

Session 1: Building a Foundation for Sustainability

Part 1

OVC HTC's *Sustainability and Strategic Planning Training Series* – Spring 2023

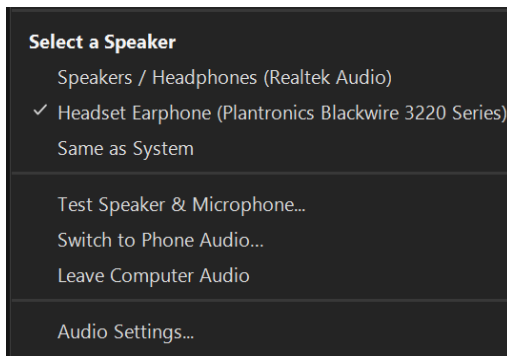
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Here are some helpful tips for using Zoom during today's session:

Audio Connection:

Select the arrow next to the audio button to access audio features and select your speakers and microphone.



Chat:

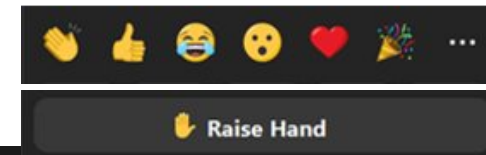
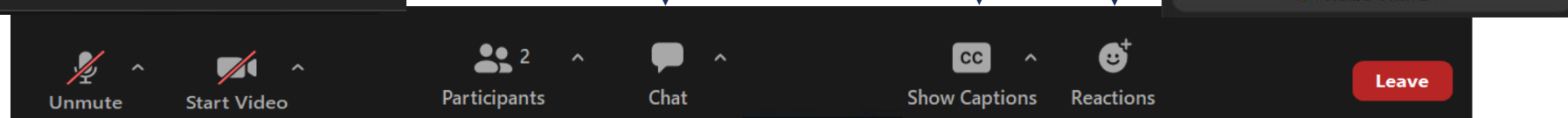
The default setting is to message everyone. Please note that if you want to send a message to one of the hosts privately, use the drop-down and select their name from the list of options.

Closed Captioning:

Please click the **Show Captions** button to view closed captioning.

Reactions:

Click **Reactions** to see/select the 'Raise Hand' function or share a reaction with the group.



Technology and Accessibility Reminders

- The material presented during the 2023 Sustainability and Strategic Planning Training Series will be recorded and shared with attendees via email, as well as posted to the Training Series Teams Site in the following days.
- OVC HTC is committed to providing universal access to all of our events. To request accessibility accommodations (e.g., sign language interpreters, large print) please contact HTCollective@icf.com. Advance notice is necessary to arrange for some accessibility needs.
- As with all technology, we may experience a momentary lapse in today's session. If you experience any issues re-accessing the platform or with the audio during this session, please email our technical specialist, Jameel Evans, at jameel.evans@icf.com for assistance.

Evaluation

- At the conclusion of each session, participants will be prompted to complete a short evaluation survey for that session. Please select 'continue' to be taken directly to the evaluation.
- At the end of the series, participants receiving a certificate of completion will be asked to complete a more in-depth survey focusing on the training series as a whole.
- We sincerely appreciate your feedback!

Presenters

Morgan Rumble-Whiting



Elizabeth Scaife



Learning Objectives

Review key components to sustainability including leadership, staffing, organization/work culture, board governance, and supportive partnerships.

Discuss assessment results and identify short and long-term priorities.

Learn to apply considerations and recommendations for the development of trauma-informed and culturally responsive practices for internal programming.

Note: Culturally Responsive Lens Approach

This is not new work, this is THE work

Pre-training Discussion



Assessments
and readings



Jamboard and
Whiteboard



What came up for you
after completing the pre-
training activities?

Pre-training Discussion Questions

- What came up for you after completing the pre-training activities?
- Were any assessments hard to complete?
- What did you learn about yourself or your team from the personality assessments?
- How did you feel when you read through the results?

**Why do we consider sustainability
when we're launching and/or
running a new program?**

What influences sustainability?

1. Funding/Development/Resources → Networking and Rapport
2. People → Team-building, Trauma-Informed/Culturally-Responsive Initiatives
3. Organizational Structure and Capacity → Culture and Leadership
4. Impact → Strategic Planning, Programming, M&E, Environment
5. Credibility → Communications/Marketing
6. Commitment to Evolution → Growth Mindset

OVC TTAC Organizational Capacity Assessment

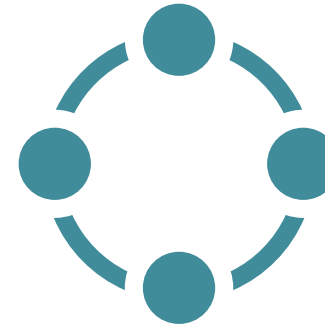
Leadership
& Board



Culture
& Values



Human
Resources



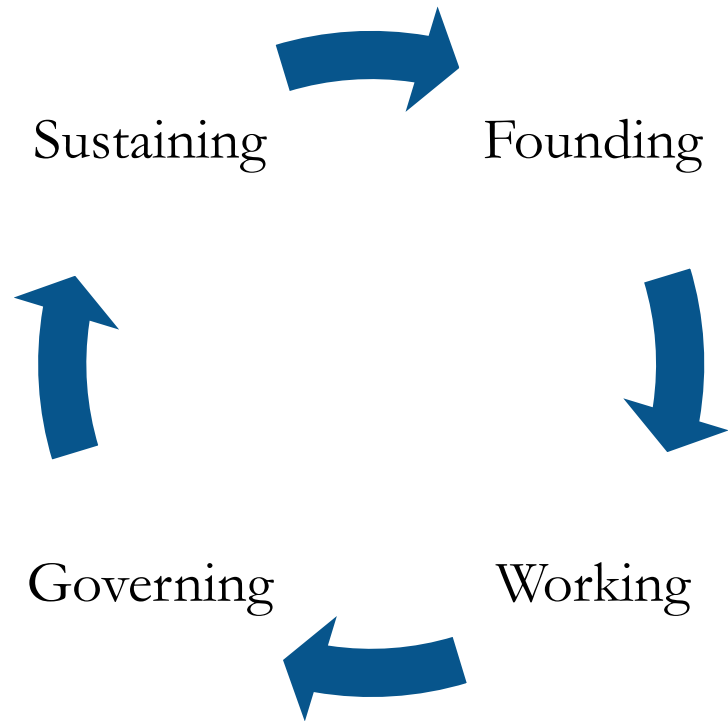
Volunteers &
Partnerships



Strong and Healthy Leaders

- Clearly articulate/uphold vision, mission, values
- Model organizational culture
- Demonstrate integrity, authenticity, vulnerability
- Value and embrace diversity of thought and experience
- Self-reflective, self-aware, growth mindset
- Define leadership strategies, practices, and systems

Board Development and Governance



- Connected to the community and mirror clients served
- Healthy priorities
- Organization Ambassadors
- Strong culture
- Strategic planning support
- Trust, rapport, coaching
- Commitment to evolution
- Membership strategy

Partnerships

Individuals, businesses or organizations that expand your reach, improve your credibility, or advance your mission through strategic funds, influence, or capacity.

- Have you analyzed your existing partnerships yet?
 - Influence, funding, skills/capacity
 - Engagement requirements
- Have you determined who else you need to prioritize?
 - Influence, funding, skills/capacity
 - Engagement requirements



Volunteer Management

- Clarity
- Leadership
- Communication
- Training
- Support
- Impact



Organizational Culture

The collective result of how people on the team think and behave, their shared values and how they react to internal and external stimuli.

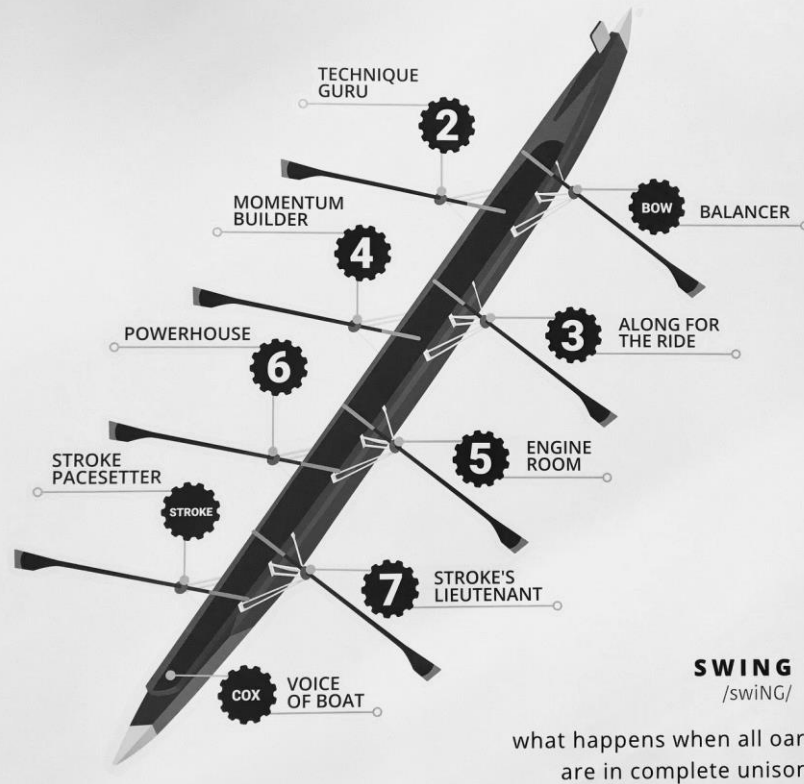
Based on organization's guiding principles/core values.

Strength lies in differences, not in similarities.

~Stephen Covey~

THE BOAT

EVERYONE HAS A PURPOSE



What's the goal?

Enneagram

9 Types with different core beliefs.

Core belief drives your deepest motivations and fears, fundamentally shapes your perspective on the world and the people around you.

Helps to identify how you communicate or react to stress and safety.

Thinking Wavelength

10 Types wired to organize the world.

Measures your relationship to risk, change, variables, and opportunity.

Helps to identify your ideal role on a team and how you tackle projects.

Enneagram

What strengths do you identify in your results?

What potential hot spots do you identify?

Thinking Wavelength

Developed by Tom Paterson,
found in *Living the Life You Were Meant to Live*

Rate yourself for each item, using the scale:

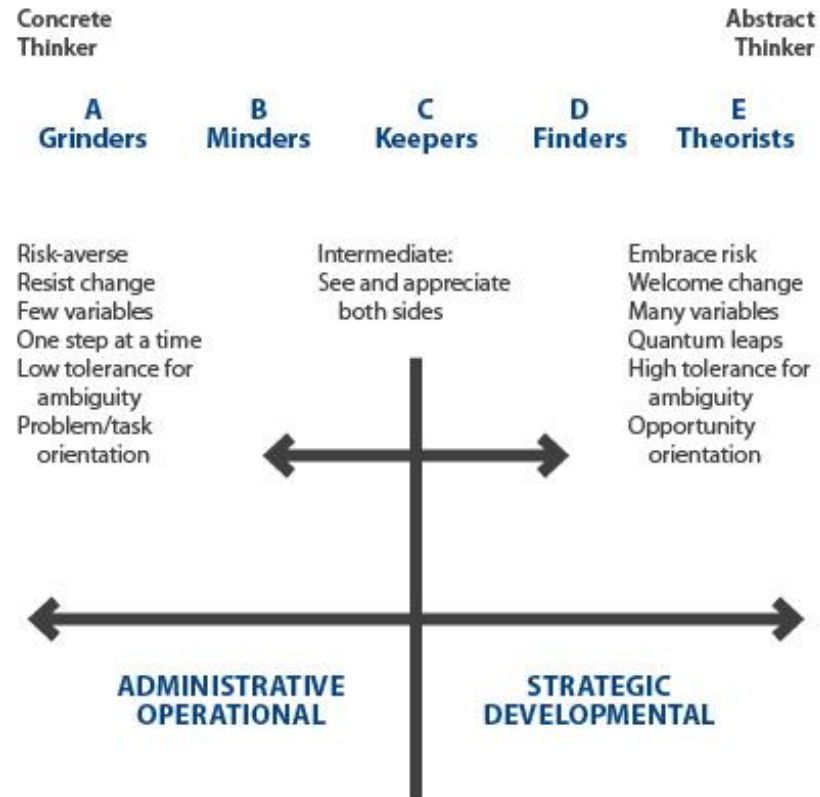
1	2	3	4	5	6	7	8	9	10
Risk averse									Embraces risk
1	2	3	4	5	6	7	8	9	10
Resists change									Welcomes change
1	2	3	4	5	6	7	8	9	10
Prefers few variables									Handles many variables
1	2	3	4	5	6	7	8	9	10
Incremental change									Quantum leap
1	2	3	4	5	6	7	8	9	10
Low tolerance of ambiguity									High tolerance for ambiguity
1	2	3	4	5	6	7	8	9	10
Problem/task oriented									Opportunity oriented

Total= ___/6= ___

1	2	3	4	5	6	7	8	9	10
Administrative/Operational									Strategic/Developmental
Grinders	Minders	Keepers	Finders	Theorists					

Thinking Wavelength Construct

Developed by Tom Paterson,
found in *Living the Life You Were Meant to Live*

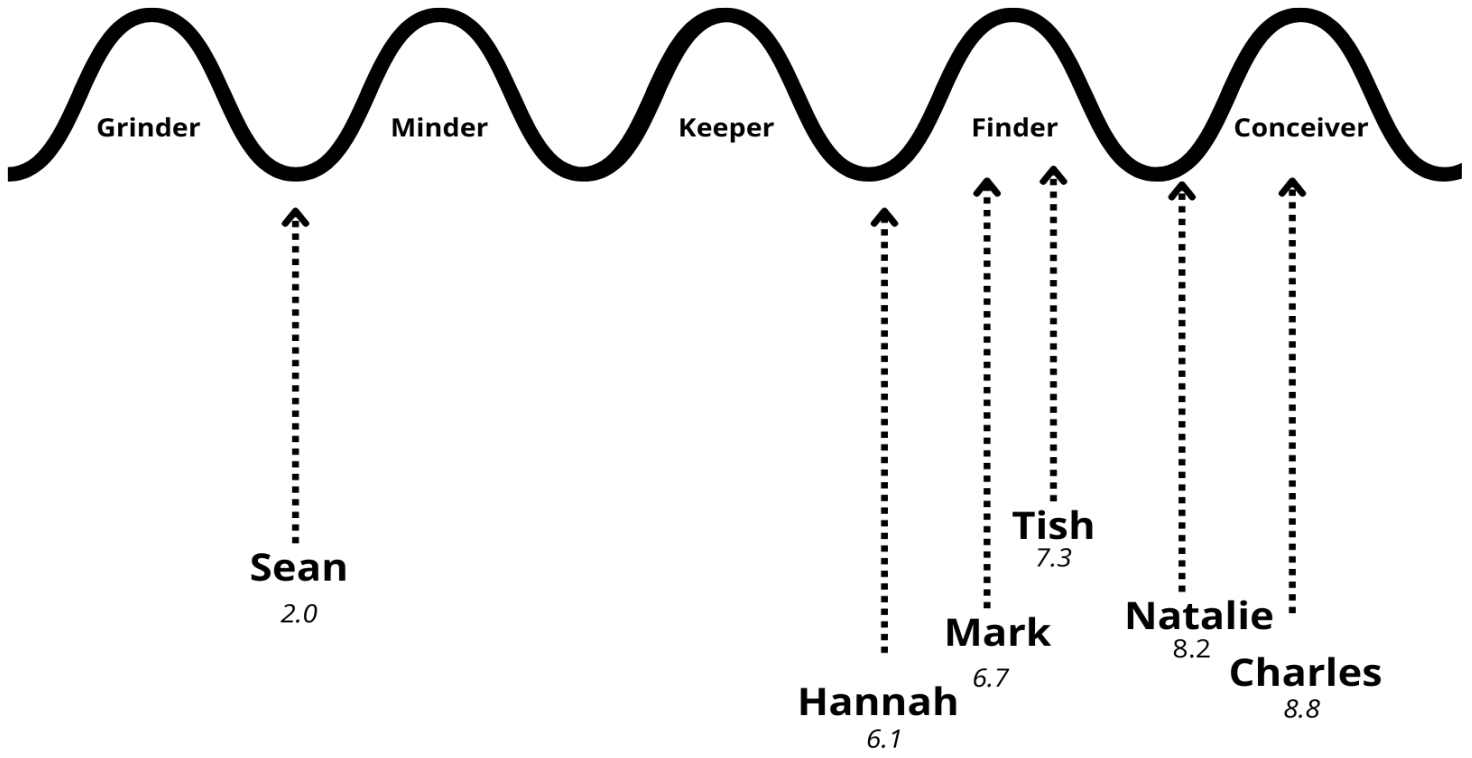


Thinking Wavelength

What strengths do you identify in your results?

What potential hot spots do you identify?

0 · 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10



This diagram is a replication of *The Thinking Wavelength* (c) 2017 The Paterson Center

Are you utilizing any personality profiles at your agency?

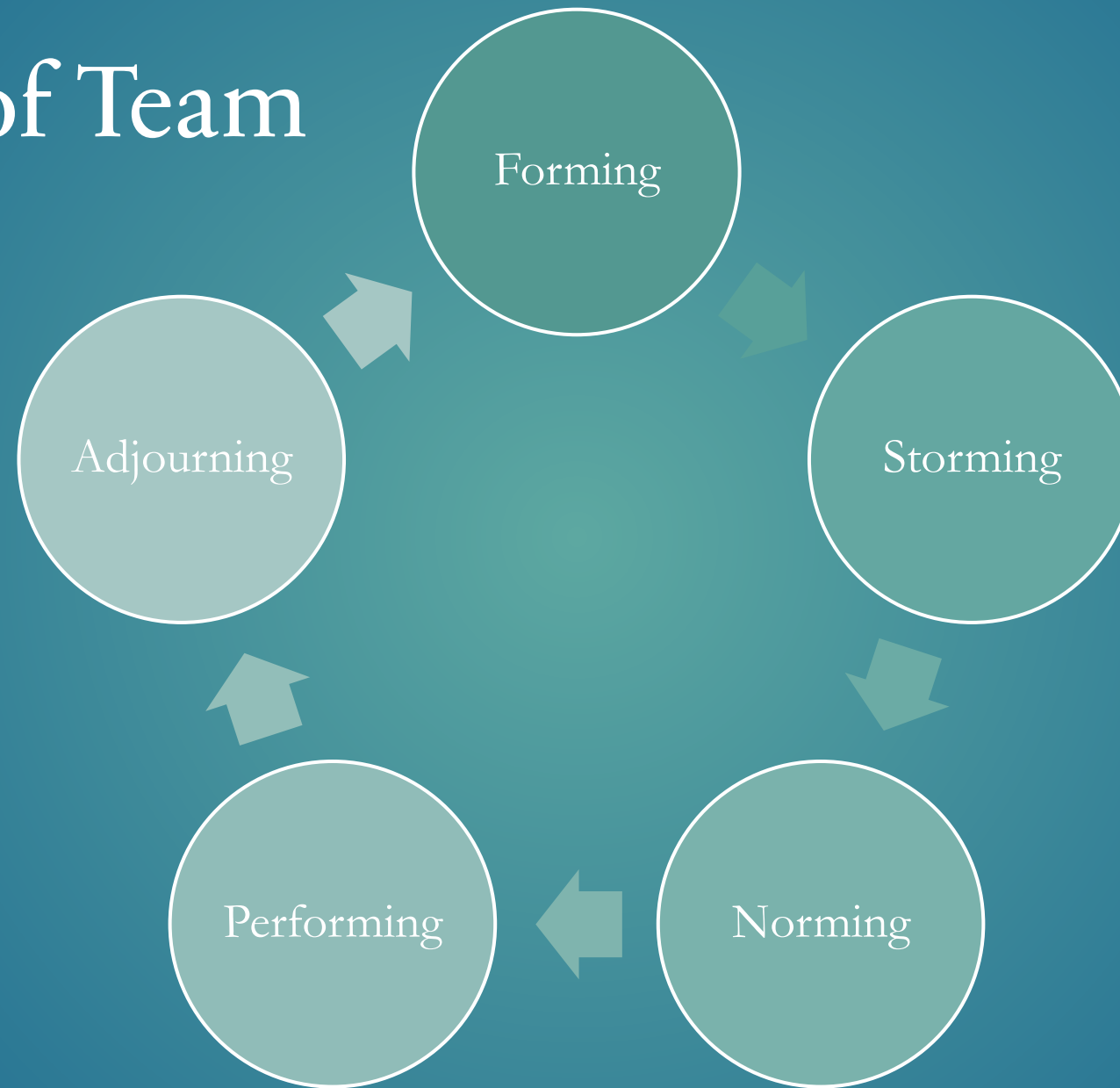
Do personality profiles influence any of your hiring or professional development processes?

What have you learned about yourself or your team through the use of personality profiles for team-building and development?

What positive impact could these profiles have on your team?

Any potential negative impact?

Life Cycle of Team



Tuckman's Stages of Group Development



FORMING

- Establish plan
- Focus on orientation of individuals
- Members are independent
- Leaders facilitate team
- Move forward: hard conversations, risk conflict



STORMING

- Build a team
- Focus on gaining trust and building relationships
- Members seek status and power, differentiation
- Leaders facilitate direction
- Move forward: disagreements and conflicts addressed and navigated



NORMING

- Develop cooperation
- Focus on collaboration
- Members have common goal, take responsibility
- Leaders build team and micro strategies for success
- Move forward: establish norms and practices



PERFORMING

- Achieve goals
- Focus on maintenance and growth
- Members are motivated, competent, committed
- Leaders oversee and coach
- Move forward: implement successful strategies that achieve desired outcomes



ADJOURNING

- Finish strong
- Focus on completing tasks or project
- Members promote or depart
- Leaders move to new projects or depart
- Move forward: launch new project or change members

What is the difference between
trauma-informed care and a
trauma-informed organization?

“Trauma-Informed Care”

- ✓ Influenced by an understanding of the impact of interpersonal violence and victimization on an individual’s life and development, with an emphasis on understanding the unique context of a person’s life and experiences and cultural background.
- ✓ Emphasizes physical, psychological and emotional safety for both clients and care providers, reduces retraumatization.
- ✓ Helps survivors rebuild a sense of control, empowerment, autonomy.
- ✓ Addresses challenges to engagement and success through the lens of trauma, hope and resiliency.

“Trauma-Informed Organization”

1. Operates with an understanding of trauma and its negative effects on the organization’s employees and the communities it serves and actively works to mitigate those effects. *(Katherine Manning, American University)*
2. Infuses trauma awareness, knowledge, and skills into the organizational culture, practices, and policies. *(National Child Traumatic Stress Network)*
3. Continues to demonstrate a commitment to compassionate and effective practices and organizational reassessments, and it changes to meet the needs of clients with histories of trauma. *(SAMHSA)*

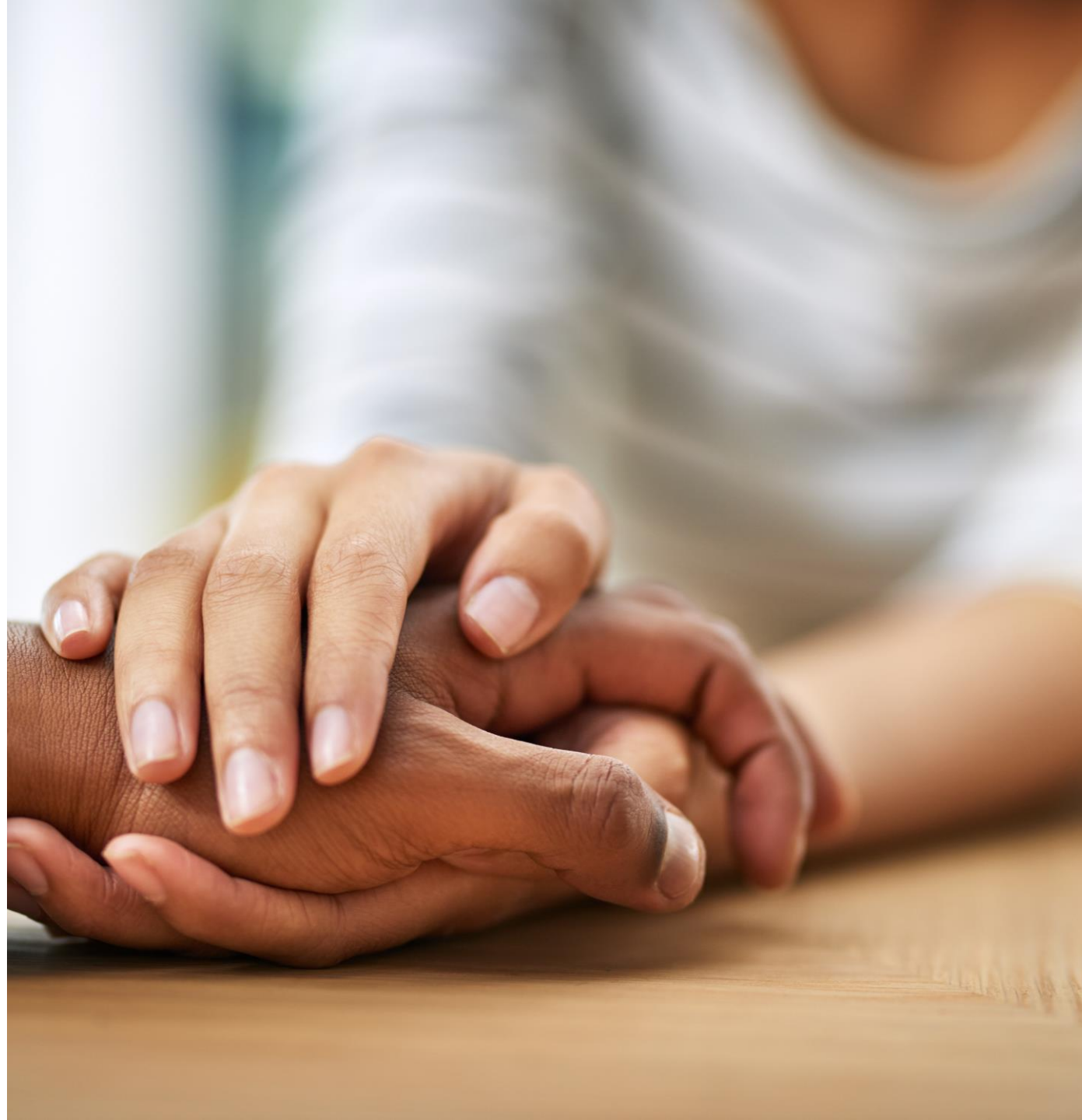
Trauma Informed = Culturally Responsive

Ability of individuals, organizations, and systems to **respond** respectfully and effectively to people of all backgrounds (i.e., cultures, classes, races, ethnic backgrounds, sexual orientations, and faiths or religions) in a manner that **recognizes, affirms, and values the worth** of individuals, families, tribes, and communities, and protects and preserves the dignity of each.

Can you have one without the other?

Trauma-informed care
is a practice.

Building a trauma-
informed organization
or team is a cultural
choice because healing
is a *core value*.



Why does it matter if the organization is trauma-informed?



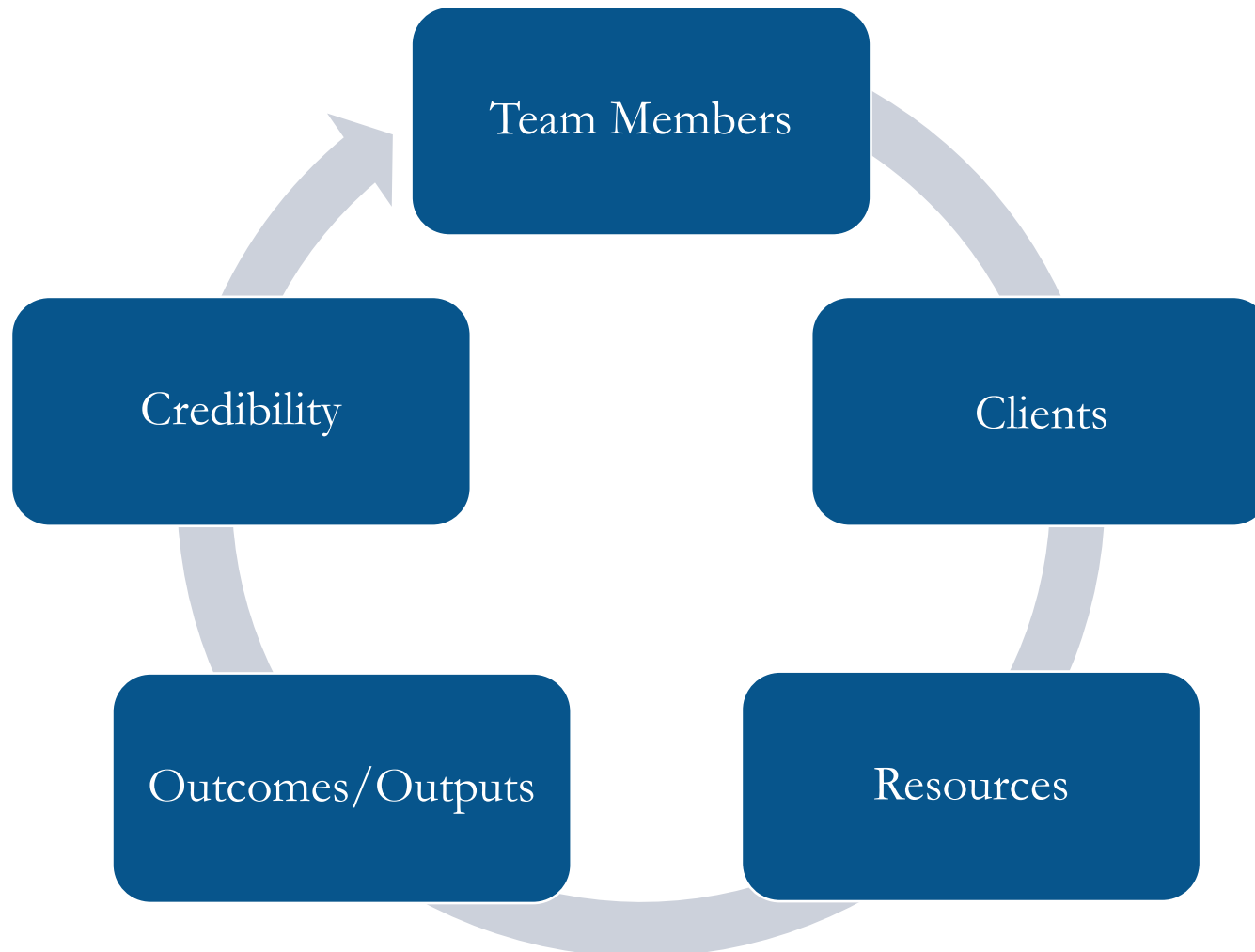


Breakout Rooms

1. Assign a note-taker/reporter
2. Did the Creating Cultures of Trauma Informed Care (CCTIC) spark new ideas or reveal anything important to you?
3. What potential ways could trauma impact an organization?
4. What potential ways could lack of cultural responsiveness impact an organization?
5. What strategies could be implemented to build resiliency proactively or reactively?

Recap Breakout Discussions

How does trauma impact an organization?



Team Members

- Personal trauma
- Community-based trauma
- Secondary traumatic stress or vicarious trauma

How will this play out?



Psychological safety is created through:

Google, 2016

- Empathy and support in hard times
- Knowledge that they are free to share the things that scare them without fear of repercussion
- Freedom to talk about what is messy or sad
- Ability to have hard conversations with colleagues when there's conflict or tension
- Knowledge that they are safe when raising issues
- Having clear rules and trust that those rules will be applied fairly and transparently at all times



People need to know they will be heard, will get the help they need, and will be treated fairly.

Considerations

- Patterns of safety matter – how can you isolate beliefs, actions, or circumstances in order to create effective change?
- Leaders are directly influential in establishing safety
- Celebrate and empower diversity
- Embrace transparency and growth
- Model curiosity and use invitation questions
- Leaders: Practice and Normalize
- Celebrate wins

The strongest teams work to build psychological safety, align on shared goals, and agree on collaboration norms.

Team Norms

Guidelines for how team members will interact, communicate, share, collaborate, and coordinate.

Set expectations of one another and commit to key principles and actions, hold us accountable.

Based on Core Values.

Core Values

- Inform your thoughts, decisions, and actions
- Help you align your team's path to what's most important to you
- Act as guiding principles for team culture and purpose
- Authentically define how you and your team members operate, behave, and interact on a day-to-day basis.
- Should be supported by accountability mechanisms
- Entire team needs to connect with them

Creating Cultural Change with 6 Core Values



SAFETY



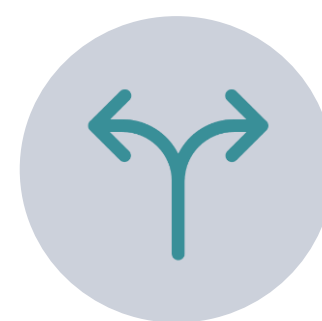
TRUSTWORTHINESS
& TRANSPARENCY



PEER SUPPORT



COLLABORATION
& MUTUALITY



EMPOWERMENT,
VOICE & CHOICE



CULTURAL,
HISTORICAL,
GENDER ISSUES

Practices to Support Staff and Client Needs

- Establish physical, psychological, emotional safety
- Prioritize choice and collaboration
- Prioritize, support, celebrate diversity
- Create and maintain protocols for sharing concerns, filing complaints, addressing conflicts and communication gaps
- Openly encourage sharing of ideas and feedback
- Prioritize staff training and hire consultants to build trauma competency and staff sensitivity
- Clearly define roles, responsibilities, tasks and expectations
- Maintain appropriate boundaries, respect privacy and seek to earn trust
- Prioritize wellness and support wellness initiatives



Of the sustainability pillars we discussed today, which area is your strongest?
Which is your weakest?

Next Session

Session 2: Building a Foundation for Sustainability Part 2

- **Date:** Tuesday, April 4
- **Time:** 2:00–3:45 p.m. ET
- **Link:** Please use the link provided in your Zoom confirmation email to access this session.