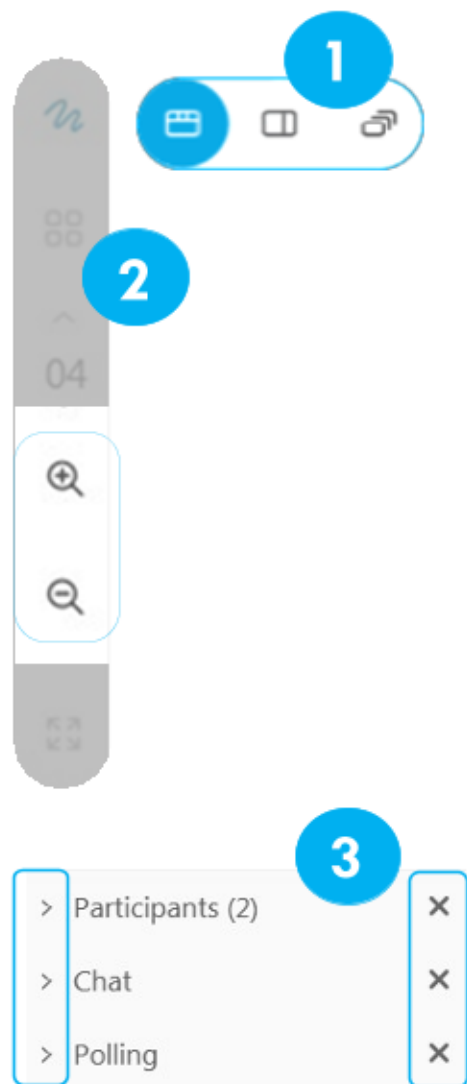




# COPING WITH ORGANIZATIONAL STRESS: PART ONE

February 10, 2021

# WEBEX TOOLBARS, MENUS, AND PANELS



1 The **view icon** in the upper right corner changes your WebEx view.

2 The **toolbar** on the left allows you to zoom in and out.

3 The **panels** on the right show participants, chat, and polling. Click the **>** or **x** to open and close panels.

4 The **menu** at the bottom allows you to mute, open participant and chat panels, and leave the event.



**Tip:** To raise your hand, open the participant panel, then click the hand icon in the lower right corner.



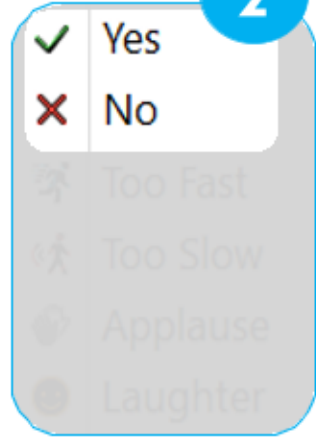
# WEBEX SHARING OPTIONS

1



**1 Raise hand.** To raise your hand, open the participant panel, then click the hand icon in the lower right corner.

2

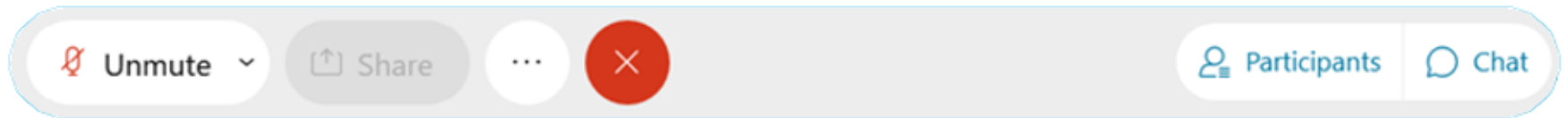


**2 Polling.** (Which I will open on the right side of your screen)

3



**3 Yes and No.** Click on the megaphone on the bottom right of the screen about the Chat bubble, and the Yes/No options will open







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# AGENDA

1

**FEBRUARY 10**

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Introduction to Organizational Stress  
Impacts of Stress on Organization  
Introduction to the Sanctuary model  
The Seven Commitments  
    Safety  
    Communication  
    Democracy

2

**MARCH 10**

---

Refresher on Org Stress and Sanctuary Model  
The 7 Commitments  
    Emotional Intelligence  
    Social-Learning  
    Social Responsibility  
    Growth and Change



**NEXT STEPS**

---

# Setting the Stage

- A learning Organization - Today is not about what's wrong but about innovation!!!
- Trauma Informed – Means the use of trauma concepts learned from the treatment realm to inform supervision and org culture. It is strength based and not deficit-based approach.
- Trauma is a Normal Response to abnormal situations
- Our goal is to build a stress/trauma resilient culture

# Questions to Contemplate



The pass few years have been extremely stressful culminating with the recent pandemic (true or false?) !



At work where does most employee stress originate from (Personal, client work or organization)?



What stressors does your organization often focus on with your employees? (Personal, client work, neither)?



# SOURCES OF STRESS

---

Personal

---

Clients (Compassion)

---

Organization

## CURRENT ORGANIZATIONAL STRESSORS

Economic scarcity, recession, widening gap between demand and resources, massive tech changes, increasing compliance/regulatory requirements, Pandemic, Pandemic, Pandemic, did I say Pandemic

Leads to deep uncertainty in organizations, affecting individuals at all levels of the organization

**Combo of uncertainty with likelihood of change is one of the biggest stressors of all**

# ORGANIZATIONS ARE PEOPLE TOO

Can be traumatized

- Chronic stress
- Acute stress

Resist change (even positive change)

Resist new leadership

Become trauma-organized

# Trauma-organized Culture



Participatory  
processes break  
down



Decisions become  
oversimplified

- May create more  
problems than they  
solve



Interpersonal  
conflicts erupt  
and aren't dealt  
with



Mission is lost

# Trauma-organized Culture (cont.)



LOSS OF SENSE OF  
FUTURE



STRATEGY MAKES  
WAY FOR URGENCY



CRISIS MODE



US/THEM  
MENTALITY



LOSS OF  
COMMUNICATION

# Organizational Stress Accumulates



## So, What Can Be Done?

- Individuals and cultures tend to do what they know is safe (not change) or they become hypervigilant - reactive.
- Do something different
  - Immunize the organization against stress
  - Build a trauma resilient Organization

# Sanctuary Model – Something Different



Sanctuary, developed by psychiatrist Sandra Bloom, is an idea that healing from trauma, stress, and adversity requires creating an environment that promotes healing.



Remember the very things that help us are those things most affected by chronic stress

Relationships  
Hope  
Humor  
Healing activities  
or ritual



## Sanctuary Model

- The Sanctuary Model is an organizational approach to culture change.
  - The primary goal of creating this culture change is to promote safety for all.
  - The model provides a framework that any organization can utilize to create a work environment that will produce:
    - better outcomes for the clients served
    - while also realizing cost savings to agencies through reduce turnover, absenteeism, increased staff retention, lower training cost.

## Sanctuary Model's Seven Commitments

1. **Nonviolence**: being physically, emotionally, socially, and morally safe
2. **Emotional Intelligence**: managing feelings to prevent harm to self or others
3. **Social Learning**: respecting and sharing the ideas of the team
4. **Open Communication**: saying what you mean but not being mean when you say it
5. **Social Responsibility**: everyone contributes to the organizational culture
6. **Democracy**: everyone has a say
7. **Growth and Change**: becoming comfortable with change while always finding hope

## Commitment to Safety

Being physically,  
emotionally, socially,  
and morally safe

A commitment to safety works to ensure that all staff safe in all aspects of their relationship with the organization.

- Are interagency communications appropriate, emails phone calls, etc.
- Do staff feel treated with respect
- Supervision
- Interactions with colleagues
- In their daily interactions with beneficiaries

## **Commitment to Open Communications**

Saying what you mean but not being mean when you say it

This is not just about being able to openly communicate it is also about how we communicate.


- Does leadership listen
- Can staff truly express their opinions, ideas, etc. in meetings without repercussions
- What happens when they do
- Transparency

## Commitment to Democracy Everyone has a say

The key to this commitment is that staff feel and have a say in decisions that will affect them in their job.


- Sometimes referred to a flattening the hierarchy
- Are staff involved in agency policy and procedure development
- Are staff represented on agency committees and management groups
- Are staff asked about insurance options

# Webinar Resources in the Libraries

1. Login at [www.shiptacenter.org](http://www.shiptacenter.org) (click the orange SHIP Login padlock).  SHIP Login
2. Go to the Resource Library.
  - Search for keyword “resilient.”

**SHIPs**



1. Step 1: Login at [www.smpresource.org](http://www.smpresource.org) (click the blue SMP Login padlock).  SMP Login
2. Step 2: Search for keyword “resilient.”

**SMPs**



- Resources will be emailed to the MIPPA listserv.

**MIPPA  
Grantees**



# Questions and Discussion

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