UNDERSTANDING AND RESPONDING TO ORGANIZATIONAL STRESS and SCIENTIFIC REVOLUTIONS

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THE EARLY MODERN SCIENTIFIC REVOLUTION

Paradigm Shift
A change from one way of thinking to another.

The scientific revolution was a series of events that marked the emergence of modern science during the early modern period.
The law of unintended consequences is the only real law of history.

— Niall Ferguson —
FROM A LIVING WORLD TO A DEAD MACHINE

The Greek notion of an organic, living, and spiritual universe of the was replaced by that of the world as a machine, and the world-machine became the dominant metaphor of the modern era.

THE SCIENTIFIC REVOLUTION: THE DOWNSIDE

• Reductionism and fragmentation– keep going down through the trees and forget about the forest
• Nothing matters except physical cause and effect – science is the ONLY way of understanding the world
• Division of mind and body
A BASIC TENSION IN SCIENCE

The basic tension is one between the parts and the whole.
The emphasis on the parts has dominated.

THE SCIENTIFIC REVOLUTION: THE DOWNSIDE

• Loss of the integrity of the whole
• Devaluation of nature
• Devaluation of humans: Dehumanization
• Justification of atrocity
• Extreme materialism
• Potential annihilation of all life on Earth
A change from one way of thinking, feeling, acting, and being to another.

A revolution, a transformation, a sort of metamorphosis.

WHAT IS A PARADIGM SHIFT?

Helps to change Worldview.

It just does not happen, but rather it is driven by agents of change.

THE 20TH CENTURY: THE CENTURY OF MEGADEATH
980 MILLION OTHER HUMANS
Normal Science: theory is not questioned

Anomalies emerge

Crisis grows – professional insecurity – old rules don’t work

New paradigm emerges – better explanations and results

Increasing attention from eminent scholars

Two VERY different world views – old guard and new

Eventual changeover determined by effectiveness of new paradigm
BURNOUT: PRE-PANDEMIC
(Mayzell, 2020)

- “Professional burnout is an epidemic in America”.
- Research (2019) shows that between 35 -54 % of U.S. nurses and physicians have substantial symptoms of burnout; 45-60% for medical students and residents.

THE DEHUMANIZATION OF HEALTHCARE

The vast American hospital-insurance-pharmaceutical complex—now roughly the size of France’s economy—that we have allowed to bloat, unchecked, has taken something that should be the epitome of humanity—what could be more human than to care for others?—and sent it down a path of industrialization, mechanization, and dehumanization.

It’s not the fault of the doctors, nurses, and support staff, as in so many other areas of life, it’s the structure of the system that’s to blame.

More Human: Designing a World Where People Come First (Hilton, Bade and Bade, 2016)
DEHUMANIZATION WITH FATAL CONSEQUENCES
(Hilton, Bade and Bade, 2016)

• According to a recent study in the Journal of Patient Safety, approaching half a million patients suffer from some type of preventable harm that contributes to their unnecessary death each year in the United States.
• The figure—much higher than was previously believed—makes medical error now the third-leading cause of death in this country, behind only heart disease and cancer.

“The past 50 years of neglect and criminalization have made the U.S. one of the worst places in the world to have a mental illness.”

Allen Frances, M.D. January 17, 2020, Psychiatric Times, Vol 37, Issue 1, Dr Frances is Professor Emeritus and former Chair, Department of Psychiatry, Duke University; Chair, DSM-IV Task Force. He is the author of Saving Normal and Essentials of Psychiatric Diagnosis.
A growing body of research suggests that the changing landscape of the U.S. health care system—how care is provided, documented, and reimbursed—has had profound effects on clinical practice and consequently on the experiences of clinicians, learners, patients, and their families.

National Academies of Science, Engineering and Medicine (2019)

WORLD HEALTH ORGANIZATION AND BURNOUT

- The World Health Organization (WHO) is addressing mental health in the workplace. It’s reclassifying burnout in the 11th Revision of the International Classification of Diseases (ICD-11).
- The new description in ICD-11 is “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.”
- In the new revision, this classification’s recognized as an occupational phenomenon, not a medical condition. They’ve done this to emphasize that it’s a result of stress caused at work.
THE CENTRAL ACT OF CAREGIVING

To repair to the extent possible the wounded humanity and state of inequality and vulnerability of the sick or injured person.

(Pelligrino, 1979)

VALUES CONFLICT

Caregiving is one of the foundational moral meanings and practices in human experience everywhere: it defines human value and resists crude reduction to counting and costing.

"The great failure of contemporary medicine to promote caregiving as an existential practice and moral vision that resists reduction to the market model or the clarion call of efficiency has diminished professionals, patients, and family caregivers alike."


Moral dilemmas are situations of not knowing what the right thing is to do while moral distress is experienced when a person believes they do know what the right thing is but are constrained from doing it.

Moral injury is present when there has been:

- a betrayal of “what’s right”;
- either by a person in legitimate authority or by oneself—“I did it”
- in a high stakes situation.

“a deep soul wound that pierces a person’s identity, sense of morality and relationship to society”

(Silver, 2011).
We characterize evil as the actions of human beings that unjustly or needlessly inflict pain and suffering and death on other human beings.

Adams and Balfour, The Dynamics of Administrative Evil in Organizations

ADMINISTRATIVE EVIL
(Adams and Balfour, 2015)

- The culture of technical rationality as it pervades modern organizations has enabled a new form of evil that we call “administrative evil” and made it even more difficult to perceive.
- What distinguishes administrative evil from other forms of evil is that its consequences are masked within the ethos of technical rationality.
- Under conditions of what we term moral inversion, ordinary people can engage in acts of administrative evil—including the violation of basic human rights—while believing that what they are doing is not only procedurally correct but, in fact, good.
The older paradigm that has dominated group life – and therefore individual existence – for at least the last two hundred years is a model that sees organizations as machines.


ORGANIZATIONAL EVIL: IT’S IN THE STRUCTURE  

• The structure of corporations is designed to exploit individuals for profit or advantage.

• Individuals thus become tools to be used to attain goals, a system of dehumanization that equates humans with a “piece of metal—you use it if you want, you throw it away if you don’t.”

• A corporation’s mandate, by law, is the pursuit of self-interest, whether product sales, political gain, or converting to nonprofit status to benefit from tax incentives and legal protections.

• Yet while an organization has the legal status of a person, it lacks a person’s moral obligations.
MORAL VIRUSES
(Lennick & Kiel, 2005)

- The organization becomes "infected" by "moral viruses," disabling and inaccurate negative beliefs that are in conflict with universal principles of caregiving but that are often hidden deep within the organizational operating system.
- Sneak into our moral operating system
- Moral viruses infect our moral compass and lead us to adopt goals that are inconsistent with our moral compass.

In America profitability trumps all other values including the value of life itself.
And that reality cannot be addressed in most settings.
Normal Science: theory is not questioned
Anomalies emerge
Crisis grows – professional insecurity – old rules don’t work
New paradigm emerges – better explanations and results
Increasing attention from eminent scholars
Two VERY different world views – old guard and new
Eventual changeover determined by effectiveness of new paradigm

ISOMORPHISM

Most generally, the idea behind General System Theory is that there are mathematical rules which are stable and can be applied across many levels of organization (e.g., cell, organism, society).
PARALLEL PROCESS

When two or more systems have significant relationships with one another, they tend to develop similar thoughts, feelings and behaviors.

Kenwyn Smith, et al, 1989
HOW DOES THIS IMPACT ORGANIZATIONS?

THE PERFORMANCE CURVE

Organizations, like individuals, are living, complex, adaptive systems and that being alive, they are vulnerable to stress, particularly chronic and repetitive stress.

Organizations, like individuals, can be traumatized and the result of traumatic experience can be as devastating for organizations as it is for individuals.

“You can sum up this year’s budget with one word.”
ORGANIZATIONAL TRAUMA

Suicides/Homicides  Other patient or staff deaths  Lawsuits  Loss of funding
Patient or staff injuries  Workplace harassment  Media attacks  Other traumatic events
Loss of key staff  Loss of key leaders  Loss of programs  Workplace violence

ORGANIZATIONAL HYPERAROUSAL
WHEN EVERYTHING IS A CRISIS
LOSS OF BASIC SAFETY AND TRUST

TRUST WITHIN ORGANIZATIONS

*It is almost impossible to successfully implement high performance or high commitment work practices in the absence of mutual trust and respect.*

J. Pfeffer, *The Human Equation*
All workplace practices and changes should be evaluated by a simple criterion: do they convey and create trust, or do they signify distrust, and destroy trust and respect among people?

J. Pfeffer, The Human Equation: Building Profits by Putting People First, p.62
Organizations are built, maintained, and activated through the medium of communication. If that communication is misunderstood, the existence of the organization itself becomes more tenuous.

K. E. Weick, 2001
Making Sense of the Organization, p. 136

**COMMUNICATION UNDER STRESS**

- Perceptions narrow
- Context is lost
- One-way communication, top-down
- Feedback loops break
- Complex team behaviors decrease
- Risk increases
I HEARD IT THROUGH THE GRAPEVINE

• 70% of all organizational communication comes through this system of informal communication more rapidly than through formal systems.
• “Poisoning of the grapevine” – rumors, malignant gossip increase

(Crampton, Hodge & Mishra, 1998)
THE UNDISCUSSABLES

- Questionable business practices
- Financial inequities
- Criminal behavior
- Suicides
- Homicides
- Xenophobic behavior – racism, sexism, etc
- Sexual misconduct
- Physical, verbal assaults
- Other shameful acts

INTERPERSONAL CONFLICT INCREASES
TASK CONFLICT DECREASES
ORGANIZATIONAL AMNESIA

- Loss of organizational memory with every person that walks out the door
- Failure to learn from the past
- Failure to unlearn failed strategies
Attention narrows, focus on threat, cognitive rigidity
More top-down, less inclusion
Results in premature closure — failure to generate all possible alternatives and possible consequences.
As decision-making becomes increasingly non-participatory
Problem solving becomes more reactive
Increasing number of short-sighted policy decisions are made that appear to compound existing problems.

ORGANIZATIONAL LEARNING DISABILITIES
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<td>Labeling that restricts new formulations</td>
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<td>Self-fulfilling prophecies</td>
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<td>Filtering out trauma</td>
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<td>Deterioration of memory</td>
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**MINDLESS, UNSCIENTIFIC ORGANIZATIONAL REENACTMENT**

REPETITION OF THE PAST
LOSS OF PARTICIPATION

LEARNED HELPLESSNESS

PROBLEMS
As the situation feels increasingly out of control, organizational leaders become more controlling, instituting ever more punitive measures in an attempt to forestall chaos.

Staff respond to the perceived punitive measures instituted by leaders by acting-out and passive-aggressive behaviors.
AUTHORITARIAN LEADERS

- Impose strict and systematic, sometimes punitive discipline
- Expect unquestioning obedience
- Have cognitive problems
- Unable to deal with complex problems

HOSTILE WORKPLACE

- Silencing of dissent
- Secrecy
- Increased aggression and bullying as normative
- Misplaced loyalty to authoritarians – failure to protect
A group is likely to do poorly if internal dissent is discouraged.


As dissent is silenced and secrecy increases, fear interferes with function.
- Fear is used to manipulate and control
- Toxic formal and informal leadership arises leading to petty tyranny
- Predatory opportunities abound
- Psychopathic people – without empathy, without a moral compass - may gain entrance and have free rein because organizational immune system is not working properly.
The fact is that many organizations are prime feeding grounds for psychopaths with an entrepreneurial bent and the requisite personal attributes and social skills to fool many people. Like all predators, psychopaths go where the action is, which to them means positions, occupations, professions, and organizations that afford them the opportunity to obtain power, control, status, and possessions, and to engage in exploitative interpersonal relationships.

Babiak & Hare, 2006 Snakes in Suits p. 97

Organizational Grief
(Carr, 2001)

Losses to the organization are likely to be experienced individually as well as collectively.

Normal grief processes are frequently short-circuited, minimized or completely denied.
LOSS OF COMPLEX THINKING SKILLS

DEMORALIZATION
THE PROBLEM TODAY

It is impossible to create a well-working society on a knowledge base which is fundamentally inadequate, seriously incomplete, and mistaken in basic assumptions. Yet that is precisely what the modern world has been trying to do.

Willis Harman, 1998 Global Mind Change

1918-1997, American engineer, futurist, and author
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The newer model is that of organizations as alive, possessing the basic requirements of a living system. (De Geus, 2002)
LIVING SYSTEMS THEORY
(Miller, 1978)

PARALLEL PROCESS
Life keeps emerging out of the previous system, different from its predecessors and yet with significant parallels.

EMBEDDED IN THE WORDS

ORGANIZATION: The word originally came from the Greek Organon, which means 'organ; early 15c., organisacioun, “structure of the body or its parts;”

CORPORATION: from Late Latin corporatio (“assumption of a body”), from Latin corporatus, past participle of corporare (“to form into a body”);
HEALTHY ORGANIZATIONS SHOULD BE COMPRISED OF HEALTHY PEOPLE

What would that look like???

“a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”

World Health Organization
WHAT IS PSYCHOLOGICAL HEALTH?
(Lingiardi and McWilliams, 2017)

• The recognition that personality health– disturbance is a dimension or continuum has evolved over decades of clinical observation and research.
• At the healthy end of the continuum are people who show good functioning in all or most domains.
• They usually can:
  • engage in satisfying relationships,
  • experience and understand a relatively full range of age-expected feelings and thoughts,
  • function relatively flexibly when stressed by external events or internal conflict,
  • maintain a relatively coherent sense of personal identity,
  • express impulses in a manner appropriate to the situation,
  • conduct themselves in accordance with internalized moral values, and
  • neither suffer undue distress nor impose it on others.

GUIDELINES FOR INDIVIDUAL HEALTH AND WELL-BEING

• That gives us pretty good guidelines for individual health and wellbeing.
• But what about the next level up, our workplaces – all of the organizations – for-profit and not-for-profit – that comprise the world of work? That make up our society?
So how healthy are we?

“Ay, there’s the rub,” says Hamlet while contemplating suicide.

THE UNEXPECTED GIFT OF THE MEGADEATH OF THE 20TH CENTURY

A UNIFIED THEORY OF DISEASE:

STRESS IS THE NONSPECIFIC RESPONSE OF THE BODY TO ANY DEMAND FOR CHANGE.

HANS SELYE, 1984.
THE STRESS OF LIFE.

‘Every stress leaves an indelible scar, and the organism pays for its survival after a stressful situation by becoming a little older.’

– Hans Selye, MD, PhD
ACE CATEGORIES
WHEN YOU WERE 18 OR YOUNGER

MALTREATMENT
• PHYSICAL ABUSE
• SEXUAL ABUSE
• EMOTIONAL ABUSE
• PHYSICAL NEGLECT
• EMOTIONAL NEGLECT

HOUSEHOLD
• MENTAL ILLNESS
• SUBSTANCE ABUSE
• DOMESTIC VIOLENCE
• PARENTAL SEPARATION/DIVORCE
• INCARCERATION

1 POINT /CATEGORY – ADD TO GET TOTAL ACE SCORE
WHAT'S WRONG?! HAPPENED?!

81; Bloom, 1994

EVERYTHING BECOMES CLEARER THROUGH A DEVELOPMENTAL LENS

82
It involves using the child as what I have termed a "poison container", a receptacle into which one can project disowned parts of one’s psyche, so that one can manipulate and control these feelings in another body without danger to oneself.

Lloyd de Mause
Psychohistorian, 1931-2020
CHosen and Unchosen Suffering

Paul Bloom, who is writing a book about suffering, told me, “There’s a big movement in psychology to say, ‘What doesn’t kill you makes you stronger.’ People talk about ‘post-traumatic growth.’ I think a lot of it is bullshit. Look at the data: bad things are bad.” You aren’t healthier after you have cancer or fall down a flight of steps.

Reverence for Life

“Until he extends his circle of compassion to include all living things, man will not himself find peace.”

Albert Schweitzer

Trauma Theory is the Science of Suffering

And that suffering begins in childhood
And that suffering can last a lifetime...

And can extend through time

Out of 17,337 participants...

- 21.5% reported at least one ACE.
- 30.2% reported exactly one ACE.
- 48.4% reported no ACEs.

Out of 1,784 participants...

- 37.3% reported at least one ACE.
- 45.9% reported exactly one ACE.
- 16.8% reported no ACEs.

Original ACE Study

Expanded ACE Study
NATIONAL SURVEY OF CHILDREN’S HEALTH, 2011-2012
ADVERSE CHILDHOOD EXPERIENCES

OVER HALF OF ADOLESCENTS AGED 12-17 IN AMERICA HAD BEEN
EXPOSED TO ADVERSE CHILDHOOD EXPERIENCES

In 16 states, at least 25 percent of children have had two or more ACEs.
Of 76 million children in the U.S., 46 million are exposed to violence, crime, abuse, and psychological trauma annually.

That represents two out of every three children.

FROM DEFENDING CHILDHOOD: THE ATTORNEY GENERAL’S NATIONAL TASK FORCE ON CHILDREN EXPOSED TO VIOLENCE, DECEMBER 2012

THE BAD NEWS

SCIENTIFIC REVOLUTION TODAY
(KUHN, 1970)

- Normal Science: theory is not questioned
- Anomalies emerge
- Crisis grows – professional insecurity – old rules don’t work
- New paradigm emerges – better explanations and results
- Increasing attention from eminent scholars
- Two VERY different world views – old guard and new
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MENTAL ILLNESS:
- DEPRESSION, ANXIETY, EATING DISORDERS, PERSONALITY DISTORTIONS, DISSOCIATION, PSYCHOSIS

SUBSTANCE ABUSE:
- ALCOHOL, DRUGS, FOOD, ETC

PHYSICAL ILLNESS:
- HEART DISEASE, LIVER DISEASE, CANCER, STROKE, AUTOIMMUNE DISEASES, ETC.

ADDICTIVE SEXUALITY:
- STD’S, UNWANTED PREGNANCIES, FETAL DEATH, EARLY INITIATION SEX, DANGEROUS SEXUAL PRACTICES, PORNOGRAPHY ADDICTION

AGGRESSION AND VIOLENCE
An interconnected, complex, adaptive, living world

WHAT THE EPIDEMIOLOGY OF CHILDHOOD ADVERSITY AND LIFETIME TRAUMA EXPOSURE SHOWS US

FILLED WITH PEOPLE WHO HAVE HAD ADVERSE INDIVIDUAL, GROUP AND INTERGENERATIONAL TRAUMA AND ADVERSITY

MOST PHYSICIANS
MOST NURSES
MOST MANAGERS
MOST SUPERVISORS
MOST STAFF MEMBERS
MOST PATIENTS
MOST FAMILY MEMBERS
Adverse childhood experiences 
...a public health burden that 
could rival or exceed all other 
root causes.

experiences questionnaire: Two decades of 
research on childhood trauma as a primary cause 
of adult mental illness, addiction, and medical 
EFFECTS OF TRAUMA

- Trauma has biological, psychological, social, moral, and cultural effects that can be immediate or very delayed after a traumatic event.
- When people are traumatized in early life, the effects of trauma frequently interfere with normal physical, psychological, social, and moral development.
- These effects spread horizontally and vertically, across and down through the generations.
- These complex effects interact with each other and are the source of greatest weakness AND greatest strengths.

TRAUMA-ORGANIZED and PARALLEL PROCESS

When an individual, an organization, or a whole society becomes fundamentally and unconsciously organized around the impact of chronic and toxic stress, even when this undermines their adaptive ability.
A HALLMARK OF TRAUMA IS FRAGMENTATION

FRAGMENTED SYSTEMS OF CARE
Exposure to systematic adversity and trauma is a central organizing principle of human thought, feeling, belief, and behavior that is largely overlooked in existing explanations of and responses to human behavior.

What we have been describing as “normal” in our culture – in our whole species - has been determined by the long-term, multigenerational impact of repetitive adversity and trauma.

NOW WE CAN SEE WHAT HAS BEEN MISSING!
I think there are good reasons for suggesting that the modern age has ended.

Today, many things indicate that we are going through a transitional period, when it seems that something is on the way out, and something else is painfully being born. It is as if something were crumbling, decaying and exhausting itself, while something else, still indistinct, were arising from the rubble.

VÁCLAV HAVEL (1936-2011), Activist, political prisoner, playwright, former president of the Czech Republic
The point at which a society can no longer “think” its way out of its problems is called “the cognitive threshold”. And once a society reaches this cognitive threshold, it begins passing unresolved issues from one generation to the next until, finally, one or more of these problems push the civilization over the edge. This is the real reason for collapse.

**THE COGNITIVE THRESHOLD**

*Costa, 2010*

The effects of sin are naturally passed down from one generation to the next. Thus the term "generational curse."
PROFOUNDLY DIVIDED AND NEVER HEALED
WE WENT TO WAR INSTEAD
A VERY OLD AND ESTABLISHED PATTERN OF REENACTMENT

HISTORICAL MISANTHROPY
Western cultural tradition has been broadcasting a most dubious answer to questions of war, peace, and human nature for over two millennia: it’s inevitable, it’s human nature, it’s just the way it is and always has been.
ASKING DIFFERENT QUESTIONS

There are now many
• historians,
• anthropologists,
• archaeologists,
• geologists,
• paleontologists,
• sociologists,
• psychologists
• philosophers

who are changing the previous conclusions that have been drawn about “human nature” in ways that have significant bearing on the “human condition.”

COLLECTIVE PSYCHOSIS
(S. Taylor, 2018)

“For the last 6000 years, human beings have been suffering from a kind of collective psychosis. For almost all of recorded history human beings have been – at least to some degree – insane.”
WE HAVE HAD A BLIND SPOT

• That blind spot is our tendency to take civilization as a given, that is, to view our species' story as if we were somehow born to the civilized state, as if like Athena we had sprung fully armed into being.

• Humans diverged from apes between 9.3 million and 6.5 million years ago!

• So we have only spent about 1% of our species’ history living as we do now.

WHAT IF THE BLINDERS WERE REMOVED AND YOU KNEW THAT...

The human genus spent 99% of its existence in a lifestyle that is egalitarian, emphasizing individual autonomy, immersed in nearly constant, pleasurable social activity... attending primarily to the here and now with minimal possessions or planning for the distant future.
“NATURAL” OR INSANE?

Around 6000 – 4000 BC it becomes “natural” for:

- human beings to kill each other and become violent, even to family members
- men to oppress women
- men to enslave other men, women, and children
- parents to oppress, beat children, and even kill
- small groups of people to wield massive amounts of power to dominate massive numbers of other people, even to the point of starvation of basic resources needed for life.

“NATURAL” OR INSANE?

It becomes “natural” for human beings to try to accumulate massive amounts of wealth that they will never need.
“NATURAL” OR INSANE?

It becomes normal for people to abuse the natural world to the point of ecological disaster, and to despise their own bodies and feel guilty for experiencing completely natural desires.

THREE MAIN CHARACTERISTICS OF HISTORICAL CIVILIZATIONS

• War
• Patriarchy
• Social inequality
THREE MAIN CHARACTERISTICS OF HISTORICAL CIVILIZATIONS

• War
• Patriarchy
• Social inequality

BUT WHAT IF IT IS ALL A RESULT OF TRAUMA???

CRADLE OF CIVILIZATION

• Prior to c.4000 BCE, most of North Africa, Arabia and the Middle East, as well as the large deserts of Central Asia, were semi-forested, lush grassland savannas, cut through with broad rivers and gigantic fresh-water lakes.
• They were thick with large browsing animals, as well as early human habitations.
THE LANDS OF MILK AND HONEY BECOME A DESERT

• At around 4000 BCE what has been referred to as "one of the most substantial environmental and climatic changes ... since the close of the last glacial epoch" began to take place.

• "Saharasia." As its name suggests, this is the enormous belt of arid land which stretches from North Africa, through the Middle East, and into central Asia.

HUMANITY’S COLLECTIVE TRAUMA?

• Severe damage to human social existence, where family bonds of love between men and women, and between mothers and babies, are destroyed utterly.

• Food-seeking and self-preservation take over all other concerns

• Conflicts with neighboring regions where water and food still exists intensify
WARRIOR CULTURES

• A warrior culture prevails with the
  • instrumental use of violence,
  • social stratification,
  • domination of women by men,
  • abuse of children,
  • social inequality.
• And then the tragic story of the
  “Parable of the Tribes” takes over.

HOW IT ALL SPREADS:
THE PARABLE OF THE TRIBES
(Schmookler, 1983)

• Imagine a group of tribes living within reach
  of one another.
• If all choose the way of peace, then all may
  live in peace.
• But what if all but one chooses peace, and
  that one is ambitious for expansion and
  conquest?
THE PARABLE OF THE TRIBES

• Power can only be stopped by power.
• The irony is that successful defense against a power-maximizing aggressor requires a society to become more like the society that threatens it.
• It spreads like a virus.

No one is free to choose peace, but anyone can impose upon all the necessity for power.

This is the lesson of the parable of the tribes.
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The significant problems we have cannot be solved at the same level of thinking with which we created them.

— Albert Einstein —
THE DIFFERENCE BETWEEN LIVING AND NONLIVING SYSTEMS

• If you throw a rock, you can safely predict where the rock will end up – it will follow the law of physics.
• On the other hand, if you throw a bird, the bird’s reactions can only be predicted by a set of probabilities – even though the bird too is affected by the laws of physics.
• But within those natural constraints – THE BIRD HAS CHOICE
• AND SO DO YOU AND EVERYONE YOU WORK WITH

“Public health teaches us that no mass disease or disorder has ever been controlled or eliminated through individual treatment.”

Dr. George Albee, 2004
HEALTHY CULTURE

• No other mammals soil and contaminate their own living space.
• No other mammals conduct war against those of their own kind.
• No other mammals deliberately and often systematically hurt and do violence to their offspring.
• For the most part, human cultures today are death-seeking, suicidal.
• Our survival as a species depends on radically altering the social constructs we have created – quickly.

Why “trauma” is such a big deal:
EMERGING NEW WORLDVIEW

• LIFESPAN APPROACH:
  • Provides developmental continuity child to adult
• SOCIAL/POLITICAL NATURE:
  • Supports engaging social determinants of health and thereby preventing trauma
  • Supports more egalitarian emphasis on democratic processes
• HEALING:
  • Heals Cartesian mind/body split
Why “trauma” is such a big deal:
EMERGING NEW WORLDVIEW

• ENDING SILOS:
  • Provides integrating framework for all human systems AND knowledge

• SCALING UP
  • Integrative framework for body/mind/soul/society

• CULTURAL EVOLUTION
  • Faster than biological evolution

WHAT WE ARE UP AGAINST

• Patriarchy, social inequality, racism, sexism very deeply embedded in a trauma-organized culture.

• These social constructions favor authoritarianism, brutal suppression of dissent and violence, AND hatred.
WHAT WE ARE UP AGAINST

• We know that most of the people who work in organizations will have been exposed to trauma and adversity, usually beginning in childhood.
• We know that millions of people are grieving, just over pandemic losses.
• “Toxic work environments are driving the Great Resignation” (World Economic Forum)

THE PERSONAL IS POLITICAL

• It is impossible to ignore the social, economic and political contexts of traumatic experience.
• People who are abused as children learn to use power abusively because it was used abusively on them.
• The more a person abuses their power, the more corrupted they become.
• Democratic processes are designed to minimize the abusive use of power in all of its forms
WHAT WE ARE UP AGAINST

• But the workplace isn’t the place for treatment – it’s for getting a job done.
• But maybe there is a way to make workplaces just naturally therapeutic while still making sure the work is accomplished.
• But we need a model for that big of a shift
Democratic process embodies the apparent contradiction of *safe struggle* over the shape and implementation of a future and presupposes that the future exists and that it is meaningful.

**Democratic Culture as Antidote to Trauma**

- Learn skills for calming down and reducing chronic hyperarousal
- Learn triggers and have safety plans for different situations
- Learn ways to manage impulses and make better decisions in collaboration with others
- Honor social relationships and social support
- Develop concern for the common good
- Develop empathy for self and others
- Learn patience and strategies to improve concentration, attention and focus
- Have many mastery experiences that overcome helplessness
- Learn how to handle personal power without becoming destructive to self or others
DEMOCRATIC CULTURE AS ANTIDOTE TO TRAUMA

- Words as substitute for action
- Trust-building and restoring trust
- Shared decision making
- Shared problem-solving
- Social skills development
- Negotiation, concession, compromise
- Culture of empowerment, participation, responsibility
- Demonstrable fair play, restorative justice

Walter B. Cannon, M.D.

1871-1945

Chaired the Department of Physiology at Harvard Medical School.
1906-1942
• Formed basis for much of our modern understanding of the physiological response systems involved in linking emotions, such as fear, with illness..."homeostasis"

• Laid out "fight or flight response," a term still in use today that he coined to describe this neurophysiological--behavioral response pattern.

The integrity of the organism as a whole rests on the integrity of its individual elements, and the elements, in turn, are impotent and useless save as parts of the organized whole.

Just as in the body physiologic, so in the body politic, the whole and its parts are mutually dependent; the welfare of the large community and the welfare of its individual members are reciprocal.


Is it not possible that social organization, like that of the lower animals, is still in a rudimentary stage of development? It would appear that civilized society has some of the requirements for achieving homeostasis, but that it lacks others, and because lacking them it suffers from serious and avoidable afflictions.

“The most efficient and stable human society would be a body politic modeled after the organization of the human body... A BIOCRACY in which the myriad of differentiated cells would be organized into functional organs all cooperating in a dynamic democracy in which any form of dictatorship would lead to degeneration and death”.

Dr. Walter B. Cannon, Presidential Address, American Association for the Advancement of Science, New York City, December 28, 1940

HEALTHY BIOCRATIC ORGANIZATIONS
COLLECTIVE CONSCIOUSNESS

- We cannot wait for governments to act – too big, too slow, too divided
- We need organizational prototypes – the next level down from governments – for significant collective change.
- We need a model that guides us into a different way of thinking about health, wellbeing, and organizational health for everyone.

DEVELOPING ORGANIZATIONAL PROTOTYPES FOR COLLECTIVE, LIFE-AFFIRMING, COMPLEX GROUP SURVIVAL:

NEW MENTAL MODELS
<table>
<thead>
<tr>
<th><strong>Living Systems</strong> isn’t a metaphor for how human institutions operate.</th>
<th>A new online organizational and clinical approach for creating trauma-informed, trauma-responsive and trauma-resilient living organizations.</th>
<th>Learning to modify your organizational DNA.</th>
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<td>It’s the way it is.</td>
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**P.R.E.S.E.N.C.E.:**
A 21st Century Model for Organizational Health

- **P** = Partnership and Power
- **R** = Reverence and Restoration
- **E** = Emotional Wisdom and Empathy
- **S** = Safety and Social Responsibility
- **E** = Embodiment and Enactment
- **N** = Nature and Nurture
- **C** = Culture and Complexity
- **E** = Emergence and Evolution
WHAT CAN YOU DO?

- Strengths and vulnerabilities
- Know Thyself
- Safety Plan
- Wellness Plan
- Review the past
- Assess the culture
- Discuss the undiscussables
- Know the research
WHAT CAN YOU DO?

A. DIALOGUE NOT DEBATE

B. BRIDGE SILOS

C. CURB THE RUMOR MILL WITH INFORMATION

WHAT CAN YOU DO?

A. DEBRIEF ALL DEPARTURES

B. TEAMWORK WORKPLACE DEMOCRACY

C. EMPOWERMENT MEANS RESPONSIBILITY

D. DECENTRALIZE
WHAT CAN YOU DO?

Co-chair and now Chair since 2015 until 2023

CTIPP OBJECTIVES:

• National volunteer organization to educate Congress about a comprehensive policy vision to prevent trauma and build resilience

• Leverage stories and thought leadership from the field to promote new policy ideas and create momentum for the trauma-informed movement
• In our brief history, CTIPP has made considerable strides in the trauma-informed movement.
• When we began, there were no mentions of trauma and Adverse Childhood Experiences (ACEs) in Congressional appropriation bills, and as of 2022, there are now over 30 programs funded to address trauma and ACEs.
• Our National Trauma Campaign has members in all 50 states, and this organic momentum occurred with volunteers and no dedicated funding.
• Our Community Advocacy Network calls also reach hundreds of practitioners each month to continue to spread new information about the trauma-informed movement.
• On-boarded first full-time staff in 2022

CTIPP:
CAMPAIGN FOR TRAUMA-INFORMED POLICY AND PRACTICE:
ON YOUTUBE

STEP-BY-STEP GUIDE TO SAFETY PLANNING
https://www.youtube.com/watch?v=PEhnhwKK0CU&t=396s&ab_channel=CTIPPORG

STEP-BY-STEP GUIDE TO WELLNESS PLANNING
https://www.youtube.com/watch?v=OdkE9hudUsO&t=2s&ab_channel=CTIPPORG
One evening, an elderly Cherokee brave told his grandson about a battle that goes on inside people.

He said "my son, the battle is between two 'wolves' inside us all. One is evil. It is anger, envy, jealousy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego.

The other is good. It is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion and faith."

The grandson thought about it for a minute and then asked his grandfather: "Which wolf wins?..."

His grandfather simply replied,

"THE ONE THAT YOU FEED"
HEALTHY BIOCRATIC, TRAUMA-INFORMED INSTITUTIONS? OR FASCISM?

WHICH WOLF WILL WE FEED?