

**PROMOTING
RESILIENCE:
CULTURALLY
RESPONSE
SELF-CARE**



*“Morality is
the desire
to lessen
suffering in
the world.”*

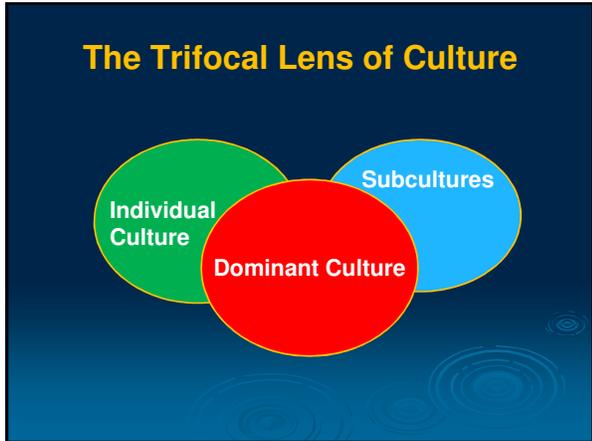


George Santayana



CULTURAL RESPONSIVENESS







Culture

“Shared learned behavior that is transmitted from one generation to another to promote individual and group adjustment and adaptation.”

(Marsella, quoted in Drozdek and Wilson, 2007)

Guiding Concepts

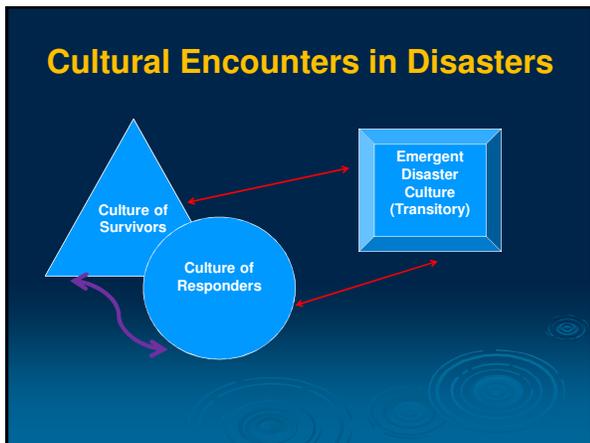
- Etics vs. Emics
- Idioms of distress
- Explanatory models
- The nature of mind
- The nature of self

Cultural Responsiveness Is . . .

- Being honest about our biases
- Being open to “not knowing”
- Being *curious* – seize opportunities to learn
- Being mindful of diversity and difference
- Being committed to co-creating a healing environment – sharing power and responsibility







- ### Sources of Suffering
- Betrayal trauma
 - The cost of survival
 - Oppression: Losing one's voice
 - Immigration: Losing one's home
 - Deprivation: Losing one's self
 - Racial and cultural microaggressions

Betrayal Trauma

- Occurs in addition to other, often times extreme, traumatic events
- Reflects the added shock of having one's assumptions of safety, justice and protection shattered
- Includes the experience of abandonment by trusted others and/or authority figures
- Typically has lifelong consequences

Imagine you were forced to leave your home and could never return . . .

- How would you react?
- What would be the hardest thing for you?
- How would you adapt?
- What would this mean in your life?



INCLUSIVE CULTURAL EMPATHY

Inclusive cultural empathy

- Adopts a more collectivist approach to understanding human relationships
- Empathy is formed not simply with the individual, or even with the family or community, but with the cultural teachers and ancestors that have all been part of creating the individual, family and community
- Two defining features:
 - Culture is defined broadly to include cultural teachers
 - The empathic counseling relationship values the full range of similarities and differences, as well as positive and negative features contributing to the quality and meaning of the relationship in a dynamic balance (Pedersen, 2010)

Inclusive Cultural Empathy (ICE)

- Appreciates ambiguity and complexity of cross-cultural interactions
- Implies empathic process as more bidirectional (e.g., client empathizes with the clinician as well as vice versa)
- Can provide access to emotions and thoughts that clients cannot or chose not to articulate in therapy, positive and negative

ICE Skills

- Accuracy of understanding
 - Behaviors or actions
 - Expectations or intentions
- External and internal dialogue
- Value of continually evolving relationship



PROMOTING RESILIENCE
Building Capacity

**Resilience:
New Term, Old Concept?**

- Resilience redefined
- Trait?
- Process?
- Outcome?

Resilience Redefined

- What is resilience?
- Who has it?
- How do we get it?

What is Resilience?

“Resilience is the capacity to recover fully from acute stressors, to carry on in the face of chronic difficulties: To regain one’s balance quickly after losing it. . . “
(Arizona State University, Resilience Solutions Group, 2010)

“The ability to ‘bounce back.’”

“An outcome of successful adaptation to adversity.”

“Ordinary magic” (Masten, 2001)

What is Resilience

❖ **Recovery**

- Rebounding from stress and returning to a balanced state of health and well-being

❖ **Sustained Purpose**

- Continuing to achieve goals with vision, causes, and passions

❖ **Growth**

- Emerging better from stressful experiences

Who is Resilient? Ten Traits

- | | |
|--|---|
| ➤ Positive Emotions/
Optimism | ➤ Meaning making –
finding value in
adversity |
| ➤ Altruism/Empathy | ➤ Hardiness |
| ➤ Faith and Spirituality -
strong sense of
personal morality | ➤ Sense of self – self-
awareness, confidence,
efficacy |
| ➤ Active/Approach
coping – facing fear
through engagement | ➤ Sense of humor,
perspective |
| ➤ Mental flexibility | ➤ Social connectedness |

Hardiness

- Control
 - Internal “locus of control”, e.g., general belief that one can influence success and satisfaction in life
- Commitment
 - Perseverance in the face of adversity; dedication to causes larger than oneself
- Challenge
 - Ability to perceive stress and demands as challenges to be met/resolved, rather than as insurmountable obstacles

How are We Resilient? Three Processes

- Build capacity:
 - Accentuate the positives
- Limit corrosive influences:
 - De-emphasize the negatives
- Challenge limits:
 - Stretch coping skills

Resilience as Outcome

- Resilience as a response trajectory to stressful or traumatic events
- Resilience as the “default” position
 - Most individuals who are experience a traumatic event will recover without professional help
 - Resilience is the most common outcome
- Expecting resilience
 - Self-fulfilling prophecy

How can be become more resilient?

- “Broaden and Build” theory
 - Positive emotions **broaden** a person’s thought-action repertoire - flexibility to use thoughts and actions that can help successfully cope with a challenging situation
 - This broadened repertoire **builds** greater personal resources – social, psychological, physical

How can be become more resilient?

- Stress Inoculation Training

- Specific Capacity Building Actions

Resilience Capacity Building: Six Actions

- Learning from failures
- Practice the principle of letting go
- Boost a hardy perception of life
- Embrace paradoxical traits
- Develop higher levels of emotional intelligence
- Strengthen your physical resilience – pay attention to your body!



Culturally Defined Resilience

- Navigation – power and sense of agency to acquire resources (internal and external)
- Negotiation – transactions with the dominant culture to deliver resources the community can use
- Hidden resilience

Culturally Defined Resilience

Navigation – the power and sense of agency to acquire necessary resources (internal and external)

Five Essential Elements of Interventions

- Safety
- Calming
- Self-efficacy
- Connectedness
- Hope



(Hobfoll, et al., 2007)

Five “Universal” Moral Principles

- Harm
- Fairness
- Community (group loyalty)
- Authority
- Purity

Elements of Healing Actions

- Reconstructing meaning
- Rebuilding hope
- Restoring/creating sense of empowerment

Coherence

- Clarity of thought
- Emotional balance
- Quality of being orderly, consistent and intelligible
- In physics, ordered distribution and synchronization of energy in wave forms, resulting in greater power

Coherence

- **Salutogenesis** – (Antonovsky (1979,1984) focus on health and well-being rather than illness and pathology (pathogenesis)
- Global orientation to the world seen across cultures
- Involves **stress resistance**
- Related to hardiness, self-efficacy and resilience

Coherence

State of being that allows one to perceive the environment as:

- ❖ **Comprehensible**
- ❖ **Manageable**
- ❖ **Meaningful**

Fostering Humanity through Building Community

- Build community capacity
- Social capital: Extent to which community members demonstrate:
 - A sense of shared responsibility for the general welfare of community members
 - A collective competence in confronting situations that threaten the integrity of the community

(Lloyd Potter, SAMHSA Summit, New Orleans, LA, May 24, 2006)

Promoting Protective Cultural Norms

(L. Potter, 2006)

- Interdependence – interconnectedness
- Knowledge and skills
- Positive attitudes toward help-seeking
- Accurate understanding of mental health and mental illness

Promoting Social Support

- Support network resources
 - Depth and breadth of social network
- Supportive behaviors
 - Specific interactions that promote connection
- Subjective appraisals of support
 - Intra- and interpersonal factors that influence the perception of support

Five Supportive Functions

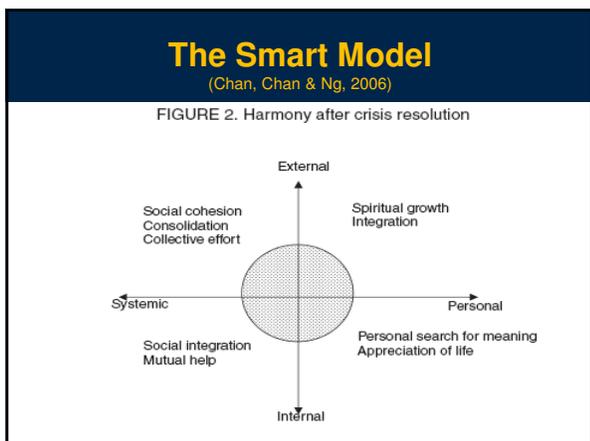
- Emotional support
- Instrumental support
- Informational support
- Companionship support
- Validation

Culturally Integrated Models

- SMART Model
- Sensorimotor Psychotherapy

SMART Model

- Strength-focused, Meaning-oriented Approach to Resilience and Transformation
- Involves both stress resistance (resilience) and post-traumatic growth (transformation) aspects
- Adaptation of Eastern Body-Mind-Spirit model developed at University of Hong Kong



- ### SMART Intervention Components
- Exploring alternative meanings through spiritual teachings
 - Suffering
 - Unpredictability
 - Karma
 - Persistence
 - Building strengths through physical expression
 - Tai chi
 - Consolidating new meanings through psychoeducation
 - Growth through pain; mind-body connection

- ### Sensorimotor Psychotherapy: Core Organizers
- Cognition – functioning of the mind
 - Emotions – core affects and more nuanced states
 - Five-sense perception – smell, touch, taste, sight, hearing
 - Movement – movement of the body, small and large, voluntary and involuntary
 - Inner body sensations – physical feelings as body gives feedback about its internal state
(Ogden, 2000)

Unifying Principles of SP Therapy

(Based upon Hakomi Principles)

- Organicity
 - Respect for inherent capacity to grow and change
- Non-violence
 - Accept with compassion all parts of those with whom we work
- Unity and Collaboration
 - Interconnectedness and interdependence of all living things
- Mind/Body/Spirit Holism
 - Cannot separate human condition from these integral parts



ORGANIZATIONAL RESILIENCE

The Psychologically Healthy Workplace

- Employee involvement
- Health and safety
- Employee growth and development
- Work-life balance
- Employee recognition

Does it really make a difference?

- Characteristics of five organizations recognized by the APA with the 2009 Psychologically Healthy Workplace Award:
 - 11% turnover rate (compared to 39% national average)
 - 25% report chronic work stress as opposed to 39% nationally
 - 85% report being satisfied with their jobs (61% nationally)
 - 5% indicate they are looking for another job (32%)
- Workplace wellness programmes:
 - 93% feel their jobs are important to the company, and 91% report they care about the company
 - 34% reduction in absenteeism
 - Those who use wellness services use 1/3 fewer sick days
 - Decrease in weight, cholesterol, blood pressure and glucose

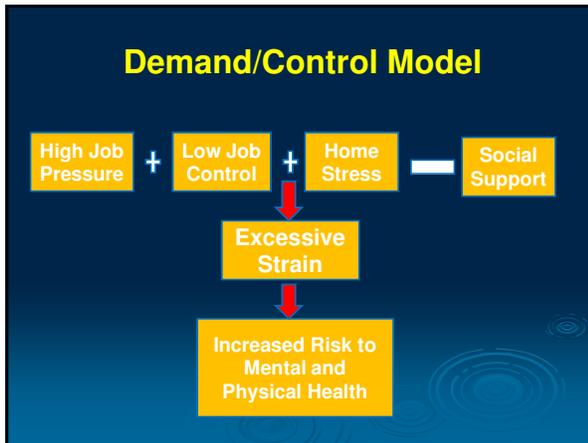
American Psychological Association (2009). *Top employers find that in tough economic times, a healthy productive workplace is more important than ever.* APA Online. <http://apahelpcenter.mediaroom.com> and www.phwa.org.

Basic Psychosocial Needs in the Workplace

- Respect and appreciation
- Feeling heard/listened to
- Freedom to state opinions
- Sense of confidence and worth
- Freedom from chronic feelings of hostility and anger
- A sense of belonging to a meaningful and supportive work group
- Freedom from chronic symptoms of distress, anxiety and depression
- Periods of relative calm and peace of mind

Psychosocial Hazards

- Work overload and time pressure
- Lack of training and/or preparation (social and technical)
- Too little or too much responsibility
- Ambiguity in job responsibility (too many masters)
- Lack of control/influence over daily worklife
- Lack of rewards and appreciation
- Discrimination
- Harassment
- Poor communication
- Neglect of legal or safety obligations







Fostering Organizational Resilience

➤ Defined as “a composite pattern of cognitive, behavioral, and contextual characteristics that promotes advantageous organizational transformation when confronted with discontinuous disruption.” (in Reich, Zatra and Hall, 2010)

➤ Translation:

Resilient organizations use all the resources they have to promote strength and solidarity in adapting to adverse events.

Characteristics of Resilient Organizations

- Redundant
- Robust
- Flexible
- Reliable

Adaptive Management

- Antithesis of underlying foundation of many organizations, i.e., command and control
- Change and variability are experiments that allow organizations to learn and adapt continuously as a collective body
- “Learning by doing”
- Shared values

Seven Managerial Practices to Foster Resilience

- **Community:** build a sense of shared purpose and identity
- **Competence:** develop staff with skills to meet demands
- **Connections:** invest in relationships that expand capacity
- **Commitment:** build trust and goodwill
- **Communication:** clear, consistent and strong to derive order
- **Coordination:** good timing of interventions to ensure alignment with vision
- **Consideration:** consistent and deep attention to human factors

Managing Resilience

- Personal mastery
- Sense of agency, purpose and meaning
- Positive emotions and mindset
- Self-awareness and emotional regulation

Suggestions for Managers . . .

- Focus on the reciprocal relationship between **fairness and trust**
- A sense of fairness in the workplace is a powerful mediator of the negative stress effects
- A sense of fairness is related to a sense of **coherence:**
 - ◊ Comprehensive
 - ◊ Manageable
 - ◊ Meaningful

"It is not where you are, but what you do there that matters."



~Rwandese Proverb

THANK YOU!

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