



Trauma, Healing, Resilience & Growth

Professor Sally Maitlis

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Trauma & Healing

Trauma:

a psychological response to an event or an experience that is deeply distressing or disturbing

(Center for Treatment of Anxiety and Mood Disorders)



Traumatic Experiences at Work

Personal or work-based

Cancer diagnosis

Abusive supervision

Direct or vicarious

Combat

Serving traumatized population

Acute or chronic

Terrorist attack

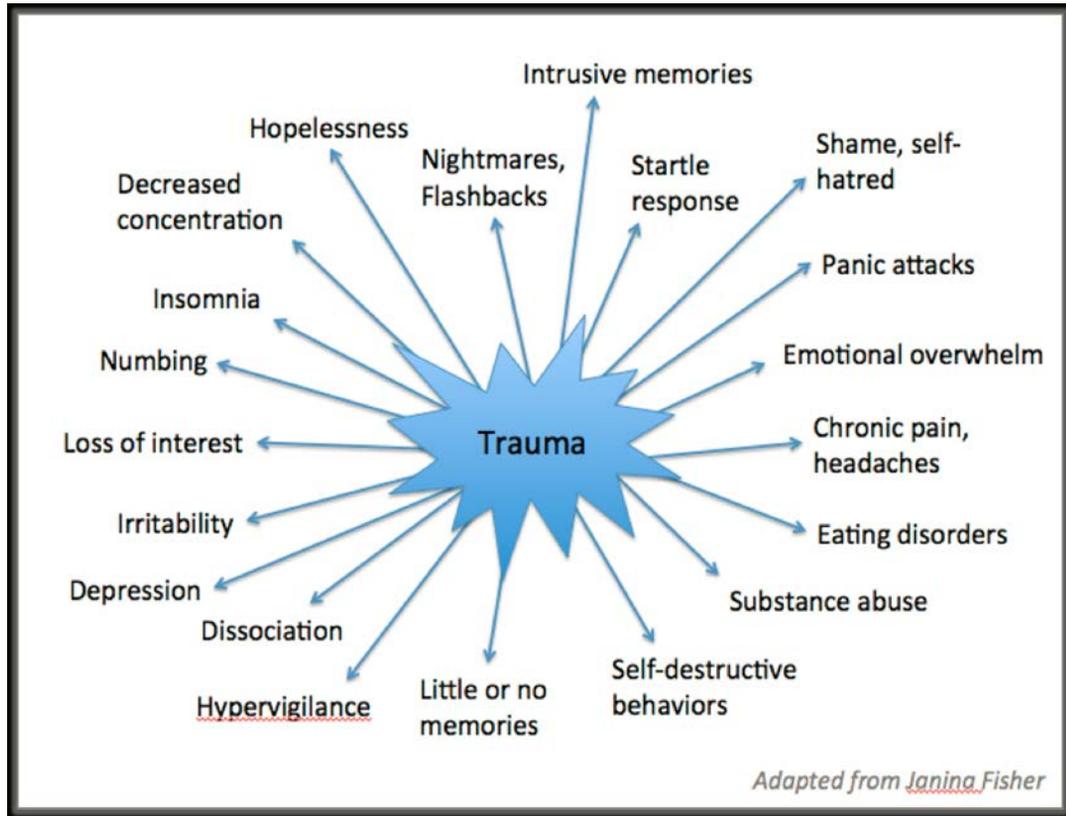
Toxic culture

Individual or collective

Injury

Mass shooting

How Individuals Respond to Trauma



How Individuals Heal & Grow

The healing process

- Creating safety & stability
- Processing
- Integrating

(e.g., Ford, 2009; Herman, 1992)

What a person needs to do

- Regulate emotions
- Make sense of the experience
- Integrate it into their understanding of self

How colleagues and managers can help

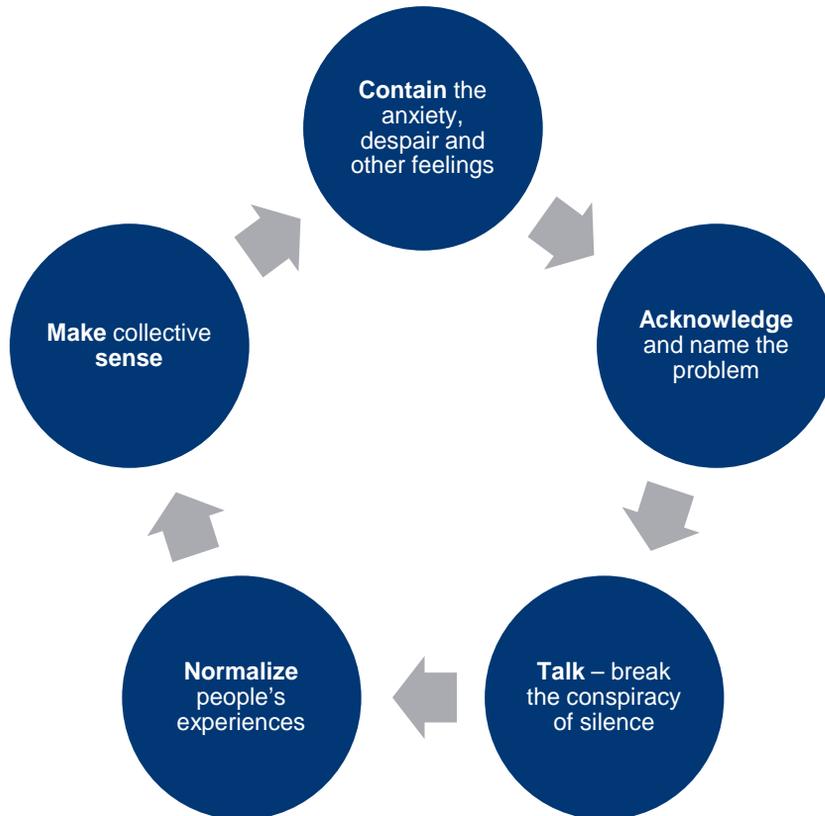
- Occupational support
- Compassion
- Attentive companionship

(e.g., Maitlis, 2020;
Worline & Dutton, 2017)

How Organizations Respond to Trauma



How Organizations Heal & Grow



Key Factors in Individual & Collective Healing & Growth



Key
tasks

- Surfacing, sharing and regulating emotions
- Making sense of what happened

Key
enablers

- Social & occupational support
- Compassion
- Attentive companionship

Enabling
context

- Supportive organizational culture



Building Individual Resilience

Self
awareness

Emotion
regulation

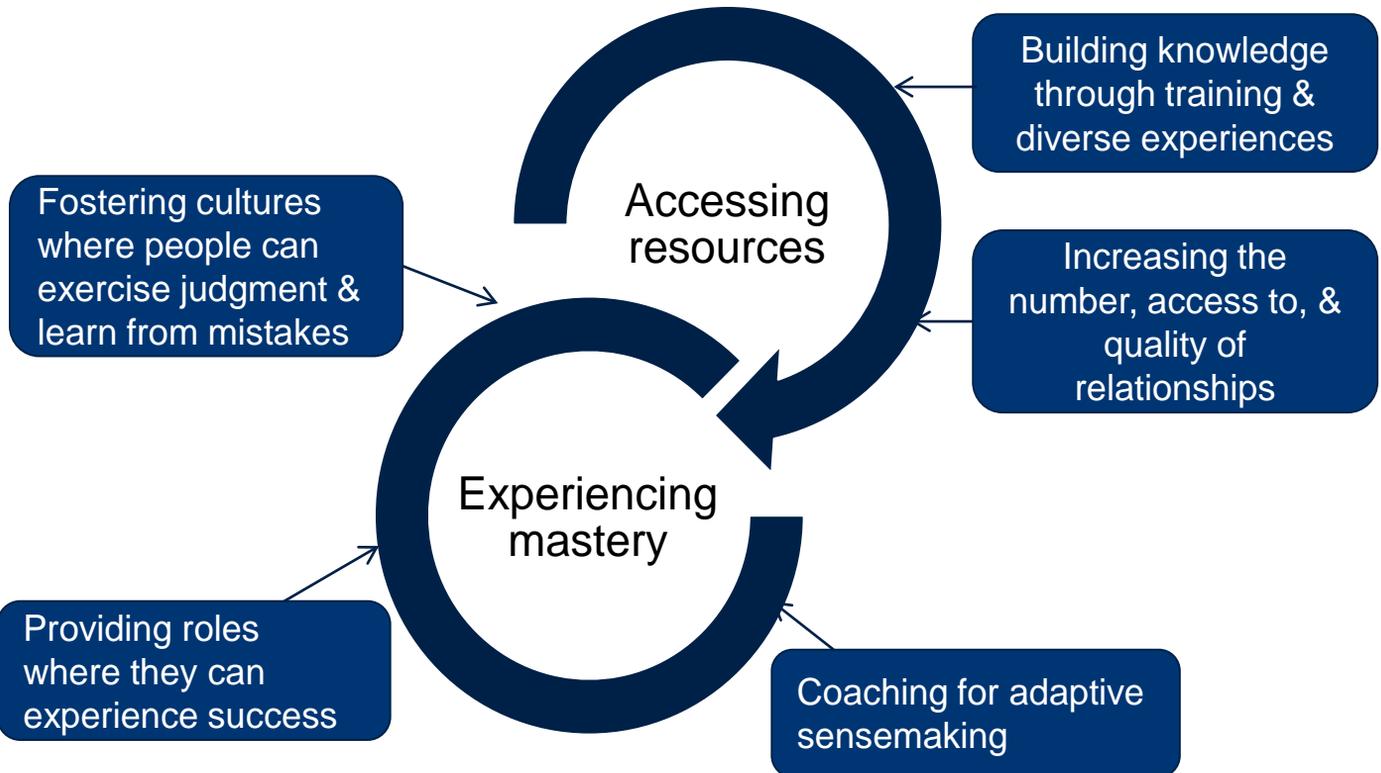
Relationships

Body & mind



(Drawing from Samuel, 2020 & many others)

Building Capacity for Resilience in Individuals in Organizations



Team Resilience in Trying Times

- Know your people
 - Especially their self-efficacy, their routines, their support network
 - Stay connected, support their adjustment, offer compassion
- Foster resilience-building conversations
 - Share positive experiences, ways of addressing challenges
 - Share stories of team at its best, build collective appreciation
- Ask future-oriented questions
 - Help them anticipate and address future problems in context
- Help them identify relevant strengths, new learnings
 - Help build the team's sense of “teamness”

Building Team & Organizational Resilience

- Resilience as a 3 stage process:
 - Anticipation, coping, adaptation
 - Organization requires certain capabilities in each stage
- Anticipation
 - Observation/identification and preparation
 - Recognize weak cues, develop resources for crisis
- Coping
 - Accept the problem, make sense, and develop/implement solutions
 - Avoid denial, use bricolage and improvisation, coordination
- Adaptation
 - Reflection, learning and capabilities for change

Mindful Organizing for Resilience

Values	Behavioral Processes
Preoccupation with failure	Engage in proactive and preemptive analysis of possible vulnerabilities
Reluctance to simplify interpretations	Question assumptions and received wisdom to create a more complete picture
Sensitivity to operations	Discuss human and organizational capabilities that enable performance
Commitment to resilience	Attempt to collectively learn from errors
Deference to expertise	Migrate decisions to the person or people with greatest expertise of problem, regardless of rank

(Vogus & Sutcliffe, 2008; Weick & Sutcliffe, 2007)

Cultural Values of Trauma-Informed Organizations

Safety

Trustworthiness

Choice

Collaboration

Empowerment

(Fallot & Harris, 2009)