Trauma-Informed Change Management

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Prosci Certified Change Management Practitioner & Consultant
CEO, Dawn Emerick Consulting
Where have you received training in change management?

A. The Northwest Center for Public Health Practice
B. NACCHO
C. Prosci
D. This is my first change management training
E. Other (Please type in chat)
Trauma and Change Management
What is Trauma Informed Change Management?

Do The Individual Work First
- Soul Injury
- Organization Design
- Change Process

Prepare for Change
- Assess organization and individuals
- Appoint Ambassadors

Manage Change
- Develop plans and implement
- Conduct “right now” check ins

Reinforce Change and Healing
- Celebrate success
What is Trauma Informed Change Management?

Employee experiences outside of work may impact their ability to engage and adopt change.
Do the Work

PTSD  Soul Injury  Loss
“Imagine working every night for 433 days covering this pandemic and every other crisis this city has faced and enduring this situation at home with your partner. And your three year old child. And then waking up to it all over Twitter and it being the second story on [the local news]...”
Gold Standard Organizational Design Model

MACROINFLUENCES
Political environment, funding, emerging issues

Technostructure
- Strategic Planning
- Innovation and Quality Improvement
- Public Relations
- Training and Professional Development
- Data & Assessment

Strategic Apex
Executive Leadership

Middle Line
Middle / Lower Management

Supporting Staff
- Administrative Support
- Human Resources
- Finance Controller
- Payroll
- Legal

Operating Core
Direct Service Staff

MICROINFLUENCES
Ideology, culture, values, equity, trauma-informed change ready
What is Your Current Change Process?

TOP DOWN

Current Working Remote => Transition => Future Returning to Work = Loss of Productivity, Money, Morale, & Trust

BOTTOM & TOP MANAGED

Current Working Remote => Transition => Future Returning to Work = Benefits
Question for the Viewers

How would you describe your level of familiarity with change management principles? (i.e., Call to Action, Small Wins, Change Cycle, Reinforcement, etc.)

A. High level
B. Moderate level
C. Low level
D. Other (please type in chat)
Assessing Your Readiness, Barriers to Change, and Managing the “Right Now”
Barriers to Change

Resistance During Each Stage of the Project

- **Initiation**
  - No Resistance
  - Little Resistance: 11.00%
  - Moderate Resistance: 15.00%
  - Significant Resistance: 33.00%
  - Total: 41.00%

- **Planning**
  - No Resistance
  - Little Resistance: 10.00%
  - Moderate Resistance: 22.00%
  - Significant Resistance: 26.00%
  - Total: 45.00%

- **Design**
  - No Resistance
  - Little Resistance: 11.00%
  - Moderate Resistance: 14.00%
  - Significant Resistance: 37.00%
  - Total: 41.00%

- **Implementation**
  - No Resistance
  - Little Resistance: 3.00%
  - Moderate Resistance: 17.00%
  - Significant Resistance: 36.00%
  - Total: 43.00%

- **Closure**
  - No Resistance
  - Little Resistance: 13.00%
  - Moderate Resistance: 20.00%
  - Significant Resistance: 29.00%
  - Total: 50.00%

Prosci Best Practices in Change Management 2018
Barriers to Change

<table>
<thead>
<tr>
<th>Position</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frontline Employees</td>
<td>25%</td>
</tr>
<tr>
<td>Mid-level Managers</td>
<td>43%</td>
</tr>
<tr>
<td>Senior-level Managers</td>
<td>16%</td>
</tr>
<tr>
<td>Executives and Directors</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

Prosci Best Practices in Change Management 2018
Key Readiness and Barrier Assessments

1. Impacted Groups Readiness and Trauma
2. Current Project Health (Prosci)
3. Understanding Project Risk (Prosci)
4. Impacted Groups ADKAR Barriers (Prosci)
5. Impacted Groups (Prosci)
6. Impacted Groups Trauma Barriers
7. Sponsor and Coalition Assessment (Prosci)
1. What is your perception of the _______ current state of change? Why?

2. What is your biggest fear of the _______ current state of change? Why?

3. What is your greatest excitement of the _______ current state of change? Why?

4. Do you trust leadership during the _______ current state of change? Explain why or why not.

5. On a scale of 1 to 10 circle your level of confidence that _______ is heading in the right direction.

6. Is _______ a trauma informed workplace?

7. Have you ever experienced physical or emotional abuse, neglect, a crime-related event, a serious life threatening illness or injury; death; divorce, natural disaster / emergency, sexual experience without consent; interpersonal violence, substance abuse, mental illness, incarcerated relative?

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Current Project Health

Prosci® Project Change Triangle™

- Leadership/Sponsorship
  - Projects meet objectives
  - Projects finish on time and on budget
  - Return on investment (ROI) realized

- Project Management
- Change Management
### Understanding Risk Grid

<table>
<thead>
<tr>
<th>Risk Grid</th>
<th>Risk Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Org Attributes</strong></td>
<td><strong>Change Characteristics (Size/Scope)</strong></td>
</tr>
<tr>
<td>Change Resistant</td>
<td>Medium</td>
</tr>
<tr>
<td>Change Ready</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Change Characteristics**
- Small, Incremental
- Large, Disruptive

**Organizational Attributes (Readiness)**
ADKAR

Driving Forces
What do I need, to be able to say:

- “I understand why”
  - Awareness
  - “I understand why”

- “I have decided to”
  - Desire
  - “I have decided to”

- “I know how to”
  - Knowledge
  - “I know how to”

- “I am able to”
  - Ability
  - “I am able to”

- “I will continue to”
  - Reinforcement
  - “I will continue to”

Prosci ADKAR Model
“I” Statement Application:

Restraining Forces
What is keeping me from saying:

- “I understand why”
- “I have decided to”
- “I know how to”
- “I am able to”
- “I will continue to”
<table>
<thead>
<tr>
<th></th>
<th>AWARENESS</th>
<th>DESIRE</th>
<th>KNOWLEDGE</th>
<th>ABILITY</th>
<th>REINFORCEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I fully understand the reasons for the change</td>
<td>I have chosen to support and participate in this change</td>
<td>I have the knowledge I need of how to change and see successful in this change</td>
<td>I have the ability to implement the change and perform the required skills and behaviors successfully</td>
<td>Meaningful reinforcements are in place that will help me continue and sustain the change</td>
</tr>
<tr>
<td>STRONGLY AGREE</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGREE</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISAGREE</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STRONGLY DISAGREE</td>
<td>1</td>
<td></td>
<td></td>
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Impacted Groups

Aspects of a Person’s Job You Can Impact

- Location
- Processes
- Compensation
- Systems
- Performance Reviews
- Tools
- Reporting Structure
- Job Roles
- Mindset/Attitudes/ Beliefs
- Critical Behaviors
<table>
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<tr>
<th>TRAUMA INFORMED READY</th>
<th>SAFETY</th>
<th>TRUSTWORTHINESS &amp; TRANSPARENCY</th>
<th>PEER SUPPORT</th>
<th>COLLABORATION AND MUTUALITY</th>
<th>EMPOWERMENT, VOICE &amp; CHOICE</th>
<th>CULTURAL, HISTORICAL &amp; GENDER ISSUES</th>
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<td>I am physically and emotionally safe at work</td>
<td>My supervisor is transparent with me and communicates regularly, openly, and honestly about why and how decisions are made.</td>
<td>My peers experiencing traumatic stress are given space and encouraged to support each other.</td>
<td>My supervisor collaborates with me to determine and meet goals.</td>
<td>My trauma is acknowledged by ensuring I have a voice within the organization.</td>
<td>My organization recognizes how factors such as historical trauma, racial trauma, discrimination, and culture impact the experiences of my work.</td>
<td></td>
</tr>
</tbody>
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| STRONGLY AGREE | 5 | | | | | |
| AGREE | 4 | | | | | |
| NEUTRAL | 3 | | | | | |
| DISAGREE | 2 | | | | | |
| STRONGLY DISAGREE | 1 | | | | | |

Total Score
Change Ambassadors

• Assist in the assessment response
• Interpret and champion recommendations
• Coach organization through ADKAR Barrier Points
S-Anxiety (How Do You Feel Right Now?)

Feelings of:

- Apprehension
- Tension
- Nervousness
- Worry
- Fight or Flight

Readiness Confidence:
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<td></td>
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Question for the Viewers

Do you agree with the following statement?
“In my work, we have trauma-informed strategies for supporting staff in the change process”

A. Yes
B. No
C. I’m not sure

NOTE: If you answered “Yes”, please share examples of your work in the chat box.
Reinforcing Change and Organizational Healing
Communications Plan

Preferred Sender of Change:

- **CEO/President**: 45% Business Messages, 3% Personal Messages
- **Executive Manager**: 28% Business Messages, 4% Personal Messages
- **Senior Manager**: 9% Business Messages, 4% Personal Messages
- **Department Head**: 11% Business Messages, 8% Personal Messages
- **The Employee's Supervisor**: 67% Personal Messages (67% of messages are personal)
- **Communication Specialist**: 1% Business Messages, 1% Personal Messages
- **Human Resources Representative**: 3% Business Messages, 1% Personal Messages
- **Project Team Member**: 1% Business Messages, 0% Personal Messages
- **Project Team Leader**: 3% Business Messages, 2% Personal Messages
- **Change Management Team Member**: 0% Business Messages, 1% Personal Messages
- **Change Management Team Leader**: 4% Business Messages, 3% Personal Messages
- **Other**: 0% Business Messages, 0% Personal Messages
# Trauma Informed Leadership

## Trauma Informed Care Principle

<table>
<thead>
<tr>
<th>Principle</th>
<th>Meaning</th>
<th>How it Applies to the Supervisory Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>Ensure physical and psychological safety in the environment and relationships. Persons served (not the organization) determine whether safety is achieved.</td>
<td>Focus on a sense of safety for staff. Defer to supervisees to define it.</td>
</tr>
<tr>
<td>Trustworthiness and Transparency</td>
<td>Make decisions transparently to ensure survivors feel included in the process.</td>
<td>Share transparently with staff about why and how decisions are made. Communicate regularly, openly, and honestly.</td>
</tr>
<tr>
<td>Peer Support</td>
<td>Other individuals with lived experiences of trauma are valuable resources for support and hope. Create opportunities for peer support and connection</td>
<td>Make time and space for staff members experiencing traumatic stress to support each other.</td>
</tr>
<tr>
<td>Collaboration and Mutuality</td>
<td>Level power differences between staff and clients AND among different staff members</td>
<td>Rather than tell supervisees what to do, collaborate with them to determine and meet goals.</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Acknowledge trauma survivors’ strengths by ensuring they have a voice within the organization and treatment plan.</td>
<td>Listen to feedback from supervisees. Offer positive support, encouragement, and tools. Facilitate rather than dictate</td>
</tr>
<tr>
<td>Cultural, Historic and Gender Issues</td>
<td>Recognize and address biases. Ensure policies and practices respond to the unique cultural, racial, and ethnic needs of the community you serve.</td>
<td>Recognize how factors such as <a href="#">historical trauma</a>, <a href="#">racial trauma</a>, discrimination, and culture impact supervisees’ experiences of their work.</td>
</tr>
<tr>
<td>Barrier Point</td>
<td>Anticipated Resistance Behavior</td>
<td>Special Tactics to Mitigate</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
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<tr>
<td>Ability</td>
<td>Emotional (Fear)</td>
<td>1:1 Sessions; Ambassador; Coaching and Mentoring</td>
</tr>
<tr>
<td>Awareness</td>
<td>Avoidance; Emotional</td>
<td>Listening sessions; Engagement; Ambassador</td>
</tr>
<tr>
<td>Ability</td>
<td>Emotional (Fear); Building Resistance</td>
<td>1:1 Sessions; Training; Engagement; Ambassador; Coaching and Mentoring</td>
</tr>
<tr>
<td>Awareness</td>
<td>Emotional (Fear); Negativity; Acting out</td>
<td>Listening sessions; Training; 1:1; Notes of encouragement from the sponsor</td>
</tr>
<tr>
<td>Awareness</td>
<td>Acting Out; Emotional Disengaging; Avoidance</td>
<td>Listening sessions; Training; 1:1; Notes of encouragement from the sponsor; Ambassador</td>
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</table>
Celebrate Success and Healing

- Acknowledge (and pay) Change Ambassadors
- Reward ADKAR Progression
- Earn Badges
- End of Change Party and Celebration
- Prepare for Next Change Project
Key Takeaways

Five important points to consider when navigating change in your own organizations:

✓ Do the individual work
✓ Assign Change Ambassadors
✓ Avoid disciplining resistance
✓ Build a Healing Organization
✓ Slow down and breathe
QUESTIONS?

To ask a question, please click the icon in the Zoom toolbar to open your Q&A Pod.