“How to Foster Resilience and Resilient Leadership in Challenging Times”!

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GOALS

- That the participant will have a better understanding of what resiliency is
- That the participant will be able to identify the personal risk factors to resilience and recovery
- That the participant will be able to recognize those factors which enhance resilience and resiliency in your department
- That the participant will be able to utilize strategies to build resilience.

Housekeeping stuff

Please turn cell phones and pagers to vibrate mode

And your texting fingers to quiet mode  
THANKS!

Exercise

Which Shape Do You Prefer Most?

Let’s See a Show of Hands?

Who picked the Square?
Who picked the Circle?
Who picked the Triangle?
Who picked the Squiggly Line?

Squares make great teammates because they’re

- hard-working
- honest
- trustworthy
Circles make great teammates because they’re
• kind
• warm
• compassionate

Triangles make great teammates because they’re
• verbal
• intelligent
• assertive

Squiggles make great teammates because they’re
• creative
• flexible
• innovative

Your Work Is Challenging...
and There is a Need...
• You deal with highly stressful situations on a daily basis and have to make difficult decisions for the good of your department.
• You and your department are under increased scrutiny these days by the public and the number of officers killed in the line-of-duty is tragically high....

In 2015, the first police officer shot and killed in the line of duty was on March 4.

Officer Down
As of Feb 28, 2016
ELEVEN Police Officers have been shot & killed in 2016.
YOU HAVE A LOT OF RESPONSIBILITY SO HOW DO YOU PLAY?

IT'S HOW WE DEAL WITH CRITICAL INCIDENT STRESS THAT IS A KEY TO RESILIENCE

A PITCHER OF WATER.....

But if you are empty.....

Dealing with Death and Traumatic events create stress reactions which impact resilience

And that stress affects us in the following ways:

- Physically
- Cognitively
- Emotionally
- Behaviorally
- Spiritually

DISTRESS (excessive stress). Rx...
Identify, Assess, & Monitor
vs.
DYSFUNCTION (impairment)
Rx...Identify, Assess, & Take action
**COGNITIVE (Thinking) DISTRESS**
- Sensory Distortion
- Inability to Concentrate
- Difficulty in Decision Making
- Guilt
- Preoccupation (obsessions) with Event
- Confusion ("dumbing down")
- Inability to Understand Consequences of Behavior

**SEVERE COGNITIVE DYSFUNCTION**
- Suicidal/ Homicidal Ideation
- Paranoid Ideation
- Persistent Diminished Problem-solving
- Dissociation
- Disabling Guilt
- Hallucinations
- Delusions
- Persistent Hopelessness/ Helplessness

**EMOTIONAL DISTRESS**
- Anxiety
- Irritability
- Anger
- Mood Swings
- Depression
- Fear, Phobia, Phobic Avoidance
- Posttraumatic Stress (PTS)
- Grief

**SEVERE EMOTIONAL DYSFUNCTION**
- Panic Attacks
- Infantile Emotions in Adults
- Immobilizing Depression
- Posttraumatic Stress Disorder (PTSD)

**BEHAVIORAL DISTRESS**
- Impulsiveness
- Risk-taking
- Excessive Eating
- Alcohol/ Drug Use
- Hyperstartle
- Compensatory Sexuality
- Sleep Disturbance
- Withdrawal
- Family Discord
- Crying Spells
- Hypervigilance
- 1000-yard Stare

**SEVERE BEHAVIORAL DYSFUNCTION**
- Violence
- Antisocial Acts
- Abuse of Others
- Diminished Personal Hygiene
- Immobility
- Self-medication
SPIRITUAL DISTRESS

• Anger at God
• Withdrawal from Faith-based Community
• Crisis of Faith

SEVERE SPIRITUAL DYSFUNCTION

• Cessation from Practice of Faith
• Religious Hallucinations or Delusions

How Has This Job Changed you?

What is Resiliency?

The term Resilience refers to the ability of an individual, a group, an organization, or even an entire population to rapidly and effectively rebound from psychological and behavioral incidents associated with critical incidents, terrorism, and even mass disasters.

What Does Resilience Look Like?

Born to a meth addicted mother And with a genetic disorder, At 11 months of age... At 9 years of age with a little training she ran her first mini-marathon...

What Does Resilience Look Like?
What are some risk factors for you that undermine you being resilient?

RISK FACTORS TO RESILIENCE
(General)

Severity of Exposure. Those who go through the traumatic event themselves. Also those who have compound exposure to the incident.

Those who are victimized by terrorist act are generally traumatized worse than those who are victimized by natural disasters. WHY?

(U.S. Department of Veterans’ Affairs)
RISK FACTORS TO RESILIENCE

There can be multiple losses experienced in catastrophic events
- Loss of physical or psychological wholeness
- Loss of significant persons, roles, relationships
- Loss of head of family or community leader
- Loss of intact family unit, homes, or communities
- Loss of way of life and economic livelihood
- Loss of future potential (e.g., with the loss of children)
- Loss of hopes and dreams for all that might have been
- Shattered assumptions in core worldview (e.g., loss of security, predictability, or trust)

Keys to Resilience Questions......

Please take a few minutes and answer these questions personally

1. What is the key to being immune to stress?
2. What is the key to bouncing back from excessive stress?
3. What is your greatest strength (key to success)?
4. If most people have a weakness that makes them vulnerable to excessive stress, what is it?
5. What is the key to motivating people to help them be successful?

Question Survey Findings

1. What is the key to being immune to stress?
   - Positive Attitude 30%
   - Training 28%
   - Healthy lifestyle 28%
   - Having an outlet, hobby 24%
   - Support network, including leadership 8%
   - Other 10%

Question Survey Findings

2. What is the key to bouncing back from excessive stress?
   - Positive attitude 33%
   - Having an outlet, hobby 26%
   - Support network, including leadership 25%
   - Healthy lifestyle 8%
   - Removal from stressful situation 18%
   - Other 16%

Question Survey Findings

3. What is your greatest strength? (key to success)
   - Work ethic 30%
   - Tenacity 29%
   - Positive Attitude 22%
   - Strong values 21%
   - Adaptability 9%
   - Other 13%

Question Survey Findings

4. If most people have a weakness that makes them vulnerable to excessive stress, what is it?
   - Lack of perspective 41% (lack of tenacity, lack of preparation)
   - Negative attitude 24%
   - No outlet 12%
   - No preparation 9%
   - Isolation 5%
   - Other 18%
Question Survey Findings

5. What is the key to motivating people to help them be successful?
- Encouragement 44%
- Lead by example 22%
- Training and experience 18%
- Communication 11%
- Other 23%

SEVEN CHARACTERISTICS OF HIGHLY RESILIENT PEOPLE

1. Calm, innovative, non-dogmatic thinking under stress
2. Decisive action
3. Tenacity
4. Interpersonal connectedness
5. Honesty
6. Self-control
7. Optimism and a positive perspective on life.

The Navy SEAL ethos states: “We demand discipline. We expect innovation. The lives of my teammates and the success of the mission depend on me; my Technical skill, tactical proficiency, and attention to detail. My training is never Complete.”

A Profile in Resilience

Debby had a son who was a young police officer who was very close to his mother and was attempting to re-establish a meaningful relationship with his dad. One day without warning Debby’s son, took his own life with his service handgun. If that was not devastating enough, Debby’s family dog died just prior to that, and an aunt died shortly after her son’s death.

Debby’s ex-husband attempted to sue his wife to get rights to be buried next to his son on Debby’s family burial plots which are not part of marital property, but have been in her family for generations.

In addition to this, Debby developed a torn retina which required surgery, and is facing rotator cuff surgery on her shoulder.

Yet Debbie is a study in resilience. What makes her resilient?

A Profile In Resilience

What makes Debby resilient?

Relationships - friends, counseling, church, support groups
Self Care - Debbie continues to exercise, (even has boxing gloves)
  She doesn’t drink much, tries to eat healthy
Faith - Her faith is important to her. Belief in seeing her son again (Hope)
Faces her pain – isn’t afraid to cry when she needs to. She journals,
  writing at times to address her son, or sometimes God
Sets goals to do things, and move forward one step at a time. (Wants to help others)

Writing Exercise

On a sheet of paper quickly write down three of the greatest moments of growth in your personal life…excluding the birth of children, getting married, graduation, job promotion, etc.

Name the last positive story you heard or saw on the news?
Much of the growth we experience personally is related to some highly stressful period of change. Stress and change can become engines of human growth.

Any of you read Biographies of famous individuals? What do many of them have in common?


Many studies of Post Traumatic Growth, (Tedechi & Calhoun, 1996) have found positive individual changes in five areas.

1. Emergence of new opportunities and possibilities
2. Deeper relationships & greater compassion for others
3. Feeling strengthened to meet future life challenges
4. Reordered priorities & fuller appreciation of life
5. Deepening spirituality

(Van der Kolk, McFarlane & Weisaeth 1996)

“Studies have found that the effects of trauma depend greatly on whether those wounded can seek comfort, reassurance and safety with others. Strong connections with trust that others will be there for them when needed, counteract feelings of insecurity, helplessness, and meaninglessness. Times of great tragedy can bring out the best in the human spirit: ordinary people show extraordinary courage, compassion & generosity in helping kin, neighbors, and strangers to recover and rebuild lives.”

“Hope is most essential for recovery. Hope fuels energies and investment to rebuild lives, revise dreams, renew attachments, and create positive legacies to pass on to future generations. Resilience involves “mastering the possible”, come to accept what has been lost and cannot be changed, while directing efforts to what can be done and seizing opportunities for something good to come out of the tragedy.” (Froma Walsh, PH.D)

- Belief that outside sources act benevolently on one’s behalf (responsive government/agencies to help)
- Spiritual Belief
- Practical provisions including housing, employment, financial resources

United States Department of Veterans Affairs, National Center for PTSD
Resilient Leadership

One of the keys to survival and recovery during a crisis comes from resilient leadership. In crisis people look for guidance.

Traits of resilient leadership:
- They have integrity
- They are optimistic
- They are innovative, creative
- They are decisive
- They are willing to accept responsibility
- They are able to communicate openly and effectively

“Episodes of Failed Leadership in 2010 Taught Lessons,” Dr. George Everly

Resilient Leadership: Learning From Crisis Experience

- Harshness cause individuals and organizations to examine what is important & further define core values
- Crises bring out courage, honor, selflessness, etc.
- Leaders learn more about their strengths/vulnerabilities during a crisis
- How leaders handle a crisis can promote or prevent confidence and personal growth
- What survives the crisis emerges better and stronger/tempered by hardship
- Crisis can strengthen camaraderie

(Center For Creative Leadership)

Resilient Leadership During a Crisis

Qualities

Communication. Have a strategy. Be encouraging. Think Winston Churchill during WW2

Clarity of Vision/Values. Either personal, or passed down to those you supervise

Caring. Have a sincere interest and genuine concern for others goes a long way to meeting emotional needs of staff during a crisis

(Center For Creative Leadership)

Civil War General Joshua Chamberlain.

Served in 20 battles, had 6 horses shot from underneath him, and was wounded 6 times.

Greatest achievement was how he conducted himself and led his troops as a part of General Lee’s surrender at Appomattox on April 12, 1865

As column of Confederate soldiers headed by General John Gordon marched by Chamberlain’s position on their way to the formal surrender, Gen. Chamberlain ordered his Union troops to stand at attention and assume the “carry arms” salute as a sign of respect. No gloating...

Later, Confederate General Gordon described Chamberlain as one of the knightliest soldiers of the Federal army...

(Center For Creative Leadership)
### Resilient Leadership Qualities During a Crisis

- **Personal Example.** It is human nature to model the behavior of people we admire, regardless of their position. What can help you as leaders is to be increasingly **SELF AWARE**.
- **Character.** Kind of speaks for itself doesn’t it?
- **Competence.** The competent leader instills confidence in those they supervise.
- **Courage.** It takes courage to speak the truth and do what you have to do sometimes. Making hard decisions, answering tough questions, accepting responsibility
- **Decisiveness.** Not impulsiveness. Better than doing nothing at all.

(Center For Creative Leadership)

### Resilient Leaders Provide Feedback in the Following Manner...

- Feedback is an ongoing process
- Feedback should be prompt and timely
- Make your feedback as specific and simple as possible
- Feedback should be balanced, not just negative
- Deliver feedback with some grace, but in an honest fashion
- Listen...attentively to the receiver
- Be self aware! Be aware of your biases and assumptions. Your feedback to others also speaks to you.

(Center For Creative Leadership)

### Effective Leaders....

Are Mindful, that is to say, they lead out of their own self-awareness. They can better understand other’s need by being aware of their own.

### How Do We Foster Resilience?

Remember...We can only lift other people up to the level that we are at...so it is important that you take care of yourself!

You all know what I am about to say because you have probably seen presentations that tell you that you have to eat healthy food to be resilient and not overdo it with donuts...We know that we should not try and mitigate stress by self-medicating with alcohol or drugs. We know that sleep deprivation or interrupted sleep with little REM sleep is not good for us...but your job makes that difficult doesn’t it? How many of you have your sleep frequently interrupted?

### How to Foster Resilience?

- I don’t know about you but when sleep deprived, it is easy to grab that extra 2 or 3 cups of coffee...better yet have an IV attached to you from a coffee pot...Some seek to prop themselves up by slamming down energy drinks, 5 hour energy shots...and caffeinated popcorn, caffeinated bacon waffles, and...caffeinated marshmallows!
- When you deal with the stress of all of your responsibilities as law enforcement officers it can be draining.
How To Foster Resilience?

1. Develop and nurture a healthy support system of colleagues, friends, family, faith community.

2. Develop a peer support team, where you can and do intentionally talk to each other following a critical incident... led by a colleagues who were not directly involved in the incidents you are called to respond to.

3. Have an independent debriefing team provide debriefing following a really difficult call, especially when it involves children. (Note: debriefings are for all first responder personnel who had a similar experience of the incident. This should include coroners, the dispatcher who took the 911 call, Police, Fire/EMS, etc. (The little Wisconsin boy horribly mauled by a dog)

Line of Duty Death Debriefings... Officer Jennifer Sebena, Lt. Jeff Kret in 2013, Incidents involving the death of children)

How To Foster Resilience?

Steps to Effective Communications

1. Engage the other person but do not force them to speak. If they are sitting, sit with them at a comfortable distance... mirror their body language. Communicate a sincere desire to learn what he or she has to say. Slow it down and soften it up. Do not appear rushed. Look the other person in the eyes and say something like, “I’d really like to hear what you have to say.” Or, “Could you tell me more about what happened?”

2. Carefully listen, not only to the words, but how they are expressed. (Adapted from “The Secrets of Resilient Leadership”, George Everly, Ph.D., Douglas Strouse, Ph.D., George Everly III)

How To Foster Resilience?

Steps to Effective Communications

3. Try to label the emotion/emotional state behind the words. Phrases like, “You seem very concerned;” “You sound frustrated;” have you ever tried to communicate with anyone who was so emotional, he or she couldn’t hear what you were saying, no matter how logical it was? Allow them to express their emotion. Hold it. This does not mean you should tolerate and endless emotional diatribe, but it does suggest that you may have to tolerate someone else’s distress for a reasonable time.

Listen to their stories

(Adapted from “The Secrets of Resilient Leadership”, George Everly, Ph.D., Douglas Strouse, Ph.D., George Everly III)

How To Foster Resilience?

Steps to Effective Communications

4. Summarize the content of what you have heard them say. (Mirroring) After labeling the emotional aspect, summarize or paraphrase in your own words the key points that the other person expressed.

5. Thank the person for his or her willingness to share with you.

(Adapted from “The Secrets of Resilient Leadership”, George Everly, Ph.D., Douglas Strouse, Ph.D., George Everly III)
How To Foster Resilience?
Effective listening is very important

- Think about a time of great difficulty in your own life....Think about those who most helpful to you during that time....... What was it about them that made them effective?

ARE YOU LISTENING?

The Salty Characters

- Captain
- George
- Dawn
- Ralph
- Sam

- What we assume about others can often get in the way of good listening. Don’t let your “assumptions” get in the way!

It’s not about........

Self Care/Eustress

How do you play? How do you unplug from the stress of the job?
STRESS TEST

The picture posted on the next slide has 2 identical dolphins in it. It was used in a case study on stress levels at Loma Linda Medical Center. Look at both dolphins jumping out of the water. The dolphins are identical. A closely monitored, scientific study of a group revealed that in spite of the fact that the dolphins are identical, a person under stress would find differences in the two dolphins. The number of differences observed matches closely to the amount of stress the observer is experiencing. Look at the photograph and if you find more than one or two differences you may be experiencing stress.

Strategies to Build Resilience

What role does training play in building resilience?

WHEN I AM REALLY STRESSED....

- Eating Habits?
- Sleeping Habits?
- Drinking Habits?
- Exercise Habits?
- How is my behavior different toward others?
- What kinds of thoughts run through my head?
- What has helped me deal with stress in the past?

Resilience...Other Points

- Provide Post Action Social Support.
- Look at what is working for you. Build on that
- 3 F’s of resilience: Family, Friends, Faith
- Do something that gives you meaning

Mary Fetchet
Voices of 911
On September 11, 2001, Mary lost her 24 year old son, Brad, who was trapped on the 89th Floor of Tower 2. Her son had called her husband after the plane hit the first tower.

Mary, a social worker, though grieving, mobilized to help other victims’ families. She also launched the 9-11 Living Memorial Project which has collected over 70,000 images telling the story of the life of the person who died.

Officer Miller could have turned in his badge and gun after being shot in the head during a standoff. After surgery, he suffered permanent hearing loss in his left ear and a visible scar on his face. However, he underwent mental and physical rehabilitation and returned to duty on May 10, 2010. Officer Miller saved the life of Sgt. Pierce, who was being stomped on by a mentally disturbed individual. Just as the assailant grabbed a meat cleaver and was preparing to strike Sgt. Pierce in the head, Officer Miller fired his handgun neutralizing the individual and preventing further injury to Sgt. Pierce. He said, “Being mentally strong and prepared is key. We are the police and it’s a dangerous profession, and the mental game is more important than anything.”

Please know and always remember what you do makes a real difference in our lives. What you do is meaningful. See what you do as meaningful. Because it is, and we thank you!
A moment of playfulness

What Does Resilience Look Like?

CHARDHI KALA!