


UNDERSTANDING AND RESPONDING TO ORGANIZATIONAL STRESS and SCIENTIFIC REVOLUTIONS

Sandra L. Bloom, M.D.
Dornsife School of Public Health, Drexel University
Philadelphia, PA




1


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.



2



THE ENLIGHTENMENT AND THE SCIENTIFIC METHOD

- Liberation of thought from superstition and established authority
- Modern medicine, technology, all scientific achievement
- Individuality and human rights
- Abolition of slavery
- Improvement in conditions for women
- Democracy



3



The law of unintended
consequences is the only real law of
history.

— Niall Ferguson —

AZ QUOTES



4

FROM A LIVING WORLD TO A DEAD MACHINE

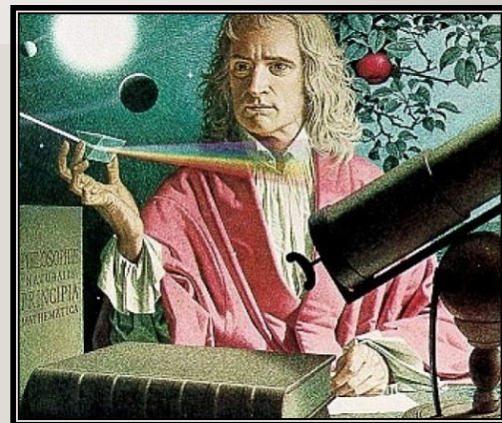
The Greek notion of an organic, living, and spiritual universe of the was replaced by that of the world as a machine, and the world-machine became the dominant metaphor of the modern era.



5

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



6



7

**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

8



9

WHAT IS A PARADIGM SHIFT?

Helps to change Worldview.

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

A revolution, a transformation, a sort of metamorphosis.

A change from one way of thinking, feeling, acting, and being to another.

10

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

Eventual changeover determined by effectiveness of new paradigm



11

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

Eventual changeover determined by effectiveness of new paradigm



12



**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.



13



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)




14



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.




15

"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.*





16



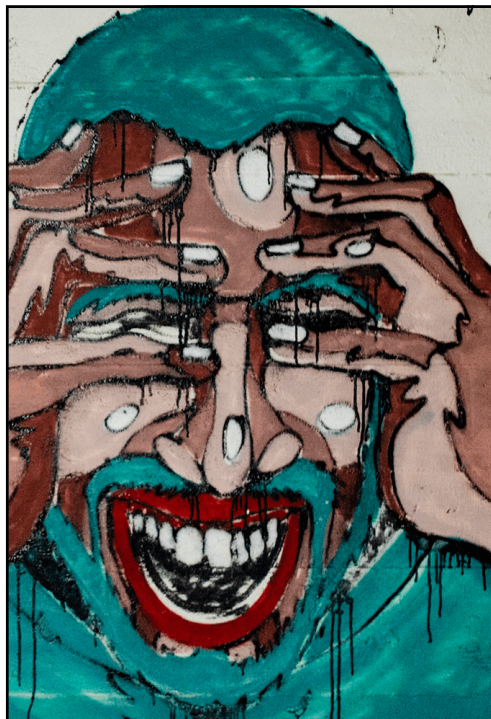
**BURNOUT:
IT'S THE
STRUCTURE!**

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)




17



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.



18



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)



19


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.*

Kleinman, A. (2012). "Caregiving as moral experience." *The Lancet (British edition)* **380**(9853): 1550-1551.




20



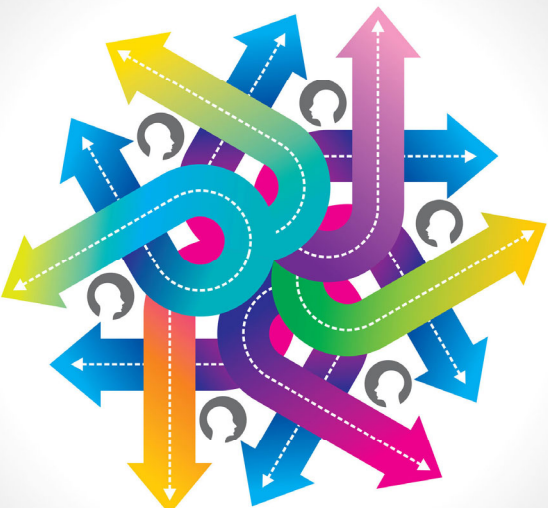
VALUES CONFLICT

"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."

Kleinman, A. (2012). "Caregiving as moral experience." The Lancet (British edition) **380**(9853): 1550-1551.




21



MORAL DILEMMA VS. MORAL DISTRESS

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.

Jameton, A., *Nursing Practice: The Ethical Issues*. 1984, Englewood Cliffs, NJ: Prentice-Hall.




22




MORAL INJURY
(Shay, 2014)

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.




23




MORAL INJURY
(Syracuse University, Moral Injury Project)

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

(Silver, 2011).




24




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*




25



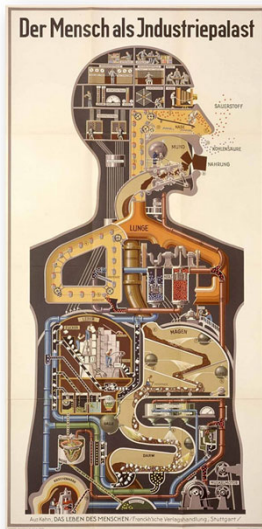
ADMINISTRATIVE EVIL

(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.



26



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.

A. de Geus, (2002)
The Living Company: Habits for Survival in a Turbulent Business Environment.
 Boston, Harvard Business School Press.



27

ORGANIZATIONAL EVIL: IT'S IN THE STRUCTURE

Carol Jurkiewicz, Editor. *The Foundations of Organizational Evil.* New York: Taylor and Francis, 2015.

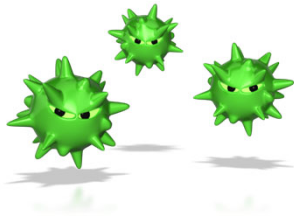
- **The structure of corporations is designed to exploit individuals for profit or advantage.**
- **Individuals thus become tools to be used to attain goals, a system of dehumanization that equates humans with a “piece of metal—you use it if you want, you throw it away if you don’t.”**
- **A corporation’s 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.**



28

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.



29



In America profitability trumps all other values including the value of life itself.


And that reality cannot be addressed in most settings.



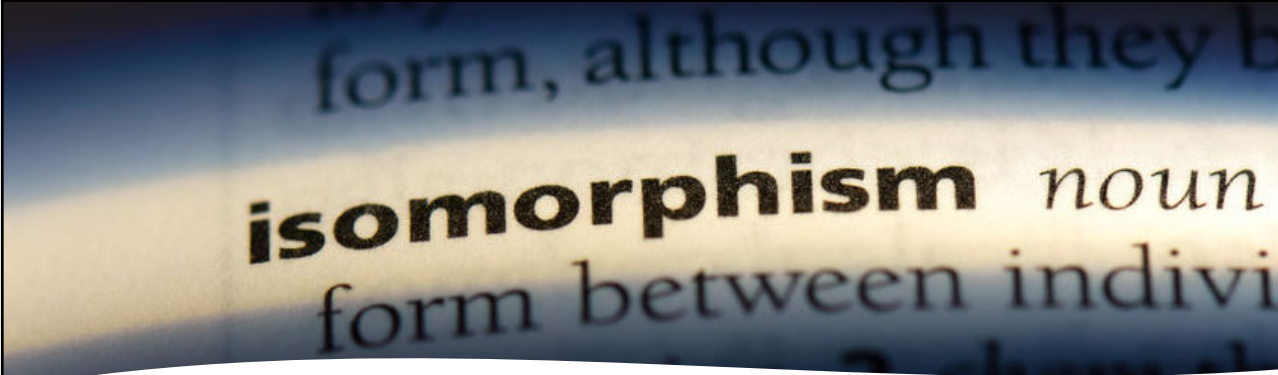
30

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
- Eventual changeover determined by effectiveness of new paradigm




31

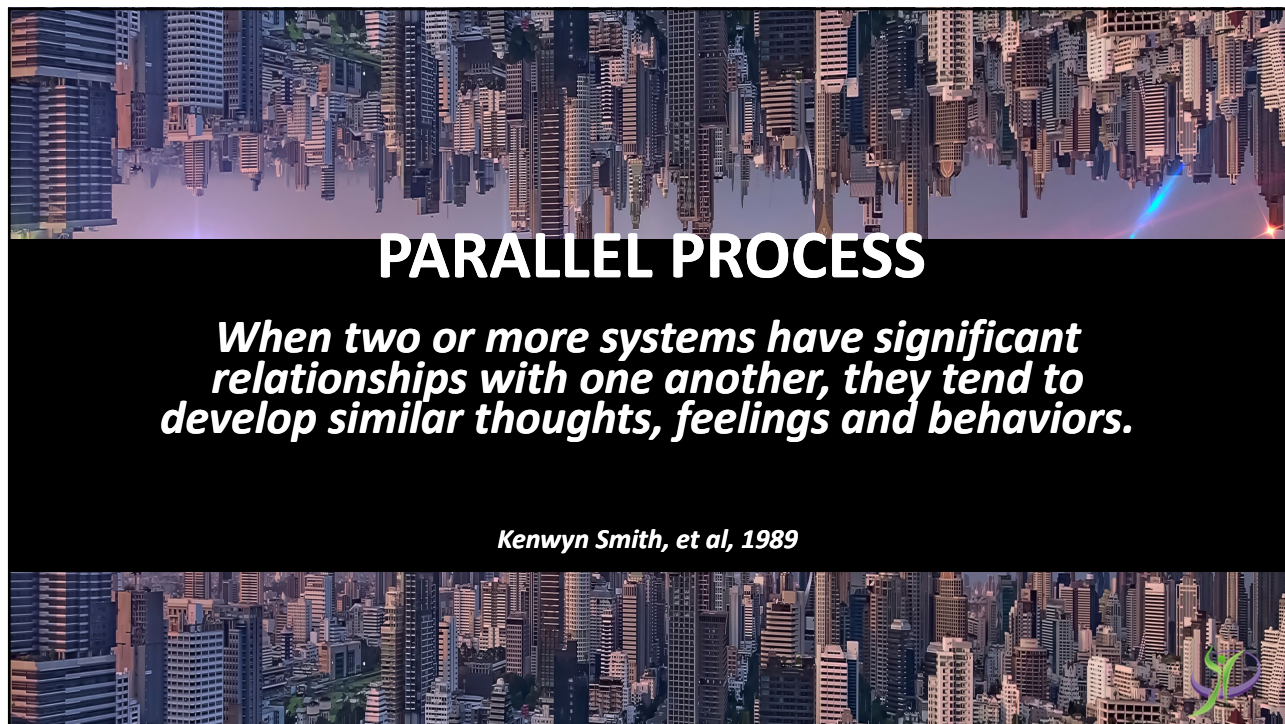


ISOMORPHISM

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).



32

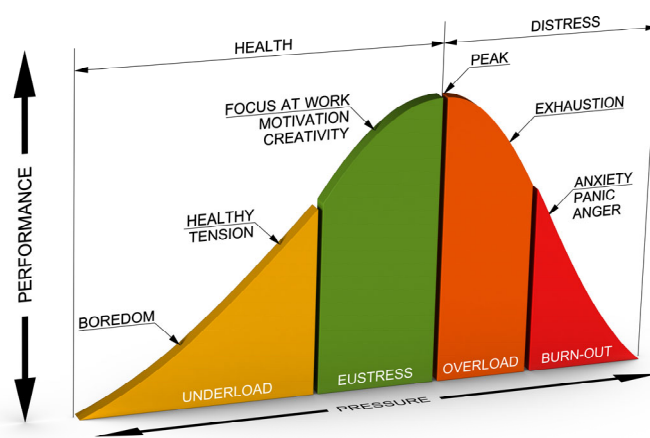


33



34

HOW DOES THIS IMPACT ORGANIZATIONS? THE PERFORMANCE CURVE



35



"You can sum up this year's budget with one word."

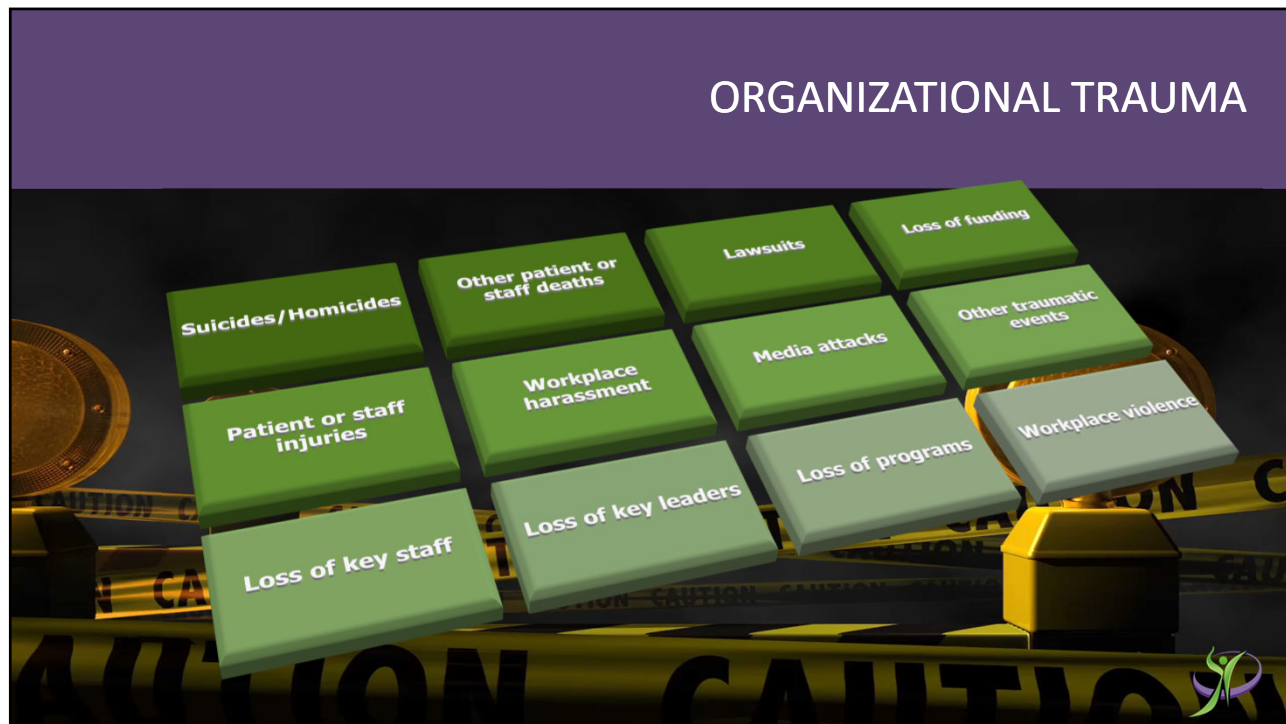
STRESSED ORGANIZATIONS

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

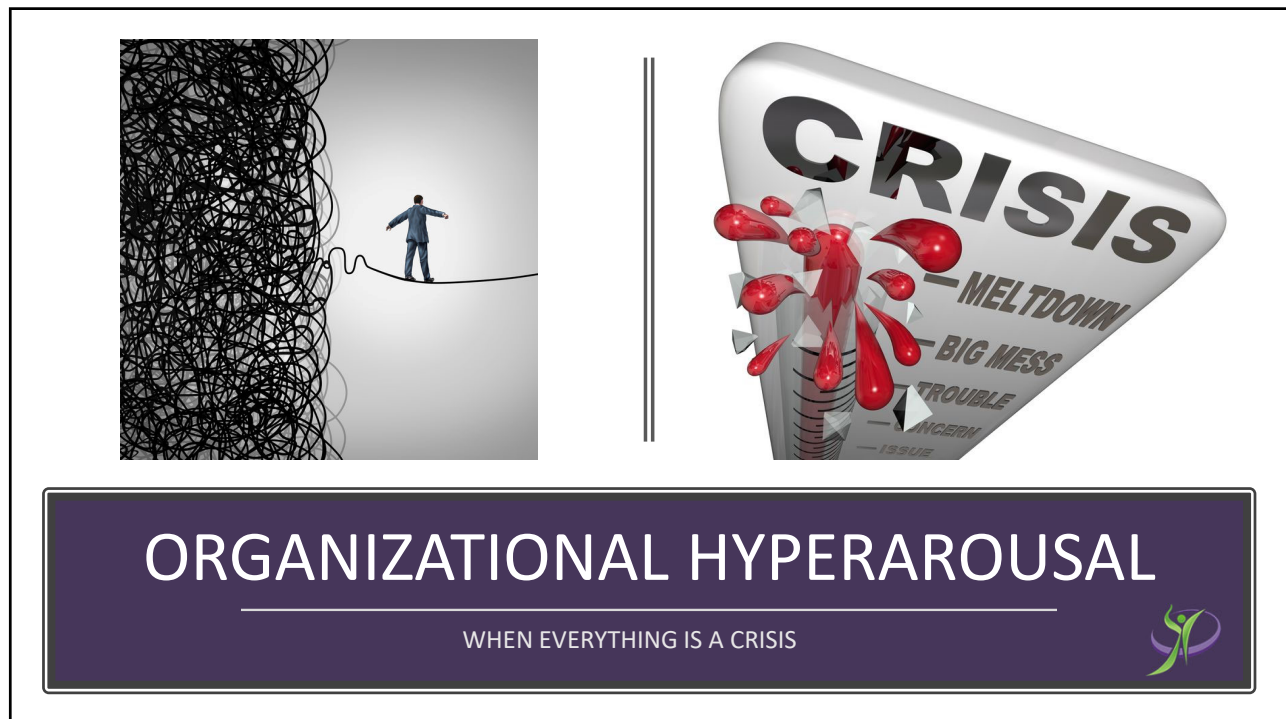
Organizations, like individuals, can be traumatized and the result of traumatic experience can be as devastating for organizations as it is for individuals.



36



37



38



39

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*



40




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

41

LOSS OF EMOTIONAL MANAGEMENT



42



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



43

COMMUNICATION UNDER STRESS



- Perceptions narrow
- Context is lost
- One-way communication, top-down
- Feedback loops break
- Complex team behaviors decrease
- Risk increases



44

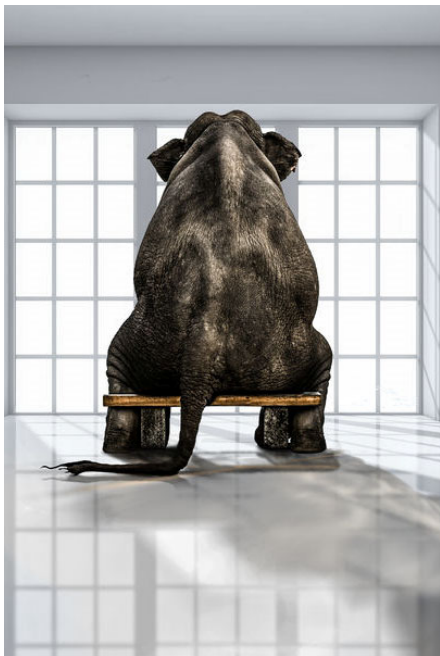
I HEARD IT THROUGH THE GRAPEVINE

- 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)



45



THE UNDISCUSSABLES



46

THE UNDISCUSSABLES

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



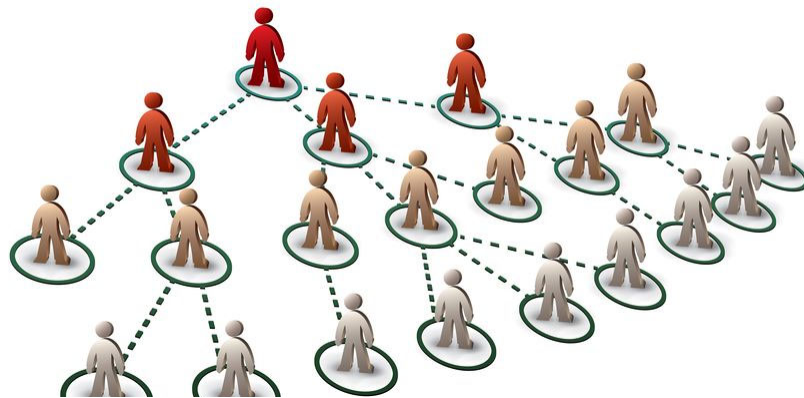
47



INTERPERSONAL CONFLICT INCREASES
 TASK CONFLICT DECREASES



48



SILOS INCREASE

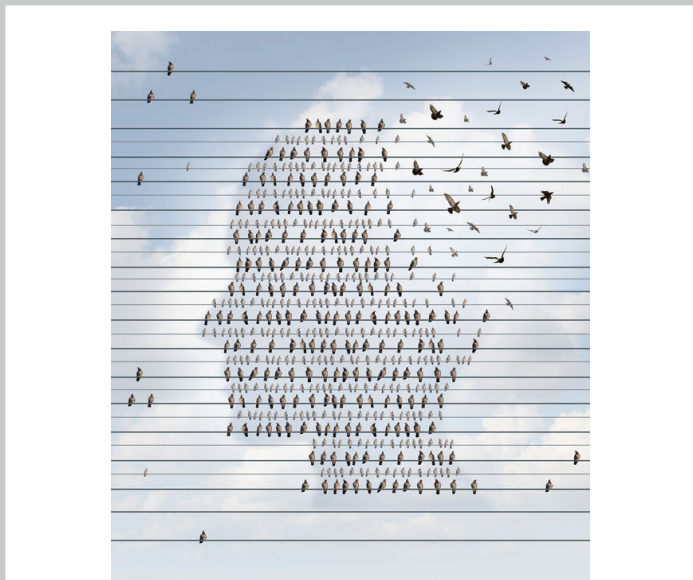
ORGANIZATIONAL DISSOCIATION



49

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



50

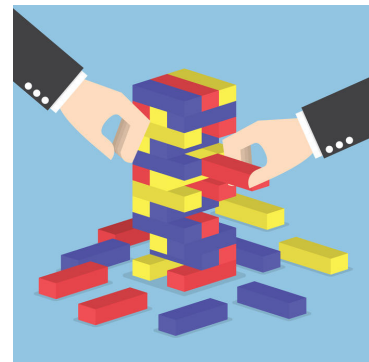
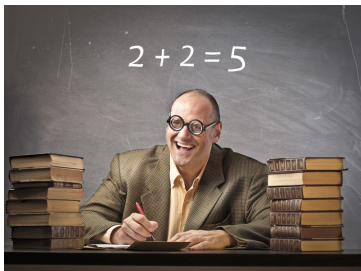
DECISION MAKING UNDER STRESS



- 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.



51



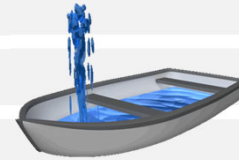
ORGANIZATIONAL LEARNING DISABILITIES



52

ORGANIZATIONAL LEARNING DISABILITIES

- ☹️ Difficulties with learning under stress
- ⚠️ Failure to integrate important information
- ✖️ Tacit knowledge not replaced; explicit knowledge falsified
- 📋 Labeling that restricts new formulations
- 📖 Self-fulfilling prophecies
- 🔍 Filtering out trauma
- 🧠 Deterioration of memory



53



MINDLESS, UNSCIENTIFIC ORGANIZATIONAL REENACTMENT

REPETITION OF THE PAST



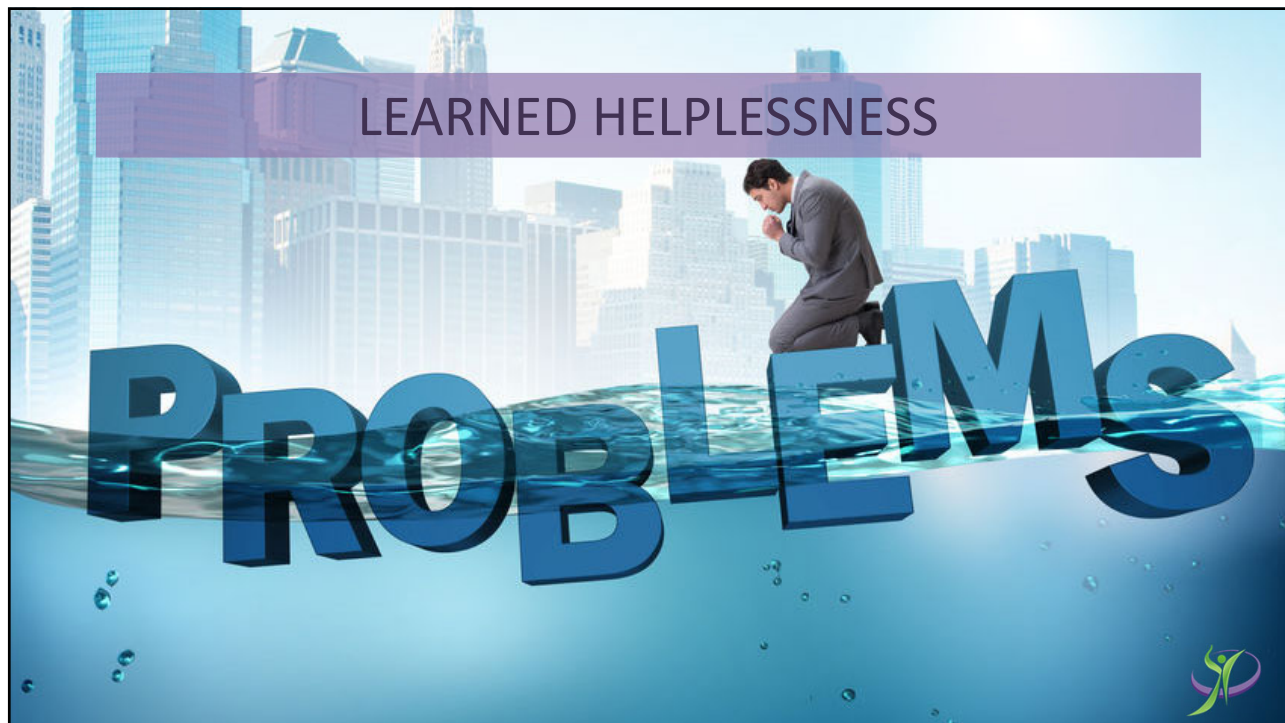
54



LOSS OF PARTICIPATION



55



56



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



57



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



58

AUTHORITARIAN LEADERS



Impose strict and systematic, sometimes punitive discipline

Expect unquestioning obedience

Have cognitive problems

Unable to deal with complex problems



59



HOSTILE WORKPLACE

- Silencing of dissent
- Secrecy
- Increased aggression and bullying as normative
- Misplaced loyalty to authoritarians – failure to protect



60

SILENCING DISSENT

*A group is likely to do poorly
if internal dissent is
discouraged.*

Sunstein, C. R. (2003). Why Societies Need
Dissent. Cambridge, MA, Harvard University
Press.



THE SILENCING OF DISSENT LEADS
TO THE BLIND LEADING THE BLIND



61

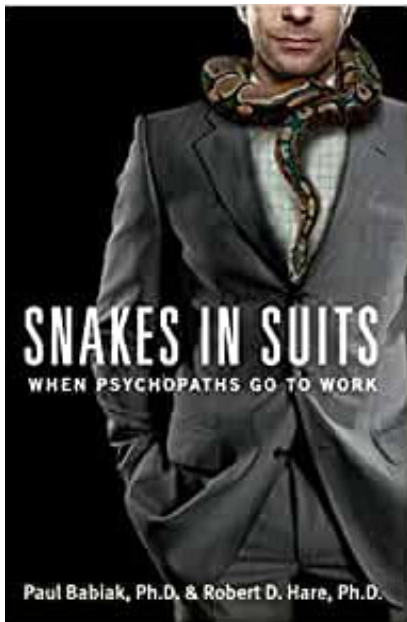


LOSS OF SOCIAL IMMUNITY

- 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.



62



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



63



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.



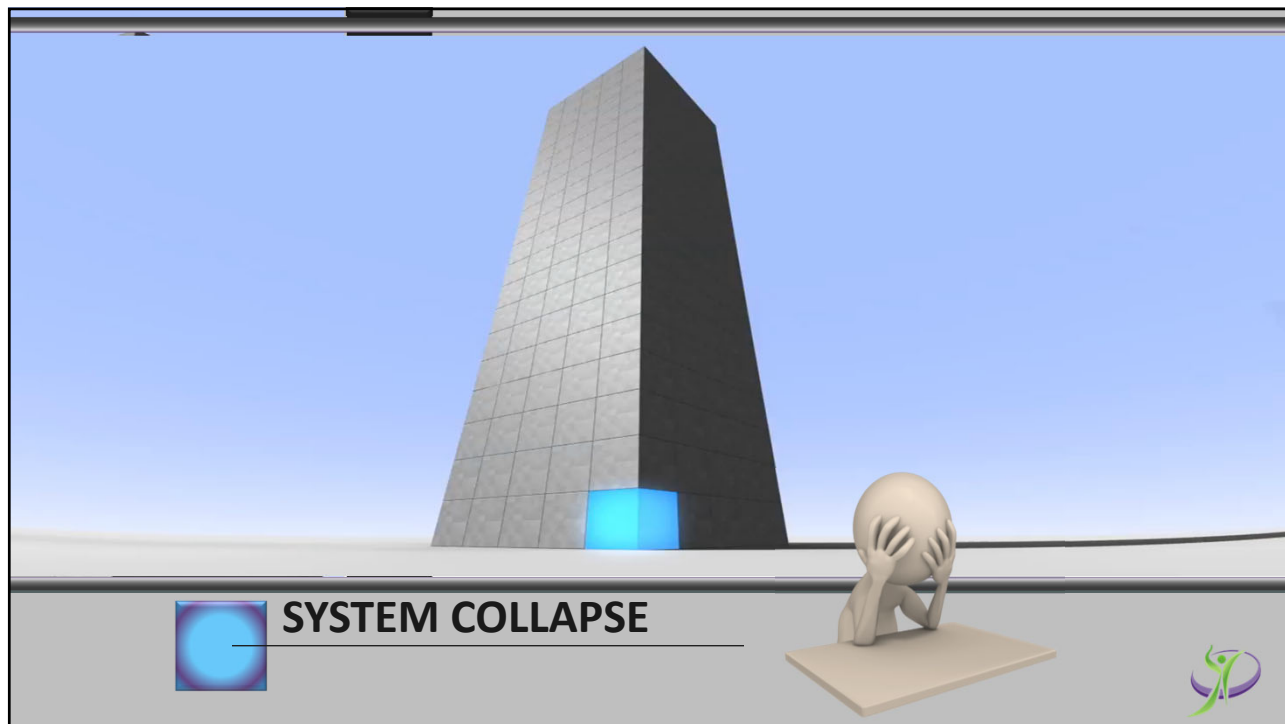
64



65



66



67

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

68

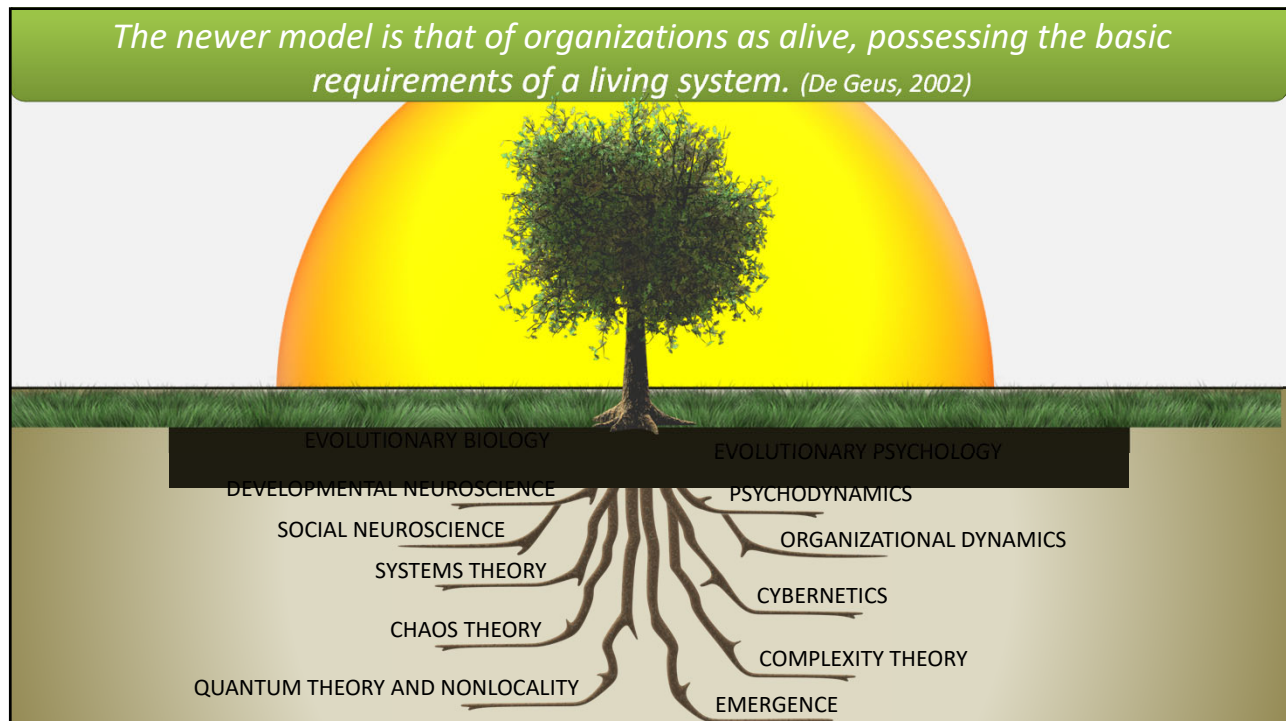
SCIENTIFIC REVOLUTION TODAY (KUHN, 1970)

- 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
- Eventual changeover determined by effectiveness of new paradigm

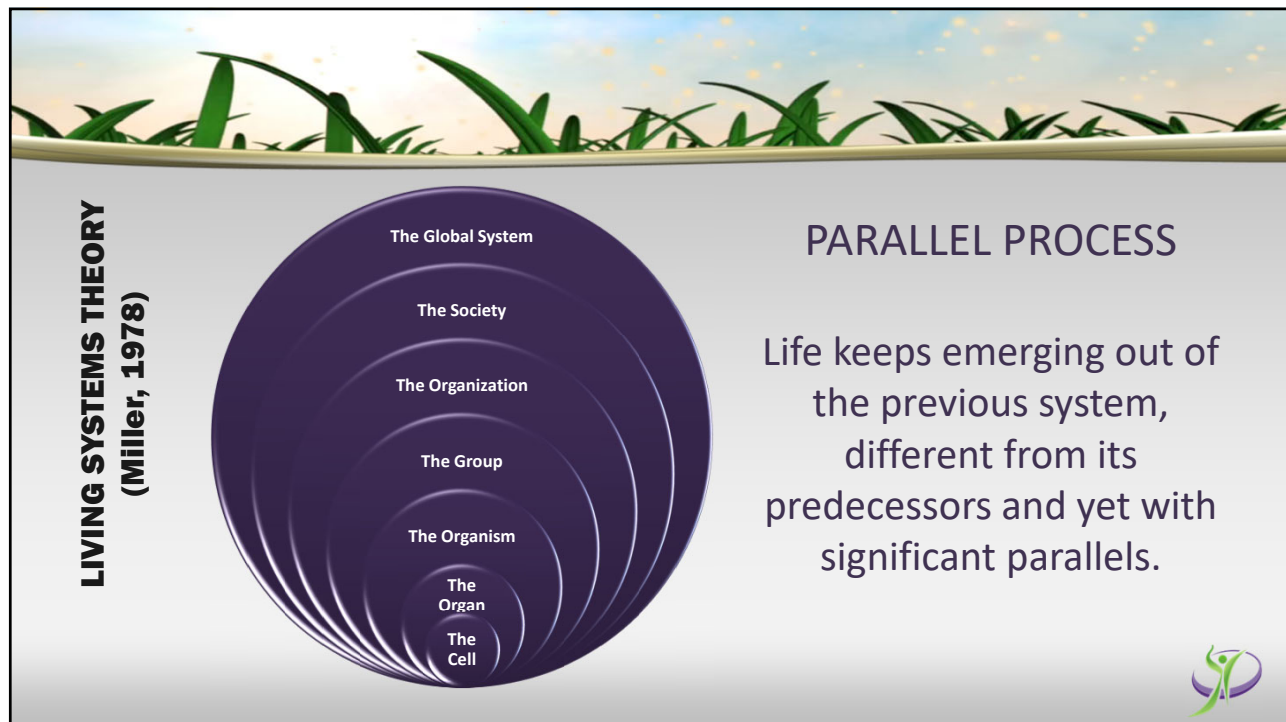




69



70




71

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");

72




HEALTHY ORGANIZATIONS SHOULD BE COMPRISED OF HEALTHY PEOPLE

What would that look like???




73




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

World Health Organization




74




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.




75



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?



76

So how healthy are we?



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

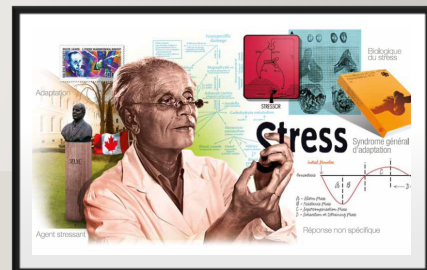
77

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.



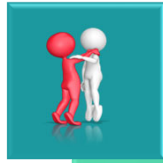
“Every stress leaves an indelible scar,
and the organism pays for its survival
after a stressful situation by becoming
a little older.”
~ Hans Selye, MD, PhD

78



ACE CATEGORIES

WHEN YOU WERE 18 OR YOUNGER



MALTREATMENT

- PHYSICAL ABUSE
- SEXUAL ABUSE
- EMOTIONAL ABUSE
- PHYSICAL NEGLECT
- EMOTIONAL NEGLECT

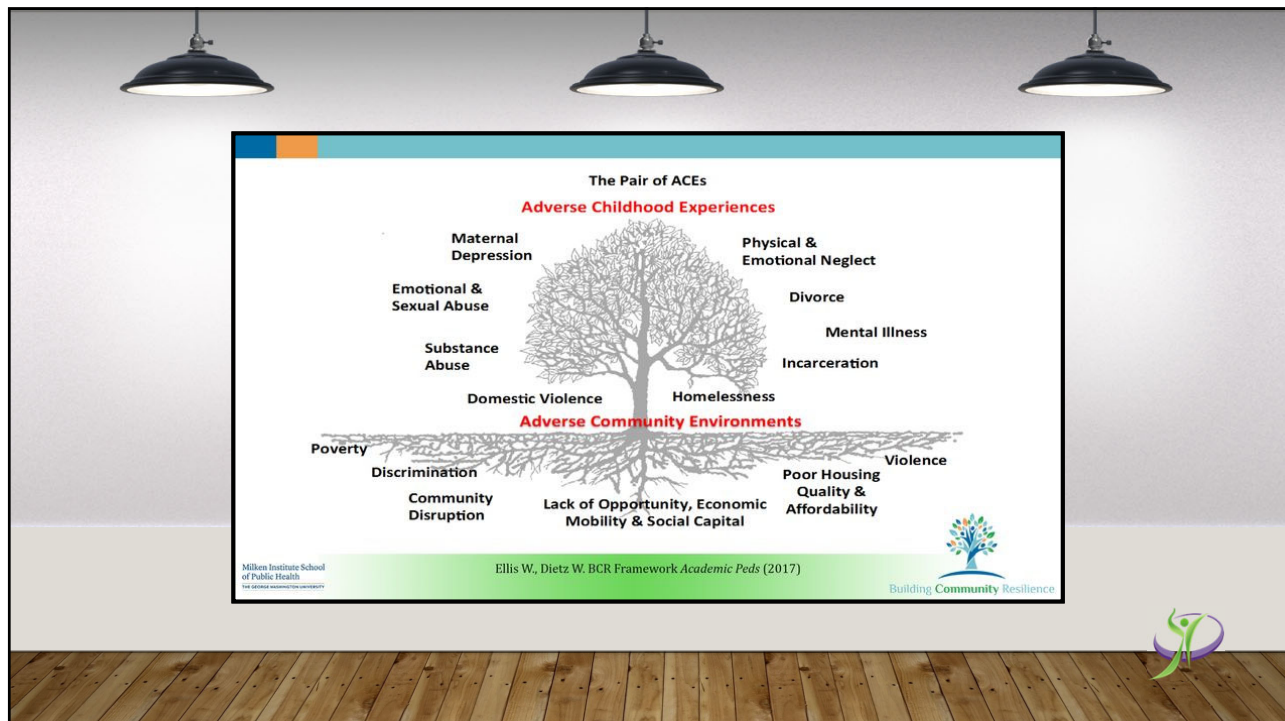


HOUSEHOLD

- MENTAL ILLNESS
- SUBSTANCE ABUSE
- DOMESTIC VIOLENCE
- PARENTAL SEPARATION/DIVORCE
- INCARCERATION

1 POINT /CATEGORY – ADD TO GET TOTAL ACE SCORE

79



80

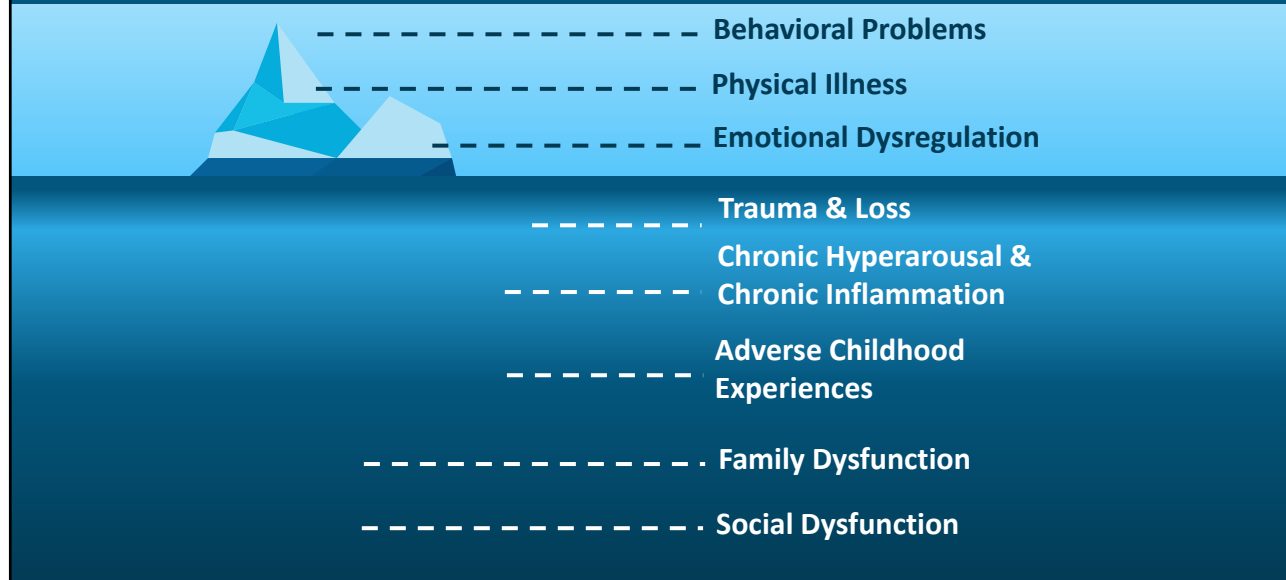


81



82

ACROSS THE LIFEPAN




83



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

84





SOCIETY

The pandemic has proven that kids are not as resilient as we think


Children's ability to bounce back has been pushed to a breaking point, and exposed some ugly inequalities

By Denise Balkissoon
November 17, 2020

"Children are not resilient, they are malleable."
-Dr. Bruce D. Perry

85



CHOSEN AND UNCHOSEN SUFFERING

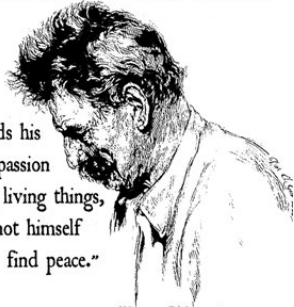
Paul Bloom, who is writing a book about suffering, told me, *"There's a big movement in psychology to say, 'What doesn't kill you makes you stronger.' People talk about 'post-traumatic growth.' I think a lot of it is bullshit. Look at the data: bad things are bad." You aren't healthier after you have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

Ariel Levy, "World Without Pain", *The New Yorker*, January 13, 2020

86

REVERENCE FOR LIFE

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

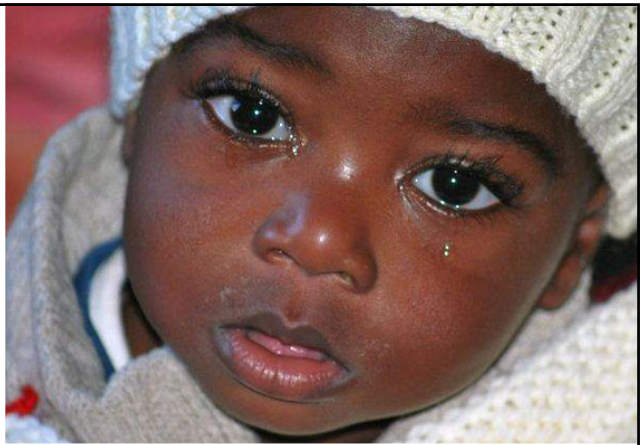


Albert Schweitzer

TRAUMA THEORY IS THE SCIENCE OF SUFFERING



87



AND THAT SUFFERING BEGINS IN CHILDHOOD



88

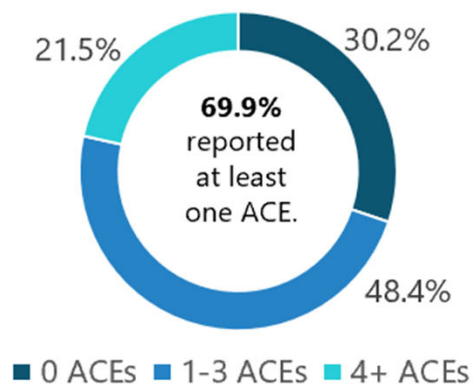
And that
suffering can
last a
lifetime...

And can
extend
through time



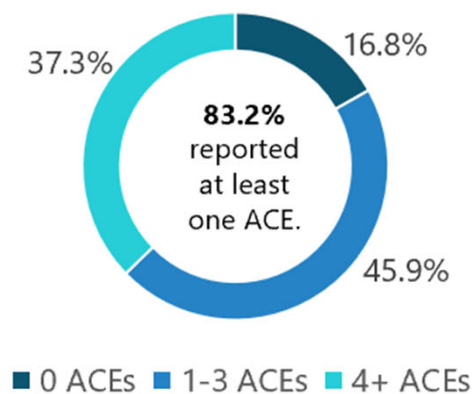
89

Out of **17,337**
participants...



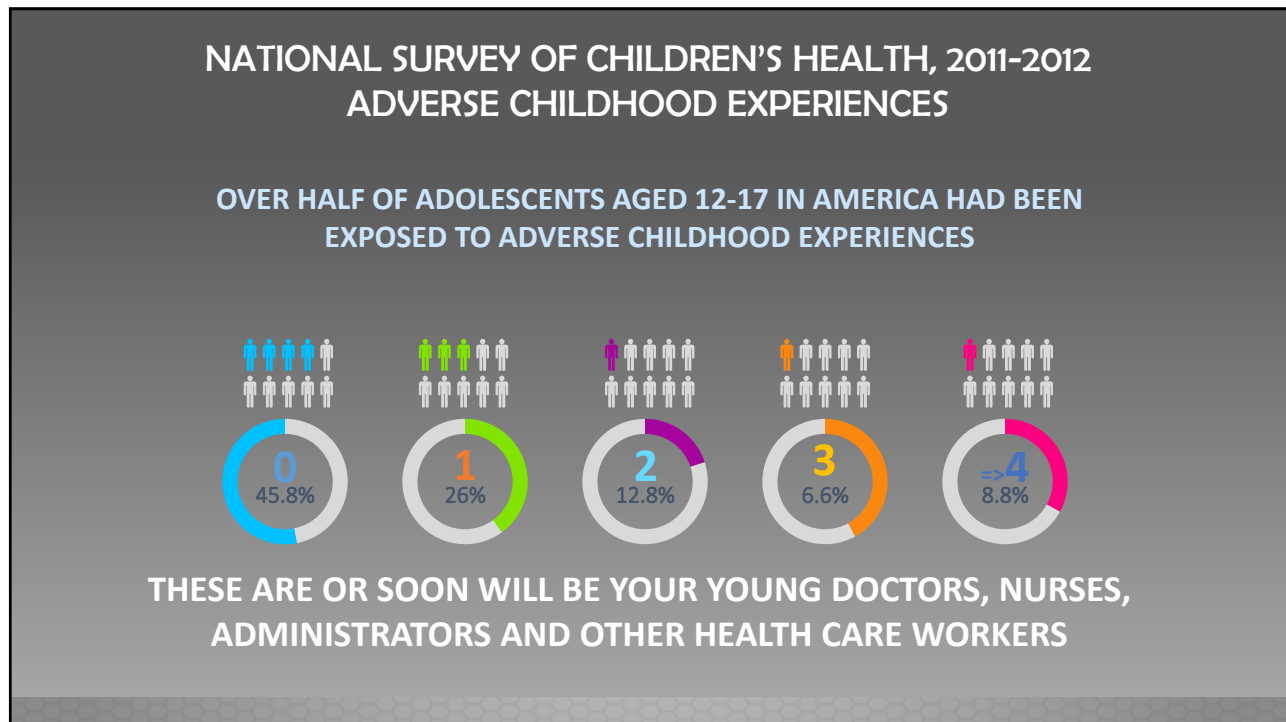
Original ACE Study

Out of **1,784**
participants...



Expanded ACE Study

90



91

In 16 states, at least 25 percent of children have had two or more ACEs.

Robert Wood Johnson Foundation [How We Work](#) [Our Focus Areas](#) [About RWJF](#)

 **Adverse Childhood Experiences | An RWJF Collection** [View all items in this collection →](#)

Traumatic Experiences Widespread Among U.S. Youth, New Data Show

Over 38 percent of children in every state have had one or more Adverse Childhood Experiences.

October 19, 2017

92



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

93

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

Eventual changeover determined by effectiveness of new paradigm



94



95



96

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



An interconnected, complex,
adaptive, living world

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



97

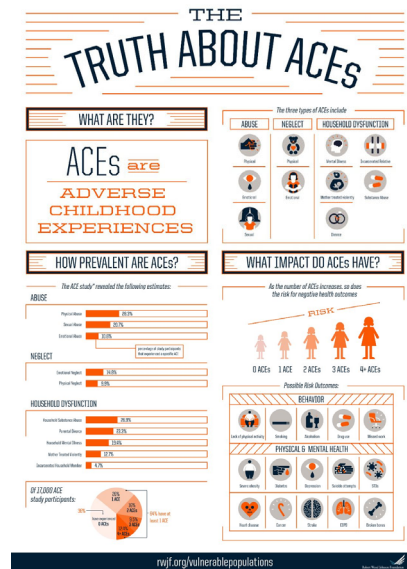
MOST PHYSICIANS
MOST NURSES
MOST MANAGERS
MOST SUPERVISORS
MOST STAFF MEMBERS
MOST PATIENTS
MOST FAMILY MEMBERS



98

**Adverse childhood experiences
.... a public health burden that
could rival or exceed all other
root causes.**

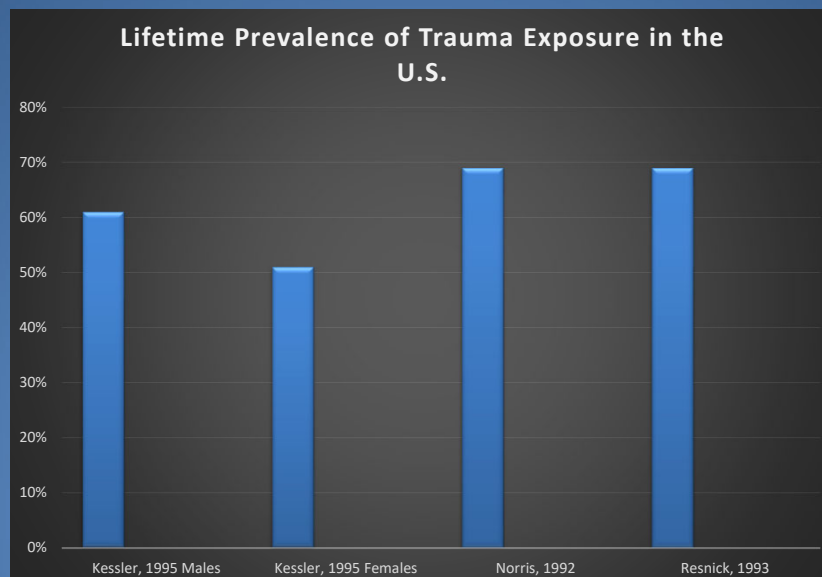
Zarse, E. M., et al. (2019). "The adverse childhood experiences questionnaire: Two decades of research on childhood trauma as a primary cause of adult mental illness, addiction, and medical diseases." Cogent Medicine 6(1): 1581447.




©Creating Presence, Inc. 2019

99

TRAUMA TOUCHES EVERYONE'S LIFE




100



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



101

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.



102



A HALLMARK OF TRAUMA IS FRAGMENTATION

103



FRAGMENTED SYSTEMS OF CARE

104

CENTRAL ORGANIZING PRINCIPLE

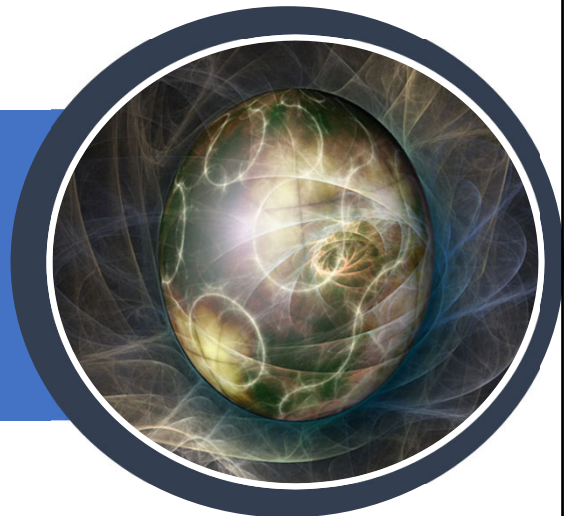


Exposure to systematic adversity and trauma is a central organizing principle of human thought, feeling, belief, and behavior that is largely overlooked in existing explanations of and responses to human behavior.



105

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!



106

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

Eventual changeover determined by effectiveness of new paradigm



107

*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



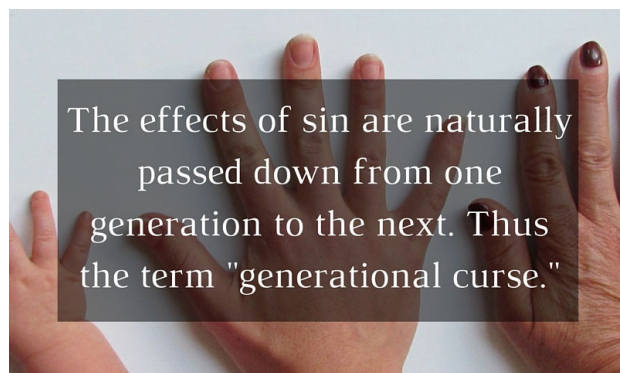
108



109

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."

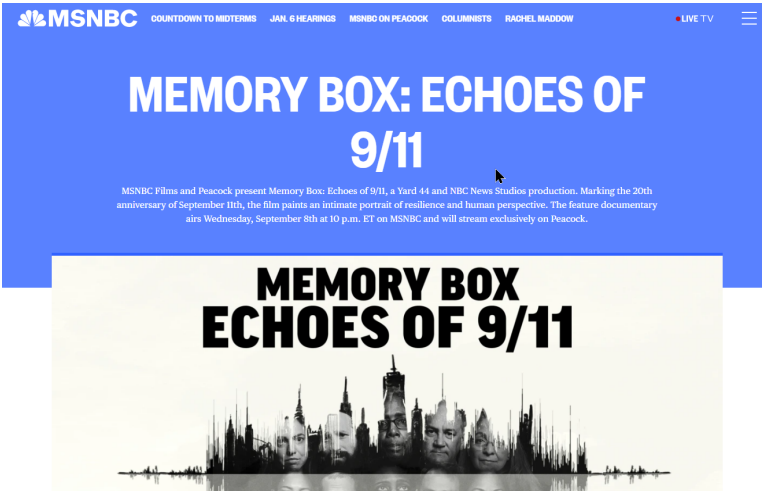


110

PROFOUNDLY
DIVIDED AND
NEVER HEALED

WE WENT TO
WAR INSTEAD

A VERY OLD
AND
ESTABLISHED
PATTERN OF
REENACTMENT



The screenshot shows the MSNBC website with a blue header. The main title is 'MEMORY BOX: ECHOES OF 9/11'. Below it, a smaller text block reads: 'MSNBC Films and Peacock present Memory Box: Echoes of 9/11, a Yard 44 and NBC News Studios production. Marking the 20th anniversary of September 11th, the film paints an intimate portrait of resilience and human perspective. The feature documentary airs Wednesday, September 8th at 10 p.m. ET on MSNBC and will stream exclusively on Peacock.' Below this is a yellow banner with the title 'MEMORY BOX ECHOES OF 9/11' and a graphic of the New York City skyline with faces integrated into the buildings.

111

**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*



The photograph shows the Statue of Liberty in a dark, overcast, and desolate landscape. The statue is partially obscured by smoke or mist. In the foreground, there are some small, dark, stick-like objects on the ground. A small green and purple logo is visible in the bottom right corner of the image.

112



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”.

113



COLLECTIVE PSYCHOSIS

(S. Taylor, 2018)

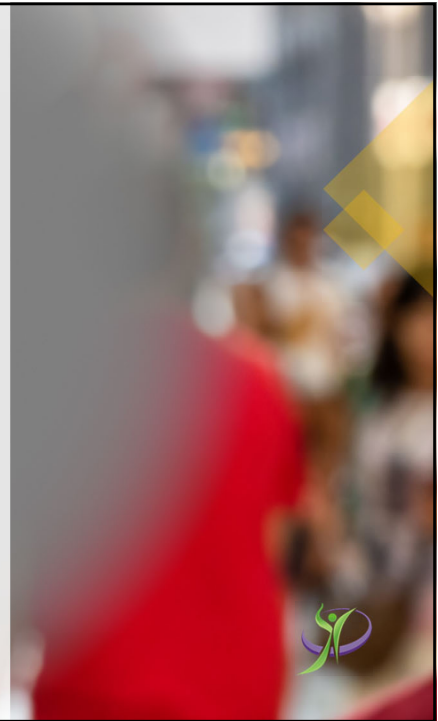
“FOR THE LAST 6000 years, human beings have been suffering from a kind of collective psychosis. For almost all of recorded history human beings have been – at least to some degree – insane.”



114

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.



115

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.



116

“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.



117

“NATURAL” OR INSANE?

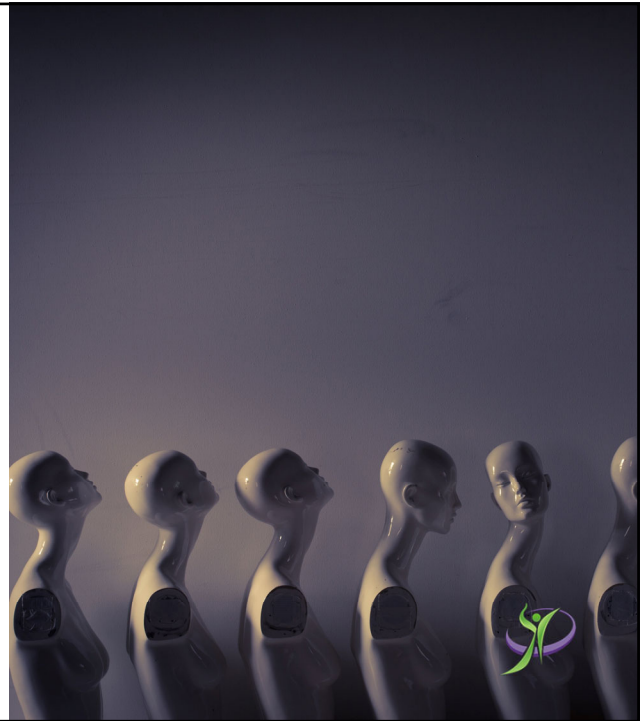
It becomes “natural” for human beings to try to accumulate massive amounts of wealth that they will never need.



118

“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.



119

THREE MAIN CHARACTERISTICS OF HISTORICAL CIVILIZATIONS

- War
- Patriarchy
- Social inequality



120



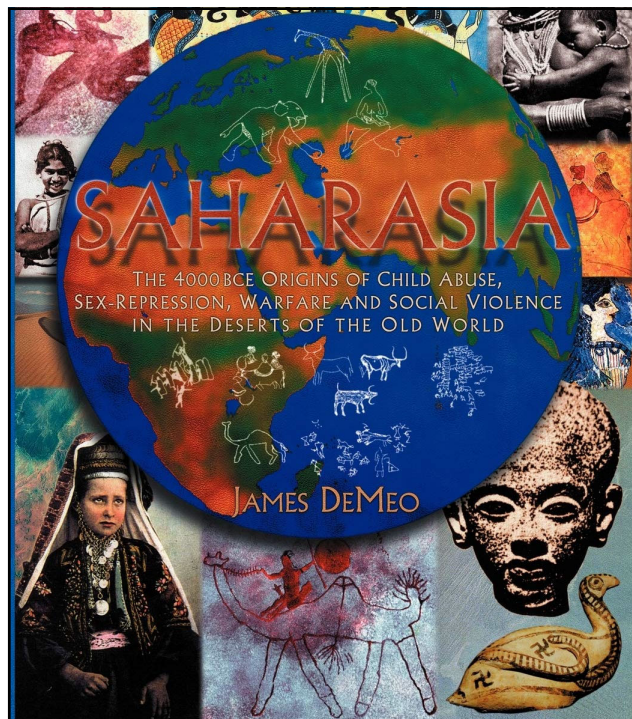
THREE MAIN CHARACTERISTICS OF HISTORICAL CIVILIZATIONS

- War
- Patriarchy
- Social Inequality

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




121



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.



122

THE LANDS OF MILK AND HONEY BECOME A DESERT

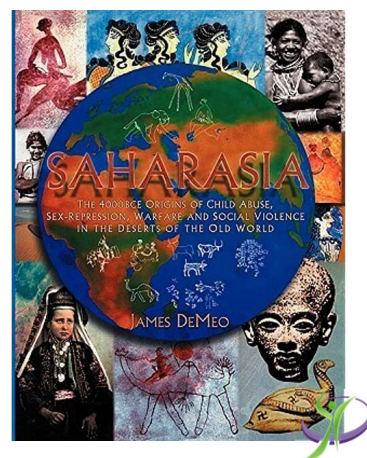
- At around 4000 BCE what has been referred to as *“one of the most substantial environmental and climatic changes ... since the close of the last glacial epoch”* began to take place.
- “Saharasia.”: As its name suggests, this is the enormous belt of arid land which stretches from North Africa, through the Middle East, and into central Asia.



123

HUMANITY'S COLLECTIVE TRAUMA?

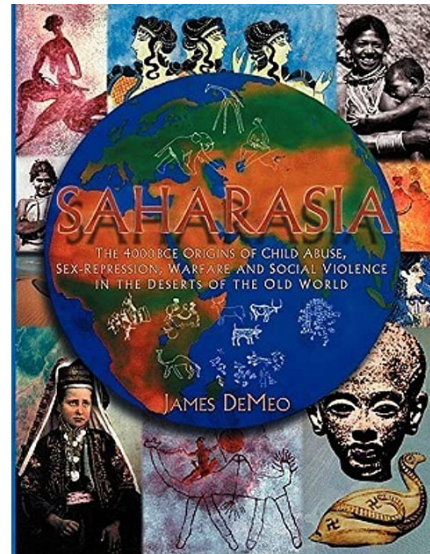
- Severe damage to human social existence, where family bonds of love between men and women, and between mothers and babies, are destroyed utterly.
- Food-seeking and self-preservation take over all other concerns
- Conflicts with neighboring regions where water and food still exists intensify



124

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.



125

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?



126

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.



127



THE PARABLE OF THE TRIBES

*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.



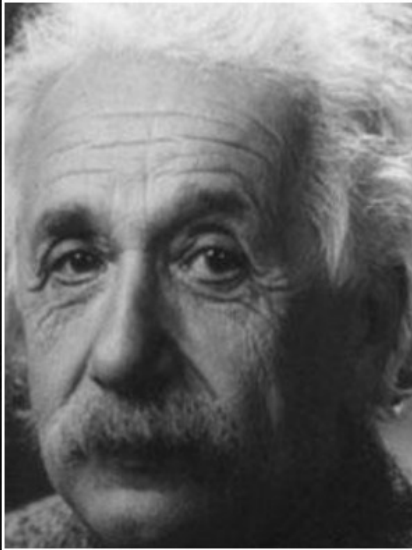
128

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
- Eventual changeover determined by effectiveness of new paradigm


129



The significant problems we have
cannot be solved at the same level
of thinking with which we created
them.

— *Albert Einstein* —

AZ QUOTES



130



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




131



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

Dr. George Albee, 2004

132



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..



133

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

134

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



135



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.



136



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)**



137

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



138



139

<p>WHAT WE ARE UP AGAINST</p>	
	<ul style="list-style-type: none"> • 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

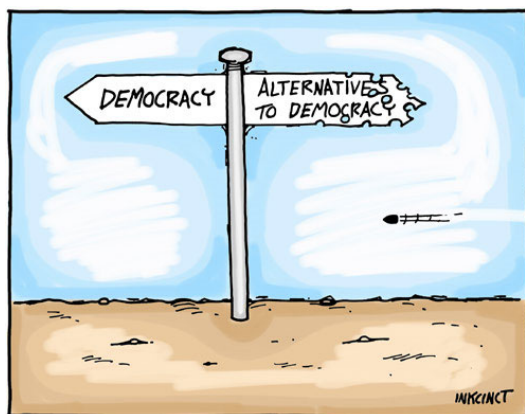
140



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.



141

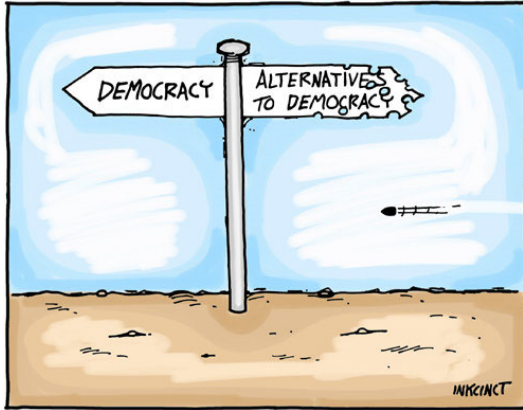


DEMOCRATIC CULTURE AS ANTIDOTE TO TRAUMA

- 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



142



DEMOCRATIC CULTURE AS ANTIDOTE TO TRAUMA

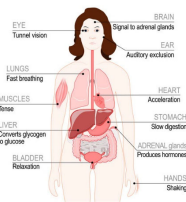
- Words as substitute for action
- Trust-building and restoring trust
- Shared decision making
- Shared problem-solving
- Social skills development
- Negotiation, concession, compromise
- Culture of empowerment, participation, responsibility
- Demonstrable fair play, restorative justice



143



Fight-or-flight response



Walter B.
Cannon, M.D.

1871-1945

Chaired the Department of
Physiology at Harvard Medical
School.
1906-1942



144



- 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.


145



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.

Walter B. Cannon (1932) *The Wisdom of the Body*. New York: W. W. Norton and Company, p.309.

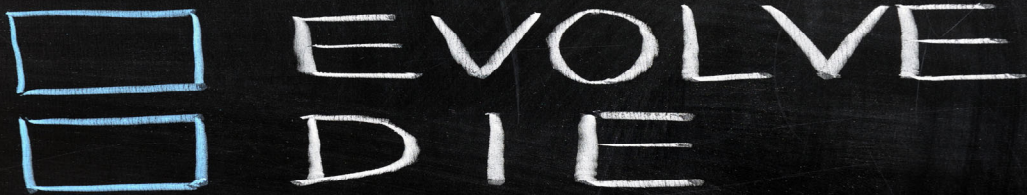
146



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.

Walter B. Cannon (1932) *The Wisdom of the Body*. New York: W. W. Norton and Company, p.310

147



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.

Walter B. Cannon (1932) *The Wisdom of the Body*. New York: W. W. Norton and Company, p.312-313

148

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

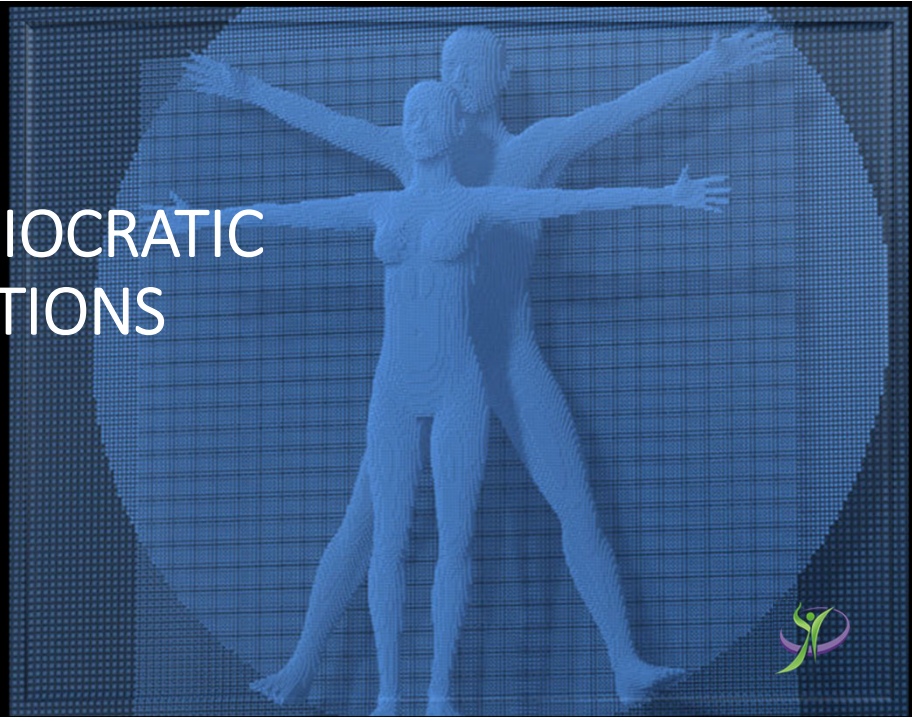


*"The most efficient and stable human society
would be a body politic modeled after the
organization of the human body... A BIOCRACY in
which the myriad of differentiated cells would be
organized into functional organs all cooperating
in a dynamic democracy in which any form of
dictatorship would lead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



149

HEALTHY BIOCRATIC ORGANIZATIONS



150



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.




151



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

NEW MENTAL MODELS



152

Living Systems” isn’t a metaphor for how human institutions operate. It’s the way it is.



A new online organizational and clinical approach for creating trauma-informed, trauma-responsive and trauma-resilient living organizations.



Learning to modify your organizational DNA.



WWW.CREATINGPRESENCE.NET

153

P.R.E.S.E.N.C.E.:
A 21st Century Model for Organizational Health

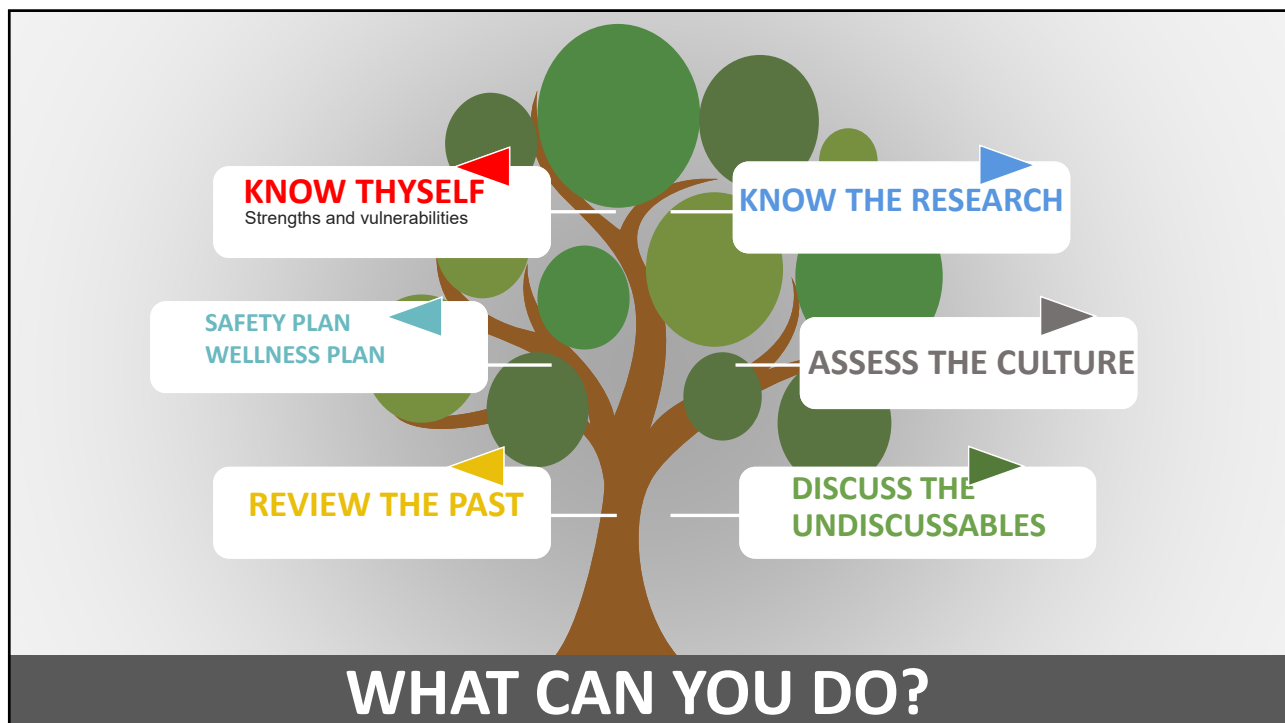
- P = Partnership and Power
- R = Reverence and Restoration
- E = Emotional Wisdom and Empathy
- S = Safety and Social Responsibility
- E = Embodiment and Enactment
- N = Nature and Nurture
- C = Culture and Complexity
- E = Emergence and Evolution



154



155



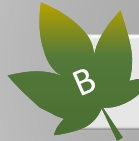
156

WHAT CAN YOU DO?



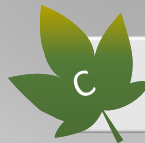
**DIALOGUE NOT
DEBATE**

01



BRIDGE SILOS

02



**CURB THE RUMOR MILL
WITH INFORMATION**

03

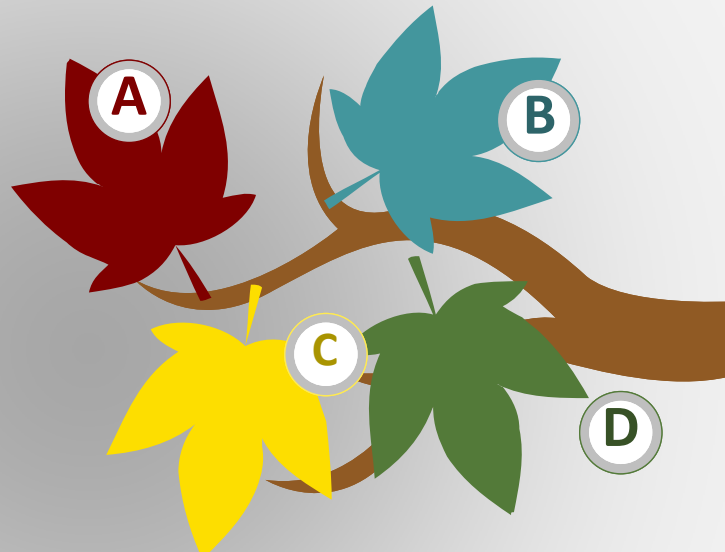
157

DEBRIEF ALL
DEPARTURES

TEAMWORK
WORKPLACE
DEMOCRACY

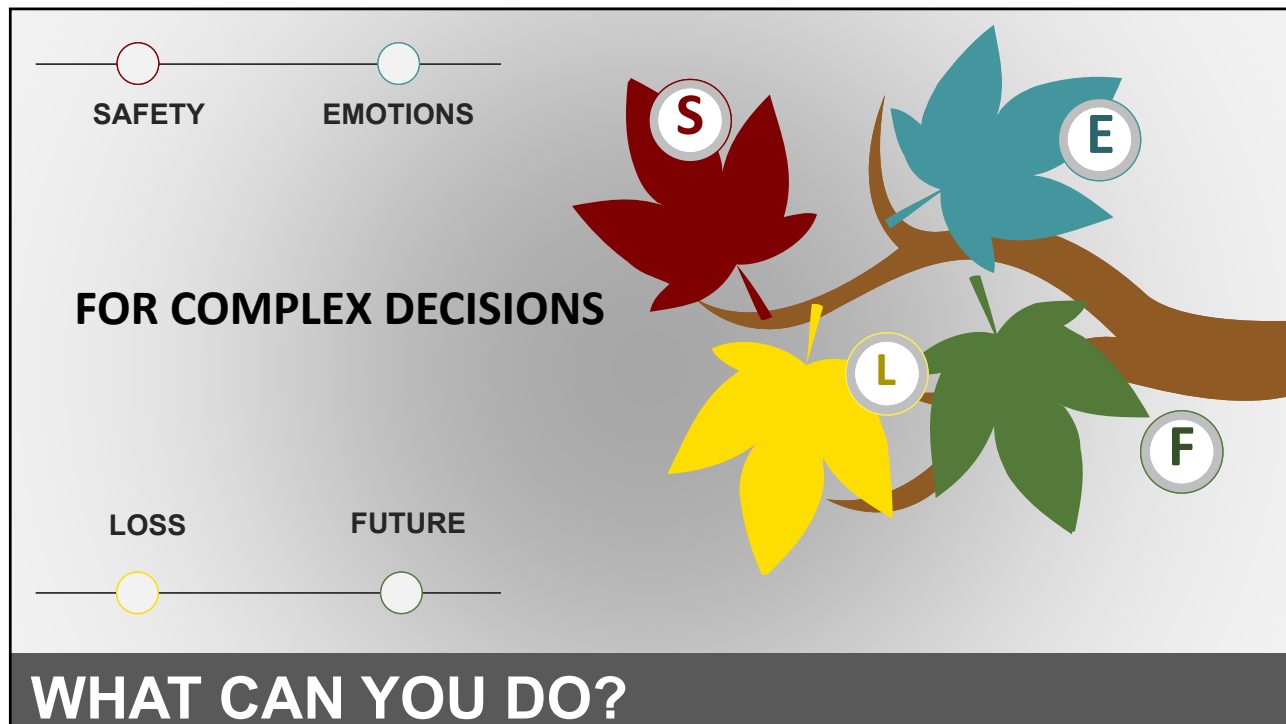
EMPOWERMENT
MEANS
RESPONSIBILITY

DECENTRALIZE



WHAT CAN YOU DO?

158



159



Co-chair and now Chair since 2015 until 2023

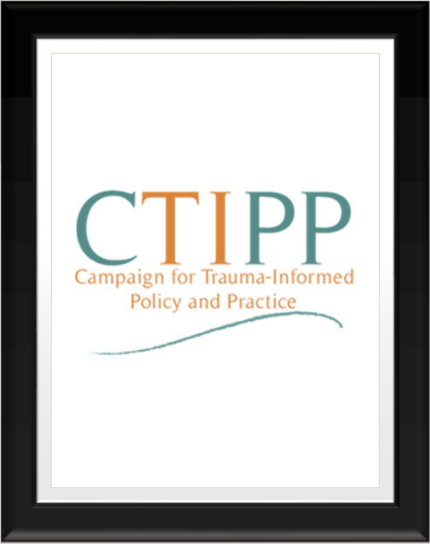
CTIPP OBJECTIVES:

- 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

WWW.CTIPP.ORG




160



- 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

WWW.CTIPP.ORG




161

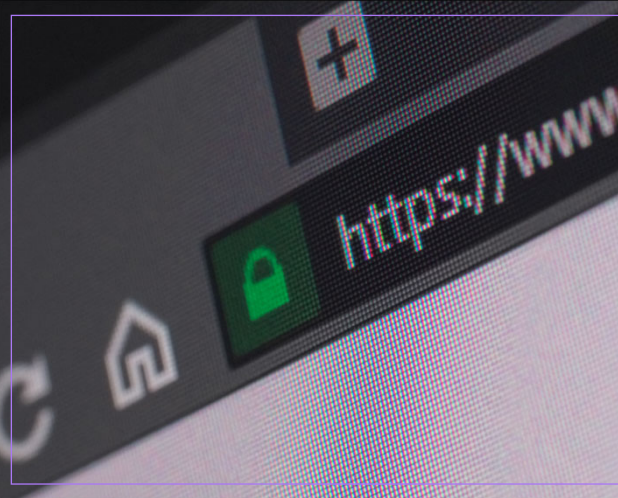
CTIPP:
CAMPAIGN FOR TRAUMA-INFORMED POLICY AND
PRACTICE:
ON YOUTUBE

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

STEP-BY-STEP GUIDE TO WELLNESS PLANNING
https://www.youtube.com/watch?v=OdkE9hudUs0&t=2s&ab_channel=CTIPPORG



162



www.sandrabloom.com
S.E.L.F Psychoeducational Group
Curriculum and Publications

www.creatingpresence.net
Creating Presence: An online
organizational approach for creating
trauma-informed, trauma-
responsive, and trauma-resilient
organizations.

163

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"



164



165