

National Capacity Building Project: Technical Assistance of
the Survivor of Torture Programs

Sustaining Purpose: Leadership and Resilience in Human-Centered Work

Dr. Ana Grande

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June 17, 2025



The
CENTER for
VICTIMS of
TORTURE



Harvard
Program
in Refugee
Trauma



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Overview



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- This webinar is brought to you today by the The National Capacity Building Project. NCB is a project of the Center for Victims of Torture in partnership with Harvard Program in Refugee Trauma and the National Consortium of Torture Treatment Programs.



Disclaimer

We will be talking about trauma today. Trauma impacts all in different ways but it is something we have all had some experience with. The information, images, and discussions can be triggering or uncomfortable at times. Make sure you monitor and take care of yourself when and if you need to.



Sylvia Acevedo, LL.M.
Gulf Coast Jewish Family &
Community Services



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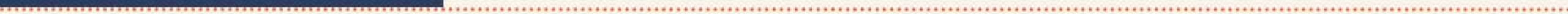
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Welcome and Overview



Staying the Course: Mindful leadership & practical approaches for program sustainability



Ana Grande, Ph.D.
Program for Torture Victims



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Staying the Course: Mindful Leadership & Practical Approaches for Program Sustainability

Ana Grande
Executive Director, Program for Torture Victims



Objectives

- ◆ Facing our realities: internal and external
- ◆ Evaluate team dynamics & identify strategies to meet them where they are
 - ◆ *Motivation, capacity & morale*
- ◆ Aligning the team with organizational priorities
- ◆ Practical approaches to enhance retention, positive org culture, and a resilient workplace.

“Work with purpose, rest with wisdom.”

- therapist

Our Realities

External

- ◇ Changing funding landscape
 - ◇ public & private
- ◇ Local factors
 - ◇ Community values & response
- ◇ Community Resources
- ◇ Conflicting Priorities
- ◇ Demanding deliverables

Internal

- ◇ Personal challenges
 - ◇ Births, Health, Marriages, and Deaths...
- ◇ Deviant behaviors
- ◇ Low morale & lack of energy
- ◇ Misunderstanding, miscommunication, no communication
- ◇ Burnout
- ◇ Not enough staff
- ◇ Vicarious trauma

What are your (external & internal) realities?



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What are your (external & internal) realities?

① The Slido app must be installed on every computer you're presenting from

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8 Stages of Leading Organizational Change

John Kotter (1996)

- ◆ Establishing a sense of urgency
- ◆ Creating the guiding coalition with staff
- ◆ Develop a vision and strategy
- ◆ Communicating the change/challenge
- ◆ Empowering staff for broad-based action
- ◆ Generating short term wins
- ◆ Consolidating gains and producing more change
- ◆ Anchoring approaches in org culture

Team Dynamics and Strategies

“To maximize organizational effectiveness, both the leader and the followers need to follow the invisible leader – the purpose of the organization.”

- Mary Parker Follett

Team Dynamics and Strategies

Organizational Values

- We have our mission
- The myth of being indispensable & savior mentality
- Re-evaluate how values are impacting your team
 - Make and prioritize self-care
 - Open communication
 - Transparency
 - Partake in decision making

Change the Mindset

- Find resources that make it easier for you, your team
- Avoid scarcity mindset
- Develop partnerships that matter
- Turn something bad/challenging into something good

Team Dynamics and Strategies

Deviant Behaviors

- Ask the Whys
 - What's the trigger? Why the behavior?
 - Self awareness? Group awareness?
- Cut the behaviors short
- Don't be afraid to tackle the issue

Ask the Questions

- What challenges are you experiencing?
- What are the solutions you'd like to see?
- What is a goal you have?
- How are you going to achieve it?
- What is something you are looking forward to this week?
- What are you doing for self-care?
- You haven't taken time off in the last X months

Motivation, Capacity, & Morale

“Take care of your team, and they’ll take care of the mission”

- Dr. Wadsworth

Motivation, Capacity & Morale

- ◇ Questions are more transforming than answers
 - ◇ Open the doors to positive organizational behavior.
 - ◇ Conversation is not always about the future, but is the future itself
 - ◇ Build intention into the organizational community
 - ◇ Healing fragmentation and breakdown
- ◇ Validate your team
 - ◇ Context matters – highlight effort AND
 - ◇ Achieve accountability
 - ◇ Active listening – advice and being helpful *can be* ways to control others

3 qualities of a great question

- Its ambiguous
- Its personal
- It *may* evoke anxiety

Motivation, Capacity & Morale

◆ Build Leadership

- ◆ They know the problems, they may have solutions
- ◆ Provide resources needed; develop partnerships
- ◆ Invest in education and training
- ◆ Trust their work; build their work ethic
- ◆ Ideas accepted and supported

◆ Appreciation

- ◆ See them as people, your colleagues. Not a number.
- ◆ Celebrate each other. Small wins = big gains
- ◆ Acknowledge their work
- ◆ Lighten the weight of responsibilities
- ◆ Work with their strengths

◆ Flexibility

- ◆ Agree to disagree
- ◆ Real sense of caring

◆ Team Building

- ◆ Set the culture (expectations, mission, vision, attitude)
- ◆ Follow through as a leader
- ◆ Be supportive of team building activities; know each other. Find common ground.
- ◆ Communication between teams, no one in silos.
- ◆ Clear is kind
- ◆ Listen to each other. No hostility, no maliciousness

Breakout Assignment

You have been awarded \$50,000 to develop a resilient workplace.

Outcomes must be:

- Increased retention
- Increase staff satisfaction
- Develop a strategy for program sustainability

How will you use it?

Thank you for your time.

Your work, passion, and who *you* are make a
difference in our world.



Question? Comments?



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Small Acts of Living: Fostering Resilience during Supervision in Times of Transition



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Small Acts of Living: Fostering Resilience in Supervision during Times of Upheaval and Transition

Adéyínká M. Akinşulurę-Smith, Ph.D., ABPP

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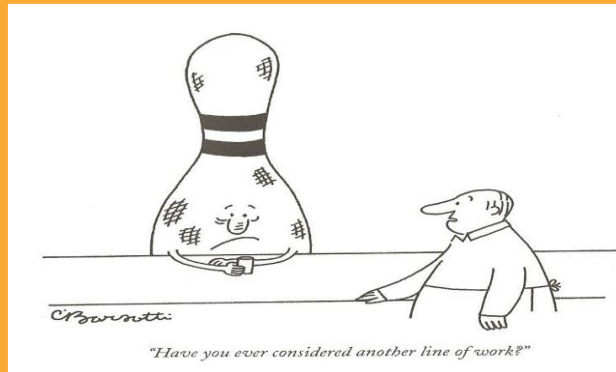
**Thank you for allowing me to be a part
of your day**



Gratitude

***“The times are gloomy,
fortunately it is not my job
to brighten them.”***

Sigmund Freud, 1856-1939




Bearing Witness



*Sheehan, M. (2006). be happy. Pennsylvania: Running Press Book Publishers



Clinical Supervisor's Roles

- **Teacher**
 - **Guide**
 - **Gate Keeper**
 - **Consultant**
- 





Occupational Hazards

Burnout

Loss of meaning in work. Leads to feeling overwhelmed or cynical. Can feel like an identity crisis.

Secondary Traumatic Stress

Emotions and behaviors that are the direct result of knowing about trauma others have gone through. Symptoms mirror those of post-traumatic stress disorder experienced by clients.

Vicarious Trauma

A cognitive change that comes from knowing about trauma others have gone through. May include changes in spiritual belief or worldviews on issues like safety or trust.

Compassion Fatigue

A combination of burnout and secondary traumatic stress. Accumulative in nature.

Risk Factors

- 1. Young**
- 2. Limited experience**
- 3. Personal traumatic experience**
- 4. High workload**
- 5. Existing diagnosis of anxiety or depression**
- 6. Tendency to suppress emotions**
- 7. Repeated exposure to traumatic events**

Resilience Factors

- **Social Connection**
- **Optimism**
- **Realistic sense of control**
- **Self-efficacy**
- **Sense of Humor**
- **Adaptability**
- **Healthy Habits**

Adapted from <https://positivepsychology.com/resilience-skills/>



Times of Uncertainty & Upheaval

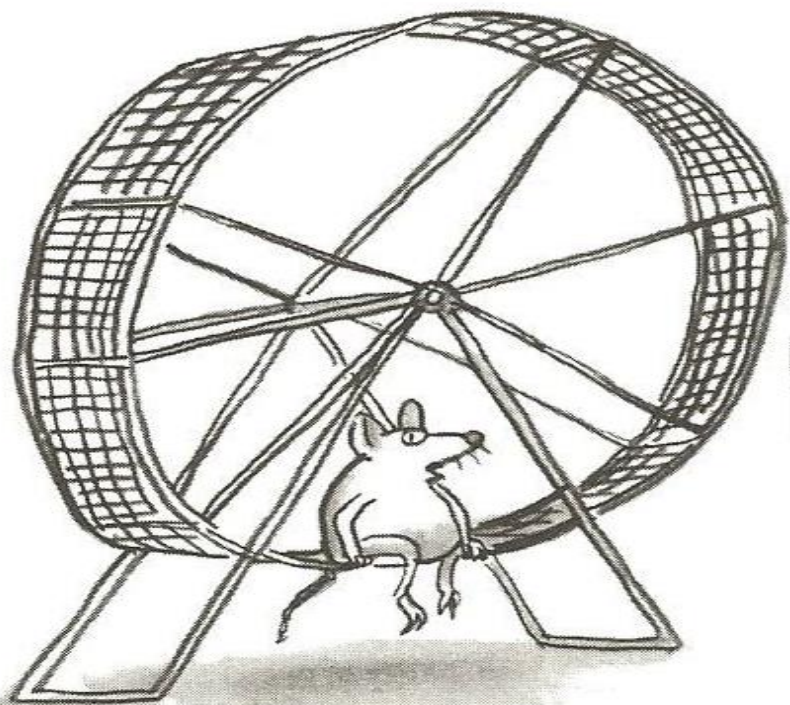
Increased pressures and stress for us and those we serve

- Fear about the future
- Confusion over information and misinformation
- Worries about stability, work, children's education, housing, resources, legal status,
- Isolation
- Confidentiality Concerns
- Shame, guilt, humiliation or embarrassment

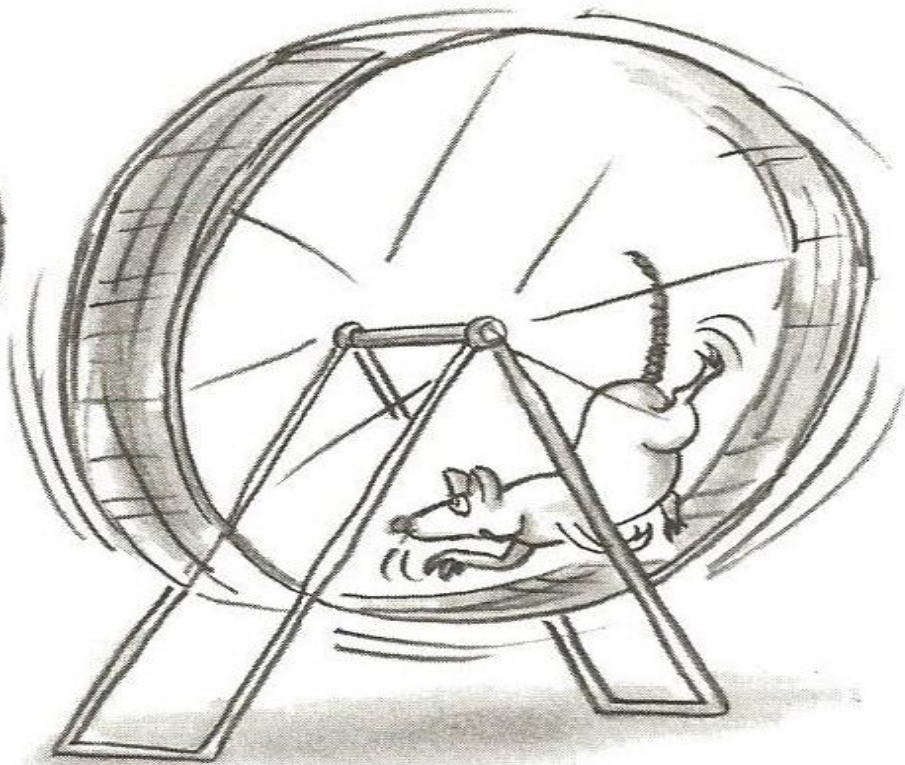
LOSSES

- Security/Safety
- Control
- Predictability
- Legal Status
- Employment
- Income
- Housing
- Physical and Emotional sense of Well being





KAE



"I had an epiphany."

So, how do we “Foster Resilience in Supervision during Times of Upheaval and Transition?”



SELF-SOOTHING

VS

SELF CARE

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www.glasbergen.com

TOP 10 STRESS MANAGEMENT TECHNIQUES

1. EAT
2. SLEEP
3. EAT
4. SLEEP
5. EAT
6. SLEEP
7. EAT
8. SLEEP
9. EAT
10. SLEEP



GLASBERGEN

Small Acts of Living

Supportive Leadership

Does the leadership of your organization recognize CF and actively work to address it?

How is that done in these times?

Proactive Supervision

Checking in with your supervisees

Peer Support

What extra support do YOU need?

Supervisee

Past experience and other factors that might influence how your supervisee is doing

Recognizing that some supervisees will struggle more than others



**So, what are small ways you
can build your own resilience
and your supervisees?**



***“When the grand lord passes,
the wise peasant bows
deeply and silently farts.”***

Ethiopian proverb



REFLECTIONS...



THANK YOU!



**Man must have
compassion on others,
yet show consideration
for himself.**

Sigmund Freud
(1856–1939)

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Thank you to our presenters!



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More resources are available at www.healtorture.org.

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