

“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 responsiveness
- Appreciate the impact of underlying assumptions
- Understand the importance of empathy in the context of trauma informed environments

Motivation for this moment in time...

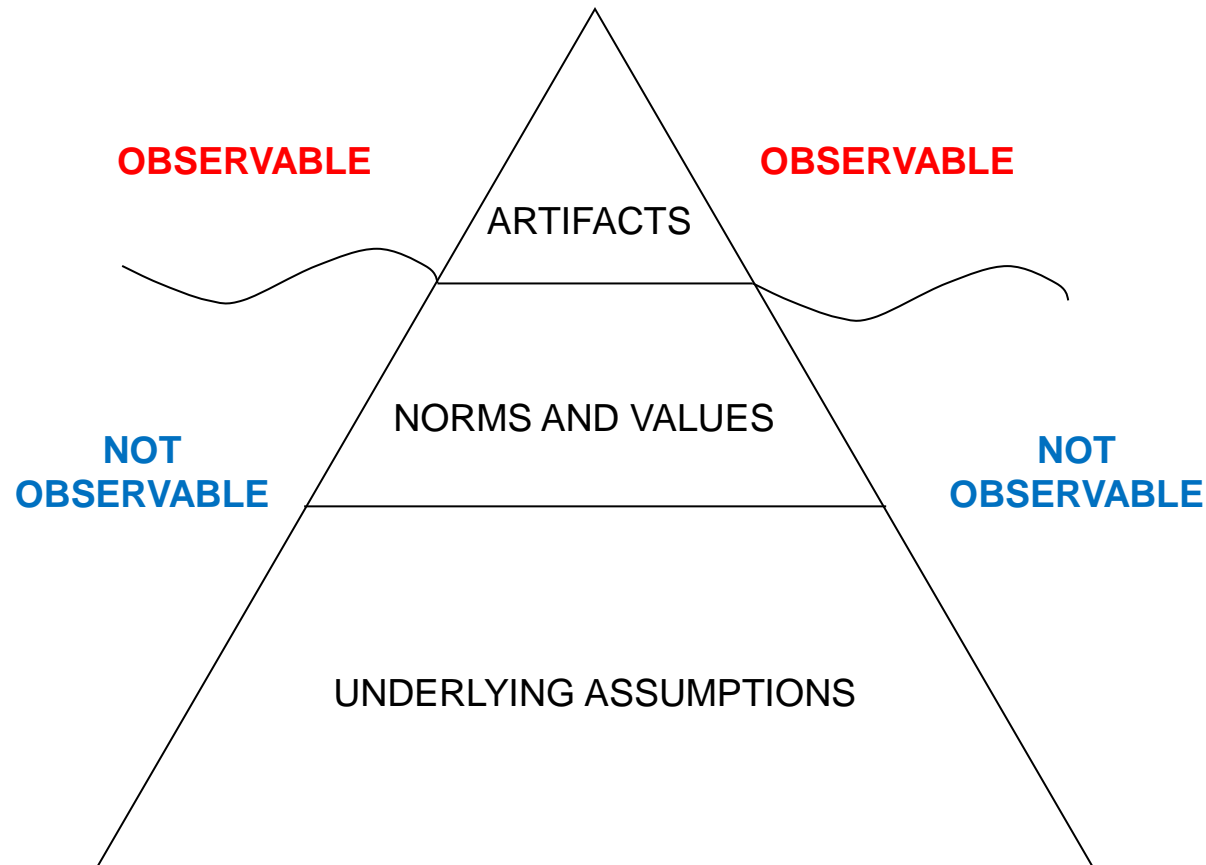
- How does the workplace respond when life happens?

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

Edward Schein's Organizational Culture Model



E. Schein, *The Corporate Culture Survival Guide* (San Francisco: Jossey Bass, 1999): 12

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!



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**VIOLENCE PERPETUATED IN COMMON PLACES =
INCREASED FEAR/STRESS**



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VIOLENCE IN CHURCH

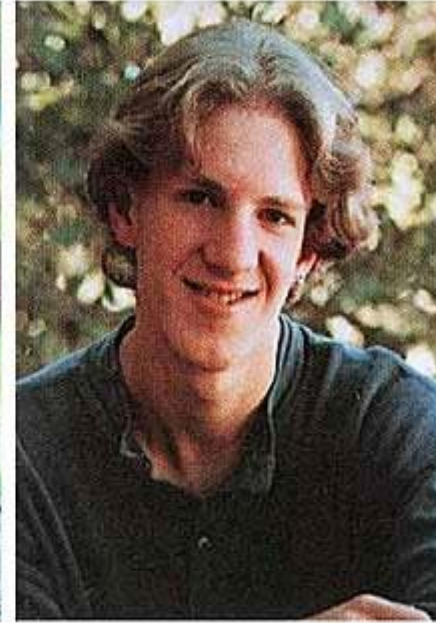
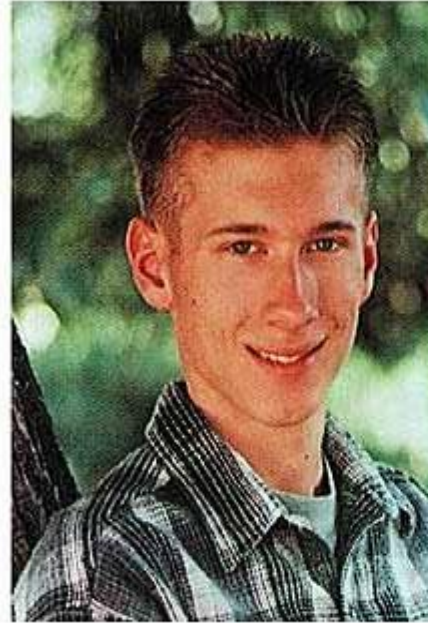


VIOLENCE FROM THOSE WHO ARE TASKED WITH PROTECTING



**RACISM as
Subtext =
another type of
FEAR**

VIOLENCE IN SCHOOLS



KNBC

2015 Social Service Agency

Violence in the workplace



BREAKING NEWS

VOICE OF: LT. RICH LAWHEAD

SAN BERNARDINO POLICE

VIOLENCE AT A CONCERT





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THE STRESS OF IMAGES

Context and subtext: Conscious denial, subconscious impact

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

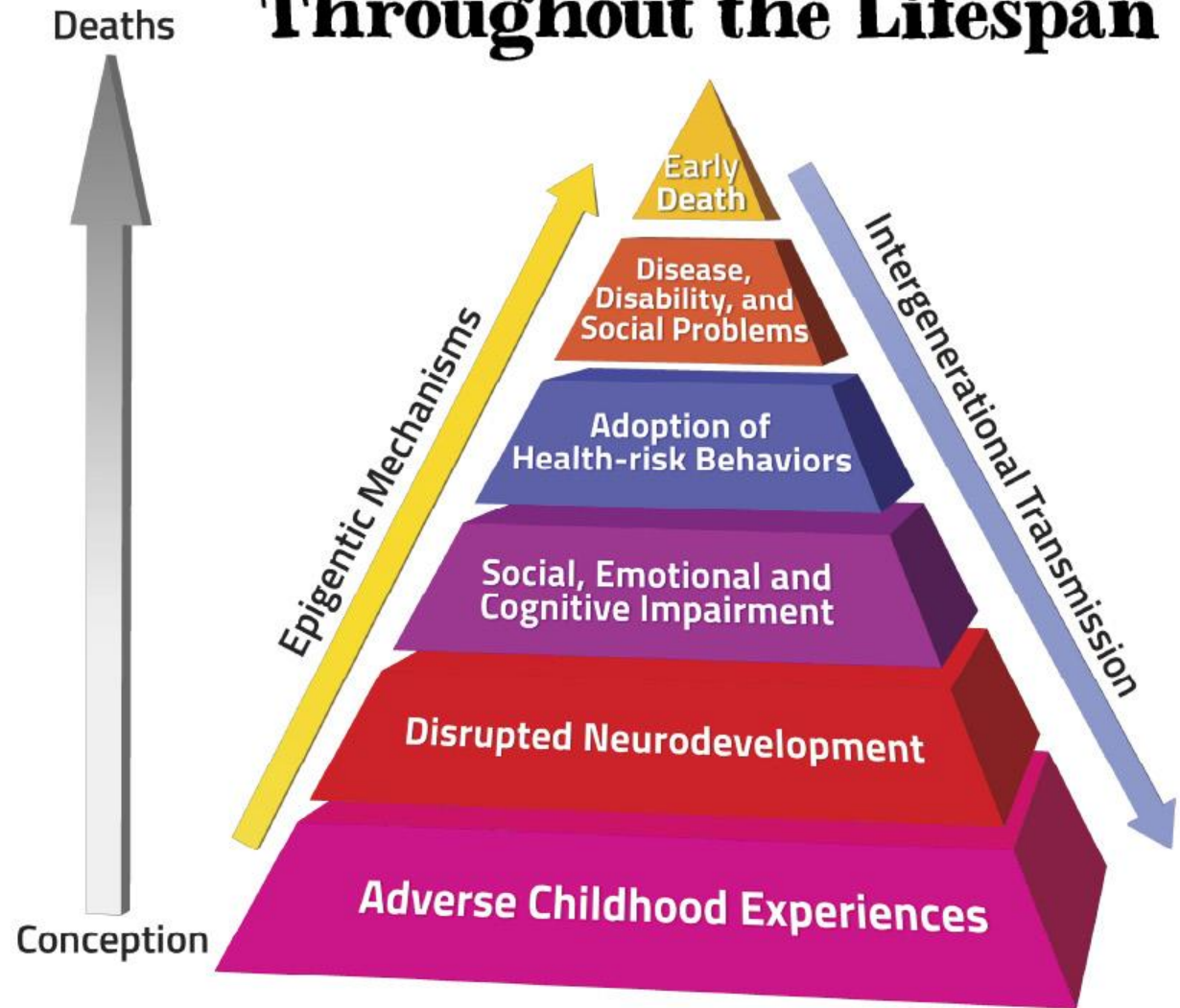
Eric Garner – New York

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



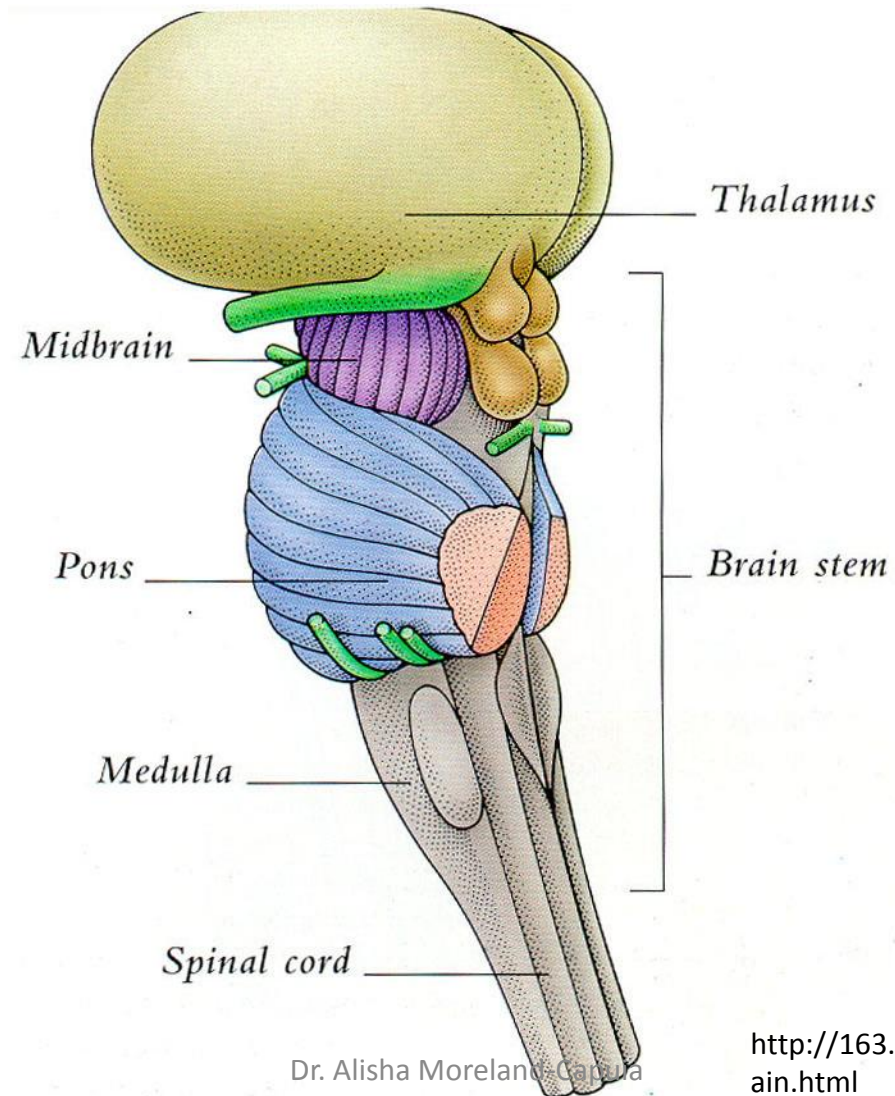
Slide Courtesy of Rob Anda, MD, MS

A potential Antidote to structural checking underlying assumptions and creating safe work environments

One approach to changing/managing
assumptions

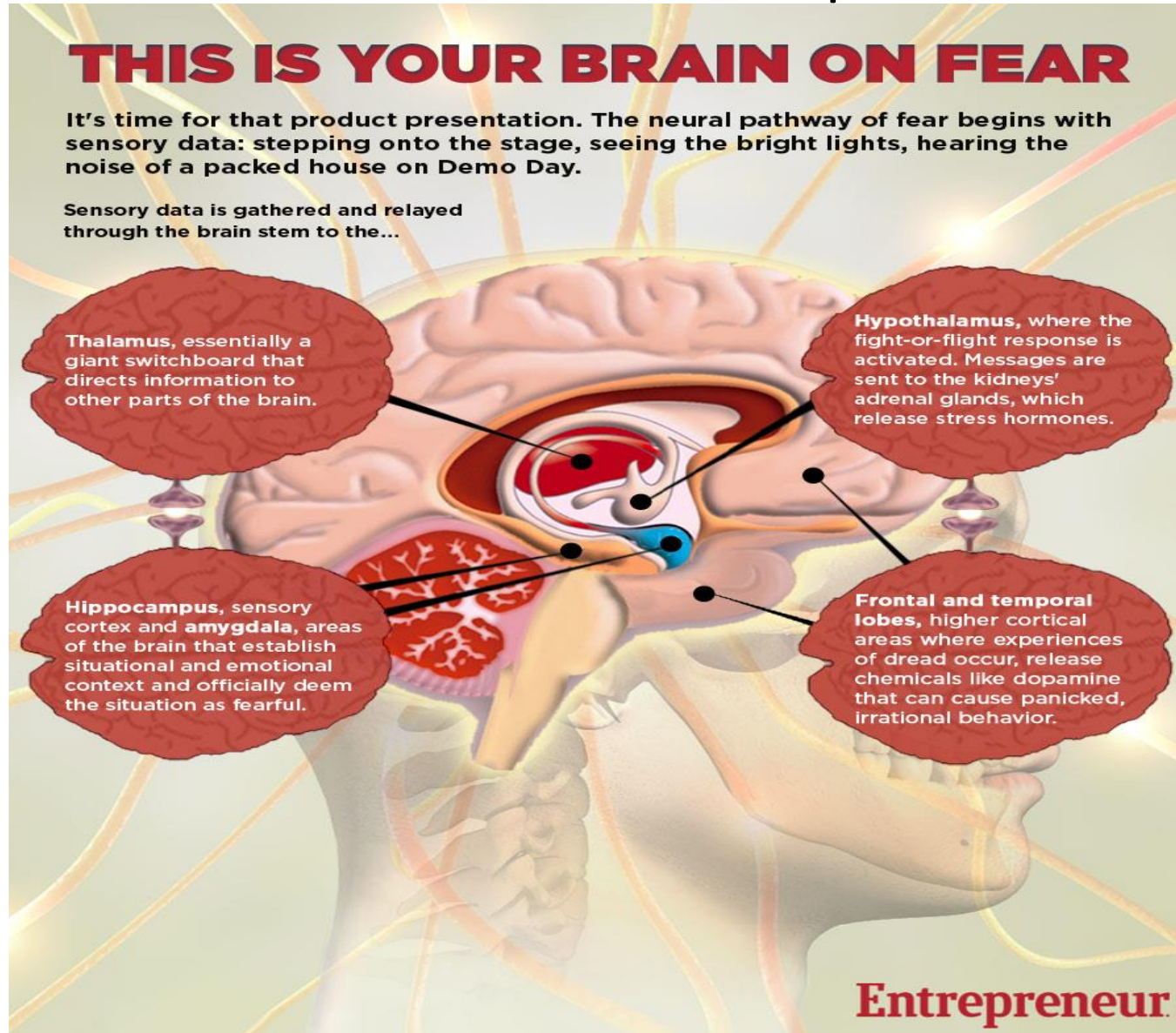
Trauma-Informed approach

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

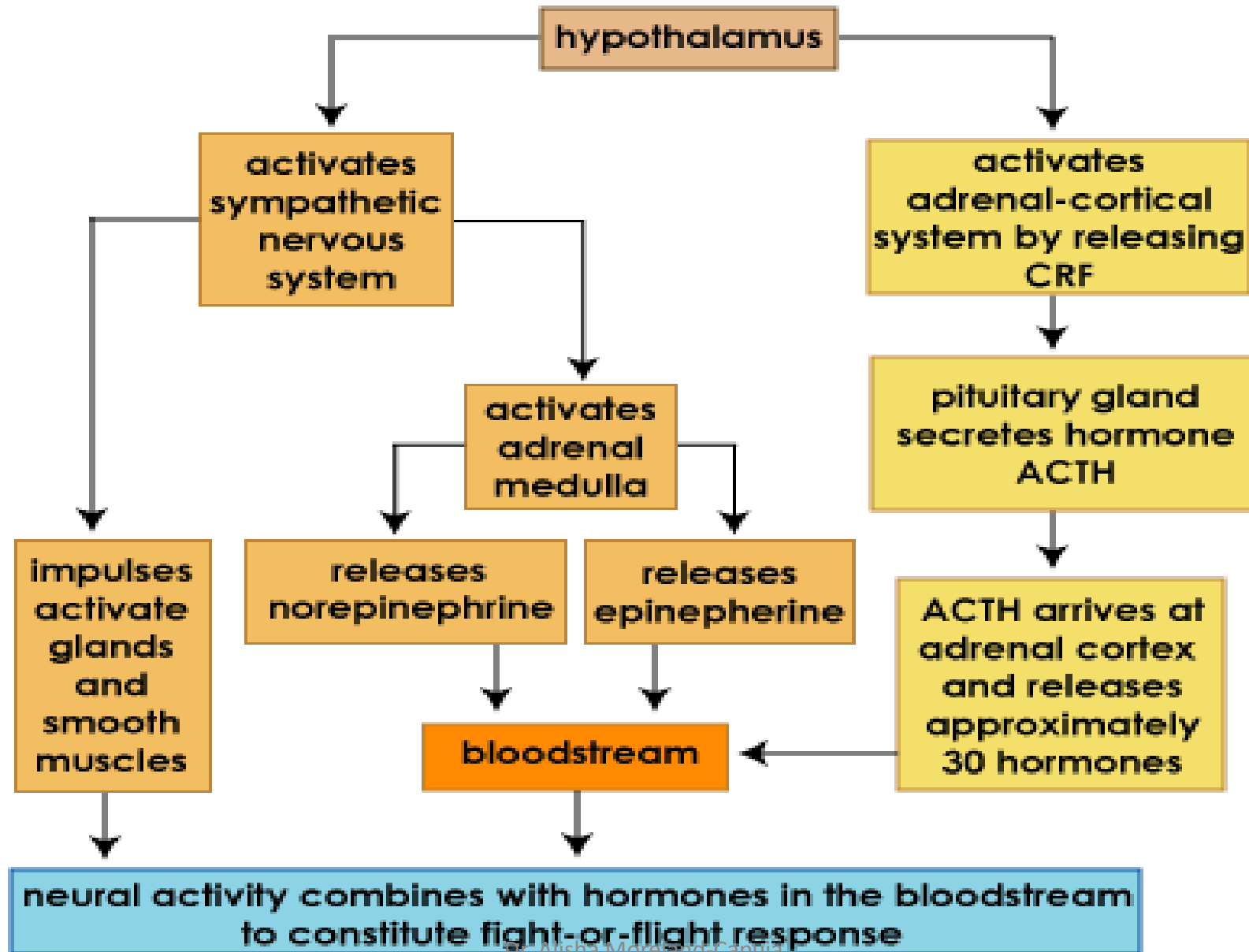
Fear: a natural response



<http://ridiculouslyefficient.com/this-is-your-brain-on-fear-infographic/>

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Fight-or-flight Response

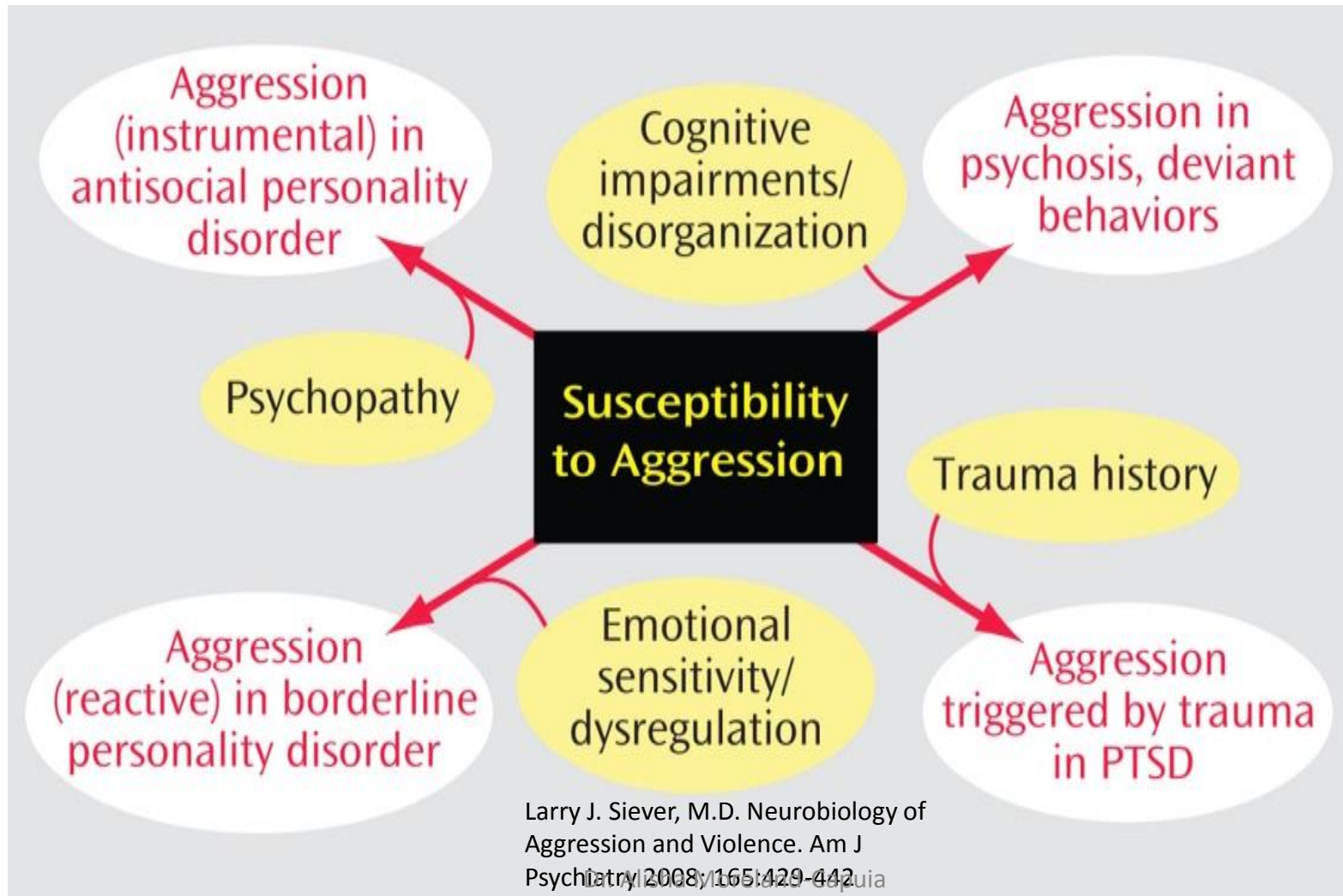


Natural fear response unchecked =
traumatization

*“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](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:

- Professional **Facebook** page at **Dr. Alisha Moreland-Capuia, MD, ABPN, ABMS**
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