

# Trust Resilience: Engaging and Cultivating Growth

Dr. Wendy Fraser



FRASER  
CONSULTING



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# Beyond Burned Out



## Burnout has 6 Main Causes

1. Unsustainable workload
2. Perceived lack of control
3. Insufficient rewards for effort
4. Lack of a supportive community
5. Lack of fairness
6. Mismatched values and skills

## Covid Burnout

1. We didn't adjust workloads
2. We didn't give people control and flexibility
3. We allowed more meetings and unhealthy levels of screen time
4. We didn't recognize the extent of people's struggles



# Factors that Lower Burnout

## 1. Feeling a sense of purpose

- ✓ Re-onboard everyone – Focus on why your group exists, help people align with the overall purpose, share stories about why what you do makes a difference (check out the Liberating Structures website and app; welcome unique contributions).
- ✓ Onboarding means renewing group agreements, adjusting norms and communication patterns; set clear cultural expectations (use a team charter template).
- ✓ Ensure people know where to ask for help and how to offer it; who knows what and how to access it



# Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
  - ✓ Get clear about priorities – what needs to be done today, what can be paused (use kanban boards; check-ins; huddle questions).
  - ✓ Scrutinize meetings – is it necessary? Does it need to be video? Does it need to be longer than 30 minutes? Who should be there? Start with check-ins and end with check-outs that summarize actions.

# Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health at work
  - ✓ Increase psychological safety! (establish and reinforce team norms of respect, inclusion, openness, etc.).
  - ✓ Increase access to mental health support (a mental health resource webpage; reminders about Employee Assistance programs; reduced hours or flexible hours; peer-to-peer outreach; managers checking in on team members).



# Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health at work
4. Having an empathetic manager
  - ✓ Listen to your people – this increases psychological safety; seek feedback (try highs/lows; start-stop-continue; Liberating Structures; huddles).
  - ✓ Ask how people are really doing: People say “I’m fine” but only 19% of the time they mean it (try check-ins; self-disclosure; patience).

# Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health
4. Having an empathetic manager
5. Having a strong sense of connection to family and friends
  - ✓ We build relationships best face-to-face (when the time is right, find SAFE ways to help people connect in person).
  - ✓ Strengthen personal and professional support systems.





Reflection – 1 minute

What are 1-2  
things I can do to  
reduce burnout  
for myself and/or  
my team?



Understanding  
burnout and  
practical  
strategies



Understanding  
traumatic  
experiences  
and growth  
opportunities





# Trauma

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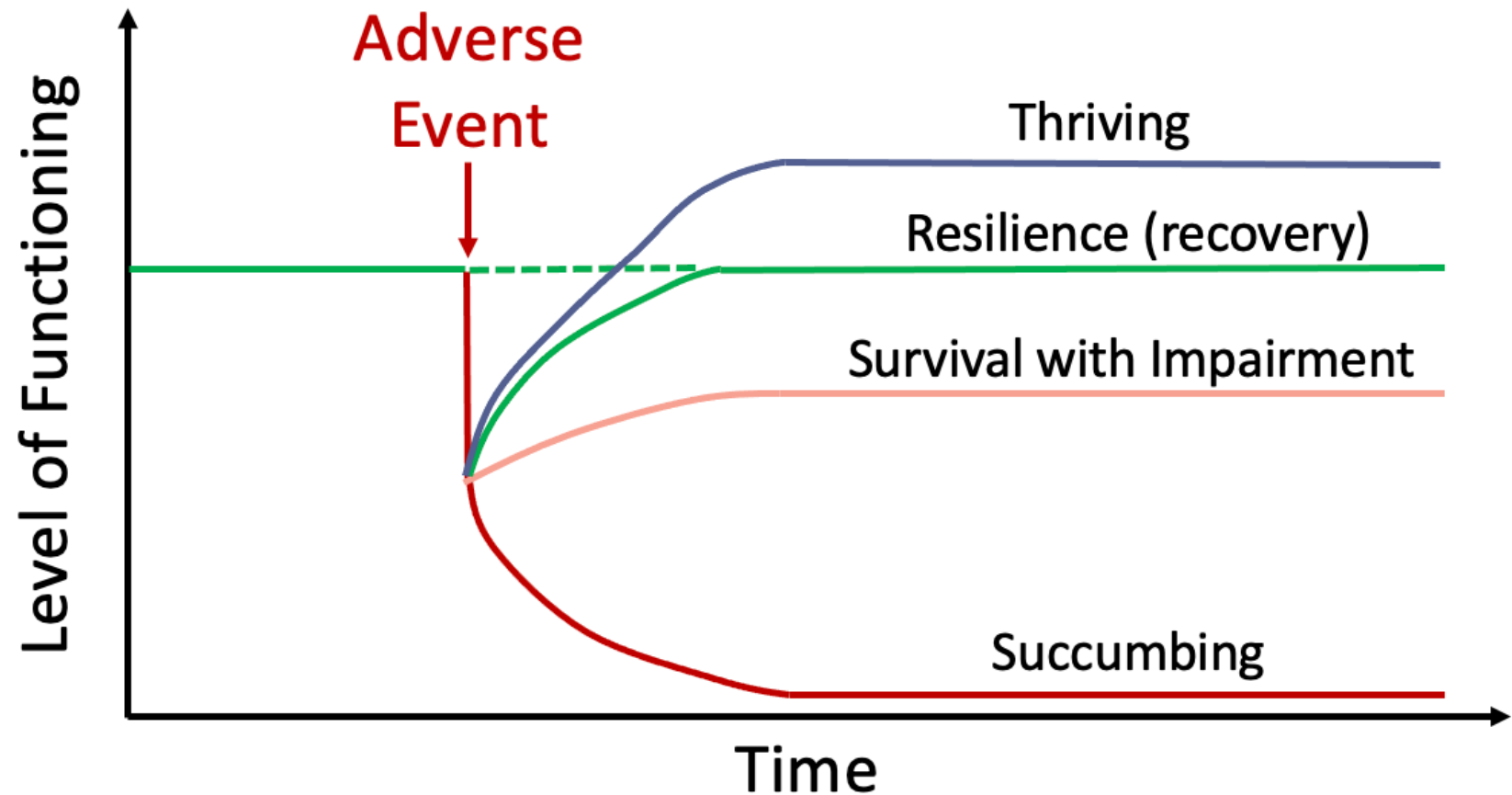
Is a disruption of a co  
belief system



# Post Traumatic Growth

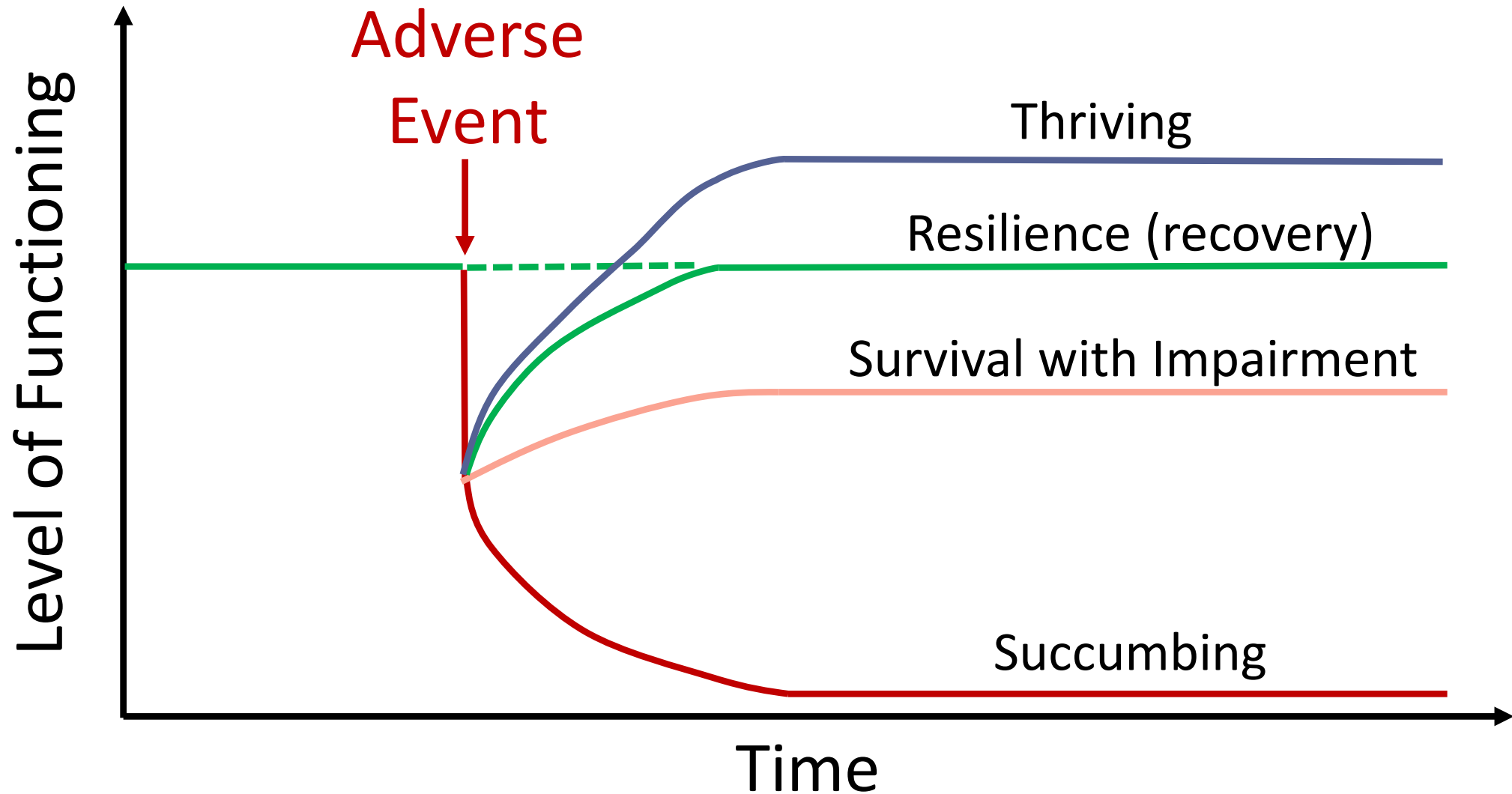
The experience of individuals whose development in some areas has surpassed what was present before the traumatic event.

## Possible Responses to Traumatic Events

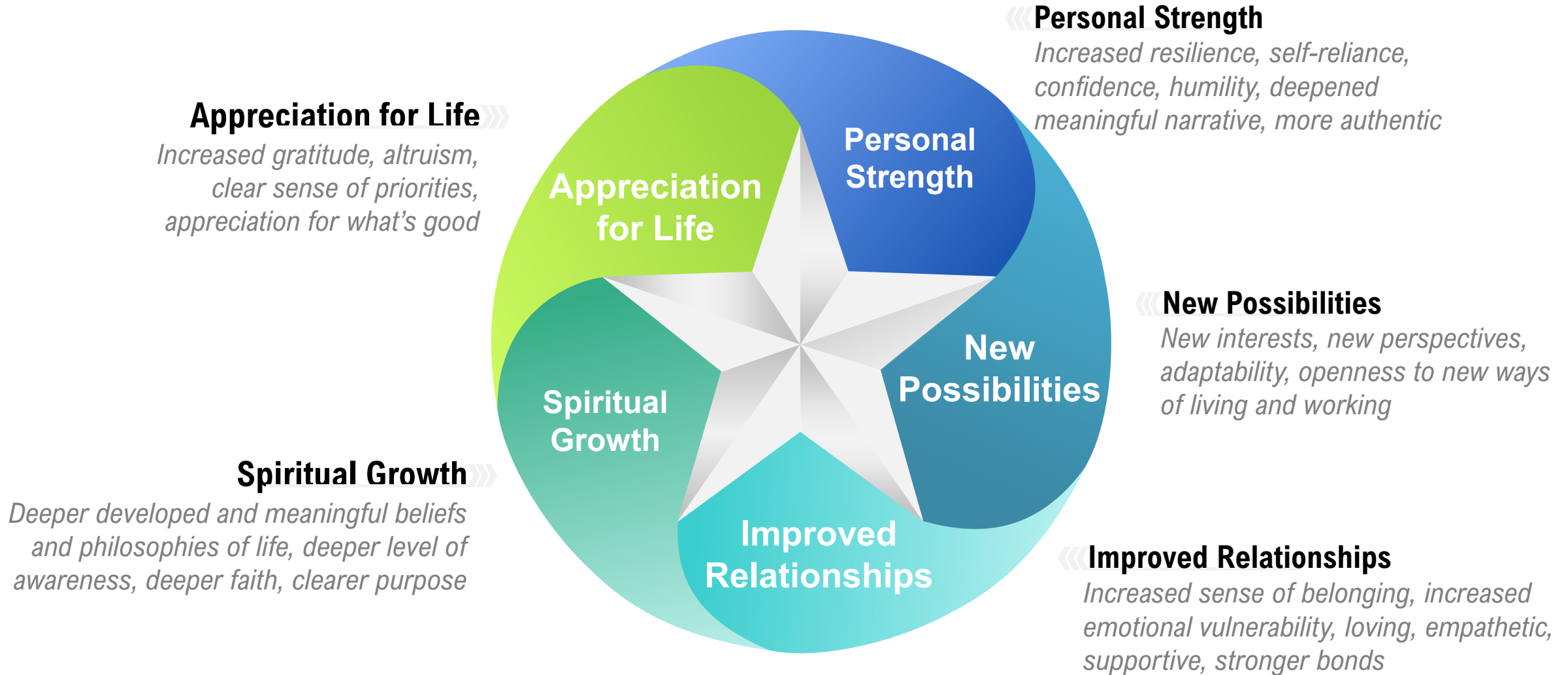




# Possible Responses to Traumatic Events



# Posttraumatic Growth Areas



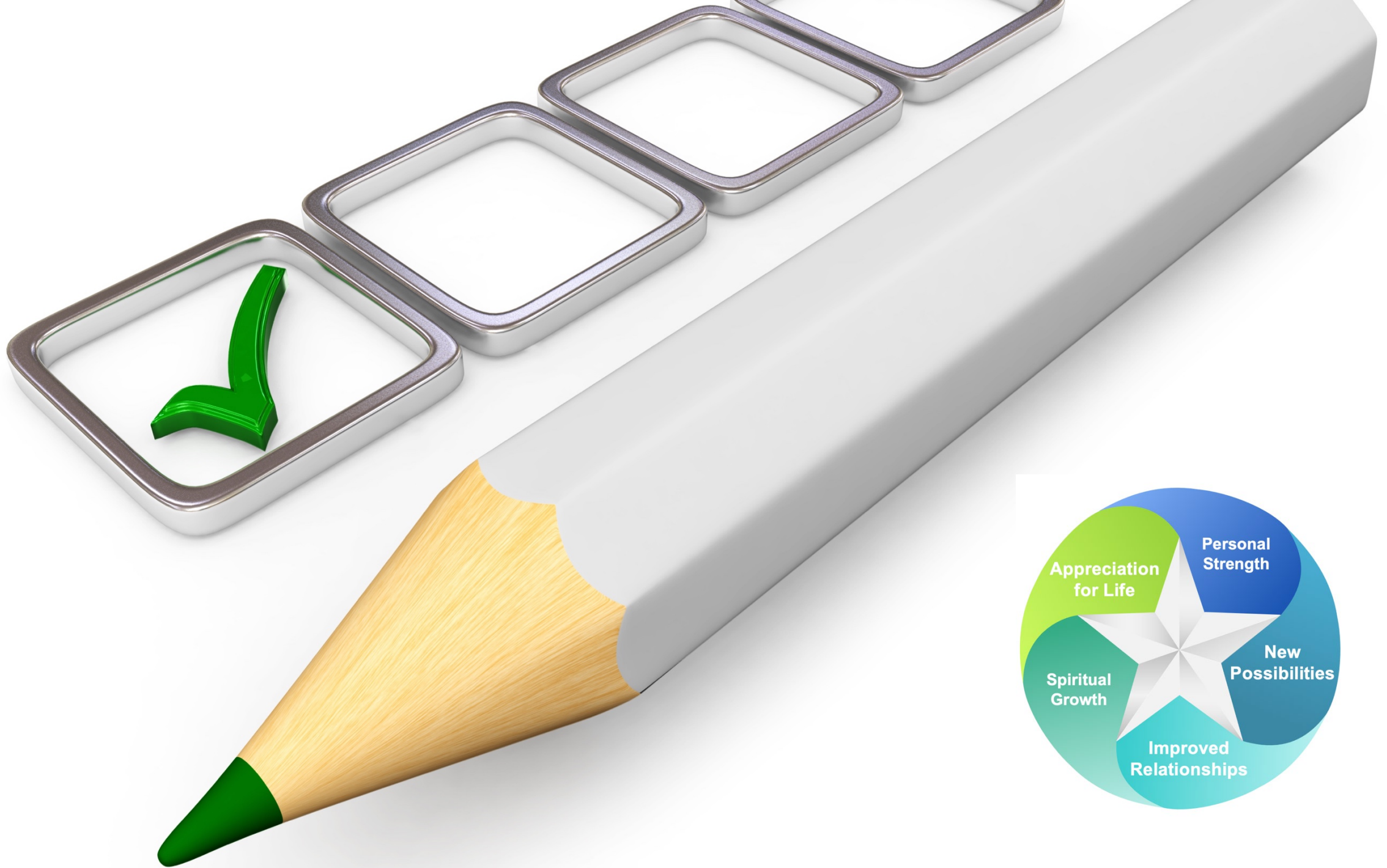
# Posttraumatic Growth Inventory (Tedeschi & Calhoun, 1996)



1. I changed my priorities about what is important in life.
2. I have a greater appreciation for the value of my own life.
3. I have developed new interests.
4. I have a greater feeling of self-reliance.
5. I have a better understanding of spiritual matters.
6. I more clearly see that I can count on people in times of trouble.
7. I established a new path for my life.
8. I have a greater sense of closeness with others.
9. I am more willing to express my emotions.
10. I know that I can handle difficulties.
11. I can do better things with my life.
12. I am better able to accept the way things work out.
13. I can better appreciate each day.
14. New opportunities are available which wouldn't have been otherwise.
15. I have more compassion for others.
16. I put more effort into my relationships.
17. I am more likely to try to change things that need changing.
18. I have stronger spiritual/religious/holistic faith.
19. I discovered that I'm stronger than I thought I was.
20. I learned a great deal about how wonderful people are.
21. I better accept needing others.







A background image showing two women in an outdoor setting. The woman on the left is holding a white mug and looking towards the woman on the right. The woman on the right is gesturing with her hand while speaking. The image has a warm, slightly desaturated tone.

# 5 Ways to Facilitate Posttraumatic Growth (PTG)

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- Education
- Emotional Regulation
- Disclosure
- Narrative Development
- Service



Reflection – 1 minute

What are 1-2  
things I can do to  
increase growth  
for myself and/or  
my team?







Understanding  
burnout and  
practical strategies

Understanding  
traumatic  
experiences and  
growth opportunities

Strengthening  
Relationships and  
trust

# Kintsukuroi

Kintsukuroi ("golden repair"), is the Japanese art of repairing broken pottery by mending the areas of breakage with lacquer dusted or mixed with powdered gold, silver, or platinum.

As a philosophy, it treats breakage and repair as part of the history of an object, rather than something to disguise.



“golden repair”

“A trust crisis focuses and motivates the organization – providing strong and necessary impetus for radical change and unleashing resources and new ways of thinking that are often difficult to leverage under normal circumstances.”







We may not be  
ready to explore  
the growth from  
this pandemic  
experience...

that's okay  
give it more time



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## How do you nurture and deepen our resilience and growth opportunities?

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- Ask: “What was it that you did differently?”
- Acknowledge when they did something new or different.
- Help people see themselves in a different way.







What do you see through your lens?



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# Questions?

## Contact Information:

Dr. Wendy Fraser

Wendy@WendyFraserConsulting.com

360-556-6056

[www.WendyFraserConsulting.com](http://www.WendyFraserConsulting.com)

LinkedIn: Wendy Fraser, PhD

Twitter: WendyFraserPhD

# TRUST REPAIR

It **IS** Possible!

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Proven Strategies to Help  
Groups Get Unstuck

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Wendy Fraser, Ph.D.