Building a Resilient Organization: One Superintendent’s Journey
Trauma

trau·ma
[ˈtroumə, ˈtrômə]
NOUN
a deeply distressing or disturbing experience

synonyms:
torment • agony • suffering • pain
• anguish • misery • distress •
heartbreak • affliction •
wretchedness • woe • hell •
purgatory • excruciation
Organizational trauma is a collective experience that overpowers the organization’s defensive and protective structures and leaves the entity temporarily vulnerable and helpless or permanently damaged.
Organizational Trauma

It negatively impacts service delivery, compromises work with those we serve, and weakens the organization’s ability to respond to internal and external challenges.
Over time the unhealed effects of trauma and traumatization compromise the organization’s fundamental health.
BAD NEWS

We can not eliminate trauma from our life experience
GOOD NEWS

We can shape our organizations around protective factors and go about our business in a way that makes us resilient in the face of trauma.
Protective Factors

Forward Facing Leadership
People Focused Structures and Processes
Strong Core Identity

Trauma Responsive Leadership Strategies

Paint the Picture for a Hopeful Future
Model Kindness and Compassion
Offer Optimism and Confidence
Recognize the Impact
THE FOUNDATION: Protective Factors
Strong Core Identity

WE ARE PASCO

dramatic • kind • spirited • inquisitive • engaged

determined • investigative • musical • thankful • astounded
People Focused Structures and Processes

Yes And...  Consistency
Efficiency  Proactivity

SERVICE
People Focused Structures and Processes

Empowering those closest to the work
A CULTURE OF WE TO SUPPORT YOU
Forward
Facing
Leadership

- Future
- Change
- Hope
THE WORK: Trauma Responsive Leadership Strategies
Paint a Picture for a Hopeful Future

I recognize the tremendous value of a cohesive, intentional, positive culture of high-level engagement that brings out the best in everyone.
Outrageous Outcomes

- 100% of students are engaged in extracurricular activities
- 100% of all 3rd graders will read on grade level in their language of instruction
- 100% of students will pass Algebra by the end of 9th grade
- 100% of 9th graders will end the school year on track for graduation
- 100% of students will graduate with a career path
“I am proud to stand shoulder to shoulder and support you in the legacy you leave everyday.”

"I am proud to be your Superintendent and even more proud to be of service to you as you go about the business of building for our future.”

“…we have graduated more than 2,000 students who are prepared to reach for their dreams because of the hope you instill in them know that their future can be better than their current circumstances.”

“You will inspire them [our students] to do more than they thought they could and hold hope for them until they can hold it themselves.”

“You stand in the divide and bridge the gap.”

“I am extraordinarily luck to be on your team!”
Model Compassion and Kindness

Our Pasco Promise

We Say Yes
We Are Present and Listen
We Support Each Other
We Embrace Change and Failure
We Choose Positivity
Model Compassion and Kindness

BE VISABLE
Model Compassion and Kindness

BE RESPONSIVE
Model Compassion and Kindness

HOW CAN I HELP?
Offer Optimism and Confidence

I was surrounded by adults who inspired me to do more than I ever thought I could. They stood shoulder to shoulder with me and tore down barriers. They stood on top of obstacles and drug me over. They stood in the divide and bridge the gap.

I was given the opportunity to explore my options, discover my potential, and act on a plan down a path of rigorous preparation.

I left PSD with the resilience, self-belief, skills, and content knowledge and confidence to walk through those doors that were open for me or to kick open the ones that weren't.

WE ARE PASCO
Embrace the Impact
DISCUSSION

TALK IT OUT
RESULTS: Perception Survey Data
Collaboration between district and schools is based on trust and respect

DATA

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>41%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>59%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>67%</td>
</tr>
</tbody>
</table>

STATUS

* 2015-2016 data represents those schools who took the survey

26 percentage points increase over the last three years
District leadership communicates effectively with my school

DATA

2017-2018: 59%
2016-2017: 51%
*2015-2016: 41%

STATUS

* 2015-2016 data represents those schools who took the survey

18 percentage points increase over the last three years
There is a consistent vision of school improvement throughout this district.

**DATA**

- **2017-2018**: 67%
- **2016-2017**: 64%
- **2015-2016**: 52%

**STATUS**

- *2015-2016 data represents those schools who took the survey*

- 15 percentage points increase over the last three years
WE ARE PASCO
Trauma

trau·ma
[ˈtroumə, ˈtrômə]
NOUN
emotional shock following a stressful event or a physical injury, which may be associated with physical shock and sometimes leads to long-term neurosis.
synonyms
shock • upheaval • strain • suffering • upset • shock • upheaval • stress • strain • sorrow • grief • heartache • torture • disturbance • disorder • jolt • ordeal • trial • tribulation • trouble • worry • anxiety • burden • adversity • hardship • nightmare
District leadership communicates effectively with my school

**DATA**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>59%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>51%</td>
</tr>
<tr>
<td>*2015-2016</td>
<td>41%</td>
</tr>
</tbody>
</table>

**STATUS**

* 2015-2016 data represents those schools who took the survey

18 percentage points increase over the last three years
District administrators communicate a clear vision of good instruction and essential curriculum.

* 2015-2016 data represents those schools who took the survey

24 percentage points increase over the last three years
This district actively cultivated partnerships to enhance students learning.

**DATA**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>71%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>70%</td>
</tr>
<tr>
<td>*2015-2016</td>
<td>50%</td>
</tr>
</tbody>
</table>

**STATUS**

* 2015-2016 data represents those schools who took the survey

- 20 percentage points increase over the last three years
- 1 percentage point decrease from 2016-2017 to 2017-2018
The district encourages and welcomes community and parent involvement.

### DATA

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>66%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>82%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>81%</td>
</tr>
</tbody>
</table>

### STATUS

- **2015-2016 data** represents those schools who took the survey.
- 15 percentage points increase over the last three years.
- 1 percentage point decrease from 2016-2017 to 2017-2018.