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**INTEGRATIVE**

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WELLBEING THAT WORKS

Stress Mitigation: Management and  
leadership roles in promoting  
organizational resilience

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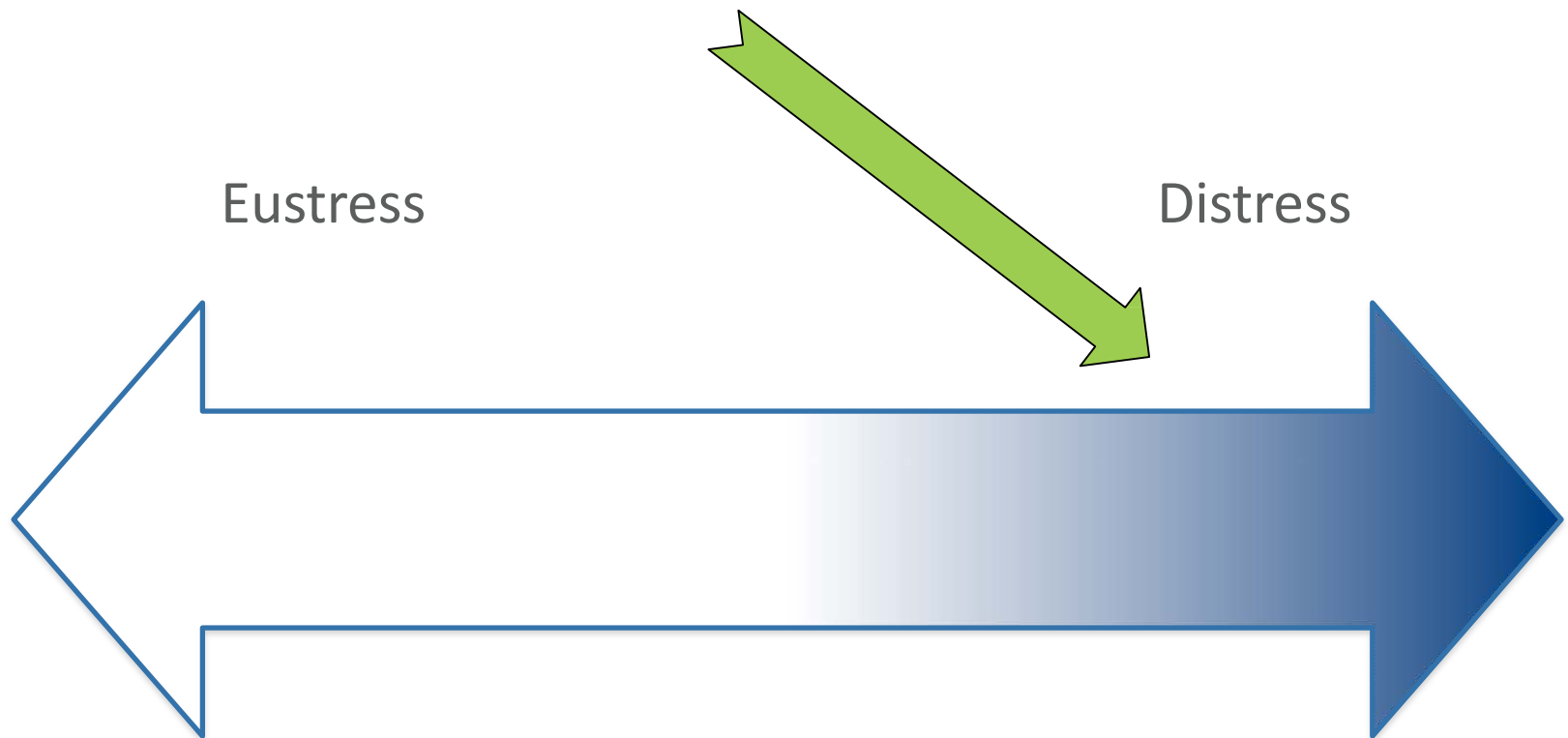


# Good Stress and Bad Stress

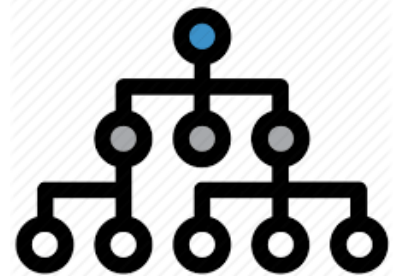
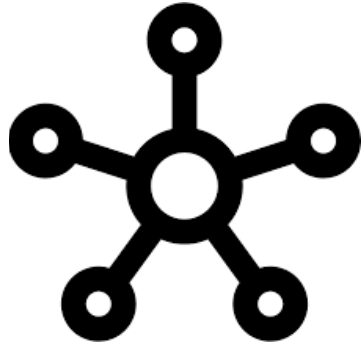


# Traumatic Stress

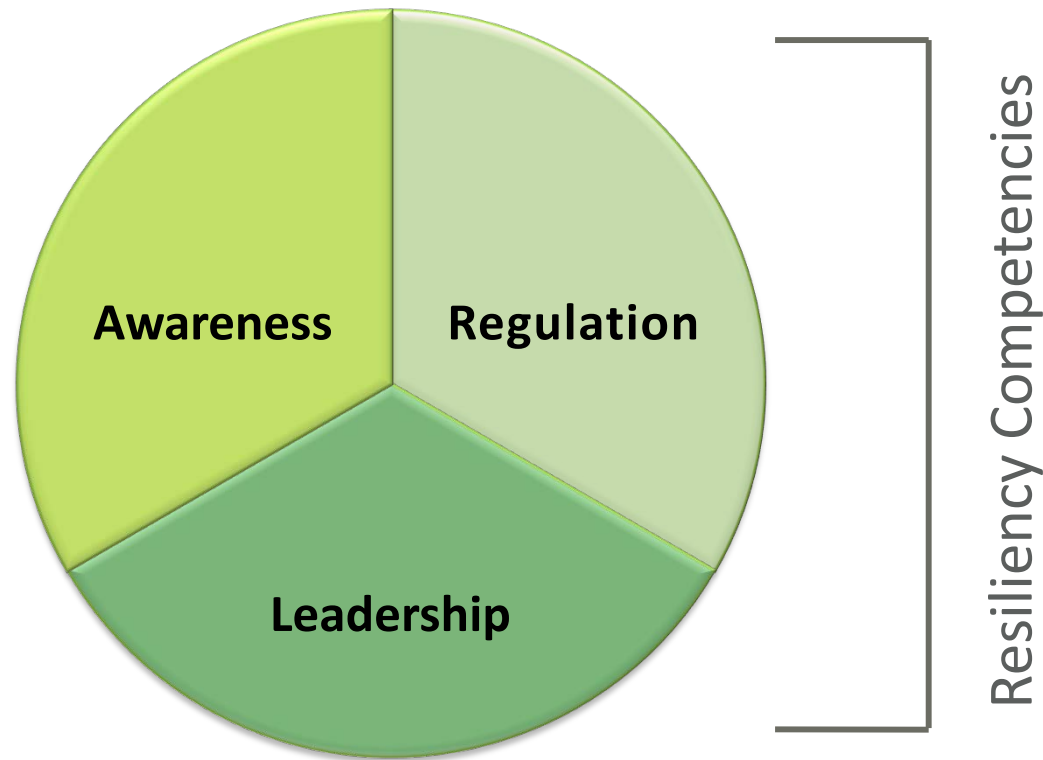
*Responses to acute or protracted events that disrupt normal emotional, psychological, or behavioral functioning.*







# How do we “do” Resiliency?



# Traits, Tools...and Competencies



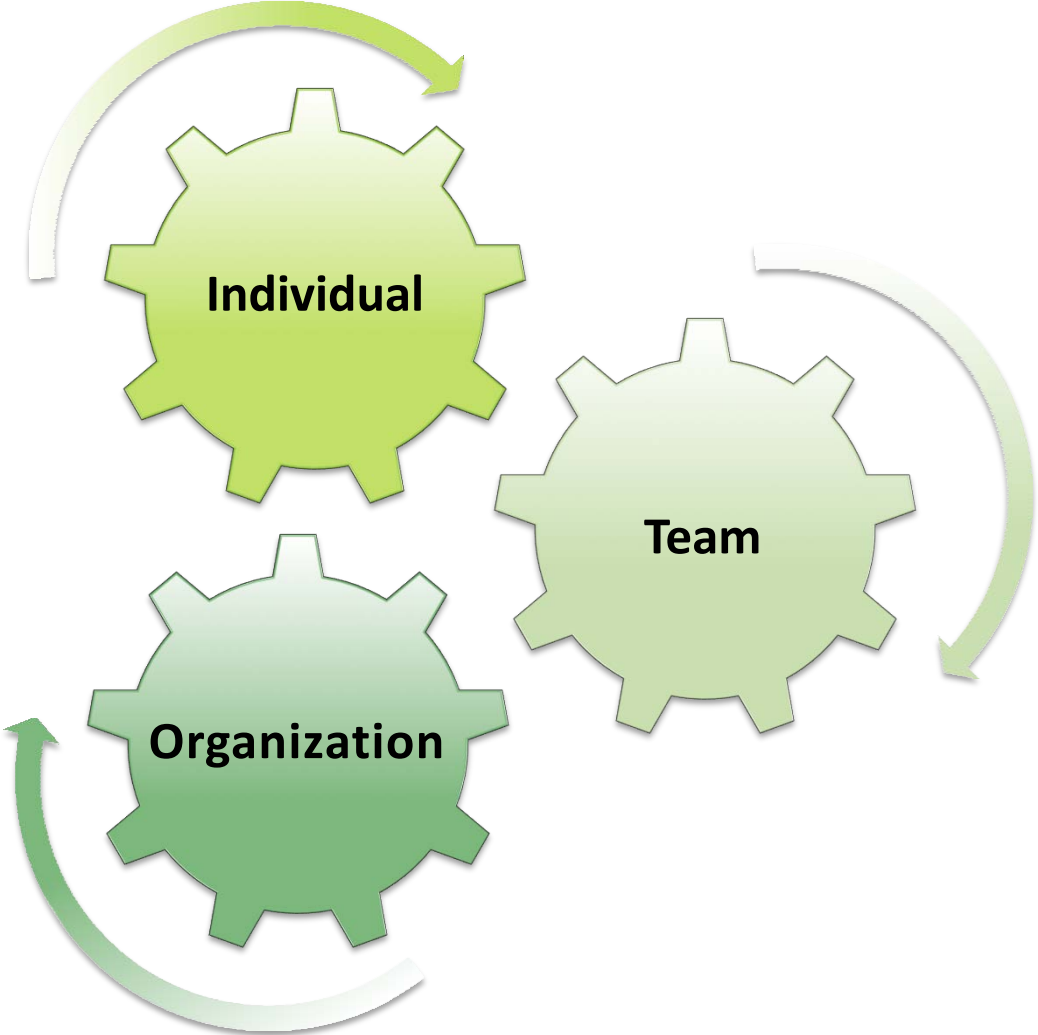
By Raj Tatavarthy -CCO



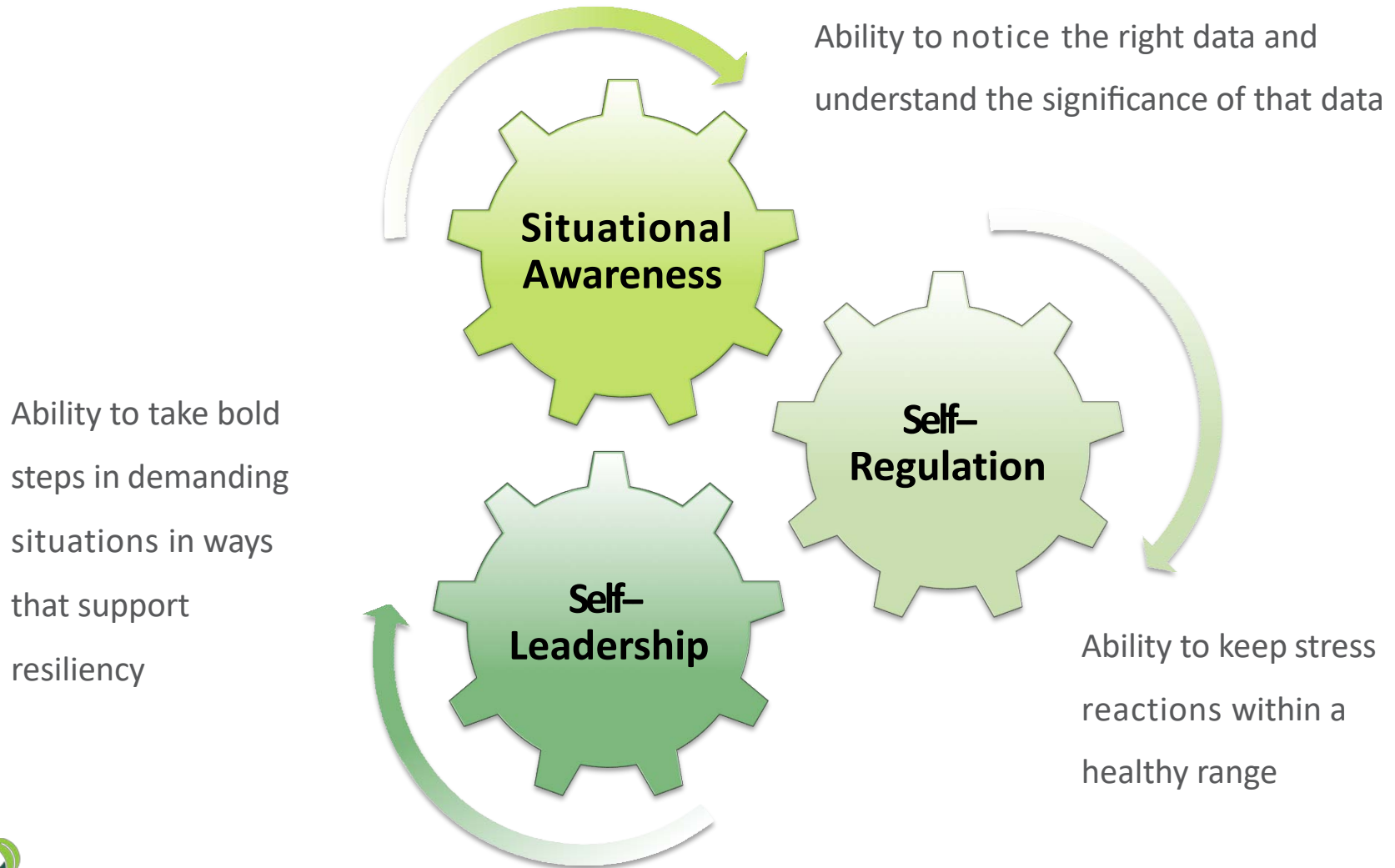
By microgen



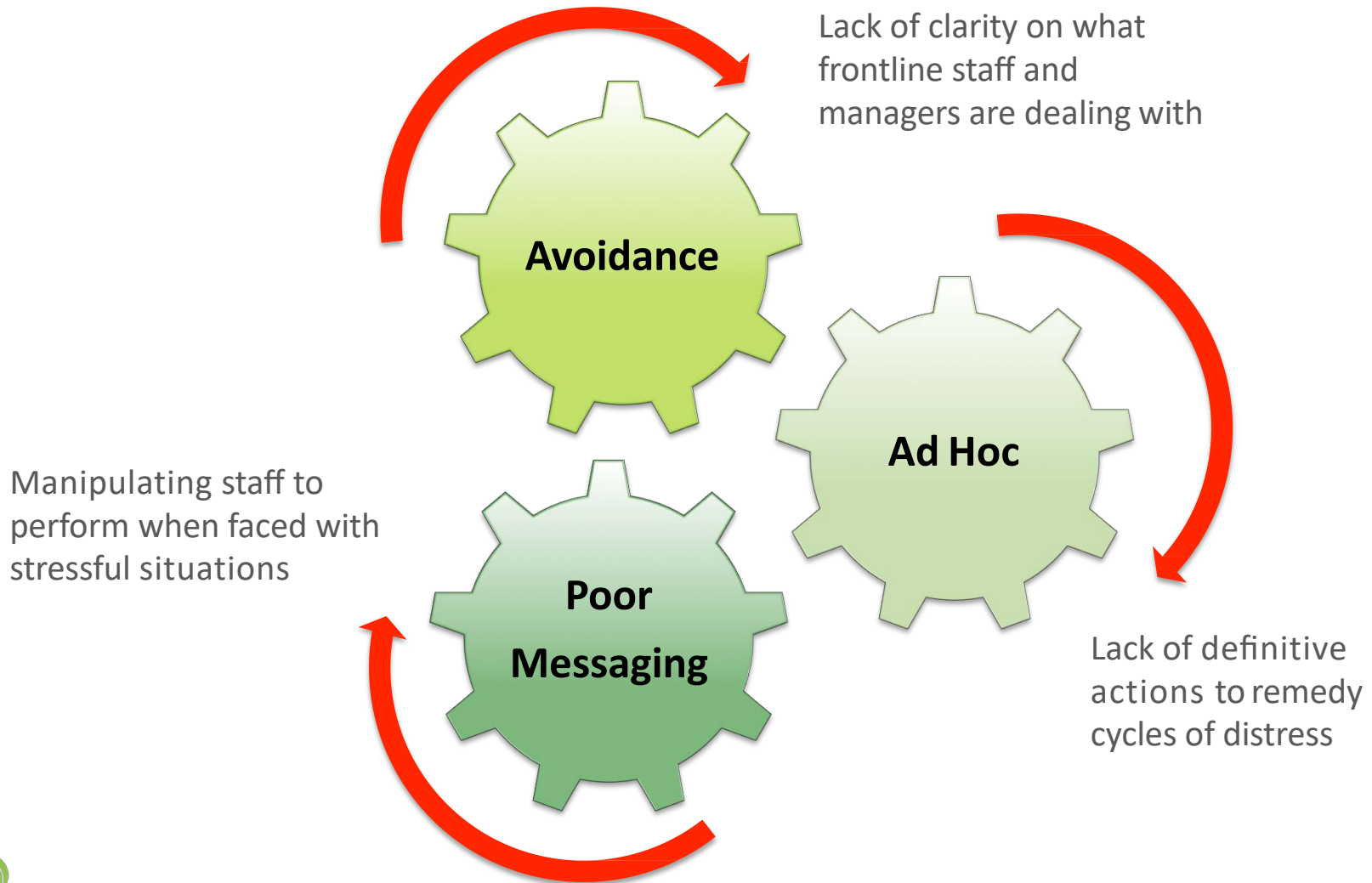
# Shared Responsibility



# Individual Resiliency in Action



# Organizational Resiliency Breakdowns





# Case Study Table Top Exercise

Awareness	Regulation	Leadership

# Case 1

You are an administrator in a school district that is rolling out an enhanced active shooter protocol. Staff simulations are now more realistic and drills are more kinetic. A well-liked teacher comes to you saying, “I’ve heard about the training we are about to do. When I was a child, someone with a gun broke in and we had to hide. I’d be lying if I didn’t say this protocol is freaking me out.”

## Case 2

You are the director of mental health services at a not-for-profit that provides residential facilities for kids with intellectual and developmental disabilities. About 11 months ago, a family member brought firearms to a facility and opened fire. This mass casualty event resulted in two staff killed, a security guard critically wounded, 3 adolescents injured with gunshot wounds, and dozens injured in the panic. Staff appear to be getting uneasy as the one year mark of the event approaches.

## Case 3

You oversee a sizable workforce of emergency response personnel and support staff. Some were present and on duty in Manhattan during the 9/11 attacks, and some were young children then. After a recent credible terrorist threat subsided, your FBI and Homeland Security counterparts provided respectful but concerned feedback that numerous members of your staff seemed “out of it” or agitated during operations.



## READY

- Good to go
- Adapting/flexible
- Excelling at job

*I am at the top of my game and adapting well to all pressures.*

## REACTING

- Mild distress
- Temporary symptoms
- Still getting the job done

*Stress is affecting me but I can still get the job done.*

## INJURED

- Noticeable symptoms
- Personality change
- Erratic functioning

*I have changed to the point that I am not in total control of my behavior or reactions.*

## ILL

- Severe impairment
- Extremely overwhelmed
- Possible danger to self/others

*This worsening condition requires full attention before getting back to work.*

Self Interventions

Social Support

Professional Care

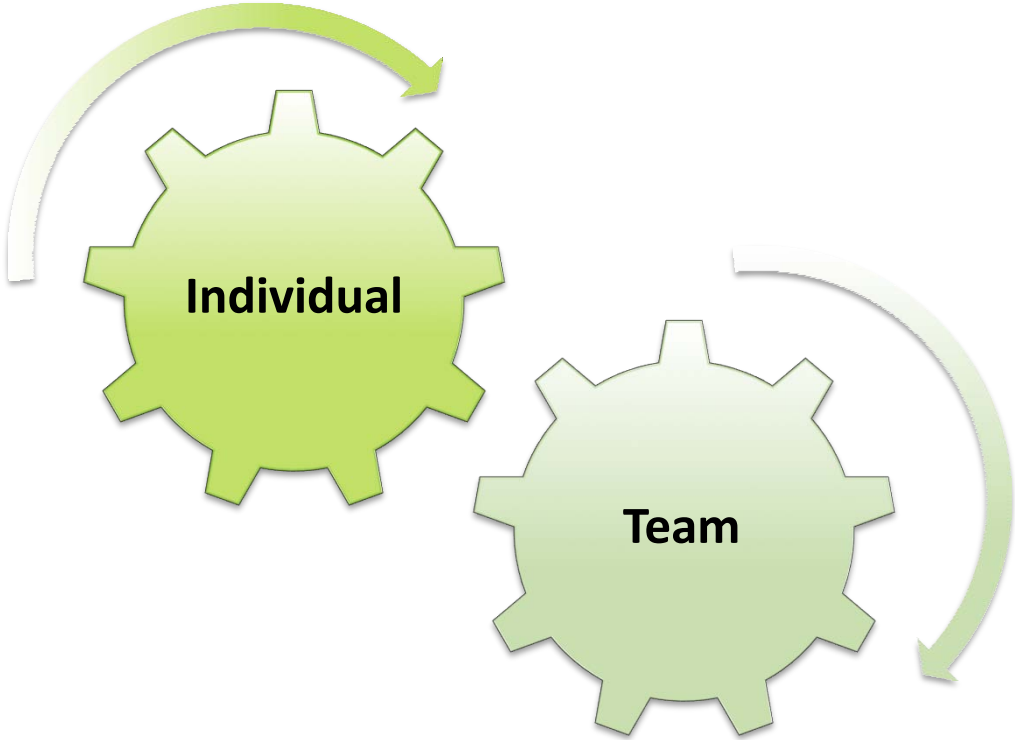
Rest Strongly Recommended



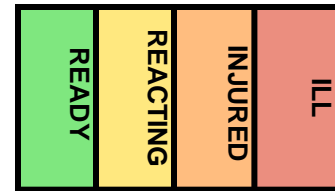
Adapted with permission from U.S. Navy's COSC Doctrine



# Shared Responsibility



# Practice Case



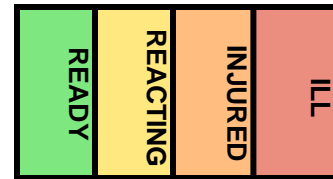
Abe works in a tightly knit workgroup. Two weeks earlier, one of his coworkers, Carlos, was assaulted by someone bigger and out of control. Abe saw how in 12 seconds Carlos was throttled, bear-hugged and started to be choked. It took four others to pull off the assailant and hand him over to security. Carlos was taken to the occ med unit and later got checked out at the nearby medical center.

Six months later, Abe has nearly daily flashbacks about the assault, particularly the look on Carlos' face. He hates that he didn't act swiftly to help Carlos. Abe has bouts of hyperventilation that are uncomfortable. His friends can tell he is doing everything he can to hold things together. Ever since the incident, Abe drinks more than double his usual amount.

- **If you were in this person's shoes, what zone (green, yellow, orange, red) would you would be in?**
- **What intervention(s) could be appropriate?**



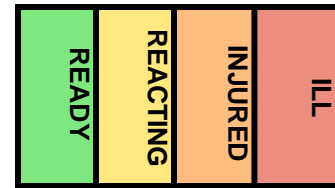
# Practice Case



## Abe qualifies is INJURED -Orange

- Six months ago, Abe had a freeze reaction –not his fault
- Abe has Extensive Traumatic Stress Reactions
  - Direct exposure to someone in life--threatening situation
  - Psychosomatic manifestations of Hyper--arousal
  - Re--experiencing, flashbacks
- Professional care is indicated. he might be using alcohol maladaptively.

# Practice Case



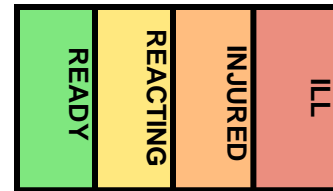
Within a city's department for emergency response, a recent investigation in sexual misconduct has disrupted operations in two teams. Patrice, the manager of one team, has had many of her staff come vent their feelings of confusion over the HR investigation.

For the last 3 weeks, Patrice has been staying back an extra hour every day to get her documentation done because she cannot do them regularly during the day. She is angry at some of her superiors for insensitive remarks, and she vents in the evenings with her spouse and friends. Her neck and shoulders have been acting up in pain, as is usual for her when she's burdened emotionally.

- **If you were in this person's shoes, what zone (green, yellow, orange, red) would you would be in?**
- **What intervention(s) could be appropriate?**



# Practice Case



## Patrice qualifies as **READY** to **REACTING** – Green to Yellow

- Anger at others, while stressful, is not automatically a problematic stress reaction.
- Patrice is working optimally, promoting team cohesion to the extent that she can.
- Self interventions and social support are indicated. Speaking to EAP or a private practice psychotherapist would elevate the support she gets.

# Taking Responsibility for Stress Mitigation

# Protective Organizational Culture

Explicit policies and practices to establish and promote a **Stress Aware** and **Stress Responsive** culture throughout all levels of the organization.





# Commitment to Training & Education

Ongoing programs for all staff on understanding their work--related stress risks, recognizing the signs of stress in self and others, and developing healthy coping mechanisms.



# Ubiquitous Responsibility & Engagement

Holding the organization responsible for upholding policies and procedures that reduce stress as well as ensuring staff members understand and adopt them. Management and employees are evaluated for stress management skills and capabilities.



# Proactive Leadership and Management Participation

Training and development of skills in effective leadership and handling traumatic incidents as well as mentoring and peer support.



# Ongoing Monitoring & Assessments

Multi-tiered monitoring of stress at the individual and team levels. Regular assessments of organizational wellbeing as well as integration with policies and processes. Supervisor accountability for stress--responsive management practices..



# Case Study Table Top Exercise

<b>Elements of Shared Responsibility</b>	<b>Challenges to Implementing Change</b>

# Forum for Discussion

Thank You



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