“I am human, therefore nothing human can be alien to me” – Dr. Maya Angelou

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By the end of this lecture, you should be able to:

- Identify all three tiers of Schein’s Organizational Culture Model
- Better recognize the relationship between trauma informed practices and improved cultural responsivity
- Appreciate the impact of underlying assumptions
- Understand the importance of empathy in the context of trauma informed environments
Motivation for this moment in time...

- How does the **workplace** respond when life happens?

The conversation we’ll embark upon today is really about a desire for “change” and conscious awareness raising
Getting honest, staying honest....

There must be an acknowledgment that what happens external to the workplace, also happens in the workplace

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Edward Schein’s Organizational Culture Model

Artifacts: First Level of Culture according to Schein

- Visible
- Undecipherable physical, behavioral, and verbal manifestations of the culture
- Can be observed by anyone

Represent the most accessible elements of culture to include:
- dress and appearance (physical manifestations),
- ceremonies, reward, punishments (behavioral manifestations),
- stories and jargon
Norms and Values: Second Level of Culture according to Schein

- Typically not observed

- More conscious than basic assumptions but are not usually at the forefront of member’s minds

- Norms are closely associated with values (unwritten rules that allow members of a culture to know what is expected of them in a wide variety of situations)
Underlying Assumptions: Third Level of Culture according to Schein

- Underlying assumptions drive the norms and values
- Underlying assumptions shape the artifacts

One example: If we assume that all purple people are bad, how might this shape behavior, norms, language etc?

- According to Schein, organizational members hold values and conform to norms because their underlying assumptions nurture and support the norms
One of Schein’s conclusion

Schein argues that unless organizations/systems of care dig down to the **deepest level of basic assumptions**, the artifacts, values, and norms cannot be properly untangled/decoded!
VIOLENCE PERPETUATED IN COMMON PLACES = INCREASED FEAR/STRESS
VIOLENCE IN CHURCH
VIOLENCE FROM THOSE WHO ARE TASKED WITH PROTECTING

RACISM as Subtext = another type of FEAR

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VIOLENCE IN SCHOOLS
2015 Social Service Agency

Violence in the workplace
VIOLENCE AT A CONCERT

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THE STRESS OF IMAGES

Context and subtext: Conscious denial, subconscious impact

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Conscious denial, subconscious impact

Timothy McVeigh - Oklahoma
James Holmes - Colorado
Eric Harris and Dylan Klebold – Colorado
Country Music Concert Shooting
San Bernadino Shooting
Church Shooting
Treyvon Martin - Florida
Michael Brown – Missouri
Freddie Gray – Baltimore
Sandra Bland – Texas
Eric Garner – New York
Creating a culture that considers others...

Creating safe spaces...

We seek CHANGE
Mechanisms by which Adverse Childhood Experiences Influence Health and Well-being Throughout the Lifespan
A potential Antidote to structural checking underlying assumptions and creating safe work environments
One approach to changing/managing assumptions

Trauma-Informed approach
Brainstem: “survival center”- the primitive brain

Brain stem contains centers that regulate several functions that are vital for survival; these include blood pressure, heartbeat, respiration, digestion, and certain reflex actions such as swallowing and vomiting.

Fear: a natural response

It's time for that product presentation. The neural pathway of fear begins with sensory data: stepping onto the stage, seeing the bright lights, hearing the noise of a packed house on Demo Day.

Sensory data is gathered and relayed through the brain stem to the...

- **Thalamus**, essentially a giant switchboard that directs information to other parts of the brain.

- **Hypothalamus**, where the fight-or-flight response is activated. Messages are sent to the kidneys' adrenal glands, which release stress hormones.

- **Hippocampus**, sensory cortex and amygdala, areas of the brain that establish situational and emotional context and officially deem the situation as fearful.

- **Frontal and temporal lobes**, higher cortical areas where experiences of dread occur, release chemicals like dopamine that can cause panicking, irrational behavior.

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http://ridiculouslyefficient.com/this-is-your-brain-on-fear-infographic/
Fight-or-flight Response

- Hypothalamus
  - Activates sympathetic nervous system
    - Impulses activate glands and smooth muscles
  - Activates adrenal medulla
    - Releases norepinephrine
    - Releases epinephrine
    - Bloodstream
      - Neural activity combines with hormones in the bloodstream to constitute fight-or-flight response
  - Activates adrenal-cortical system by releasing CRF
    - Pituitary gland secretes hormone ACTH
      - ACTH arrives at adrenal cortex and releases approximately 30 hormones
Natural fear response unchecked = traumatization

“Traumatization occurs when both internal and external resources are inadequate to cope with external threat.”

-Van der Kolk, 1989
Traumatization unchecked can lead to aggression

What does it mean to be trauma-informed?

- Understanding the neurobiological, social, and psychological aspects of trauma (as outlined in prior slides)

- Changing the way you pose questions: instead of “what is wrong with you?” ASK “what happened to you?”

- Check underlying assumptions
Being trauma-informed

- Builds greater capacity for empathy
- Restores a sense of basic humanity
- Inherently renders you culturally-responsive
Profound Lesson in developing greater capacity for Empathy: “A Time to Kill”

https://www.youtube.com/watch?v=ktGSct-_HH4
Dr. Maya Angelou

‘I am a human being, nothing human can be alien to me.’
Questions/Discussion

If you’d like to keep up with me, please follow me:

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