

**Welcome To
Culturally Responsive
Trauma Informed Management**

Yamurrah
Connective with Care

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Acknowledge we are meeting on sovereign lands
Deepest respects to Elders past and present, and to all Aboriginal resistance warriors and activists.
Despite invasion and colonialism, Aboriginal people have resisted, survived and we are the oldest continuing culture in the world.
We pay respects to all present today, and also to our Ancestors and family.

Yamurrah

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www.yamurrah.com.au

Who we are:
Yamurrah is a collective unlike any that operates across Australia. We are self-determined, and are focused on empowering people of uplifting our communities, and those who may be working in the space of trauma, justice, health and education.

We are made up of: Social Workers, Counsellors, Lawyers, Academics, Researchers and Educators. Collectively, we have many skills and years of experience – we do this work with integrity and in the spirit of a community of care and consciousness. We work with professional and cultural ethics and values. We collaborate for truth, justice, healing, justice and healing.

What we do:
Yamurrah offers a range of services including:
• Critical Services which includes: Counselling, Clinical Supervision and Cultural Supervision
• Training and Events
• Consultancy
• RISE

Our Values:
Our ways of knowing, being and doing are informed by our values which include: Connection, Integrity, Empowerment, Resilience, Social Justice and Safety

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MANAV ('MANNY') SATIJA IS A LEADERSHIP COACH, PSYCHOTHERAPIST, MEDIATOR AND FACILITATOR.

Manav's mission is to help people grow from conflict and thrive in complexity.

Manav has trained as a lawyer, mediator, psychotherapist, coach and facilitator. His work waves together wisdom from neuroscience, relational psychotherapy, gestalt psychology, complexity and systemic thinking and leadership research.

Manav is also a partner of **Primal Intelligence**, a company that delivers accredited coach training, conscious business development and facilitation training programs.

MANAVSATIJA
www.manavsatija.com

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Training takeaways:
Skills, knowledges and tools to support you in trauma informed leadership
Cultural context for Aboriginal workforces and help you leading complex case matters
Apply culturally responsive and trauma informed practice
Understand flow state and how this can help to lead teams in creative and innovative ways

Welcome & connections
Our ways
Meta-competencies for navigating complexity
The River Line

Trauma Informed Care
Compounding Trauma Model
Leading with Trauma Informed Care

Leading at the Edge
Leading in Complex Workplaces in an Age of Complexity
Flow State

Weaving it Together
Applying Frameworks
Communities of Care
Q&A

9:00 am
10:30 am
10:45 am
12:30 pm
1:15 pm
2:30 pm
2:45 pm
4:30 pm

Morning Tea
Lunch
Afternoon Tea
Closing

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Setting the Scene

Cultural Responsiveness enables individuals and organisations to respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientations, and other diversity factors in a manner that recognises, affirms, and values their worth

<https://www.childwelfare.gov/topics/systemwide/cultural/>

Trauma Informed Care - strengths based framework - understanding that trauma is defined by the impact that an experience has had on the individual rather than by the event itself.

Decolonisation
Decolonising processes directly oppose and challenge the oppressive ideas and beliefs constructed by colonisation. Within social work practice and human service agencies decolonising involves deconstructing the systems of oppression through construction of social justice methods (Bennett et al., 2013).

Aboriginal Healing Frameworks - there is not just one!

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Our ways of knowing, doing and being.

S Wilson 2000 - M Terare 2020

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Aboriginal Worldviews

Sherwood has argued Worldview provides: "Frameworks for interpreting and exploring the world, supporting the way we act and relate to our world" (cited in Terare 2020)

The nature of First Nations worldview their epistemology (ways of knowing) and axiology (ways of doing) and their ontology (ways of being) treasure and reveres the wisdom of Elders (cited in Terare 2020)

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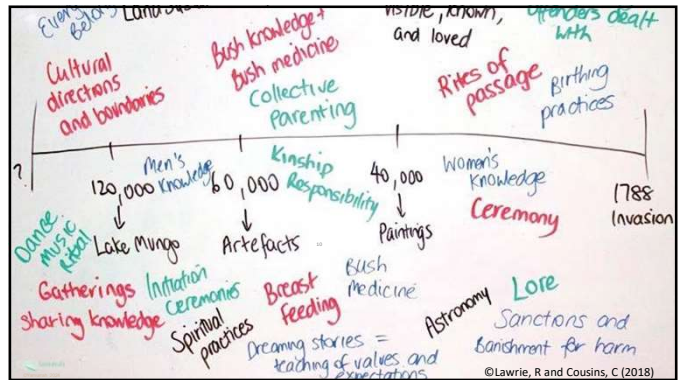
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Sensing, Being, Acting

Three essential meta-competencies for managing complexity:

- **Sensing** yourself and your context in ways that produce clarity.
- **Being** so as to invite the inner state of presence in service to developing resilience, creativity and agility.
- **Acting** in order to invite new conditions (internal and external) that generate results that matter.

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Supporting First Nations ways of child rearing

- Richer relational environments – extended family environments
- Collective Parenting – complex and reciprocal obligations
- Neurological benefits
- Protection against risk – greater number of carers
- Nurturing, educating and keeping children safe
- Anticipation and planning for children's needs
- Bringing this into current case management, cultural care plans


Lawrie and Cousins (2018) Reclaiming Our Safe Ways of Parenting – How Trauma Research is supporting Aboriginal ways of child rearing

Closing Aboriginal community

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The Value add from Aboriginal workforces

- Excellence
- Integrity
- Professionalism
- Go above and beyond
- Specialist knowledge and intelligence
- Blak joy
- High Standards
- Values Driven
- Honour

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What is the context for Aboriginal workforces

- Culturally unsafe working environments
- Trauma – vicarious, single, complex, systemic and generational
- Invisible and hidden racism and vicarious racism –both structurally and direct experiences
- Culturally isolated
- Additional loads as well as complex matters
- Limited professional supports
- Aboriginal representation of boards and senior executive positions
- Expectations and "the Expert"
- Lateral violence
- Cultural responsibilities and community accountability
- Acculturative stress
- Westernised standard and measures and dominant worldviews

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What are the implications of framing this as Cultural Load?

- Places responsibility on Aboriginal People
- Implies cultures as a deficit - rather than strength
- Focuses on "fixing the load or burden for Aboriginal people" rather than structural issues which creates and adds loading to Aboriginal people
- The burnout doesn't come from culture – it comes from systems that are not culturally responsive, safe or one that understands culture nor investigates colonial load
- Becomes an "Aboriginal" load
- Additional loading from the system is creates additional risk and increased likelihood of burnout for Aboriginal people
- Culture is strength
- Aboriginal people aren't responsible for structural or colonial load

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Defining Trauma

- Trauma – is an event or process which overwhelms the individual, family or community, and the ability to cope in mind, body, soul, spirit
- Inter-generational – Intergenerational trauma is passed down directly from one generation to the next
- Trans-generational trauma – is transmitted across a number of generations
- Racial Trauma or race-based traumatic stress, is the cumulative effects of racism on an individual's mental and physical health https://en.wikipedia.org/wiki/Racial_trauma
- Oppression trauma




Judy Atkinson (2002) Trauma Trails Recreating Songlines

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Trauma in Context

- 1) Violence is 'always embedded in a social structure that permits the abuse and exploitation of a subordinate group'
- 2) Trauma robs the victim of a sense of power and control, the guiding principal of recovery is to restore control to the survivor"

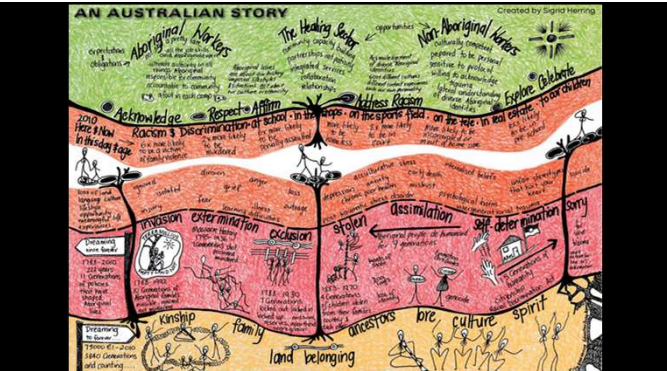
Judith Herman, 1992, p. 159



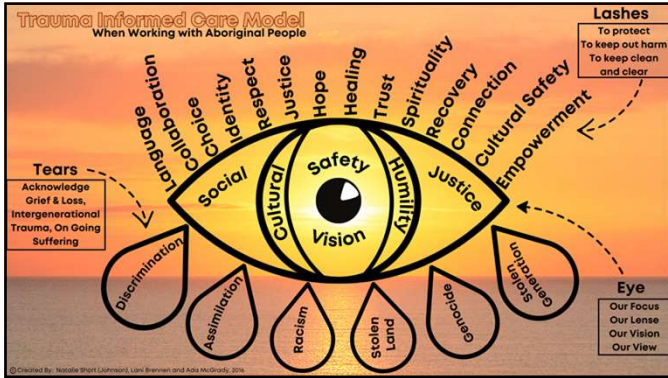
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AN AUSTRALIAN STORY

Created by Signe Herring



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Lunch

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Leading in Complexity

Wise executives tailor their approach to fit the complexity of the circumstances they face.

Dave Snowden & Mary Boone (2007)

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Complexity Thinking

- Complexity is an inherent property of many systems that constitute the environment in which we grow, develop, live and work.
- A distinguishing feature of complexity is that the whole is greater than the sum of its parts (ie. emergence).
- Even if we know the characteristics and behaviours of all of the individual elements in a system, one cannot predict the extraordinary properties that emerge from their interactions.

Cultural safety is an emergent property of a system.

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Why it matters

- Complex systems, including human beings, organisations and human societies can change their behaviours in the face of the unpredictable – that creativity is the essence of complexity.
- Many situations and decisions (including situations and decisions relating to cultural, psychological and physiological safety) in today's organisations are inherently complex because the way we do business is susceptible to being impacted by unpredictable factors.
- Complexity thinking is poised to help current and future leaders make sense of advanced technology, globalisation, intricate markets, cultural change, and much more.

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The importance of correctly identifying the type of challenge you face.

- A common cause of failure in leadership is produced by treating complex challenges as if they were complicated challenges
- When leaders can *sense* and correctly identify which context they are operating in, they make better decisions and are better able to avoid problems that may arise if they automatically default to their preferred management style
- Core to complexity thinking is the idea that you will have impact when you can better diagnose situations and to act in contextually appropriate ways

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The Cynefin Framework

- Cynefin highlights the difference between those things that live in the *predictable* world and those things that are in the domain of the *unpredictable*
- The framework sorts the issues facing leaders into five contexts defined by the nature of the relationship between cause and effect.
- The domains on the right side are "ordered" meaning that stuff there is largely knowable and predictable, and problems are solvable.
- The domains on the left side are "unordered" meaning that situations are unknowable and unpredictable.

Dave Snowden & Mary Boone (2007)

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The CYNEFIN domains

<p>Simple</p> <ul style="list-style-type: none"> the realm of "Known Knowns" Cause & Effect known domain of predictable, straightforward action 	<p>Complicated</p> <ul style="list-style-type: none"> the realm of "Known Unknowns" cause and effect are predictable but we don't necessarily know how to do the task. Domain of experts
<p>Complex</p> <ul style="list-style-type: none"> the realm of "Unknown Unknowns" Cause and effect are unpredictable and many interrelated factors are unknown Patterns in the overall system, however individual events are unpredictable 	<p>Chaotic</p> <ul style="list-style-type: none"> the realm of "Unknowables" relationships between cause and effect are impossible to determine because they shift constantly

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Managing Complexity

- The mindset and practices needed for thinking about *complex* systems and how to effect change in those contexts, are different from those required in *complicated* situations.
- Thriving in the *complicated* space requires confidence that the answer can and will reveal itself; in the *complex* space, as there is no right or knowable solution, uncertainty, curiosity and openness are more useful.
- Instructive patterns, can emerge if leaders conduct experiments that are *safe to fail*.
- Leaders who try to impose order in a complex context will fail, but those who set the stage, step back a bit, allow patterns to emerge, and determine which ones are desirable will succeed.

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The Complexity Meta-Competencies

Sensing	Being	Acting
<ul style="list-style-type: none"> <i>Sensing</i> is the MC of how we access information. Bringing choice and awareness to this is essential to navigating the terrain of complexity. Sensing of yourself (ie. your internal state) and your context in ways that produce clarity. 	<ul style="list-style-type: none"> <i>Being</i> is the MC of self-regulation and mastery of our internal state Key to this MC is the state of <i>presence</i> and <i>attunement</i> with your inner state. Developing this MC enables resilience, creativity and agility. 	<ul style="list-style-type: none"> <i>Acting</i> is the MC of extending our inner state outwards Key to this MC is vision, strategy and <i>resonance</i> Developing this MC creates the conditions for the results we care about most.

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A complexity process for strategic decision making

- Establish the Frame:** Become clear about the purpose, direction and boundaries of change.
 - This enables experimentation and autonomy
 - If safety boundaries are clear, then anything in the safe zone is fair game for further exploration.
- Diagnose the Context Closely**
- Generate Multiple Options for Safe-to-Fail Experimentation**
- Determine Logic for Amplifying successes and Shutting Down failures**
- Support and model open conversations and learning**

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Think Differently	Engage Differently	Act Differently
Recognise the difference between a complex context and a complicated context (and notice your default setting)	Listen to learn rather than convince	Meet to create rather than to inform
Choose a direction, not a destination	Connect with your whole self rather than just with your head	Encourage experimentation and learning rather than analysis and a search for the best solution
Find patterns in the present messiness and confusion rather than forcing order and clarity	Get comfortable learning in public rather than in private	Don't make complexity complicated

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The Flow State

- Psychologist Mihaly Csikszentmihalyi first described the *Flow State* after studying optimal performance in people worldwide.
- He noted six core psychological characteristics of flow:
 - 1) Complete Concentration
 - 2) Merger of Action & Awareness
 - 3) Sense of Self Vanishes
 - 4) Altered Sense of Time
 - 5) Paradox of Control
 - 6) Autotelic Experience

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Skill, Challenge & State

- According to classical flow theory, the flow experience relates to the balance between skill and the perceived challenges of the activity.
- More recent research suggests that your inner state (eg. mood, sense of freedom) has an equal bearing on your capacity to perform optimally.

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We suggest that in Aboriginal organisations, staff have an additional *inner state* requirement: **cultural safety**.

With an embodied sense of cultural safety, staff will not only feel safe, but will perform optimally.

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Group Flow

- Group flow is a shared state of balance within a group resulting in optimal collective performance and creativity.
- There are 3 components of group flow:
 - 1) fluent, positive interactions within the group
 - 2) a high collective competence
 - 3) a collective state of mind

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Group Flow Triggers

- Factors that promote a collective state of flow within a group or team setting.
- A group flow trigger for Aboriginal Organisations is **SAFETY**: cultural safety, psychological safety, and nervous system safety (ie. trauma-informed).

Group Flow Triggers

- Shared goals**
Sharing a common objective or mission with a group
- Close listening**
Being fully present and attentive to what others are saying
- Yes, and...**
Responding to contributions from others with acceptance and build upon their ideas.
- Sense of control**
Having a significant influence over your contributions to the group's goals
- Blending egos**
Setting aside individual success in favor of a collective focus on the group's goals
- Equal participation**
Actively engaging in ongoing conversation where ideas flow freely
- Familiarity**
Knowing and understanding each team member's strengths and tendencies
- Constant communication**
Engaging in ongoing conversation where ideas flow freely
- Shared risk**
Collectively taking on challenges and uncertainties


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Afternoon Tea

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Questions

- Identify is this – simple | complex | complicated | chaotic?
- What trauma dynamics or responses could be underlying the presenting circumstances? Are there any psychosocial hazards to consider or report on?
- Consider your culturally responsive framework, how will can this manage your leadership responses?
- What trauma informed care principals will you demonstrate in your leadership response?



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Case studies

Think Differently	Engage Differently	Act Differently
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Find patterns in the present messiness and confusion rather the forcing order and clarity	Get comfortable learning in public rather than in private	Don't make complexity complicated.

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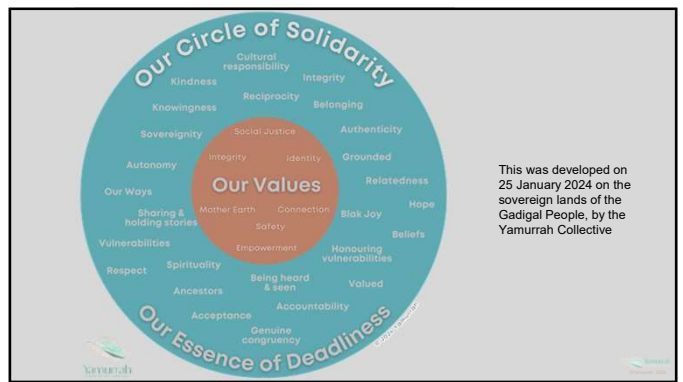
Reducing burnout with solidarity

- Create teams that have collective ethics and values
- Critique power, oppression and racism – act on it
- Reduce structural abandonment and isolation in the workplace
- Create a work environment that values and demonstrates collective care
- Flexibility and understanding cultural responsibility – be creative, yet consistent and fair on how you support Aboriginal staff
- Listening, responding and establishing partnerships
- Creating pathways for leadership
- Not taking up all the space
- Get to know your local Country and community
- Decolonise, Decolonise and more decolonising!



Reynolds, V. (2011)
Reynolds, V. (2012)
Reynolds, V. (2012)
Reynolds, V. (2011)

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Participant Feedback

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