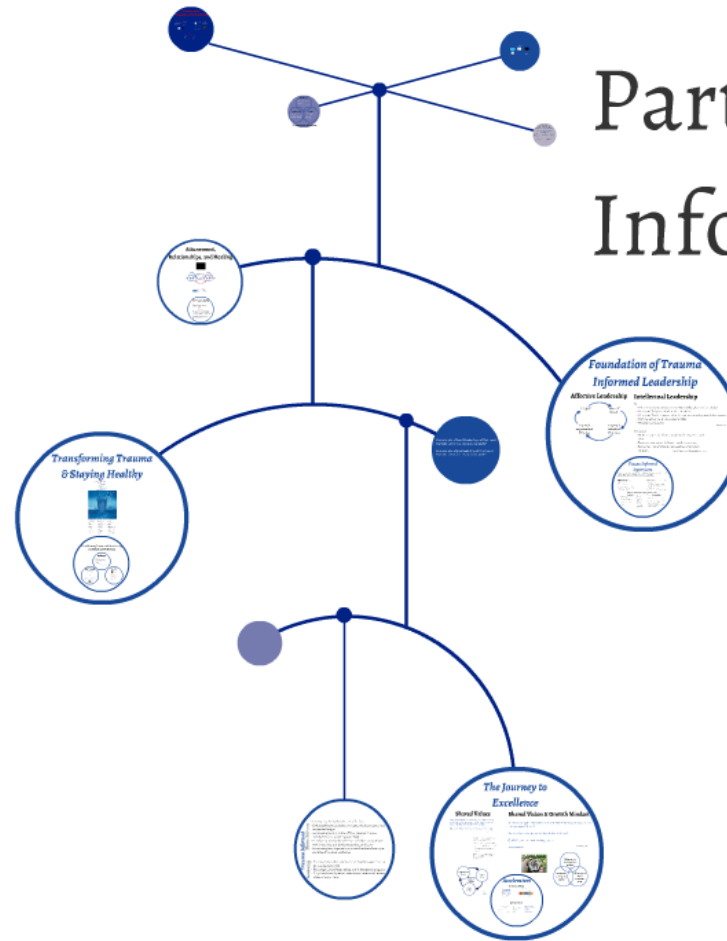


Building A Trauma Informed Organization

The Biopsychosocial Paradigm

Part 1:
Thrive Self-care

Part 2: Trauma
Informed Leadership

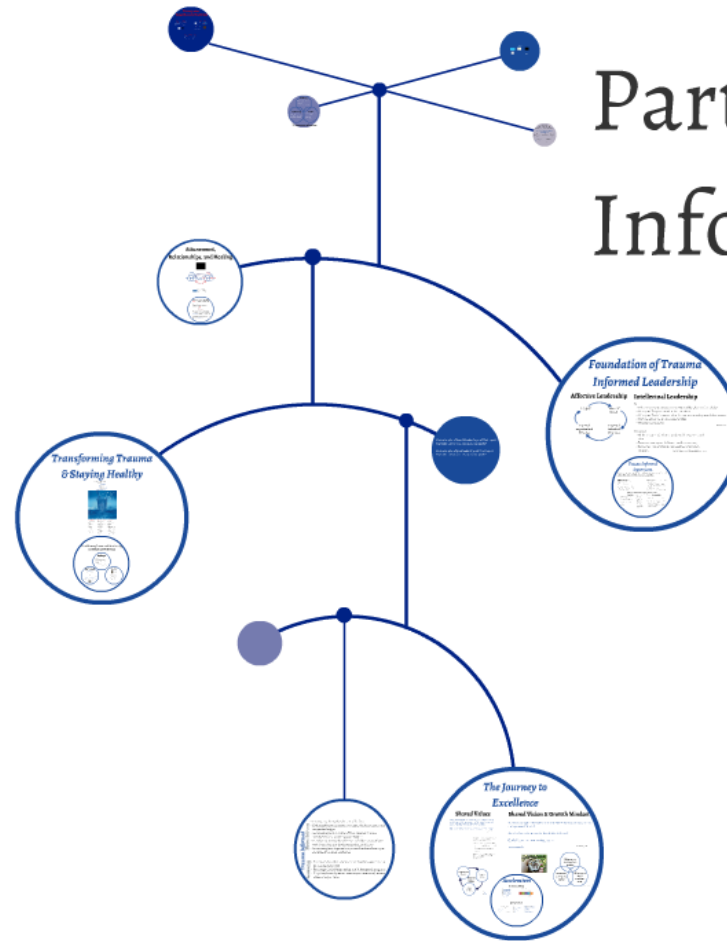


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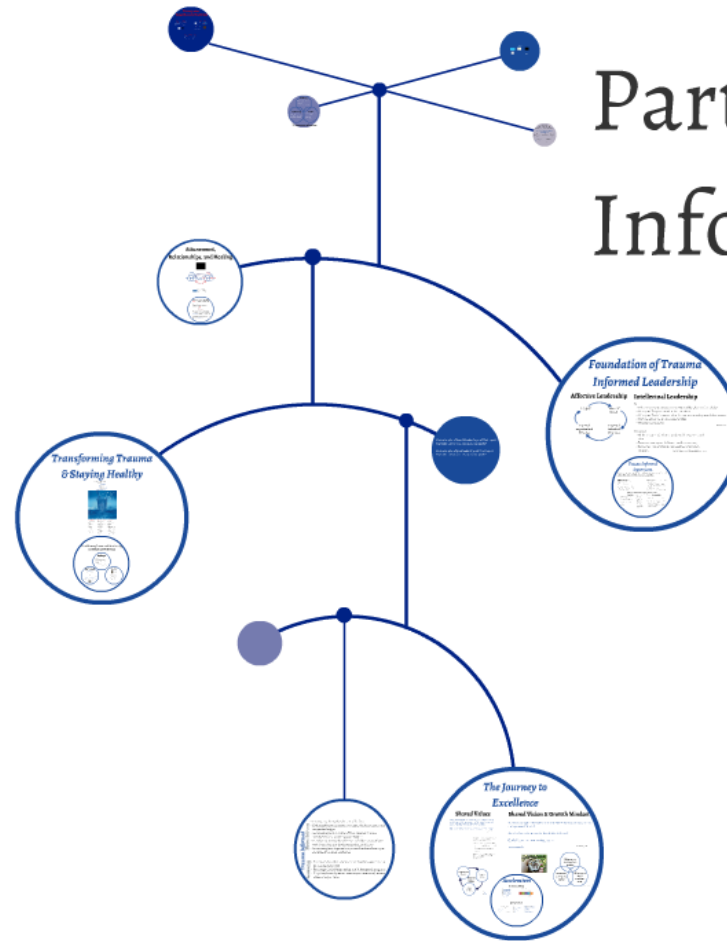


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Part 1:
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Trauma Informed

Thrive: Self-care

- Reconnect to the work and nature of healing
- Understand burnout, secondary trauma, vicarious trauma, and compassion fatigue
- Learn techniques to insulate self from vicarious trauma, secondary trauma, and compassion fatigue
- Learn how to increase the efficiency and effectiveness of your work by applying new developments in neurobiology
- Learn strategies to improve how you work and to enhance your overall health and job satisfaction

Leadership

- How programs and interventions can maximize opportunities for healing and growth
- To manage the challenges facing staff in therapeutic programs
- The principles and practices necessary to create a truly trauma informed organization

The Goal:

World Class
Services



Trauma Informed Excellence: The Path



"When I was a novice, I could not understand why, if the world is filled with suffering, the Buddha has such a beautiful smile. Why isn't he disturbed by all the suffering? Later I discovered that the Buddha has enough understanding, calm, and strength; that is why the suffering does not overwhelm him. He is able to smile to suffering because he knows how to take care of it and to help transform it. We need to be aware of the suffering, but retain our clarity, calmness, and strength so we can help transform the situation. The ocean of tears cannot drown us if karuna (compassion) is there. That is why the Buddha's smile is possible." - Thich Nhat Hanh

What are some hard parts about your work?



What is it about your work that connects with who you are as a person?

Biology

The systems of the body and how they interact with one another

Sets the structure for the flow of energy and information throughout the body

Default Setting: Efficiency, Avoid Pain & Seek Pleasure

Psychology

Mental states and process

Mind - Regulates the flow of energy and information

Volition to control biology, including the brain

Social

Relationships - How energy and information is transferred from one person to another

Environmental

- Socioeconomic factors
- Culture
- Family/societal mindsets

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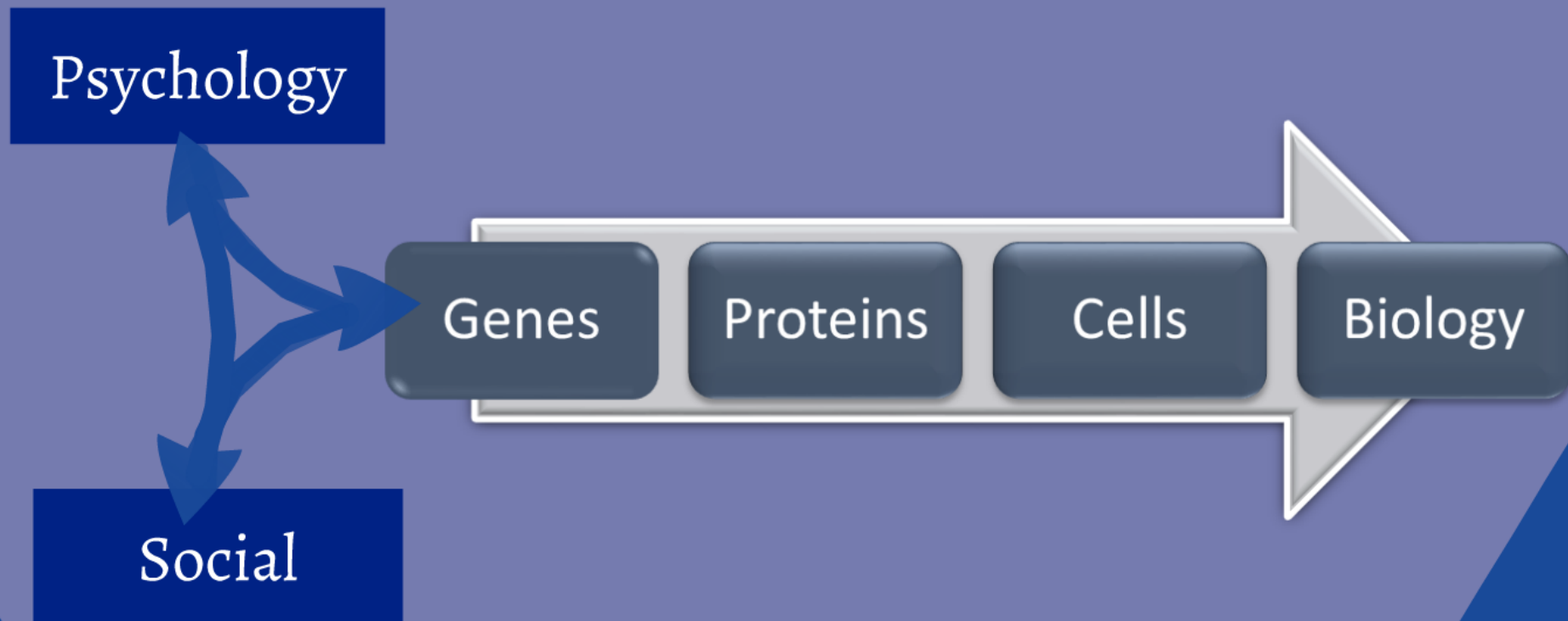
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Homeostasis

“The tendency towards a relatively stable equilibrium between interdependent elements, especially as maintained by physiological processes.” - Google Dictionary



Trauma and Social Disintegration

“Every entity is only to be understood in terms of the way it is interwoven with the rest of the universe.” - Alfred North Whitehead

Trauma & Social Engagement

“The core experiences of psychological trauma are disempowerment and disconnection from others.”

– Judith Herman

The first reaction to trauma is to reach for others for help and safety

In most trauma, this help did not arrive in time, if at all

Psychological Impact of Interpersonal Trauma

Help-seeking & Disengagement

- Searching for a secure base
- Fear of getting too close

Impulsiveness & Inhibition

- Rigid attempts at improvements
- Chaotic failures and relapse
- Ability to regulate not developed due to traumatic past

Submission & Aggression

- Hopelessness and looking for savior (not partner)
- Aggression is often manifested as terror due to power dynamics that mirror trauma

Impact of the Environment

Biological, safety, and social needs must be met before focus on the mind (Self-esteem/actualization)

Yet mind is needed to break old biological patterns of traumatized behavior



Bloom & Farragher, 2011; Christakis & Fowler, 2009; Rock, 2009

Science behind the impact of social influences



interwoven with the rest of the

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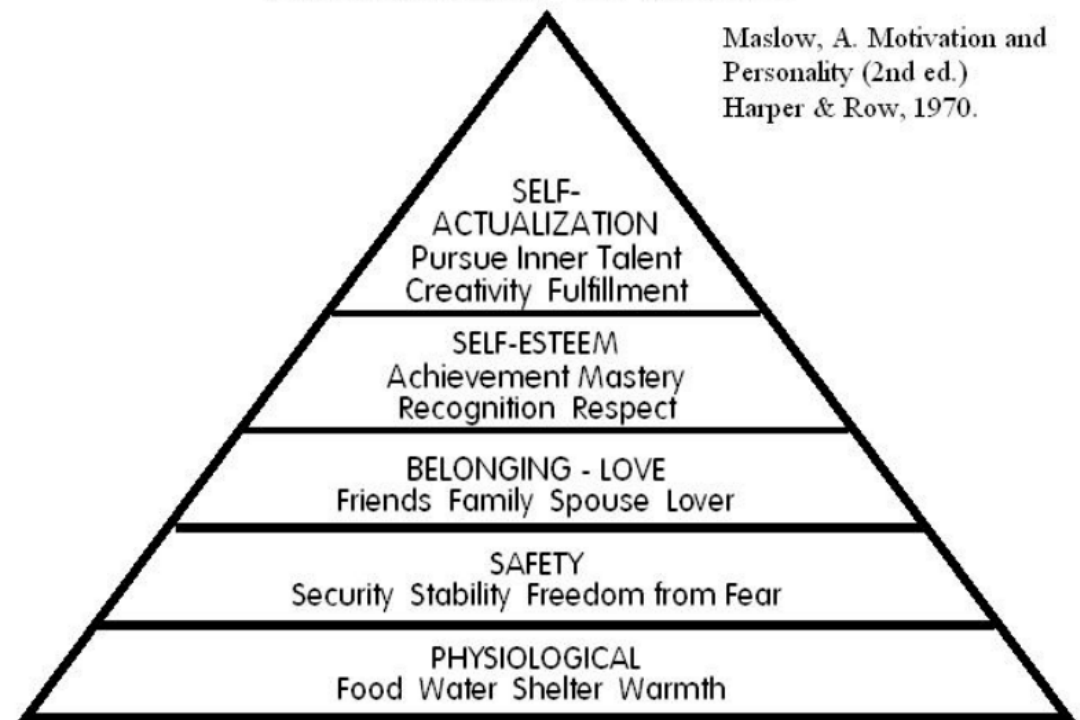
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ABRAHAM MASLOW HIERARCHY OF NEEDS

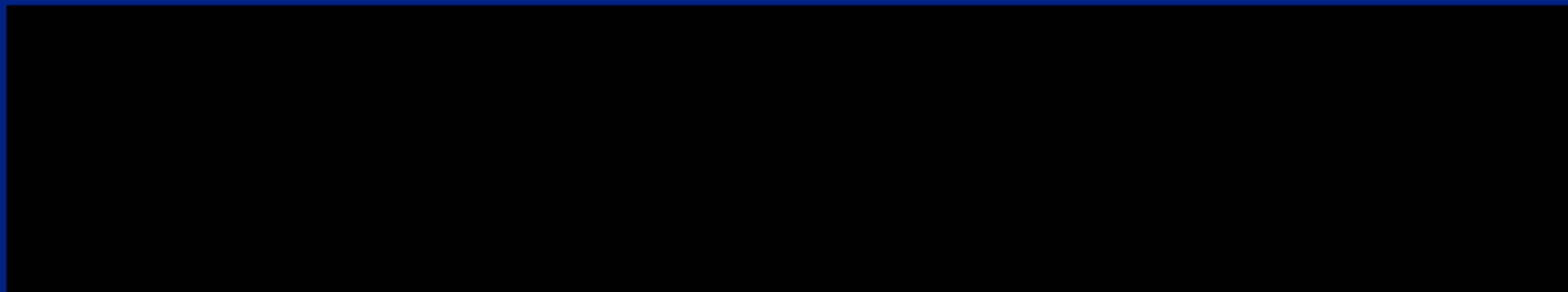
Maslow, A. *Motivation and Personality* (2nd ed.)
Harper & Row, 1970.



Bloom & Farragher, 2011; Christakis & Fowler, 2009; Rock, 2009

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Science behind the impact of social influences





YouTube

Robustness and Resiliency: Levels & States



States

- Capacity of stress/trauma an individual can hold
- Increased by: Healthy lifestyle, healthy relationships, resiliency, and self-confidence
- Decreased by: Illness, diet, weather, time of day, bad relationships, and trauma and long-term burnout

Levels

- Level of stress and trauma within the individual's capacity
- Cognitive and social capacity = space between water and top of cup
- Water overflowing = crisis

Window of Tolerance

Hyperarousal Zone (Flight/Fight): Increased sensation; emotional reactivity; hypervigilance; disorganized cognitive processing



Window of Tolerance: Flexible; adaptive;
coherent; energized; stable

Hypoarousal Zone (Freeze): Relative absence of sensation; numbing of emotions; disabled cognitive processing; reduction of physical energy

Stress intensifiers:

- Important
- Uncertainty
- Duration

Filling Up the Cup

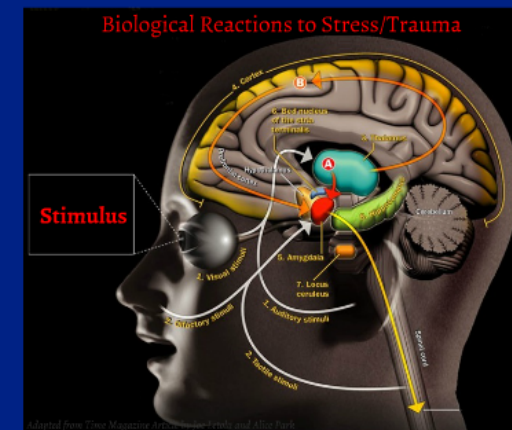


Labels for stress and trauma:

- **Hyperstress** – Stress that builds up and, without release, overwhelms resiliency capacity
- **Trauma** – Intense stress that overwhelms our biological, psychological, and social capacity, resulting in an existence dominated by the trauma
- **Passive Trauma** – Being continuously overwhelmed by the trauma due to a lack of support needed to regain control
- **Complex Trauma** – Repeated systematic trauma that occurs over time

Traumatic Energy - Traumatic memories that have not been integrated into the person's sense of self

- Short-term - Act as rocks in the cup, limiting capacity and setting up re-traumatization
- Long-term - Reduces the size of the cup



Robustness and Resiliency: Levels & States



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Rigidity

Chaos



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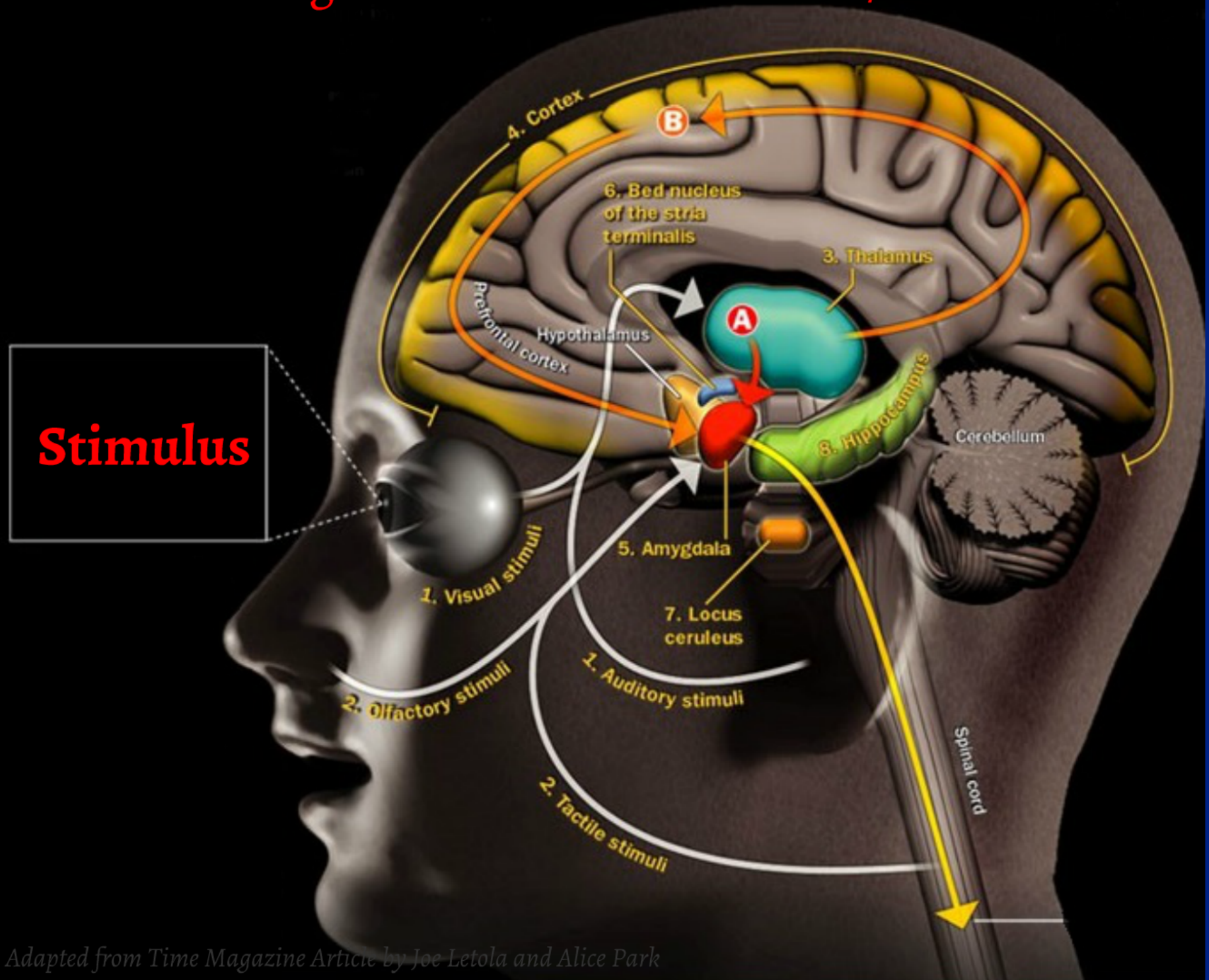
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Biological Reactions to Stress/Trauma



Adapted from Time Magazine Article by Joe Letola and Alice Park

Trauma and Psychological Disintegration

Trauma & the Mind

- Mind: The human mind is a relational, environmental, and biological emergent phenomena that has the power to regulate the flow of energy and information
- The biological structures that support mind functioning (including pre-frontal cortex) are often underdeveloped due to trauma
- Control of energy and information and volition shift from psychological control to biological control

Trauma: The Narrative Thief

- Self
 - Unworthy
 - Unsafe
 - Loss of autonomy
- Relationships
 - Painful
 - Threatening
- World
 - Survival
 - Dangerous

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Attunement, Relationships, and Healing



Power of Relationships to Heal



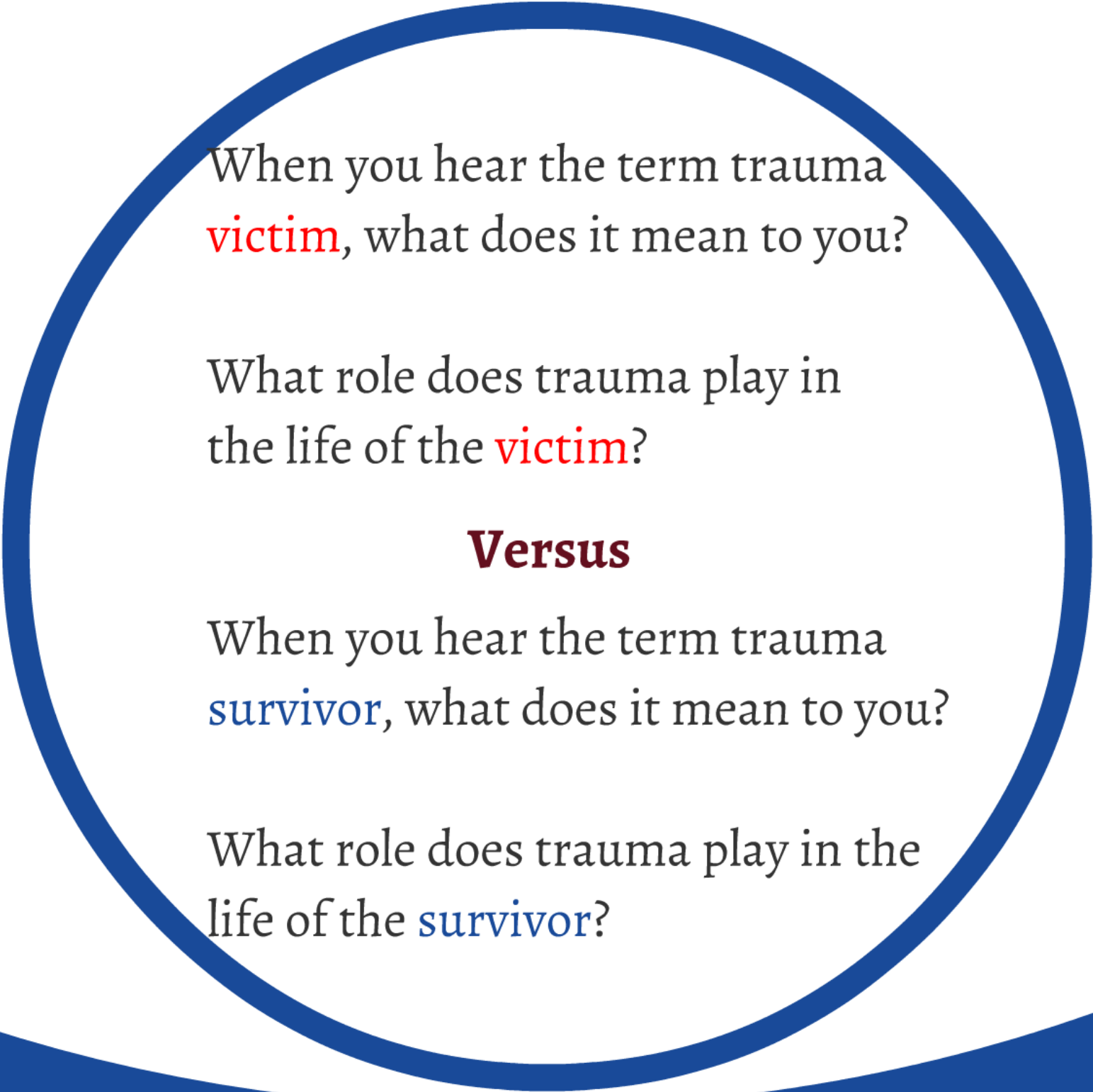
When you hear the term trauma
victim, what does it mean to you?

What role does trauma play in
the life of the **victim**?

Versus

When you hear the term trauma
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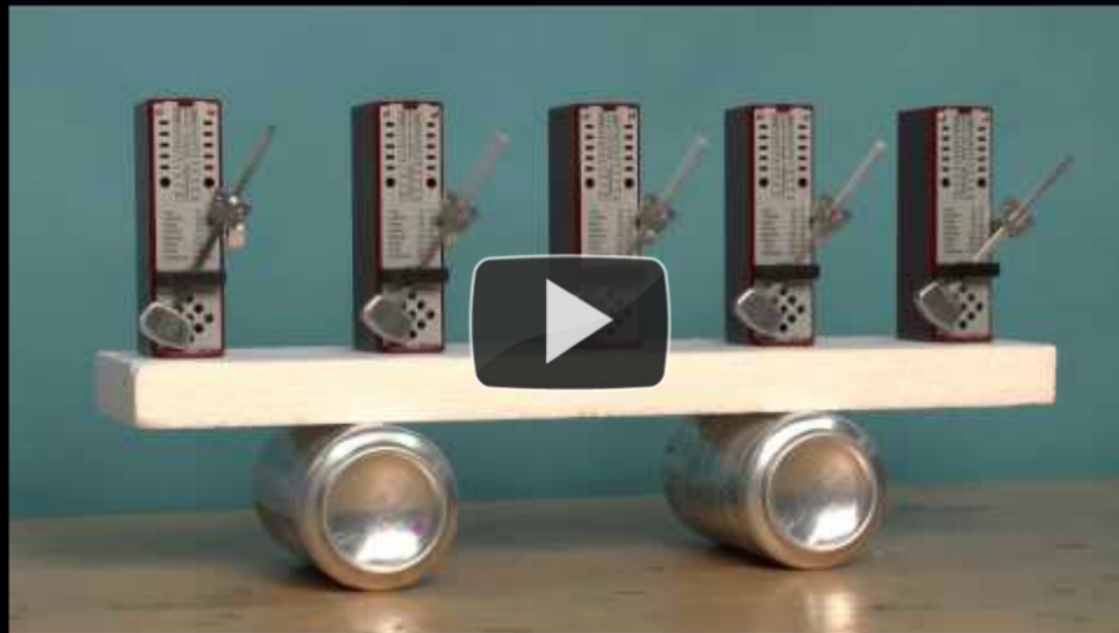
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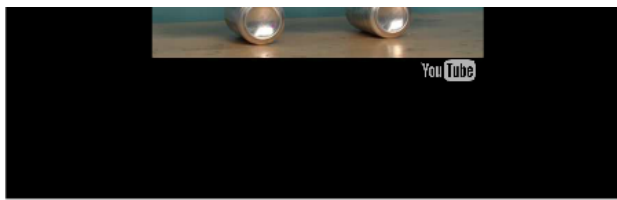
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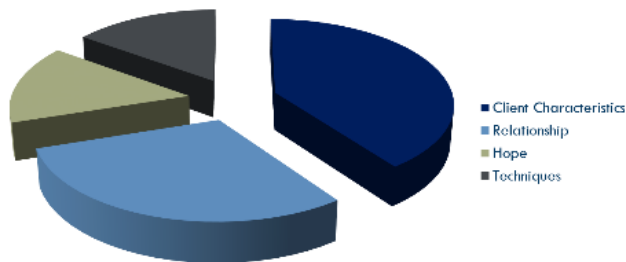


YouTube



Power of Relationships to Heal

Power of Relationships to Heal



Aches, 2010; Marahy, 2008

“Recovery can take place only within the context of relationships; it cannot occur in isolation. In her renewed connections with other people, the survivor re-creates the psychological faculties that were damaged or deformed by the traumatic experience.”
– Judith Herman

Releasing Trauma

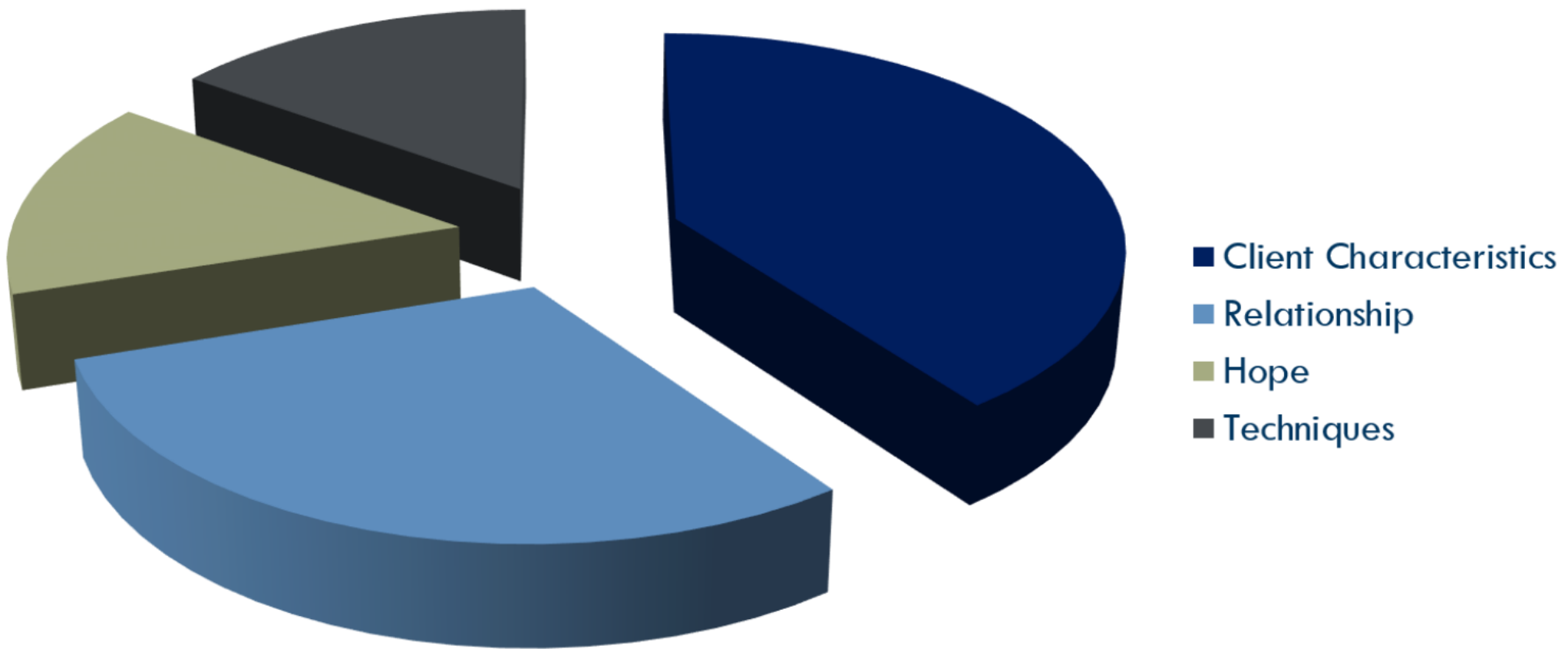
Traumatic energy and stress is often released in one of following ways:

- Hyperarousal: Physical action
- Hypoarousal: Isolation
- Pleasure/Pain/Efficiency: Drugs and sex
- Sharing energy with an empathetic helper
- Mindful activities




Holding trauma/stress

- Must have attunement
- Regulates emotional energy: defensiveness, aggression, anger, pain, hopelessness, and suffering
- Provides helper access to the client's mind and executive functioning



Achor, 2010; Murphy, 2008



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Releasing Trauma

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Transforming Trauma & Staying Healthy

Intensity, Duration, Uncertainty, &
Importance



Exposure & Trauma Impact on Well-being

Physical Health	Psychological Health	Social Health
<ul style="list-style-type: none"> Cardiovascular Disease Stroke Type 2 Diabetes Hypertension Cancer Physical Pain Headaches Gastrointestinal Joint Pain Respiratory Prostate Issues Back problems 	<ul style="list-style-type: none"> PTSD symptoms Major depressive disorder Posttraumatic stress disorder Anxiety disorders Substance use Compulsive disorder Personality disorders Obsessive-compulsive disorder Stress-related disorders Depression Alcohol use disorder Eating disorders Self-harm Aggression 	<ul style="list-style-type: none"> Isolation Relationship issues Peer rejection Altruism Trust Reduced sense of safety Reduced sense of control Reduced sense of purpose Reduced sense of meaning Reduced sense of self Reduced sense of identity Reduced sense of community Reduced sense of belonging Reduced sense of support Reduced sense of hope Reduced sense of future

Transforming Trauma and Maintaining our Health and Well-Being

Biology

Neurobiology of Trauma
The brain is the central organ of the nervous system. It is responsible for processing information from the senses and controlling the body's response to that information. The brain is also the seat of the mind, and it is responsible for the production of thoughts, feelings, and actions.

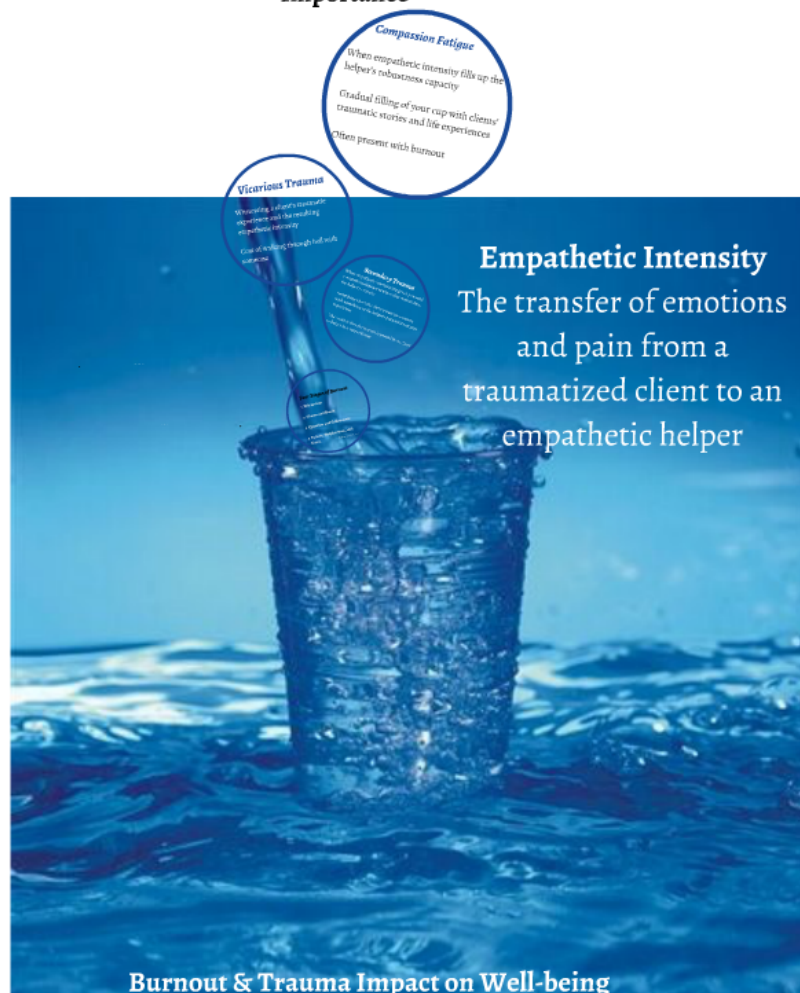
Psychology

Psychological Trauma
Psychological trauma is a type of trauma that is caused by a stressful event or experience. It can be caused by a single event, such as a natural disaster, or by a series of events, such as a long-term relationship with an abusive partner. Psychological trauma can have a wide range of effects on a person's mental health, including anxiety, depression, and post-traumatic stress disorder (PTSD).

Social

Social Trauma
Social trauma is a type of trauma that is caused by a stressful event or experience that involves a person's social relationships. It can be caused by a single event, such as a natural disaster, or by a series of events, such as a long-term relationship with an abusive partner. Social trauma can have a wide range of effects on a person's social relationships, including isolation, rejection, and loss of support.

Intensity: Duration, Uncertainty, & Importance



Biological Health

Cardiovascular Disease
Stroke
Type II Diabetes
Musculoskeletal Disorder
Cancer
Physical fatigue
Sexual issues
Gastrointestinal problems
Headaches
Physical illness
Back problems

Psychological Health


PTSD reactions
Negative worldview
Hopelessness
Feeling of incompetence and doubt
Negative attitude
Memory loss
Cognitive decline
Mental illness
Sleep problems
Shame
Mental fatigue
Anxiety & irritability
Depression
Guilt
Aggression

Social Health

Social isolation
Relationship issues
Poor performance
Absenteeism
Tardiness
Theft
Dehumanization of clients
Turnover (at least 40% is stress related)
Client & employee-filed grievances
Litigation
Low job satisfaction
Disruption of relationships
Blurred boundaries

Empathetic Intensity

The transfer of emotions
and pain from a
traumatized client to an
empathetic helper



Intensity: Duration, Uncertainty, & Importance



Compassion Fatigue

When empathetic intensity fills up the helper's robustness capacity

Gradual filling of your cup with clients' traumatic stories and life experiences

Often present with burnout

Important

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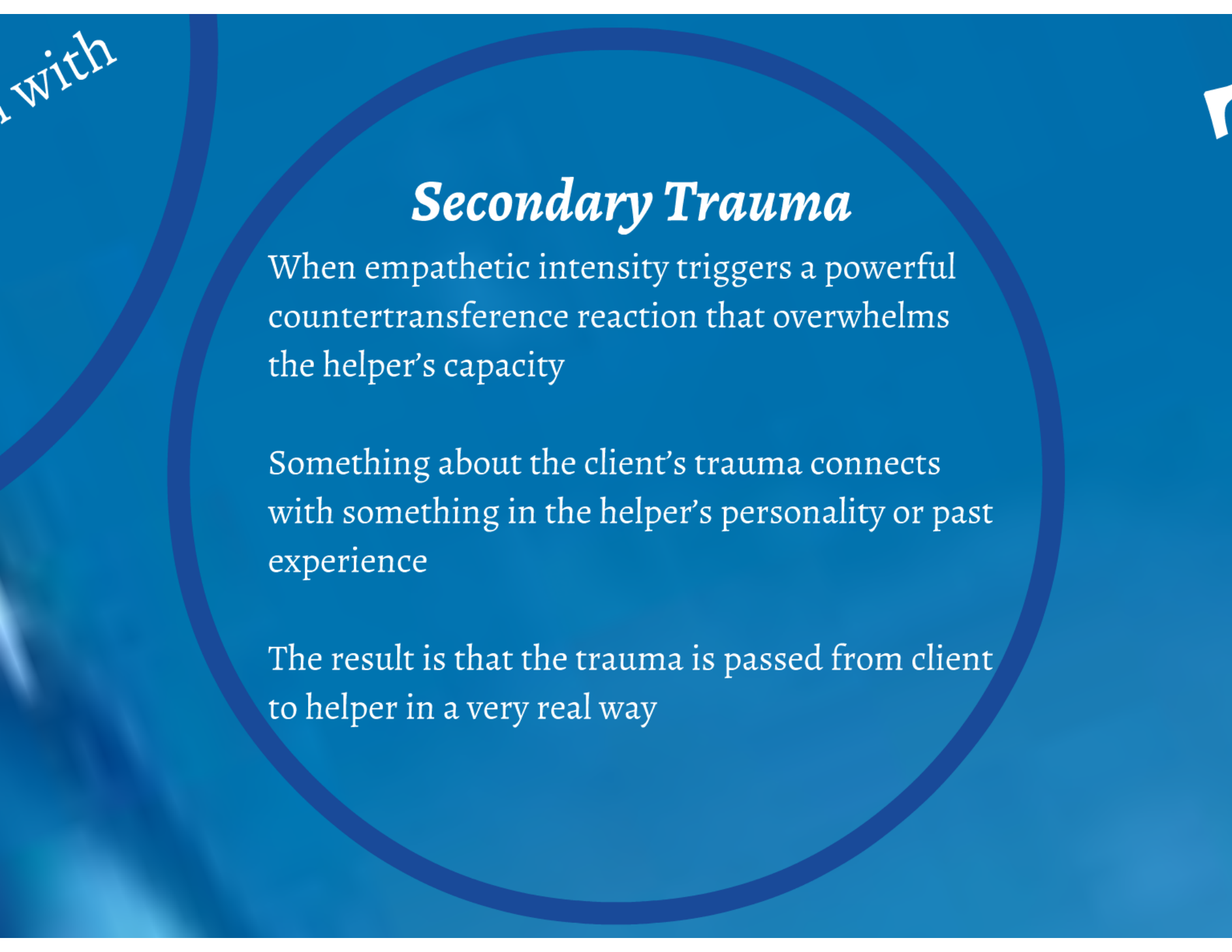
Stigma

Vicarious Trauma

Witnessing a client's traumatic experience and the resulting empathetic intensity

Cost of walking through hell with someone

When empath
counte
Second



Secondary Trauma

When empathetic intensity triggers a powerful countertransference reaction that overwhelms the helper's capacity

Something about the client's trauma connects with something in the helper's personality or past experience

The result is that the trauma is passed from client to helper in a very real way

Example of Secondary Traumatization



Four Stages of Burnout

1. Exhaustion

2. Shame and Doubt

3. Cynicism and Callousness

**4. Failure, Helplessness, and
Crisis**

Maslach & Leiter, 1997

If only our clients were all this sweet!



YouTube

Burnout & Trauma Impact on Well-being

Biological Health

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Transforming Trauma and Maintaining our Health and Well-Being

Biology

Physical health is the foundation for all health

- Eat well
- Sleep 8 hours
- Exercise (transforming trauma and stress biologically)

Brain is only 2% of body weight, but consumes 25% of oxygen and glucose taken in by the body

- Take a break every 90 to 120 minutes
- Stop multi-tasking
 - 90% productivity loss
 - On average, we are distracted every 11 minutes and it takes 25 minutes to return to the task
- Eats up hours (2.1 a day) and brain power (10 IQ points)
- Avoid most Pain/Pleasure/Efficiency solutions

Psychology

The Mindful Helper

How to help others without losing yourself
This book is a practical guide to helping others in a way that is sustainable and healthy for you. It covers a range of topics from how to set boundaries to how to deal with difficult situations. The book is written in a clear, concise style that is easy to read and understand. It is a must-read for anyone who wants to help others without losing themselves.

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Your Best Day!!

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Social



Creating Sanctuary through Organization Culture

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Contagious Nature of Emotions

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Practice Collective Growth and Positive Mindsets

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Focusing attention to consciously regulate energy and information:

- Feedback from others
- Awareness in the moment
- Capacity building

Paying attention to what is happening in your mind allows you to recognize when you are struggling with the trauma and burnout associated with helping others

Being "present" with the clients allows you to bring the right energy into the helping relationship

Helper Specific Benefits

- Promotes empathy
- Increased compassion
- More attentive and attuned with clients
- Decreased stress and anxiety
- Increased social and emotional intelligence
- Increased self-efficacy

General Benefits

- Higher levels of physical health, immune functioning, and healing
- Increased FACES: Flexible, Adaptive, Coherent, Energized, & Stable
- Improved cognitive functioning
- Increased relationship satisfaction

Transforming Trauma Through Mindfulness

- Find a space
- Find a time
- Start small - 2 to 5 minutes a day
- Find the right exercise (Active vs. Empty)
- Practice throughout day

Your Best Day!!

Mindful Energy & Information Flow

"This growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts. Although people may differ in every which way...they believe that a person's true potential is unknown (and unknowable); that it's impossible to foresee what can be accomplished with years of passion, toil, and training."

-Carol Dweck

Positive Mindsets increase

- Learning
- Problem solving
- Creativity
- Resiliency
- Well-being
- Endurance
- Mood
- Energy level
- Confidence



Dweck, 2006

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Not really the Mindfulness
we are talking about!!



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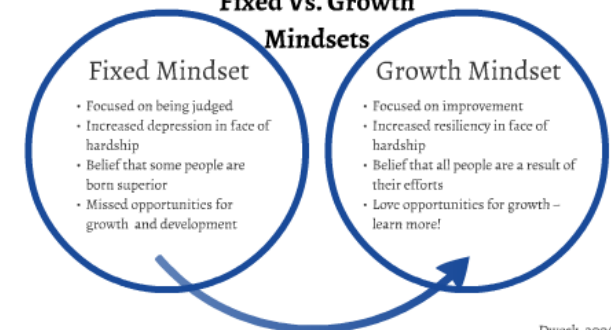
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Fixed Vs. Growth Mindsets



Dweck, 2006

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Your Best Day!!



Fixed Vs. Growth Mindsets

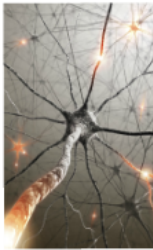
Fixed Mindset

- Focused on being judged
- Increased depression in face of hardship
- Belief that some people are born superior
- Missed opportunities for growth and development

Growth Mindset

- Focused on improvement
- Increased resiliency in face of hardship
- Belief that all people are a result of their efforts
- Love opportunities for growth – learn more!

Social



Creating Sanctuary through Organization Culture

Importance of the "feeling" of the organization

Impact of underperformers & traumatized/burnt-out workers

Everyone's role as healer

Contagious Nature of Emotions

Mirror systems & the power of social networks

Compassion Fatigue
Vicarious Trauma
Secondary Trauma
Burnout

versus

Organizational Culture

Aspects in one part of a system or group are mirrored in connected parts...with both positive and negative consequences

Helper's relationship with client is often a mirrored relationship to their dynamics with their supervisor/co-workers

Practice Collective Growth and Positive Mindsets

Strive for greatness

3 Positives

Start and end meetings on positive notes

Recognize great work in others



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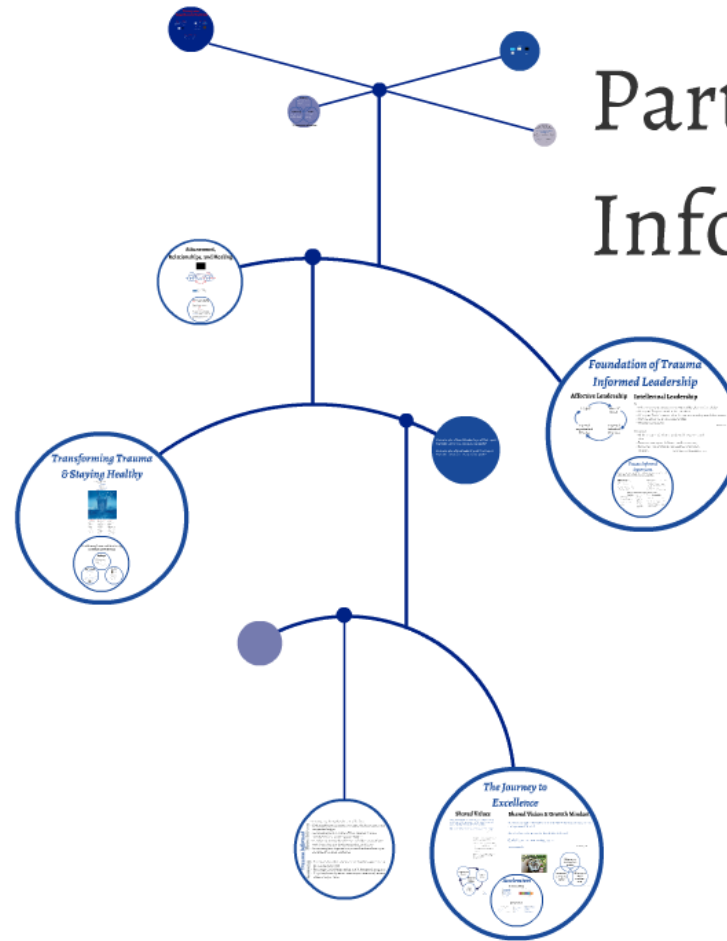
Recognize great work in others

Building A Trauma Informed Organization

The Biopsychosocial Paradigm

Part 1:
Thrive Self-care

Part 2: Trauma
Informed Leadership



Trauma Informed

Thrive: Self-care

- Reconnect to the work and nature of healing
- Understand burnout, secondary trauma, vicarious trauma, and compassion fatigue
- Learn techniques to insulate self from vicarious trauma, secondary trauma, and compassion fatigue
- Learn how to increase the efficiency and effectiveness of your work by applying new developments in neurobiology
- Learn strategies to improve how you work and to enhance your overall health and job satisfaction

Leadership

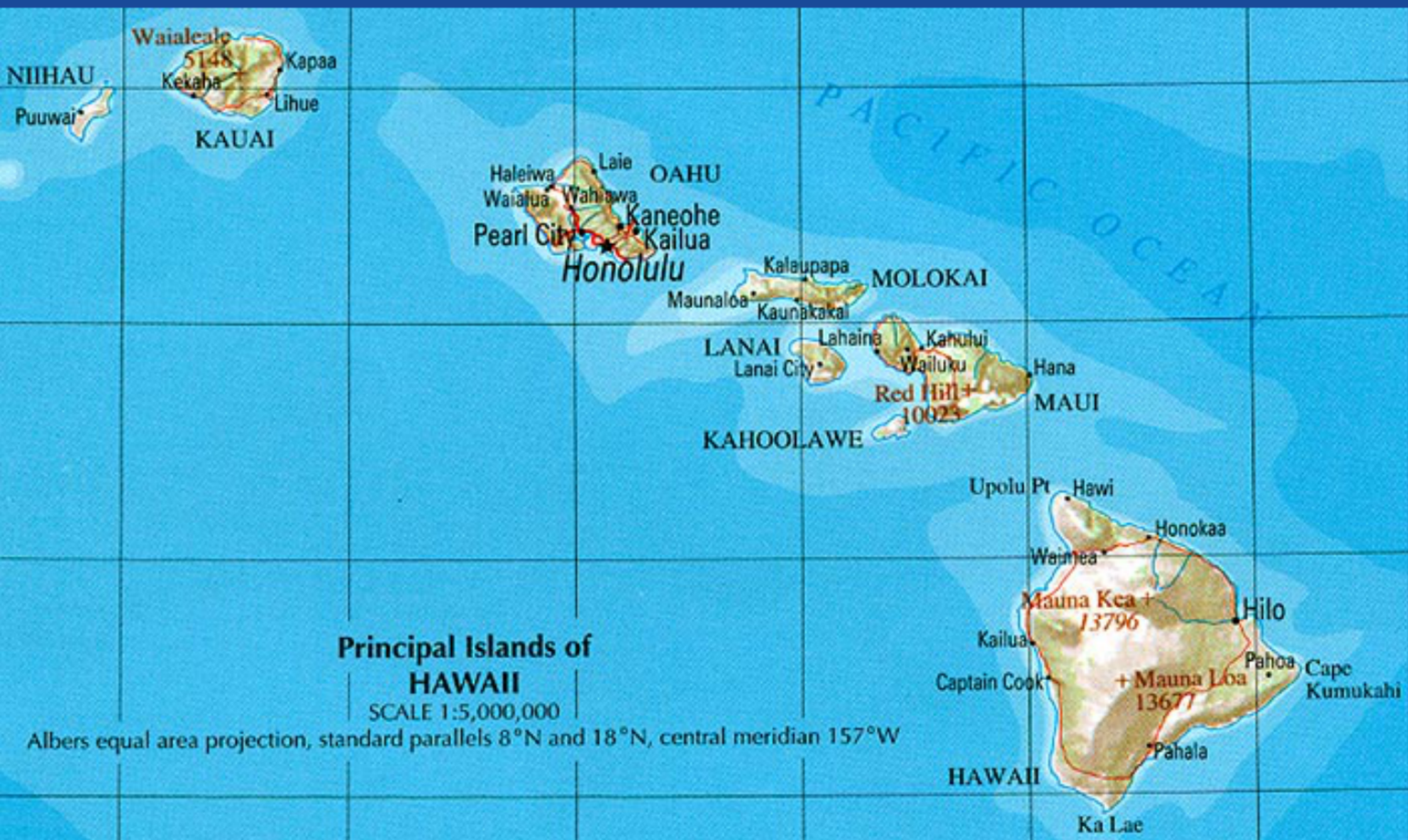
- How programs and interventions can maximize opportunities for healing and growth
- To manage the challenges facing staff in therapeutic programs
- The principles and practices necessary to create a truly trauma informed organization

Pu'uhonua



What is the feeling we need to create sanctuary?

- For staff
- For client/patients





WOMEN'S
COMMUNITY
CORRECTIONAL
CENTER

**NO
TRESPASSING**

STATE CORRECTIONAL FACILITY
VIOLATION IS A MISDEMEANOR
O.C.G. 35-3-35

ETC

STATE CORRECTIONAL FACILITY
VIOLATION IS A MISDEMEANOR
O.C.G. 35-3-35

Can Prison Be a Healing Place?

WHY THE WARDEN OF HAWAII'S ONLY WOMEN'S PRISON CREATES A SANCTUARY FOR ITS RESIDENTS

Sarah van Gelder

When Warden Mark Kawika Patterson started work at the Women's Community Correctional Center (WCCC) outside Honolulu, he made a discovery that upended his ideas about prisons. Fully a third of the inmates at Hawaii's only women's prison were on medication for psychiatric disorders, 50 percent of their crimes were drug-related, and, of those who were addicts, 25 percent had a history of emotional, physical, or sexual trauma.

These women don't need punishment, Patterson realized. They need a place to heal. He set out to convert the WCCC to a *pe'a'ahiwa*. In traditional Hawaiian culture, a *pe'a'ahiwa* is a sanctuary where those who break a taboo or rule, or are fleeing violent conflict, can go for forgiveness and transformation.

Like many prisons, the WCCC had few programs for the inmates when Patterson arrived. Although most of the inmates were incarcerated for minor infractions and classified as minimum security, the entire inmate population of 270 was treated like the 10 prisoners requiring higher security measures. In spite of the large number of women with psychiatric ailments, there were no full-time mental health professionals, just a



Warden Mark Kawika Patterson shows off the banana plant, tea patch, and vegetable gardens grown on prison grounds by inmates and community partners.



What is the feeling we need to
create sanctuary?

- For staff
- For client/patients

Affective Leadership + Intellectual Leadership = Individual & Organizational Excellence

An Argument for a Trauma Informed Specific Leadership Approach

Contagious Nature of Emotions

Mirror systems &
the power of social networks

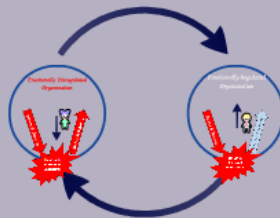
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Leader's Emotional Power

We look to those above us for emotional guidance
Unfortunately

- 75% report that their supervisor is the most stressful part of their job
- 27% report 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

Greenberg, 2000

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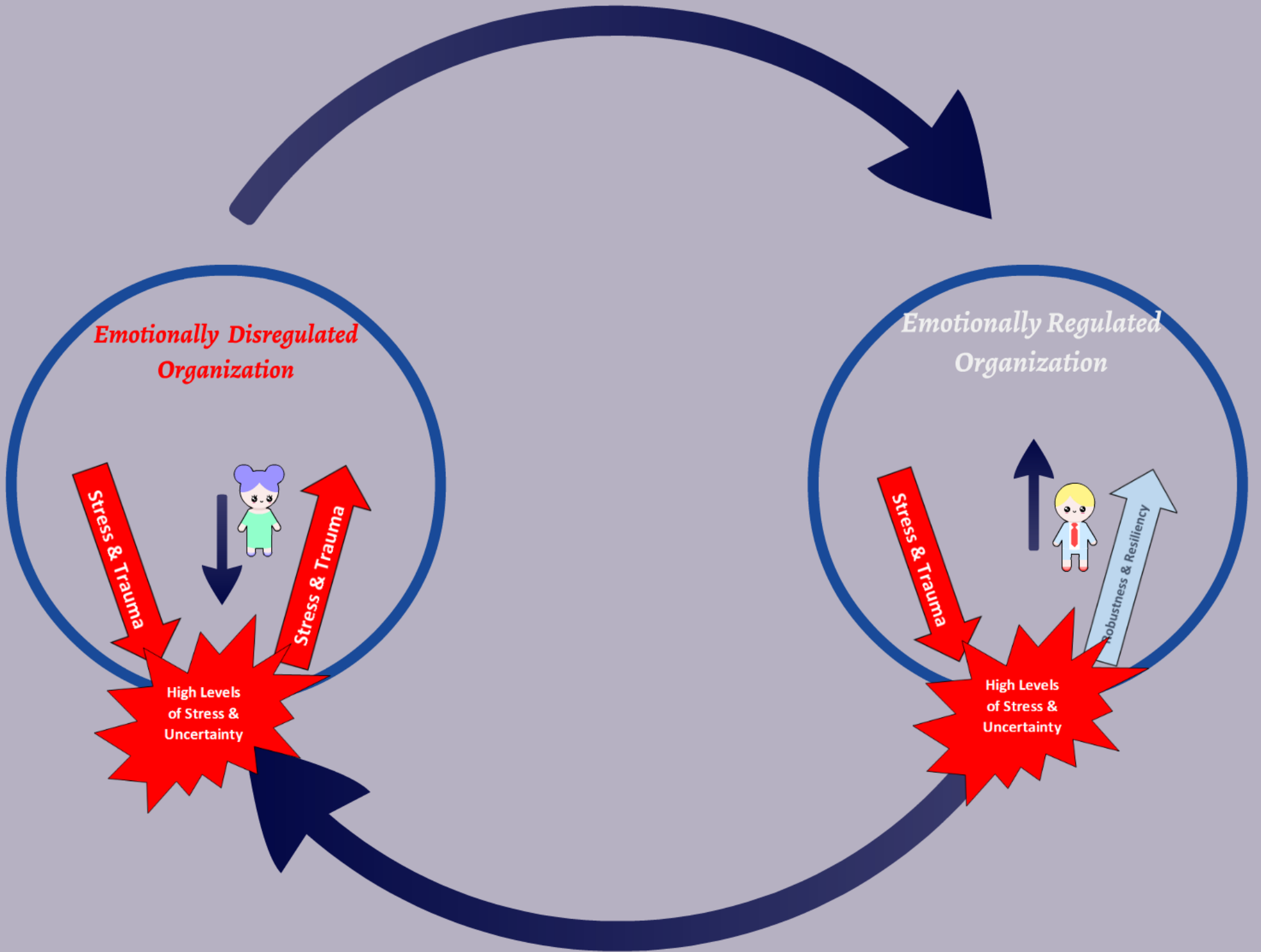
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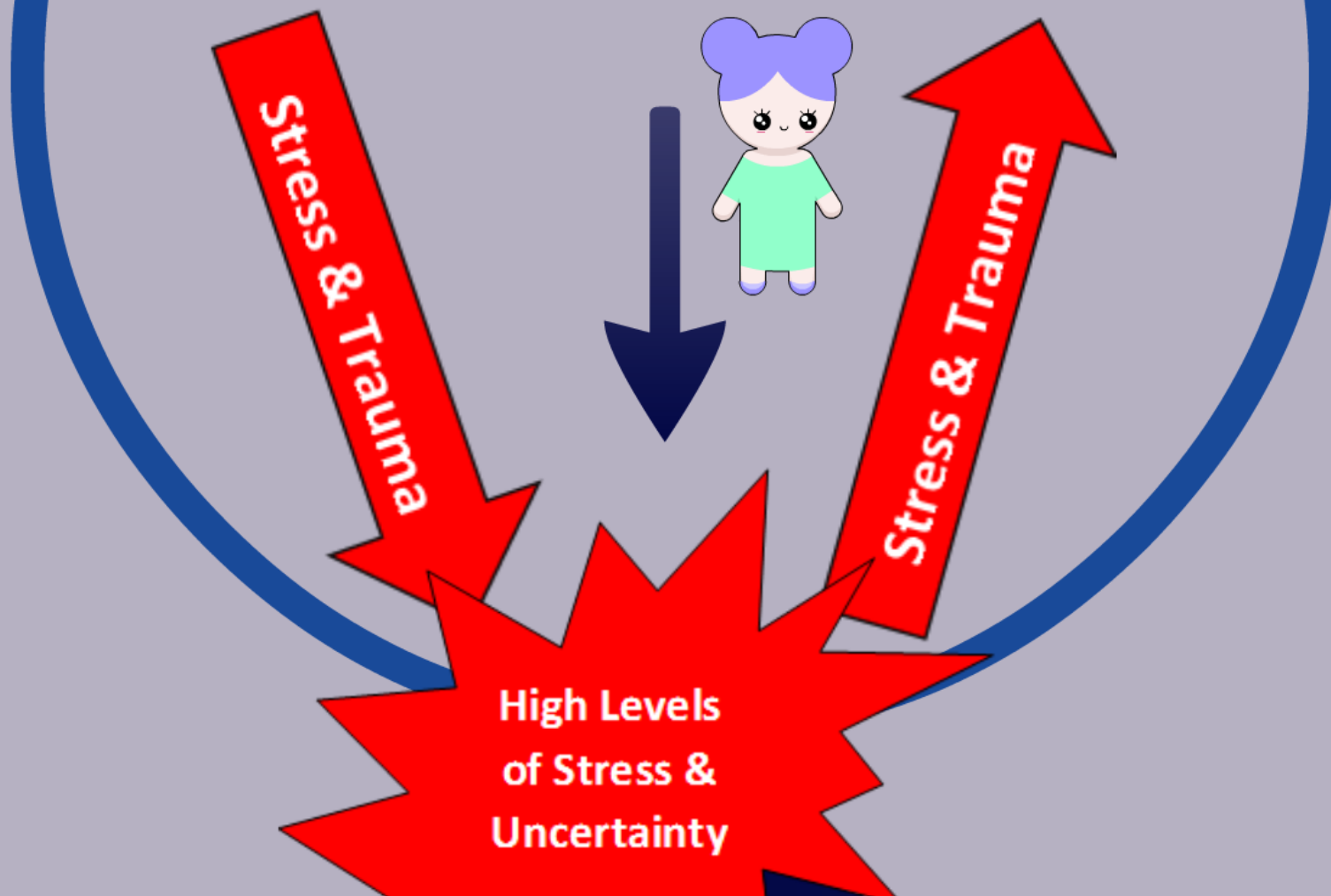
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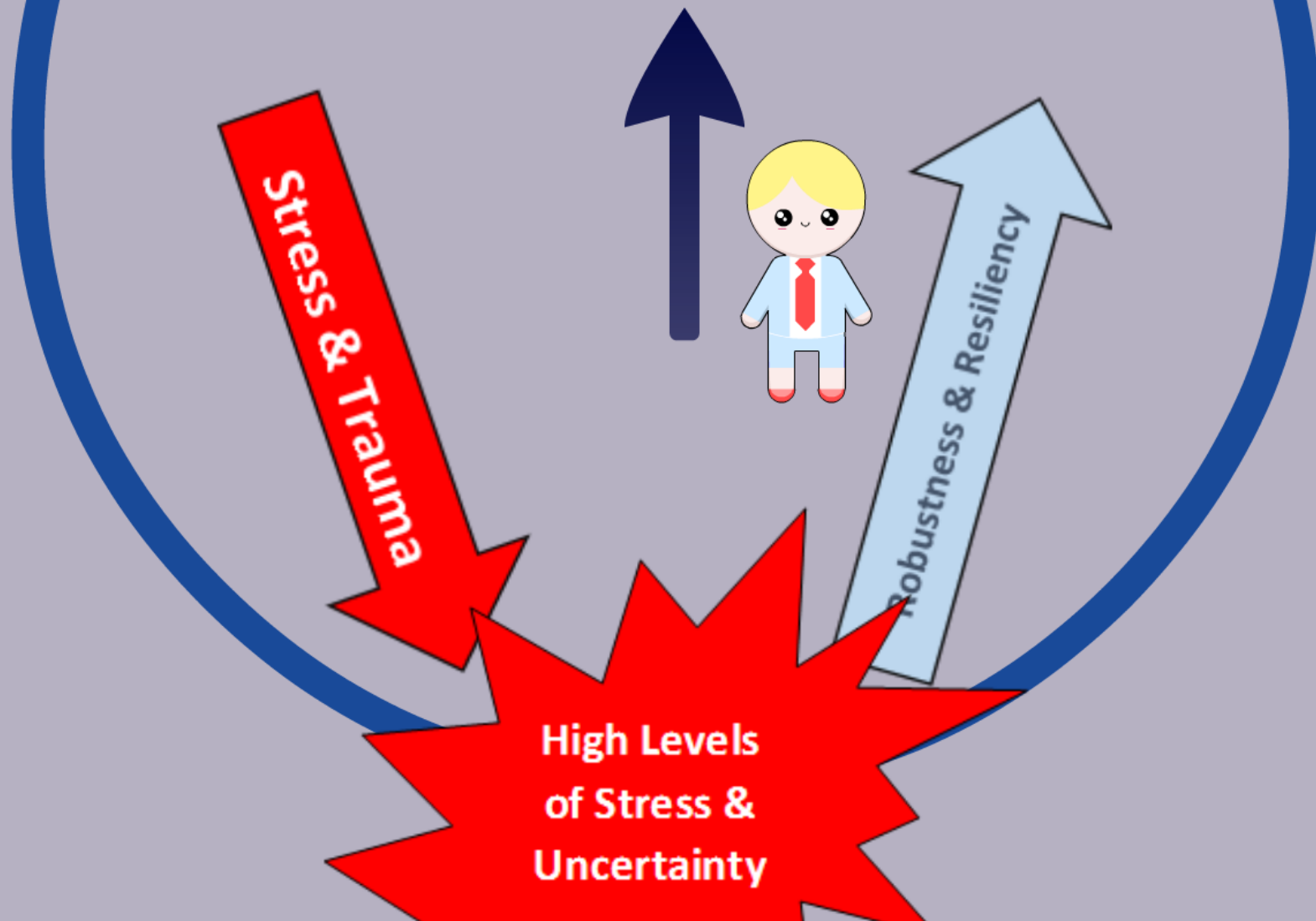
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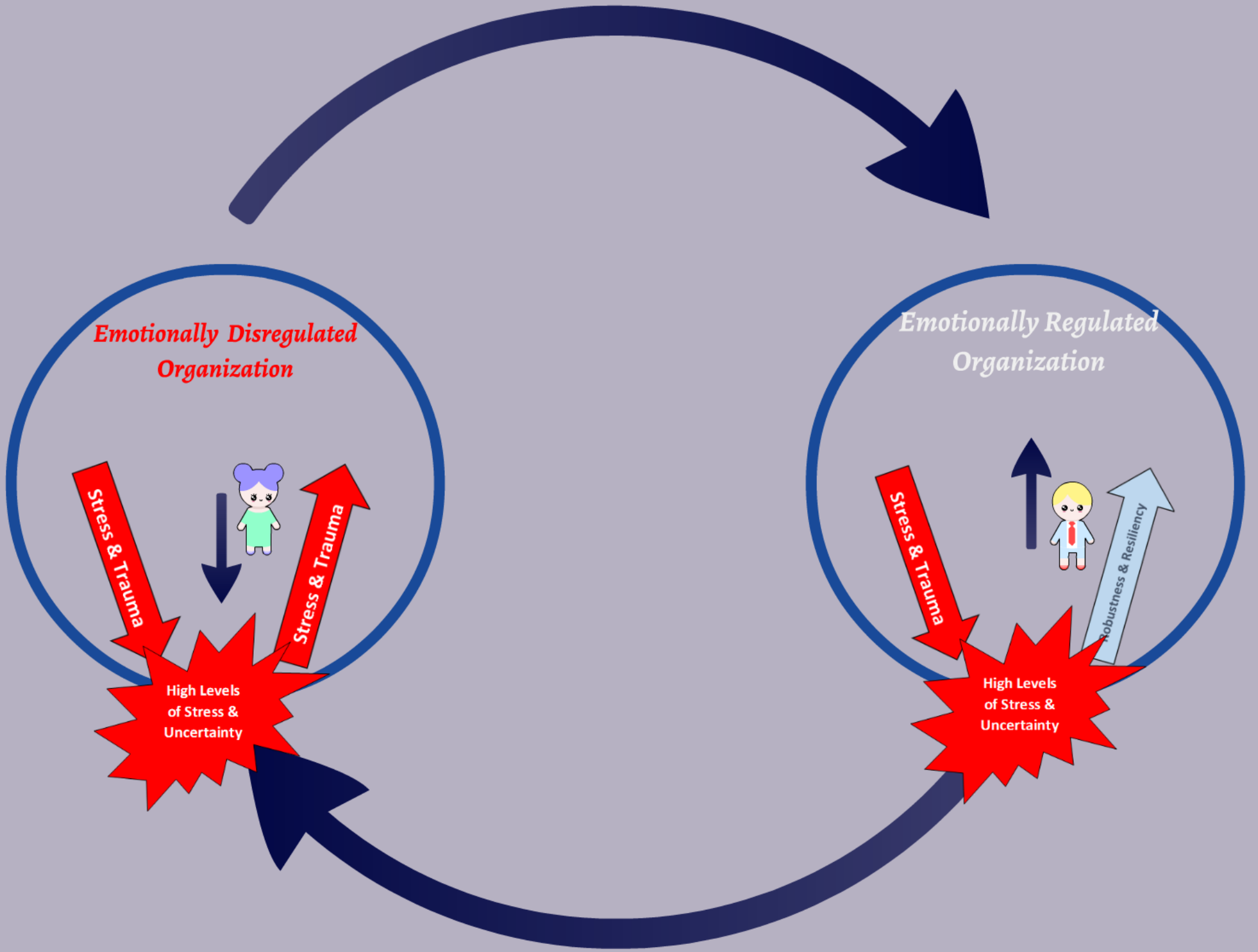


Emotionally Disregulated Organization



Emotionally Regulated Organization





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Lack of Motivation AND/OR Lack of Leadership
77% of leaders believe their staff are not giving 100%
73% of employees admit they're not giving 100%

Work Stress and Trauma is Killing Us

...Literally Killing Us!!

- Heart disease
- Diabetes
- Cognitive dysfunction
- Mental illness
- Addiction
- Early death
- Chronic pain
- ETC, ETC, ETC...

Intellectual Leadership



- Collins, 2001

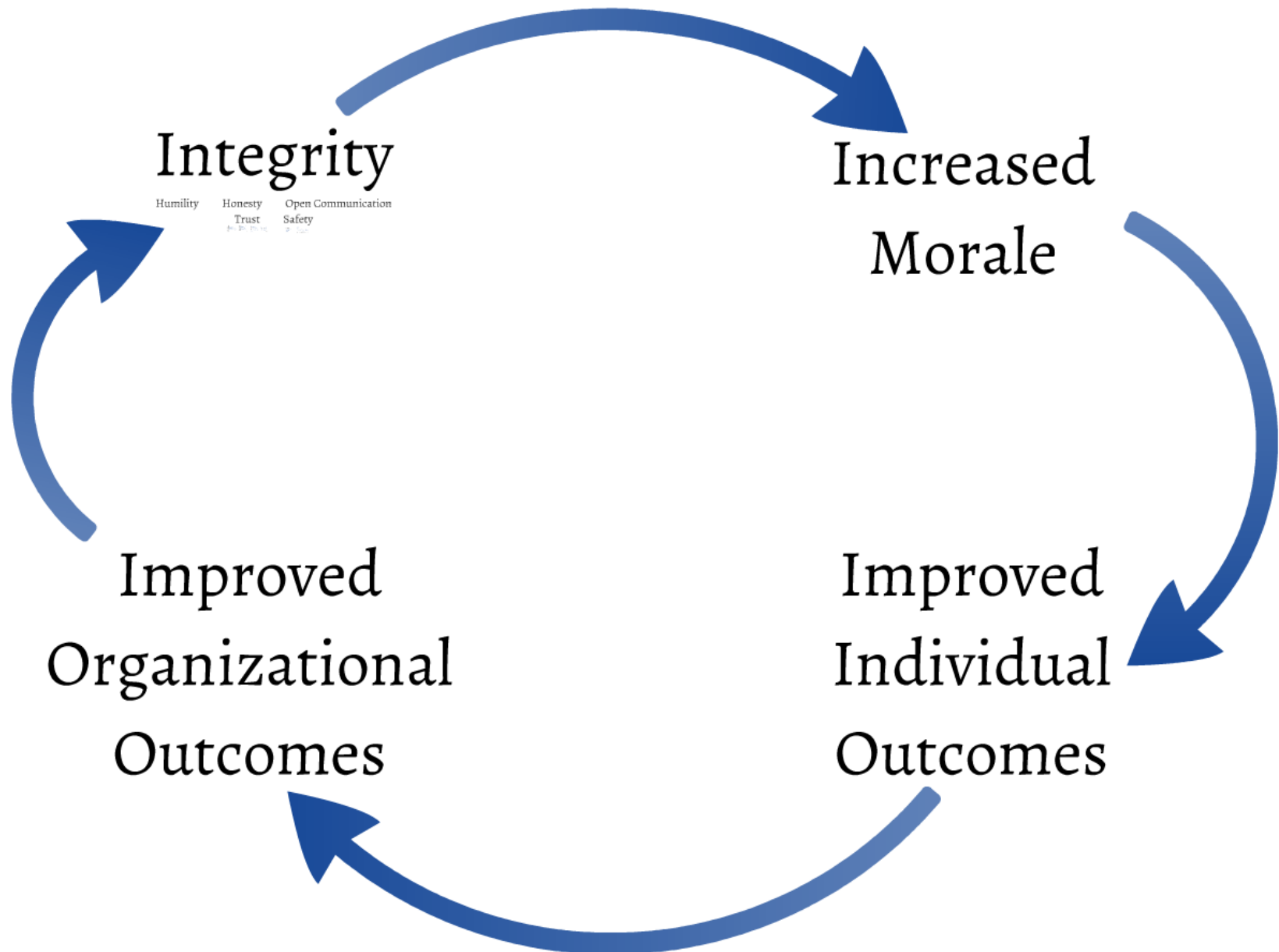
- Shifting power and information down the organizational chart
- Trust and honesty set the foundation for democracy
- Democracy as a community approach to organization structure

Rath & Harter, 2010; Wagner & Harter, 2009

Rath & Harter, 2010; Wagner & Harter, 2010

[illegible]

Affective Leadership





Integrity

Humility

Honesty

Open Communication

Trust

Safety

What is Trust?
Trust is a state of mind that is based on the belief that someone or something is reliable, honest, and truthful. It is a feeling of confidence that is based on the belief that someone or something will do what is right and fair.

Importance of Safety
Safety is a state of being free from harm or danger. It is a feeling of security that is based on the belief that one is protected from harm or danger.

What is Trust?

Assured reliance on the character, ability, and strength of the leader in which confidence is placed

Outcomes of Trust

- Turnover is lower (12.6% to 25%)
- Get nearly double the applicants for employment
- Increased productivity
- Increased life span of the organization
- Quality of the relationship improves the ability to learn
- Decreases likelihood of a violent response to stimulus

Wagner & Harter, 2006

DHT Vs. Oxytocin

Being in trustful environments triggers the release of oxytocin

- Decreases the threat response and the resulting fight/flight and rigidity/chaos response
- Increases our towards motivation resulting from a sense of contentment, calm, and security
- Trust also results in insights, mindfulness, and FACES (Flexible, Adaptive, Coherent, Energized, and Stable)

If leader creates a distrustful environment

- Dihydrotestosterone (DHT) is released
- DHT increases the likelihood of fight/flight and rigidity/chaos responses
- Decreases ability to be attuned with and engage clients

Are You A Theory **X** or **Y** Leader?

Pygmalion Effect: Leader's beliefs in staff potential brings that potential to realization

- Theory X = People work because we pay them and if you don't watch them they will stop working
- Theory Y = People work for intrinsic motives and work harder and better due to the satisfaction they receive from good work

Research shows that leaders will surround themselves with staff and supervisors that hold the same theory as the leader

The Cost of Theory X Leadership = \$300 Billion in the U.S.A.

An Unengaged Workforce

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.

Rock & Page, 2006

Trust Leads to Safety

Safety - Freedom from hurt, injury, or loss

- Physical Safety
- Emotional Safety
- Moral Safety
- Social Safety

Established Safety

- Allows people to take risks
- Increases performance
- Increases creativity
- Increases ability to engage clients around their stress and trauma

Lack of safety

- Starts to see danger where none exists
- Numbs awareness of real danger
- Falls into unsafe situations
- Becomes more authoritarian with clients
- Becomes overprotective of clients...which is shown to transfer to the client thinking they are also in danger

Importance of Safety

Bloom & Farragher, 2013; Lewis, 2006 & Bloom & Farragher, 2011

Intellectual Leadership

Fit

- Only 20% answers a strong "yes" to: "Do you like what you do each day?"
- Getting staff in position where they can thrive
- Getting staff out of position where they are not providing world-class services
- Humane action and leader's responsibility
- Importance of passion

Collins, 2001

Democracy

- Shifting power and information down the organizational chart
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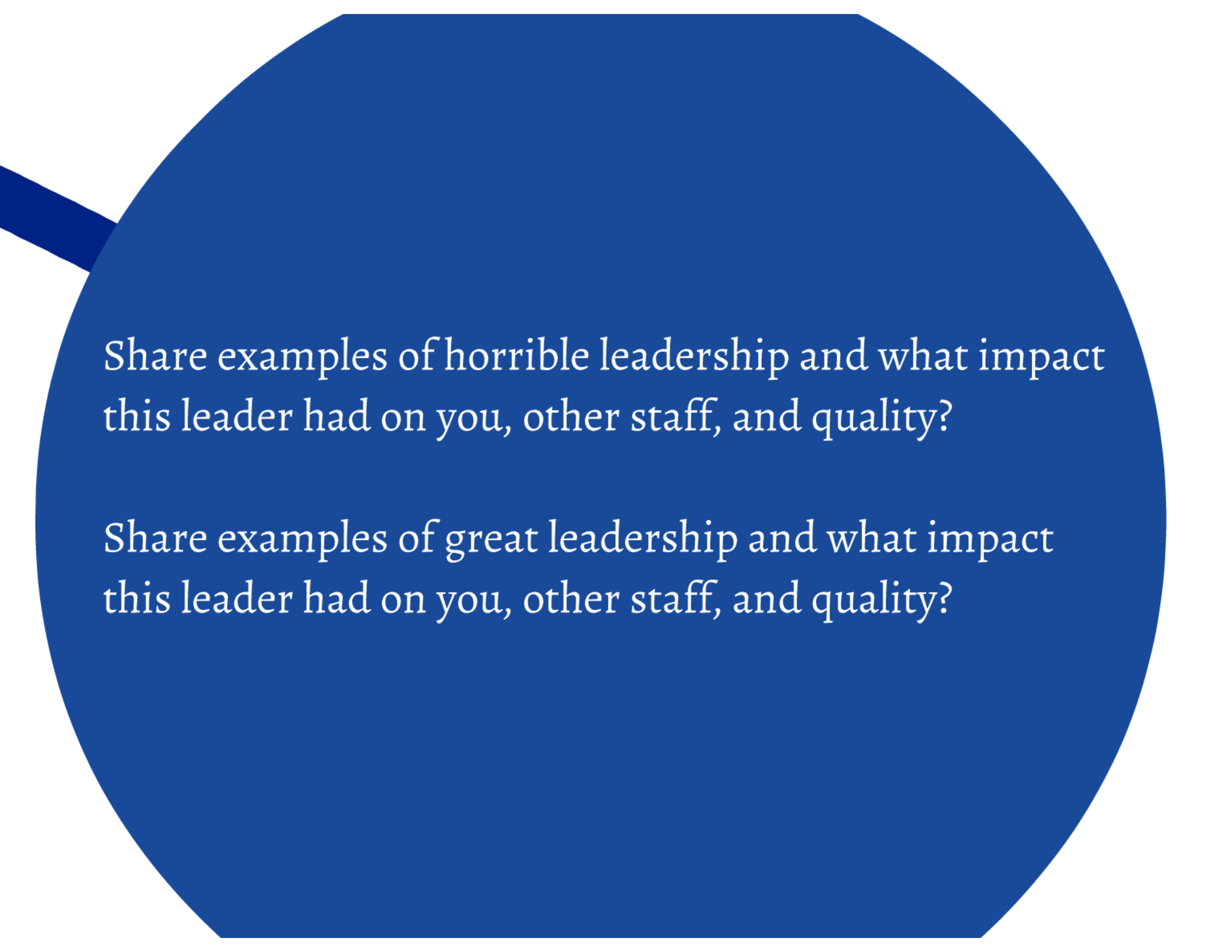
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***Trauma Informed
Supervision***



Share examples of horrible leadership and what impact this leader had on you, other staff, and quality?

Share examples of great leadership and what impact this leader had on you, other staff, and quality?

Trauma Informed Supervision

Supervision: Observing and directing how someone carries out their job duties with a goal of providing the best care possible

Individual Supervision

Goal: Address countertransference issues, burnout, and build individual competencies

Clinical vs. Administrative Supervision

Individual supervision should happen weekly for those spending the majority of their work time with clients, with a focus on:

- Interpersonal dynamics with clients and impact of those dynamics on the helper and their work
- Performance goals, expectations, and outcomes

Group Supervision

Goal: Utilize the support of co-workers to minimize the dangers of helping and increase group and individual outcomes

Include time for team building:

- Activities so staff learn more about each other's passions and lives
- Periodic meeting dedicated to only team building activities
- Structured time for staff and supervisor to recognize each other's great work

Time and space for constructive venting

Structured time to talk about self-care and the trauma informed journey

Trauma Informed Case/Program Reviews

Case Review

Supervisor's role

- Set supportive group rules and enforce these to ensure safety
- Work with presenting staff in individual supervision to make sure they are prepared
- Balance difficult cases with successful cases
- Find the positive in even the most difficult cases

Case Review Structure

- Case Presentations
- Trauma Issues
 - Developmental
 - Trauma symptoms
 - Safety issues
 - Cultural issues
- Case Conceptualization
 - Helper's reflections
 - Advice from team
- Reaction to the process
 - Respond to advice
 - Identify any organization/program issues

Program Review

Use same precautions as with case reviews

Goal: Ensure policies and program rules are aligned with trauma informed principles

Choose areas for review and ask:

- Why do we have these policies and rules: Pay close attention to policies/rules created due to rigid stress response
- Are these policies and rules in line with our knowledge of trauma and the healing process?
- Do these policies and rules empower staff/clients and not put unnecessary burden on them?

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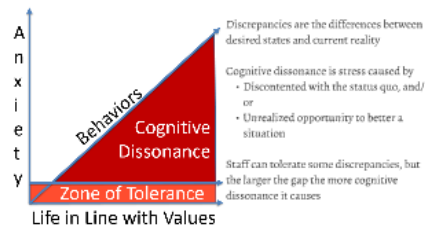
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The Journey to Excellence

Shared Values

"Deeply held values help us to avoid being whipsawed by whatever winds happen to be blowing around us. Values provide an internal source of direction for our behaviors." Tony Schwartz

Values in the brain are hierarchy of emotionally powerful thoughts



Shared Vision & Growth Mindset

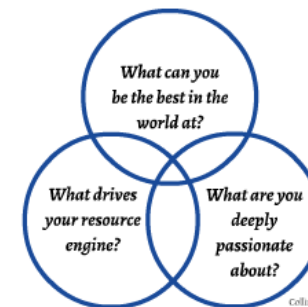
Shared vision is where the leader connects the future direction of the organization to the passion of the staff

Shared values are the means - the shared vision is the end

Quality Improvement = measuring progress

20 mile march

Collins, 2011



Accelerators

Accountability



Recognition



Shared Values

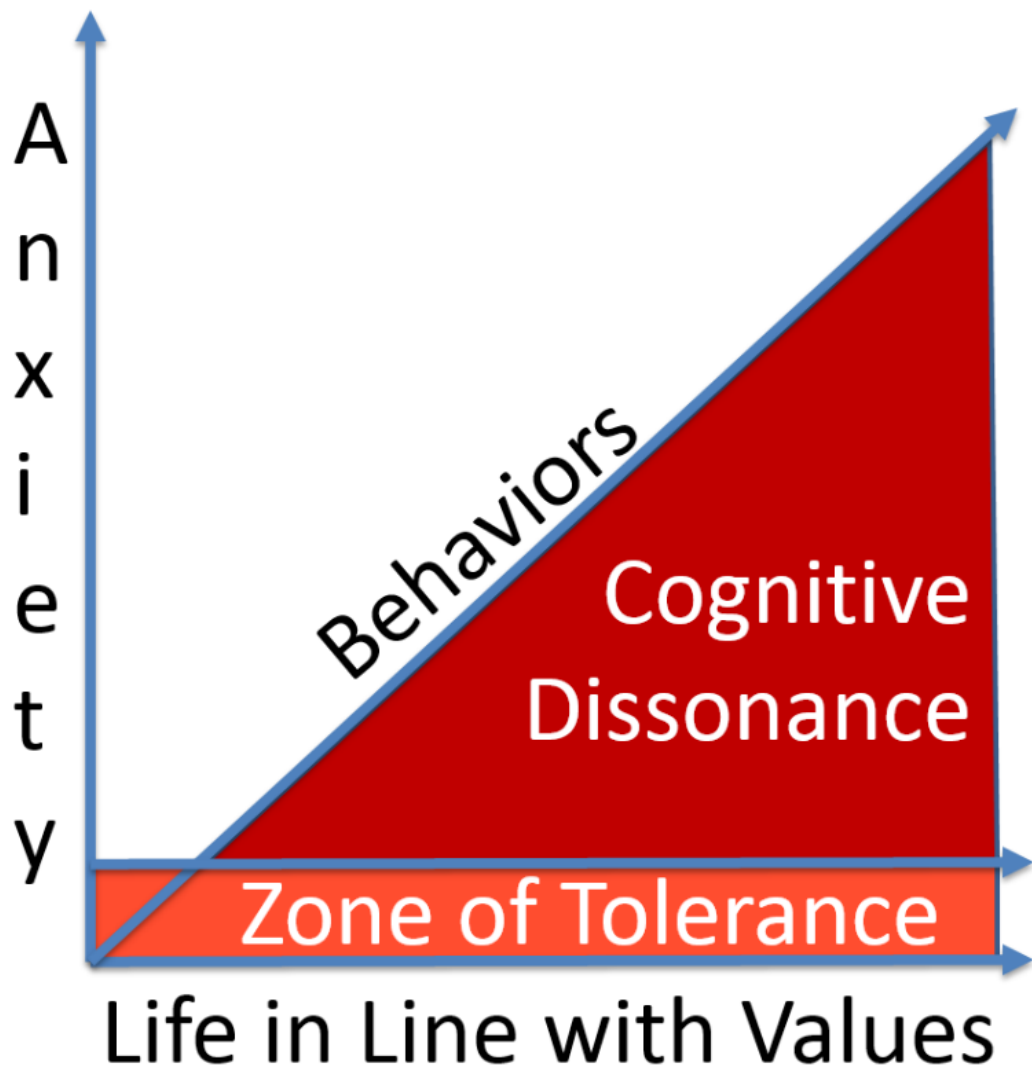
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Bloom & Farragher, 2011; Swartz, 2010; Kouzes & Posner, 2007



Discrepancies are the differences between
desired states and current reality

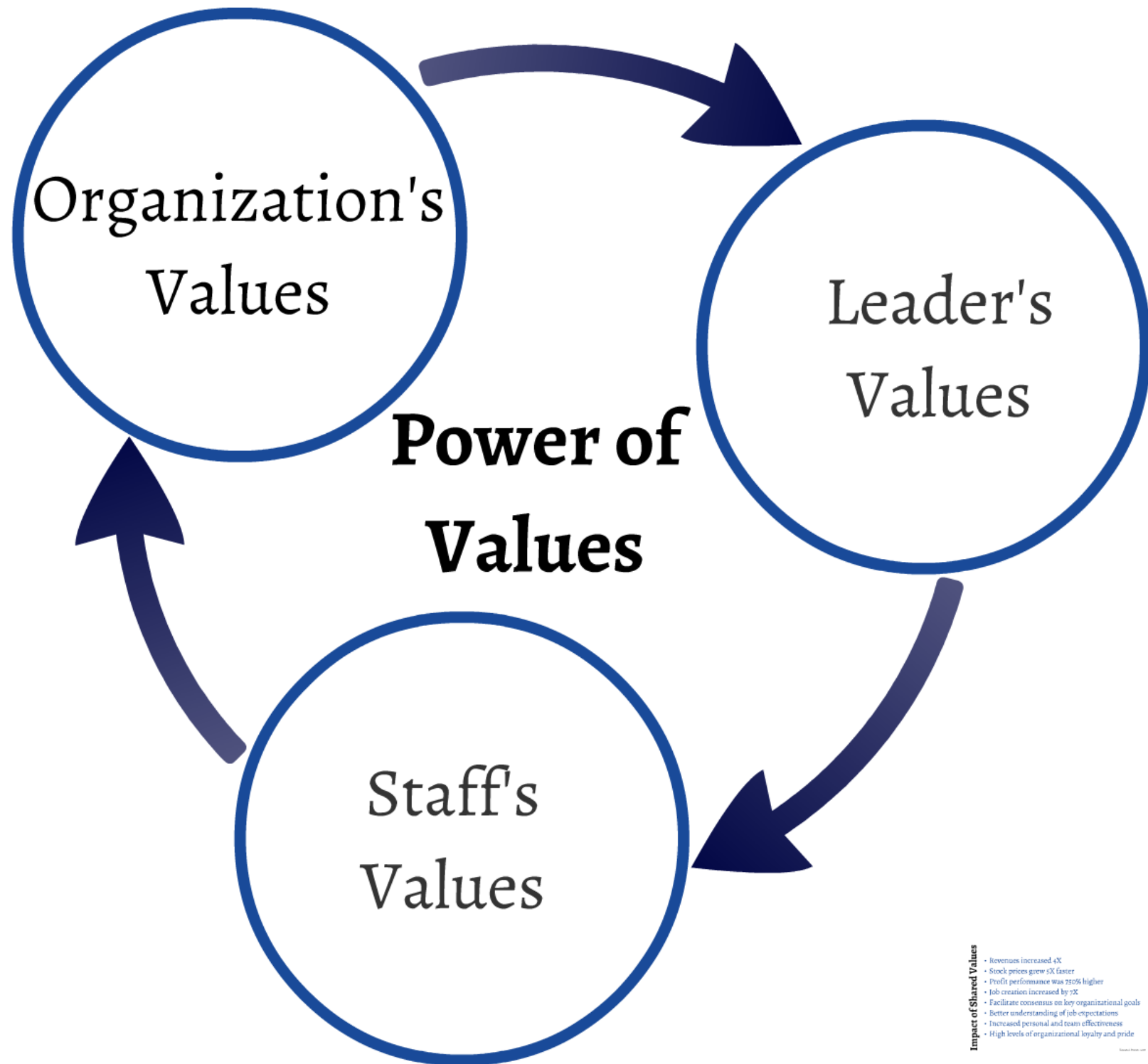


Discrepancies are the differences between desired states and current reality

Cognitive dissonance is stress caused by

- Discontented with the status quo, and/or
- Unrealized opportunity to better a situation

Staff can tolerate some discrepancies, but the larger the gap the more cognitive dissonance it causes



Impact of Shared Values

- Revenues increased 4X
- Stock prices grew 5X faster
- Profit performance was 750% higher
- Job creation increased by 7X
- Facilitate consensus on key organizational goals
- Better understanding of job expectations
- Increased personal and team effectiveness
- High levels of organizational loyalty and pride

Source: Proctor, 1997

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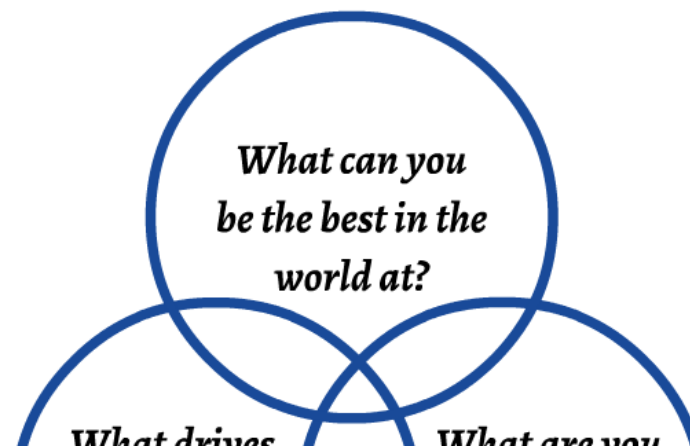
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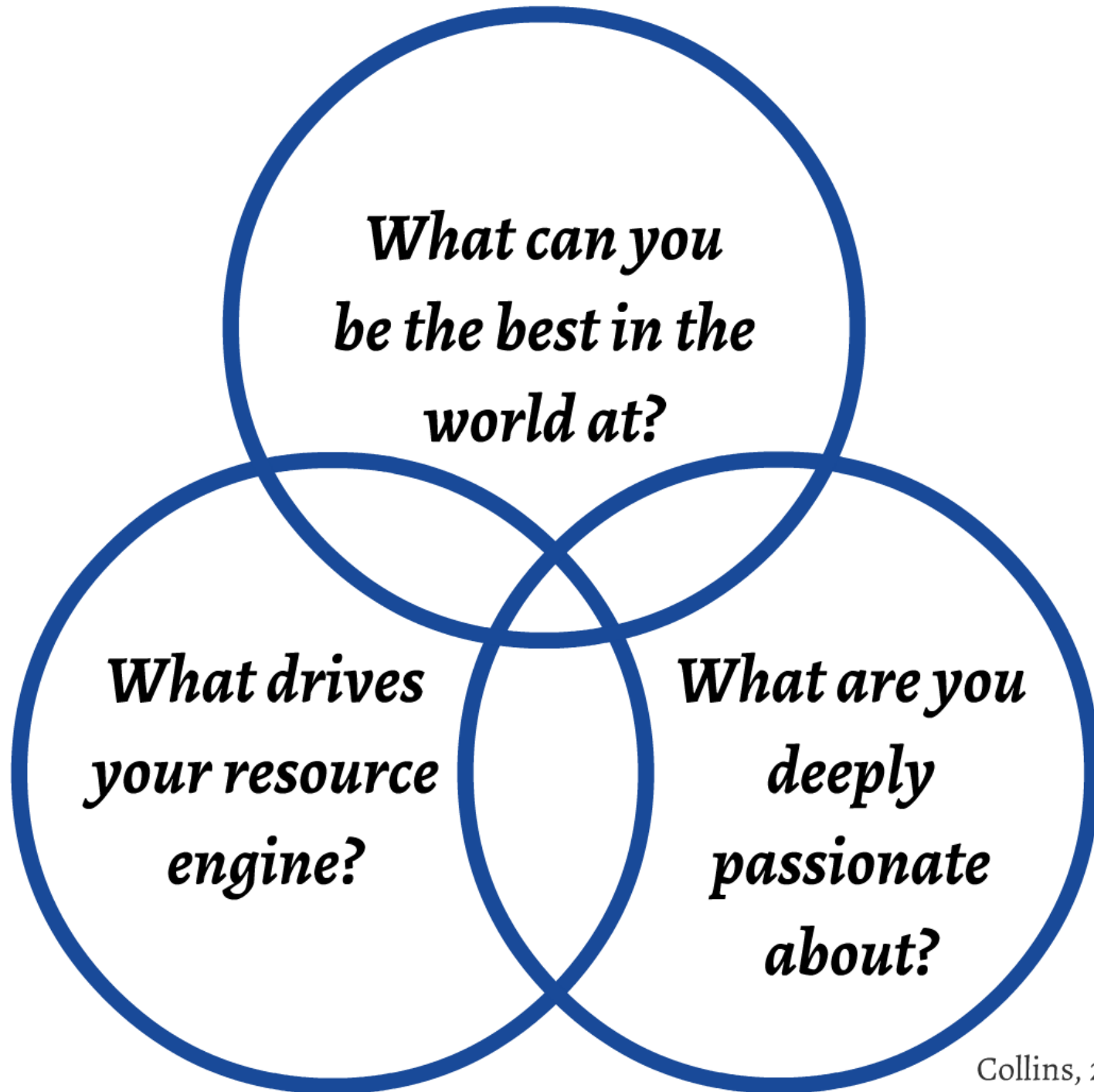
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Collins, 2011



Hedgehog Concept





Collins, 2001

Accelerators

Accountability

Accountability Fallacy

"...captures a common mistake people make when they assume that others fail to follow through because there is something wrong with them...When leaders fall prey to the Accountability Fallacy, they not only assume that their people are flawed, but that they themselves can do little or nothing to change those flaws except punish people for having them."
- Connors & Smith

Steps to Accountability



Connors & Smith, 2011

Recognition

Science of Recognition

The difference between movement and motivation

When we are recognized it activates the ventral striatum of our brains

The ventral striatum releases dopamine that triggers feelings of enjoyment and satisfaction

Source: Neuroscience, Psychology, 2010

Power of Recognition

Low performers get 1.8 times more negative feedback than positive

High performers (individuals and teams) are shown to get 2.6 times more positive feedback than negative

- 98% increase in staff satisfaction
- 75% increase in morale
- 64% increase in engagement
- 45% increase in loyalty
- 50% increase in productivity
- 20% increase in revenue
- Increase in client satisfaction & client engagement

Source: Connors & Smith, 2011

Recognition Strategies

- 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

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Steps to Accountability



Identify the
Real Issue

Own It!

Assess for
Integrity

Redefine
Expectations

Reevaluate
Often

Science of Recognition

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Connors & Smith, 2011; Wagner & Harter, 2016

Power of Recognition

Low performers get 2.8 times more negative feedback than positive

High performers (individuals and teams) are shown to get 5.6 times more positive feedback than negative

- 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
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