Disaster Recovery and Resilience

Leading Through Crisis:

Ethical leadership & resilience in disaster recovery

Rev. Dr Mark Layson CESM MAIES

malayson@csu.edu.au

DEPTH
Disaster and Emergency Post Traumatic Health

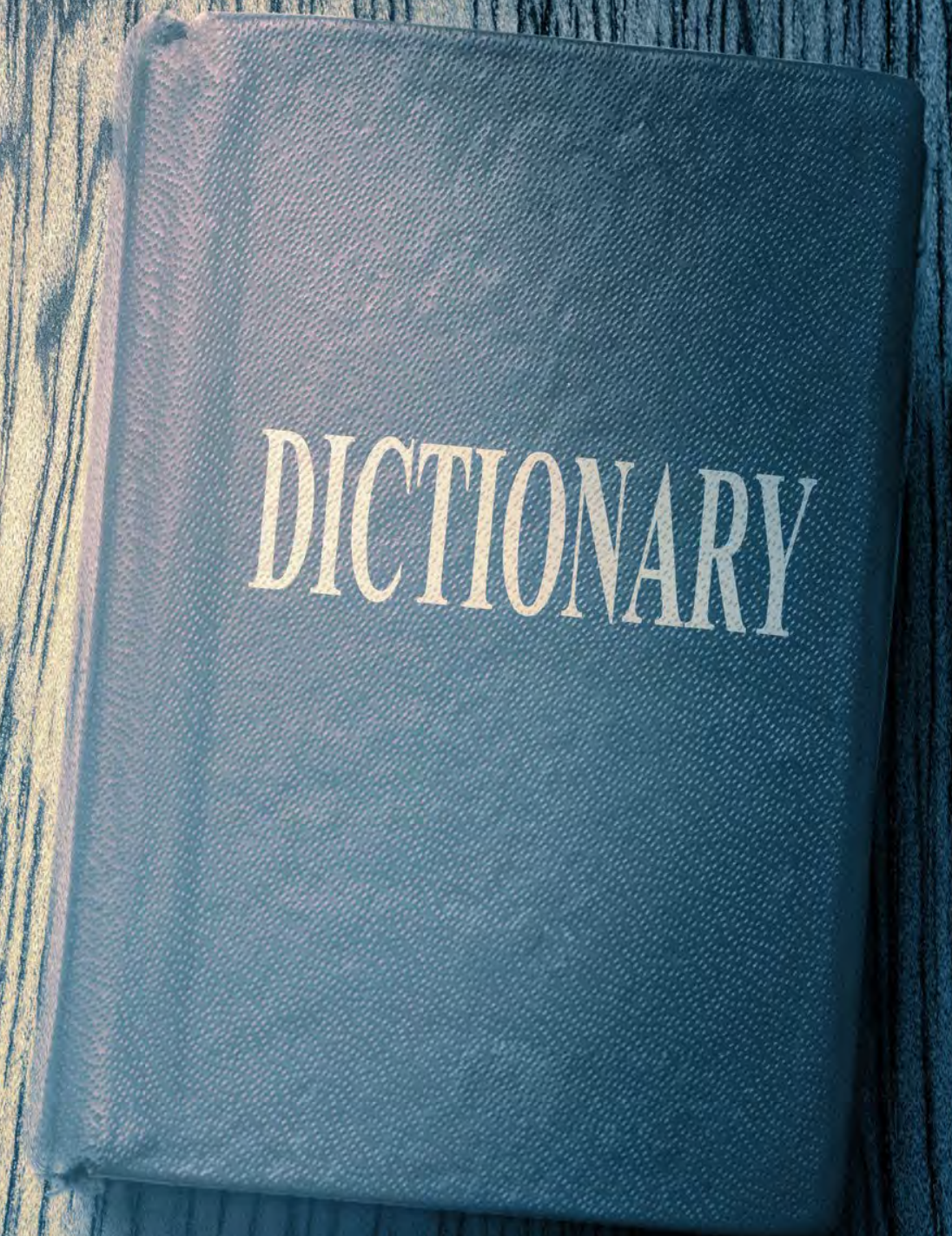Leadership shouldn't be that hard

Some seperation of terms:
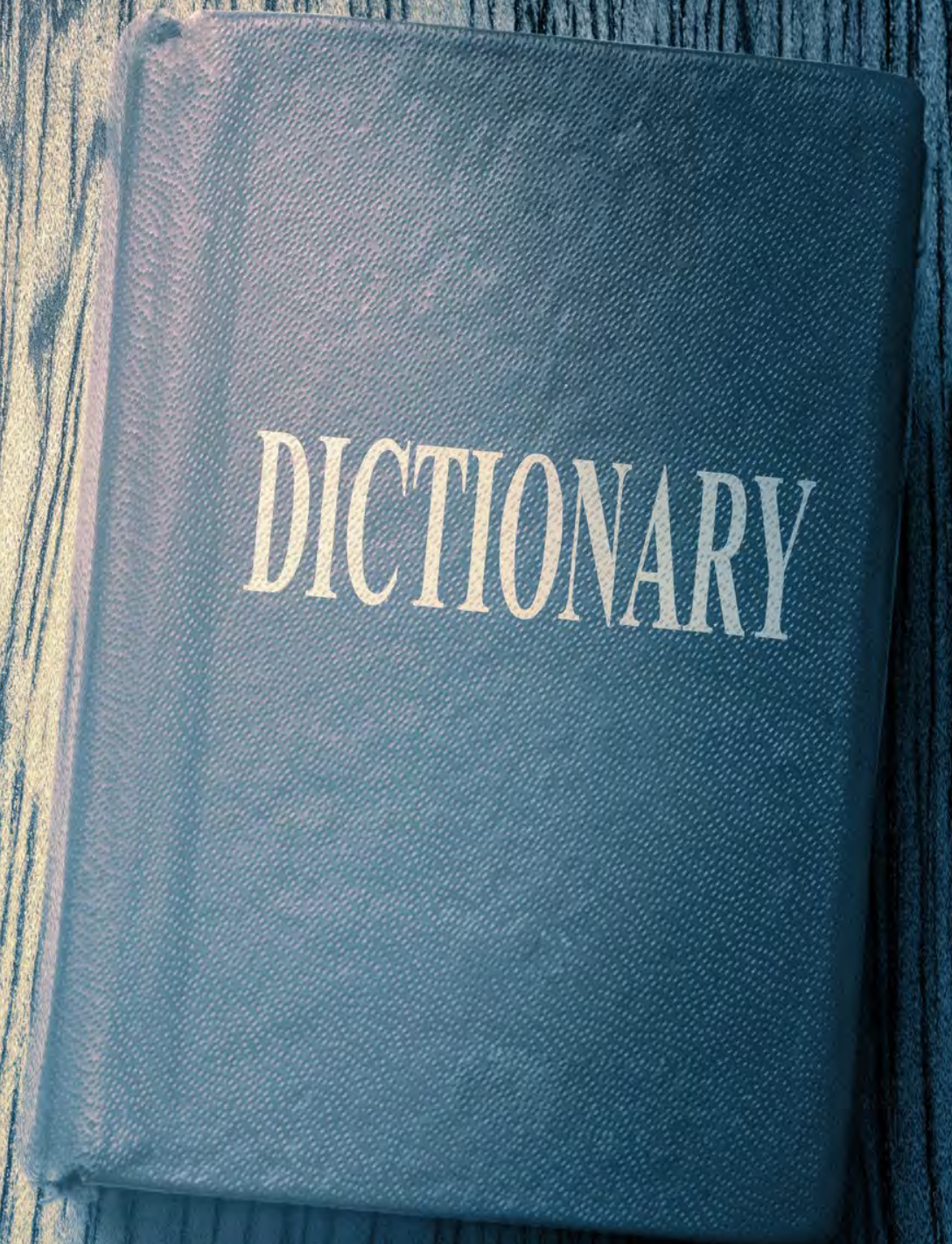
Clear (Simple)

Complicated

Complex

Chaotic

Some seperation of terms:

Psychological safety

Psychological health and safety

Psychosocial Hazards/ risks

HAZARD VS RISK

A HAZARD is something that has the potential to harm you

RISK is the likelihood of a hazard causing harm

Reid Middleton https://www.reidmiddleton.com/reidourblog/hazards-vs-risks-whats-the-difference/

Answering the call national survey

Beyond Blue's National Mental Health and Wellbeing Study of Police and Emergency Services – Final report

The mental health, wellbeing and work impacts of COVID-19 on first responders and frontline workers in Australia.

Summary of findings

June 2021

1 in 3 employees experience high or very high psychological distress compared to 1 in 8 among all adults

depression & anxiety were 10 and 4 times higher (respectively) than the general population rate.

Total payments for top two industries for primary psychological claims (NSW)		
Industry	2020-2021	2022-2023
Public administration and safety	$259,572,188	$404,520,824 (56% increase)
Healthcare and social assistance	$176,595,307	$235,205,267 (33% increase)

2023 Review of the Workers Compensation Scheme

Change in positive sense of wellbeing
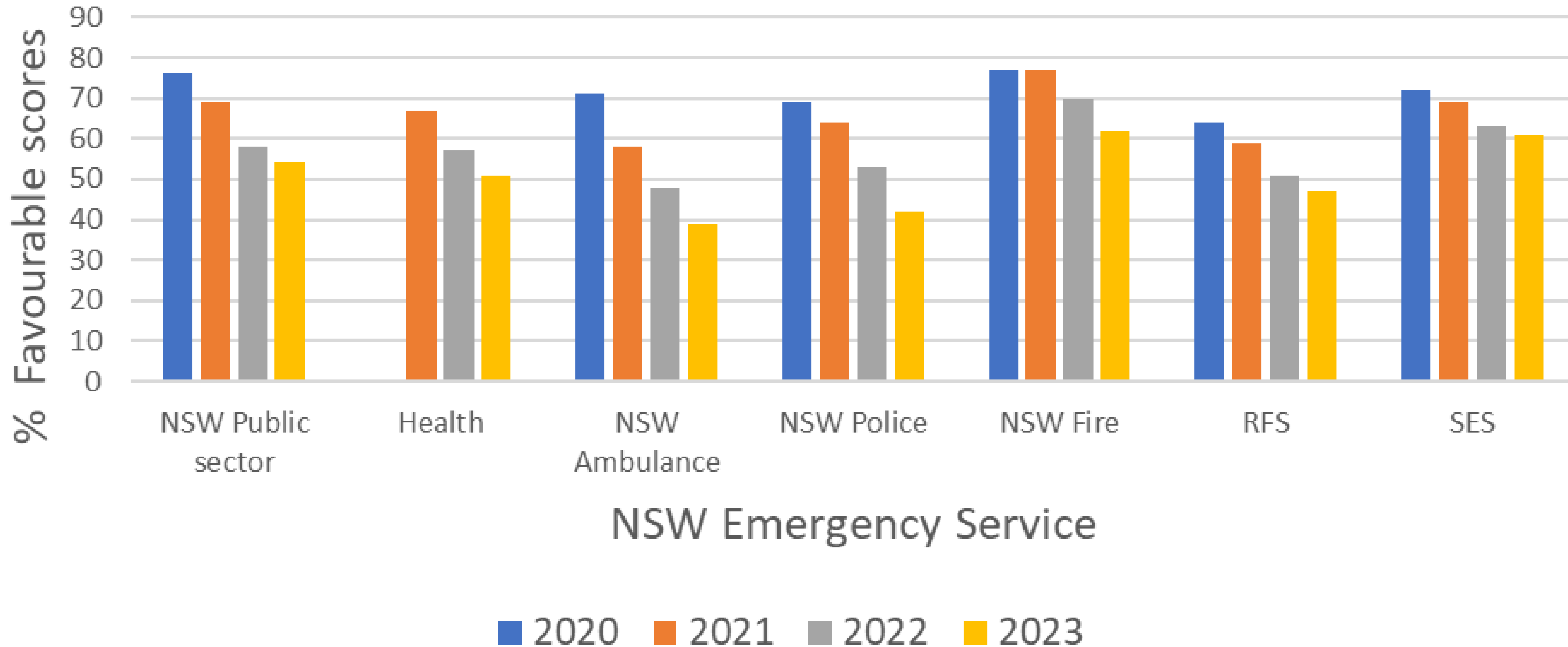
Australia's volunteer firefighting force declined 10% in past decade

Productivity Commission figures show nationwide drop from 169,766 to 152,798

volunteer firefighting force declined by 10% (about 16,000 volunteers) in the decade 2009-2019

(Karp, 2020)

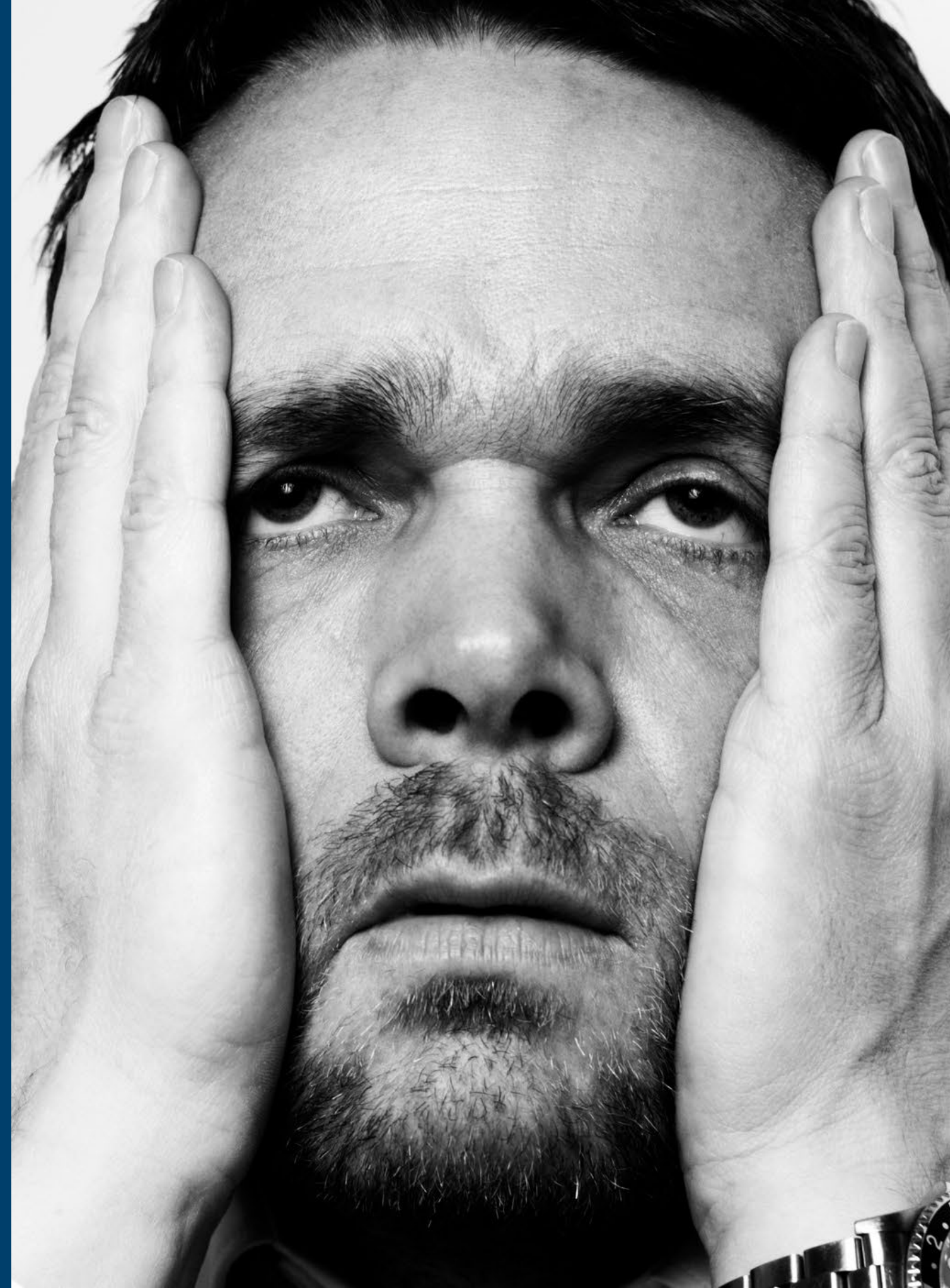How do we stop volunteer emergency service workers quitting?

April 4, 2017 5.17am AEST

About half of all emergency service volunteers leave within the first two years

(Forner, Jones & Berry, 2017)

Flawed Foundational assumptions:

1) Failings in individuals
2) Bio-psycho-social
3) Trauma exposure
4) Reactive to events
5) Poorly measure

Prevention strategies (Health)

Primary | Secondary | Tertiary

Prevention strategies (Health)
Primary | Secondary | Tertiary

W/Health/S controls

Hierarchy of Controls

Most effective

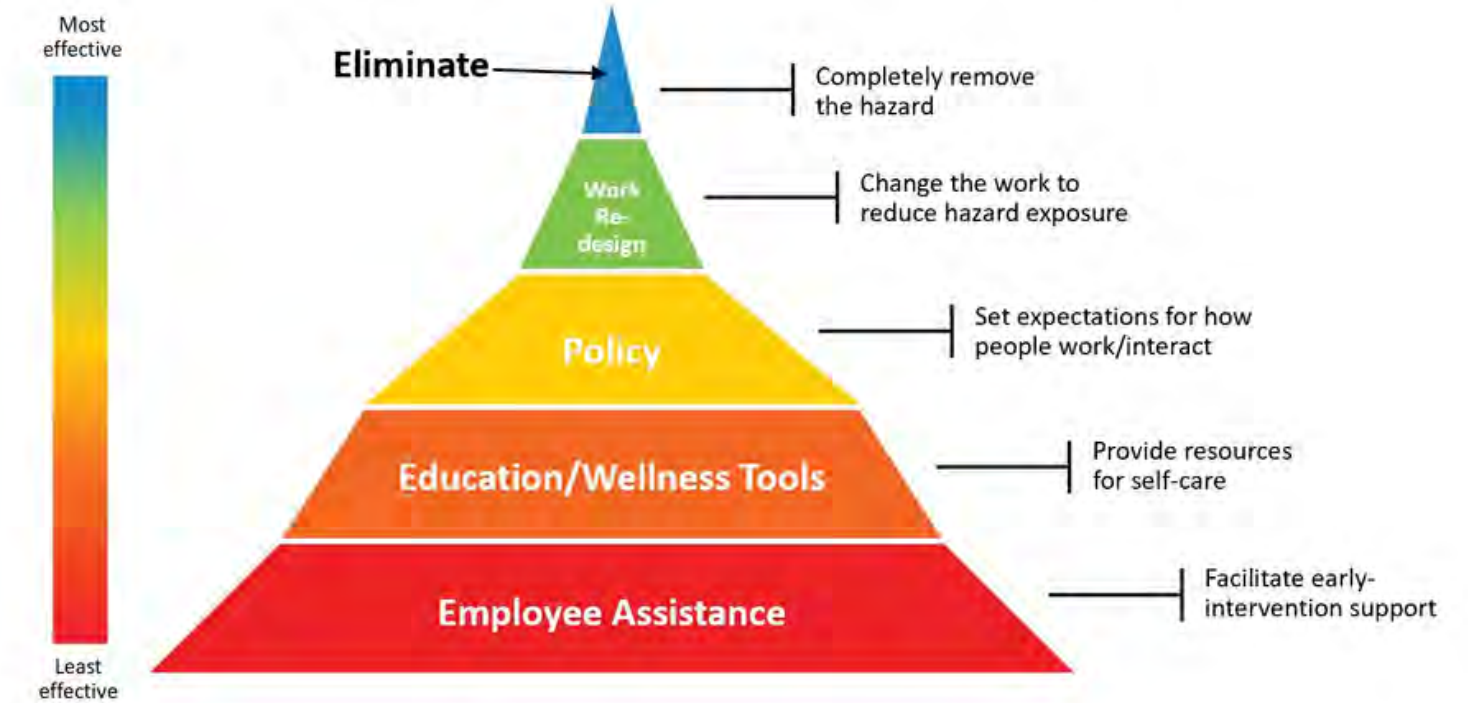|	
Elimination	Physically remove the hazard
Substitution	Replace the hazard
Engineering Controls	Isolate people from the hazard
Administrative Controls	Change the way people work
PPE	Protect the worker with Personal Protective Equipment

Least effective

Prevention strategies Health

Primary | Secondary | Tertiary

W/Health/S controls

Mental Health Hierarchy of Control (if based on popularity)

Most effective — Least effective

- **Eliminate** — Completely remove the hazard
- **Work Re-design** — Change the work to reduce hazard exposure
- **Policy** — Set expectations for how people work/interact
- **Education/Wellness Tools** — Provide resources for self-care
- **Employee Assistance** — Facilitate early-intervention support

Discover more workplace mental health insights at **FlourishDx Academy**

Mitigating risk requires a new perspective.
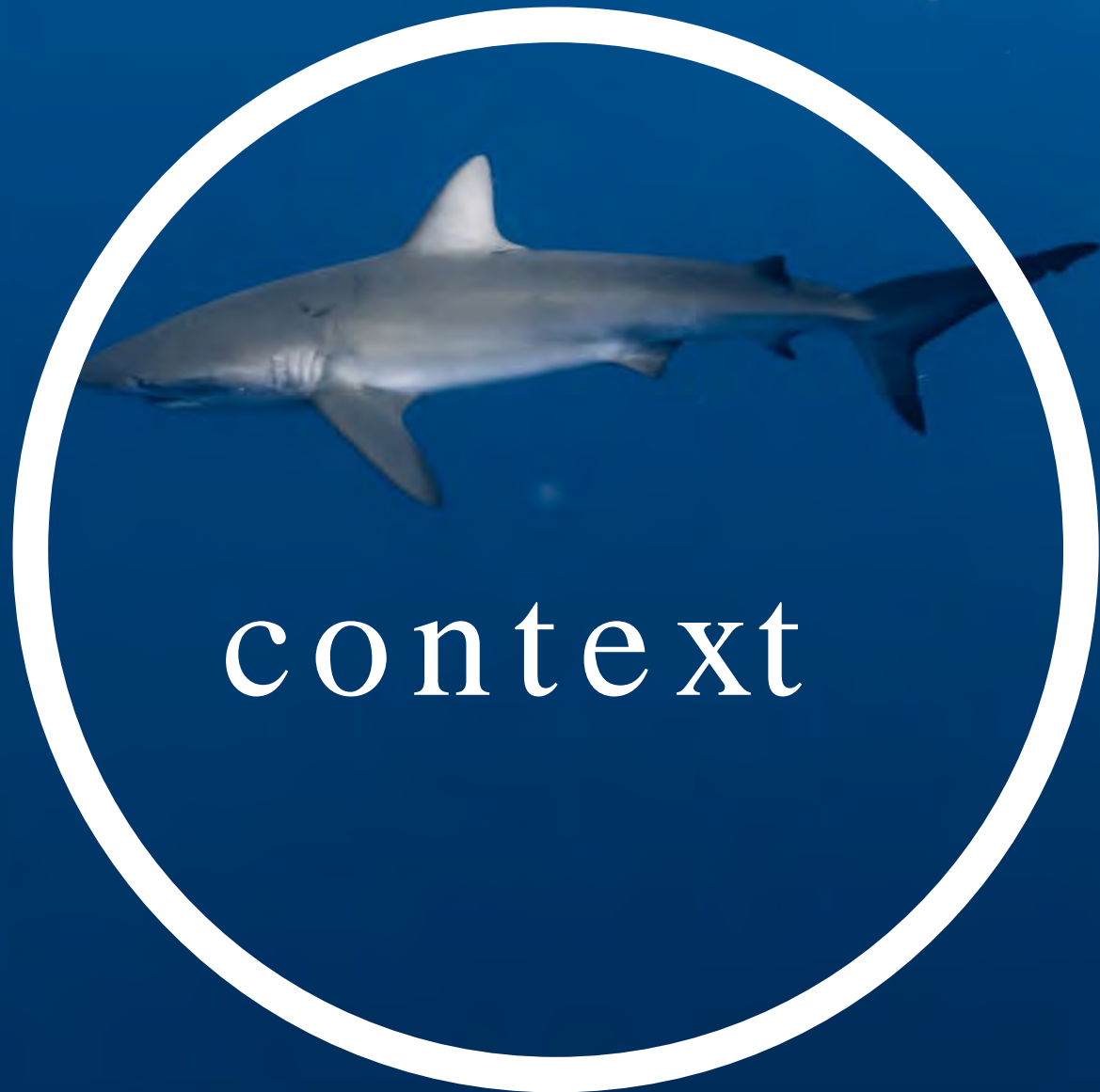
poor workplace practices and culture were found to be as damaging to mental health as occupational trauma

associations with poor mental health:

- increased workload
- rapidly changing environment
- insufficient support and guidance
- lack of management connection
- ambiguous, conflicting & redundant communication.

the majority of psychological injury claims within the public sector are due to modifiable workplace factors, such as stress, harassment and bullying, rather than exposure to trauma.

NSW parliamentay workers compensation review (Mr Adam Dent, Chief Executive, SIRA)

the main drivers behind the bulk of psychological injuries, [...] not necessarily related to the job content that workers are performing but the actual conditions that they find in their workplace.

NSW parliamentay workers compensation review (Mr Angus Skinner, Research Manager NSWPA)

Silver Bullet thinking

FIG. 1.2

Steps to implement psychological interventions.

Planning

Choose one or more psychological interventions for a specific setting and plan how to deliver them to a target population.

Adaptation

Adapt the psychological interventions for use in a specific context, including translating them into local languages.

Workforce

Prepare and sustain a competent workforce to deliver the psychological interventions by selecting, training, assessing and supervising providers.

Identification, assessment and delivery

Identify potential beneficiaries of the psychological interventions and ensure they are directed to the right source of support.

Monitoring and evaluation

Monitor and evaluate the outcomes and impacts of the service with integrated psychological interventions.

COMMUNITY ENGAGEMENT

Engage local communities.

The missing piece?

Causation!

(World Health Organisation, 2024)

The
Great Stink
of 1858

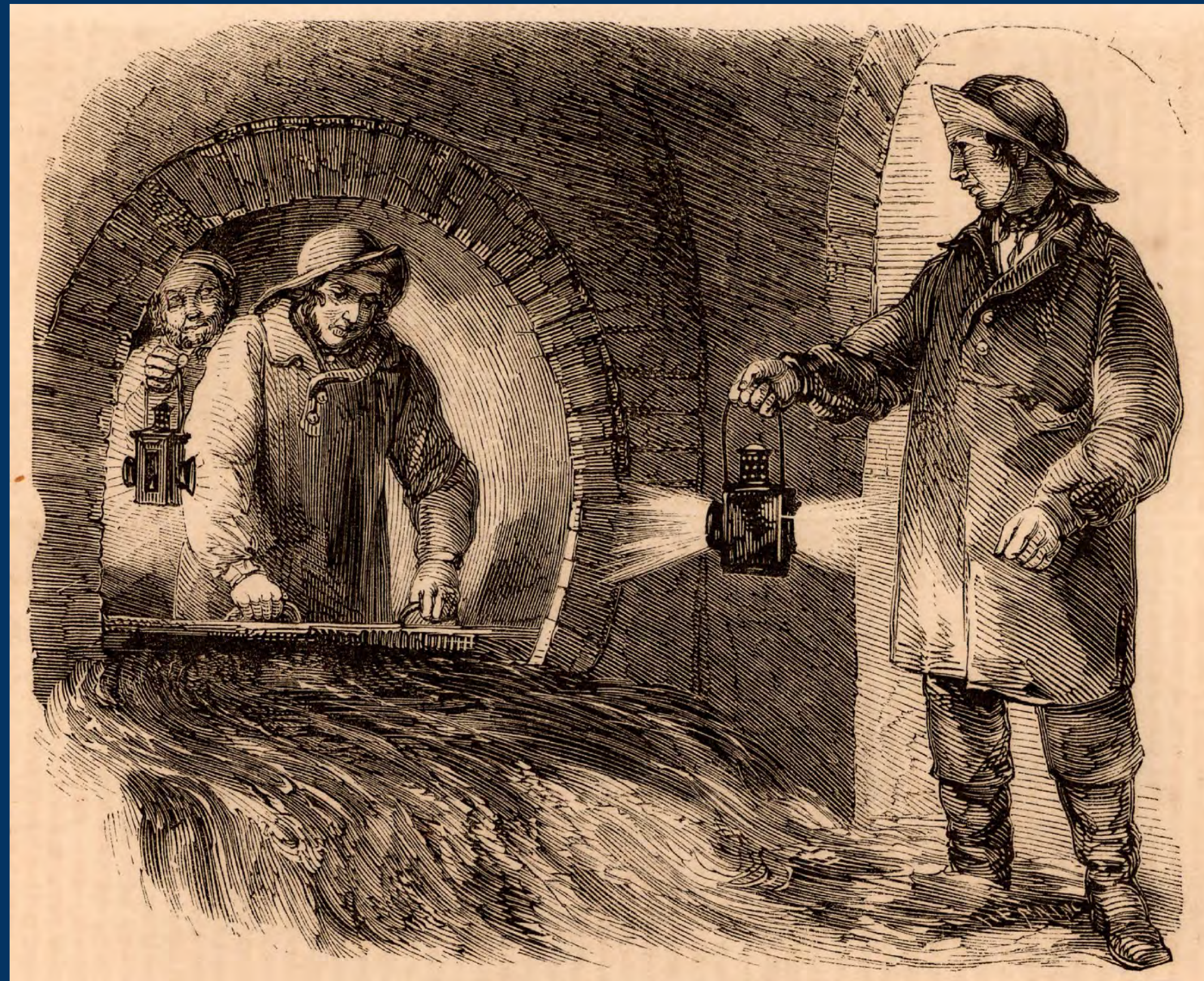CHOLERA "TRAMPLES THE VICTOR & THE VANQUISH'D BOTH."

The great stink

"He who drinks a tumbler of London water has literally in his stomach more animated beings than there are men, women, and children on the face of the globe."
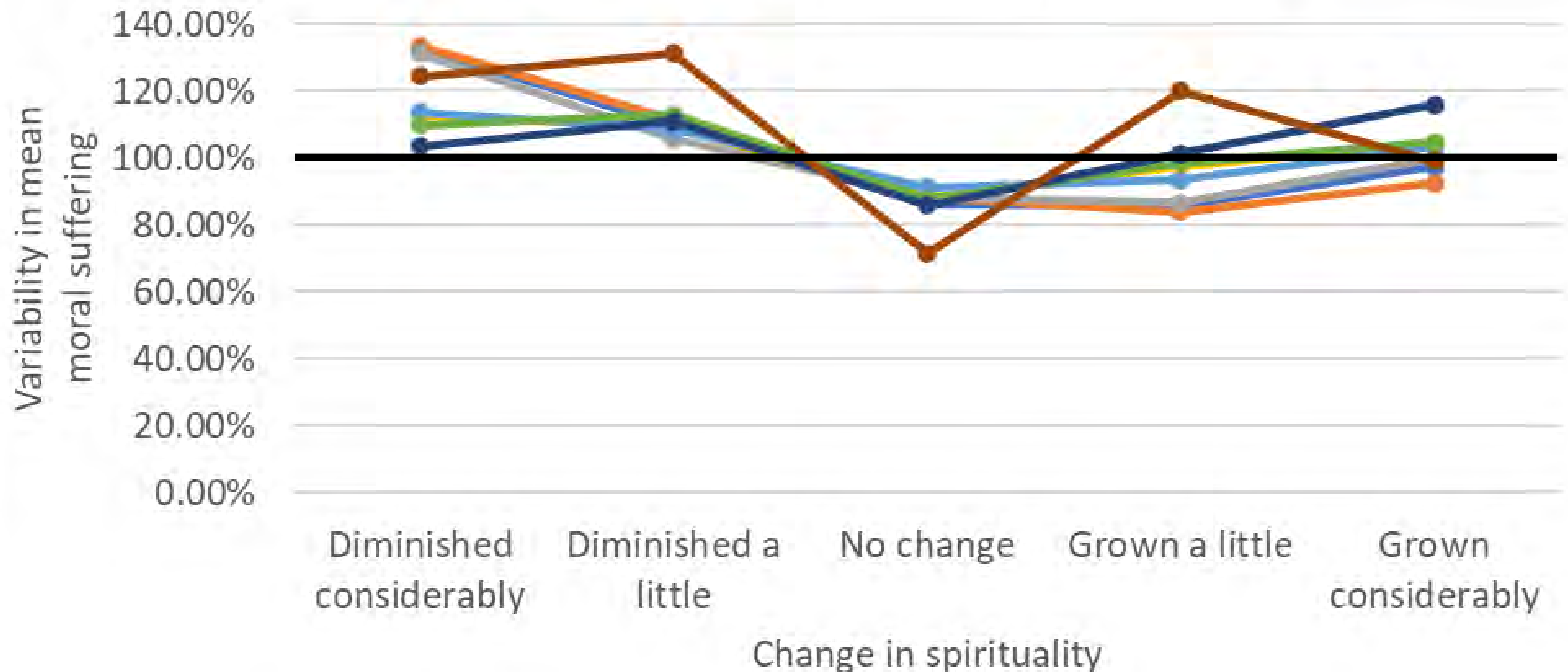
Rev. Sydney Smith

CHOLERA TRAMPLES THE VICTOR & THE VANQUISH'D BOTH.

The answer was not individual but systemic!

Change in spirituality vs variability in distress

Change in religiosity vs variablity in distress
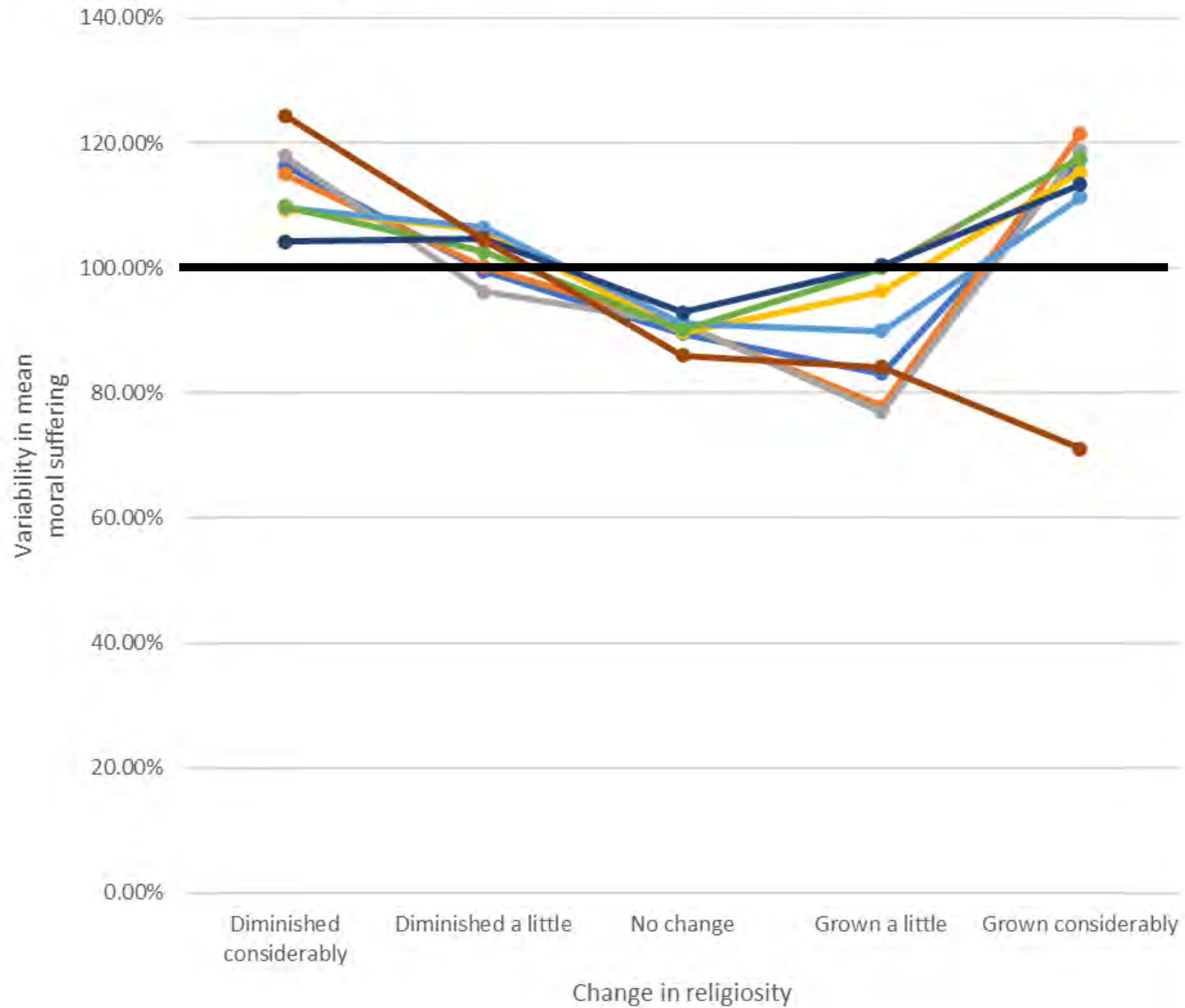
"You must never confuse faith that you will prevail in the end - which you can never afford to lose - with the discipline to confront the most brutal facts of your current reality, whatever they might be."

Admiral James Stockdale
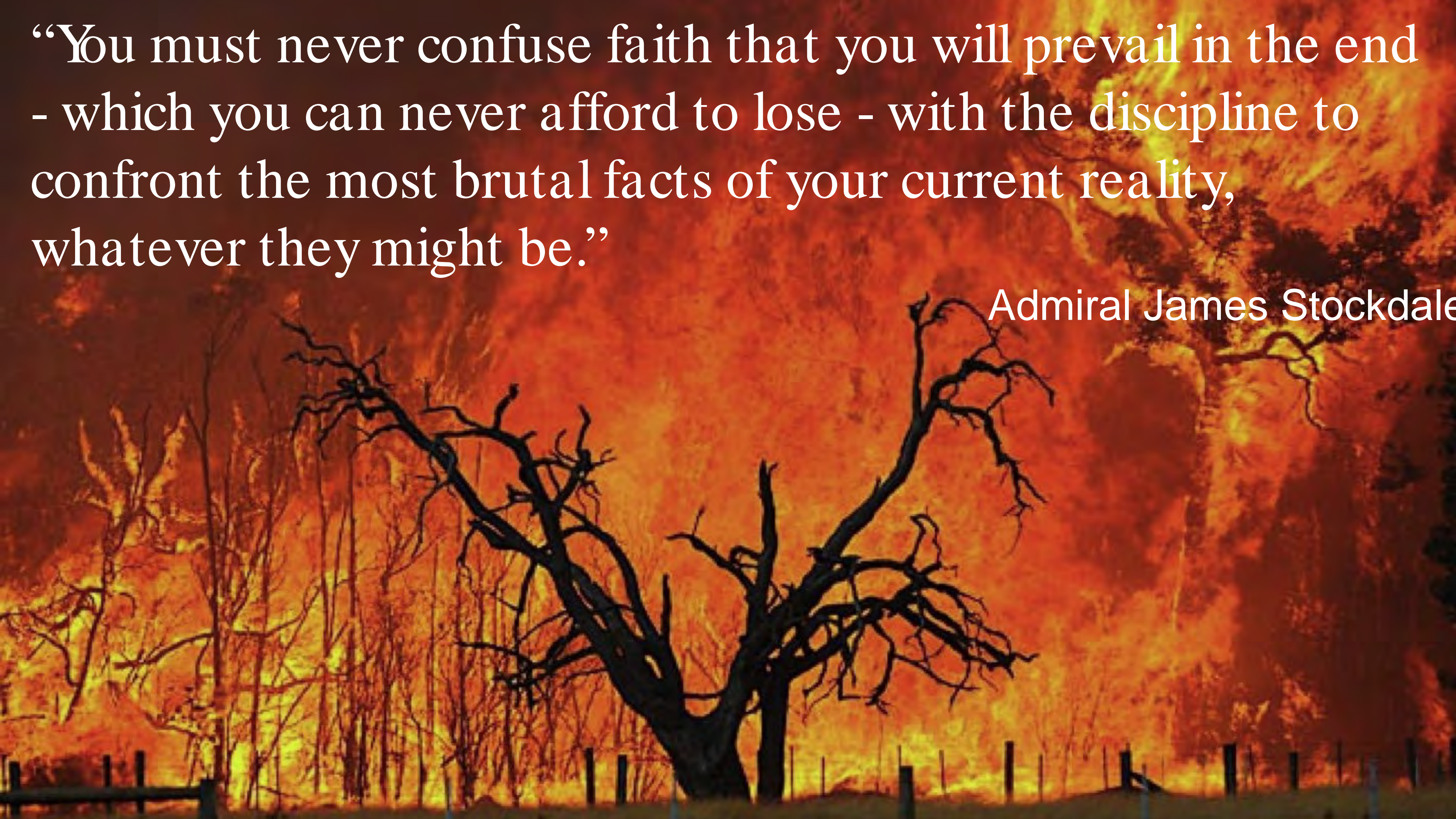
Veterans can usually recover from horror, fear, and grief once they return to civilian life, so long as "what's right" has not also been violated.

(Shay, 1994, p. 20)

COMBAT TRAUMA AND THE UNDOING OF CHARACTER

ACHILLES IN VIETNAM

JONATHAN SHAY, M.D., PH.D.
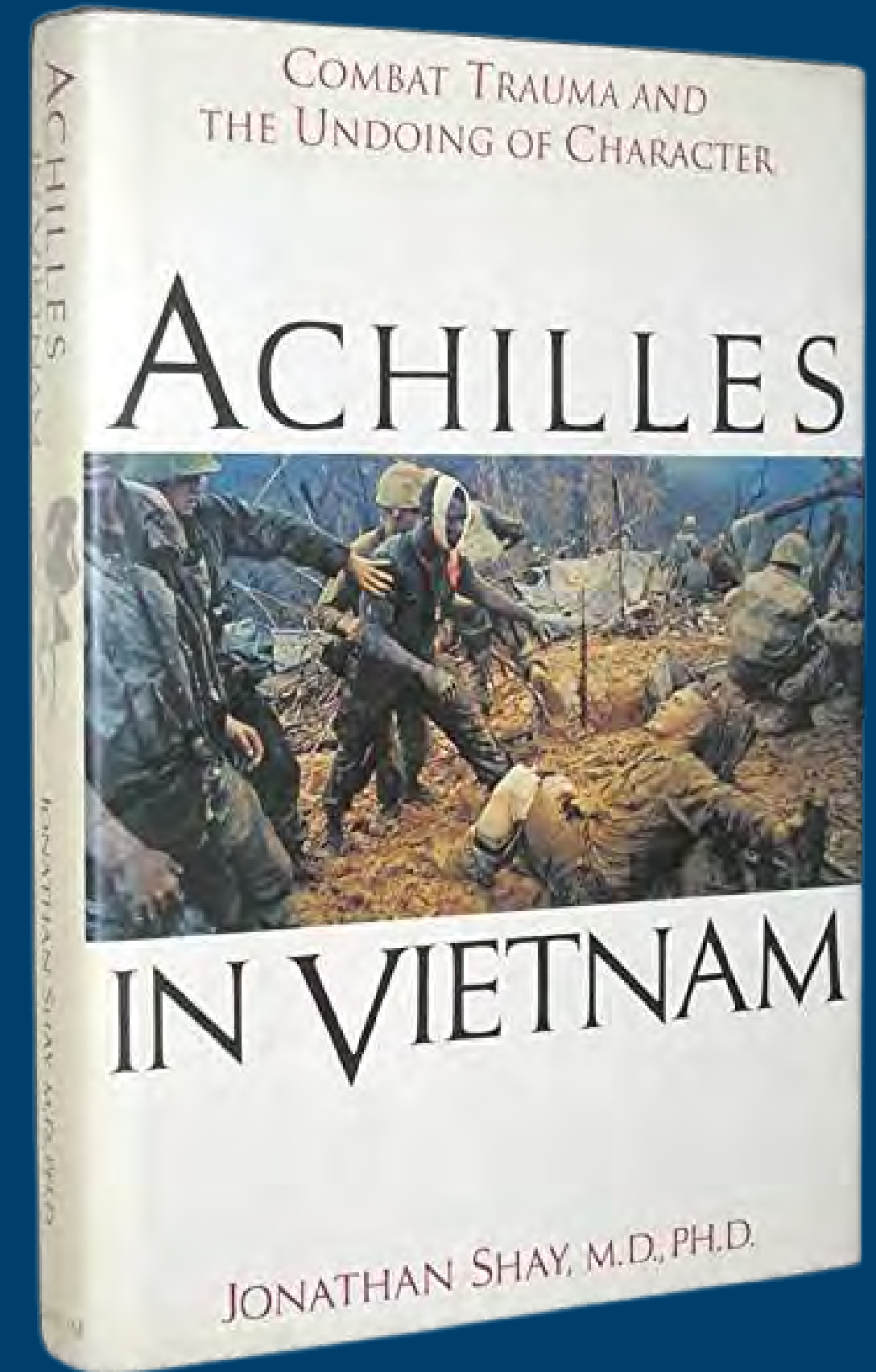
Moral injury (MI)

betrayal of what is right,

by someone in legitimate authority,

in a high-stakes situation

(Shay, 2014)

Moral injury (MI)

the lasting psychological, biological, spiritual, behavioral and social impact of perpetrating, failing to prevent, or bearing witness to acts that transgress deeply held moral beliefs and expectations

(Litz et al., 2009)

Spirituality

Spirituality is a dynamic and intrinsic aspect of humanity through which persons seek ultimate meaning, purpose and transcendence, and experience relationship to self, family, others, community, society, nature, and the significant or sacred. Spirituality is expressed through beliefs, values, traditions and practices.

(Puchalski et al., 2014, p. 646)

Spirituality

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Character

It deteriorates their character; their ideals, ambitions, and attachments begin to change and shrink. […] When social trust is destroyed, it is replaced by the settled expectancy of harm, exploitation, and humiliation from others. With this expectancy, there are few options: strike first; withdraw and isolate oneself from others (e.g., Achilles); or create deceptions, distractions, false identities, and narratives to spoil the aim of what is expected (e.g., Odysseus)

(Shay, 2014).

ODYSSEUS IN AMERICA
COMBAT TRAUMA AND THE
TRIALS OF HOMECOMING

JONATHAN SHAY, M.D., PH.D. FOREWORD BY SENATORS JOHN McCAIN AND MAX CLELAND

"A brilliant successor to Shay's groundbreaking *Achilles in Vietnam*."
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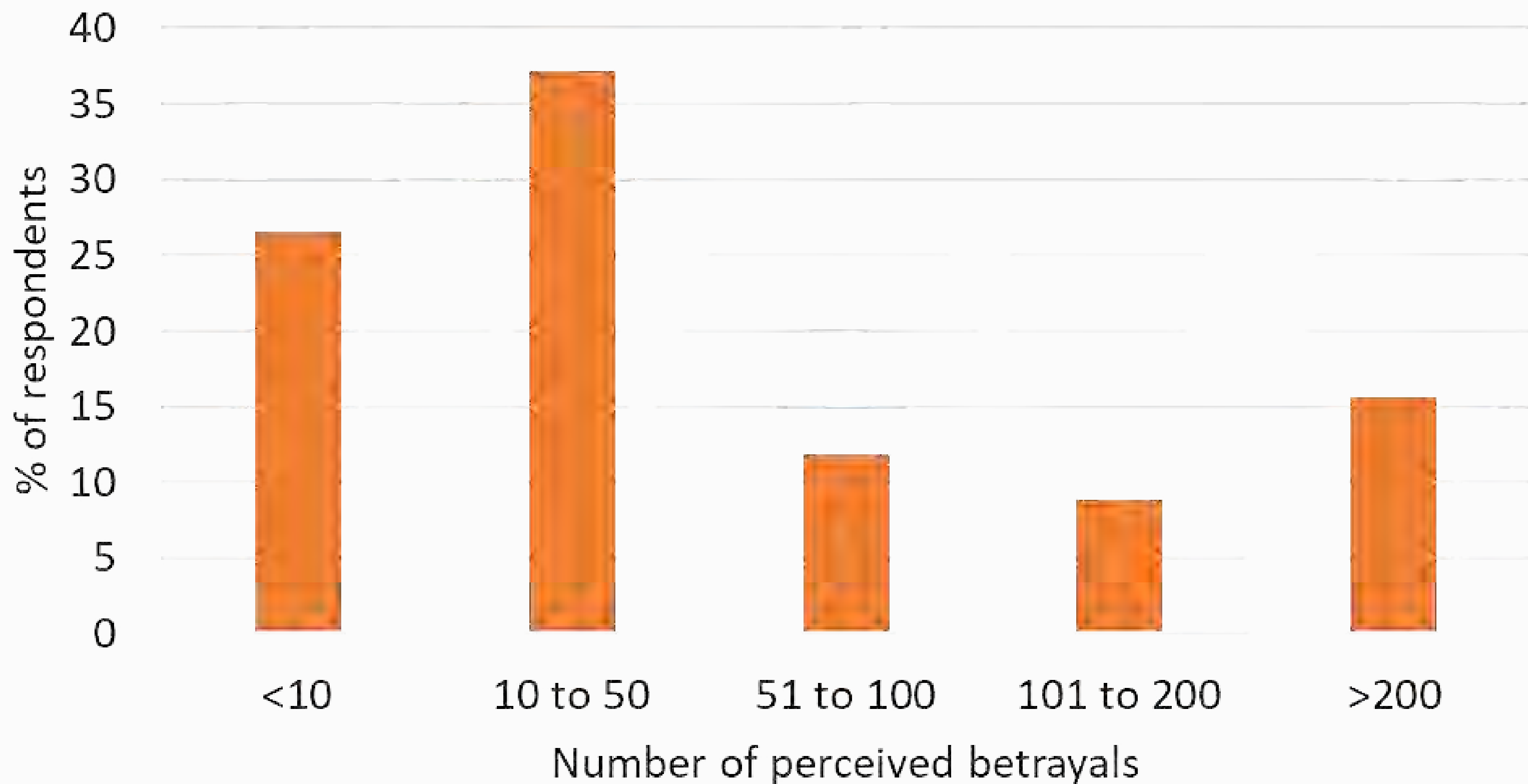
AUTHOR OF ACHILLES IN VIETNAM

How many times during your career as a first responder did you feel betrayed by a manager, a colleague or systems/people in your organisation? (n = 237)

How many times during your career have you felt betrayed by a manager, a colleague, or systems/people in your organisation?
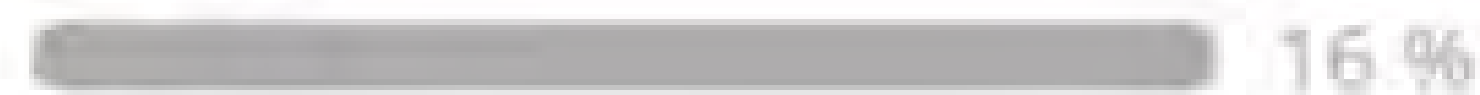
<10

34 %

10-50

39 %

51-100

16 %

101-200

5 %

>200

5 %

% answering moderately/strongly agree on MIES subscales, by mental health disorder
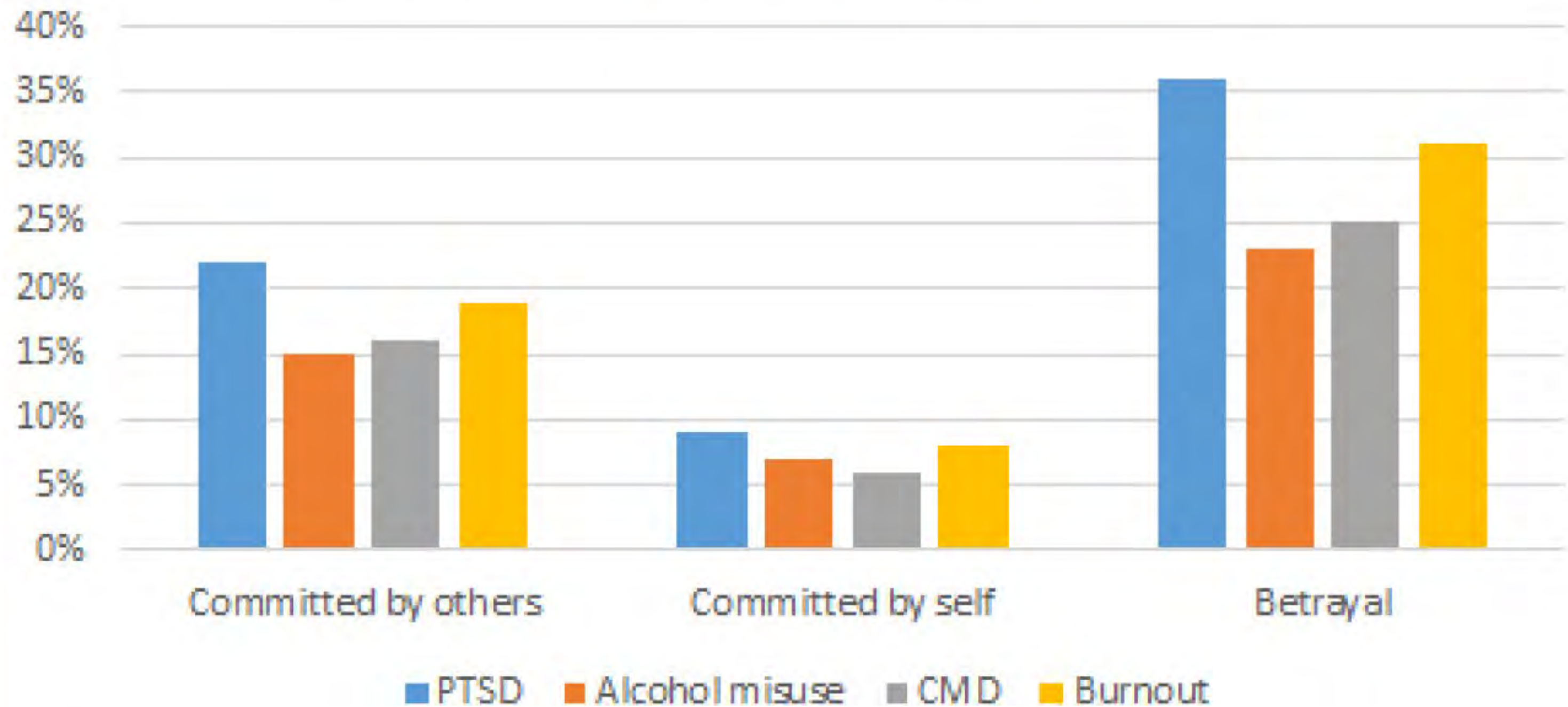
Neil Greenberg

FIGURE 3.1. Proposed Vicious Cycle of Betrayal, Injustice, and/or Shame Mediating the Course of Anger-Based Moral Injury

Heightened sensitivity to betrayal, injustice, and/or shame

Mild or ambiguous stimulus interpreted as betrayal, injustice, and/or shaming

Anger is triggered

Ambiguous evidence is interpreted as real

experience of betrayal, injustice, and/or shame

Phelps et al., (2021)

FIGURE 3.1. Proposed Vicious Cycle of Betrayal, Injustice, and/or Shame Mediating the Course of Anger-Based Moral Injury

Phelps et al., (2021)

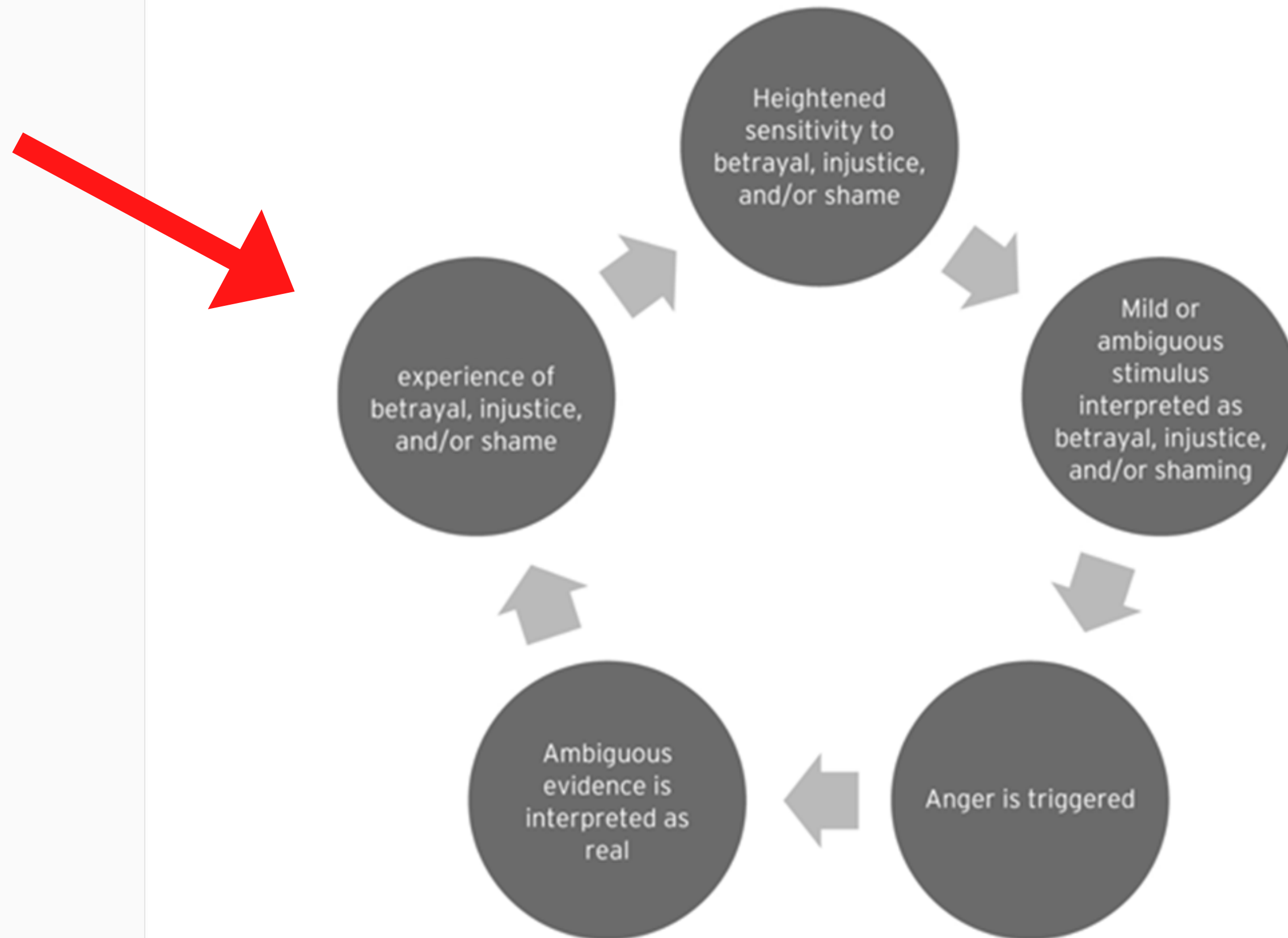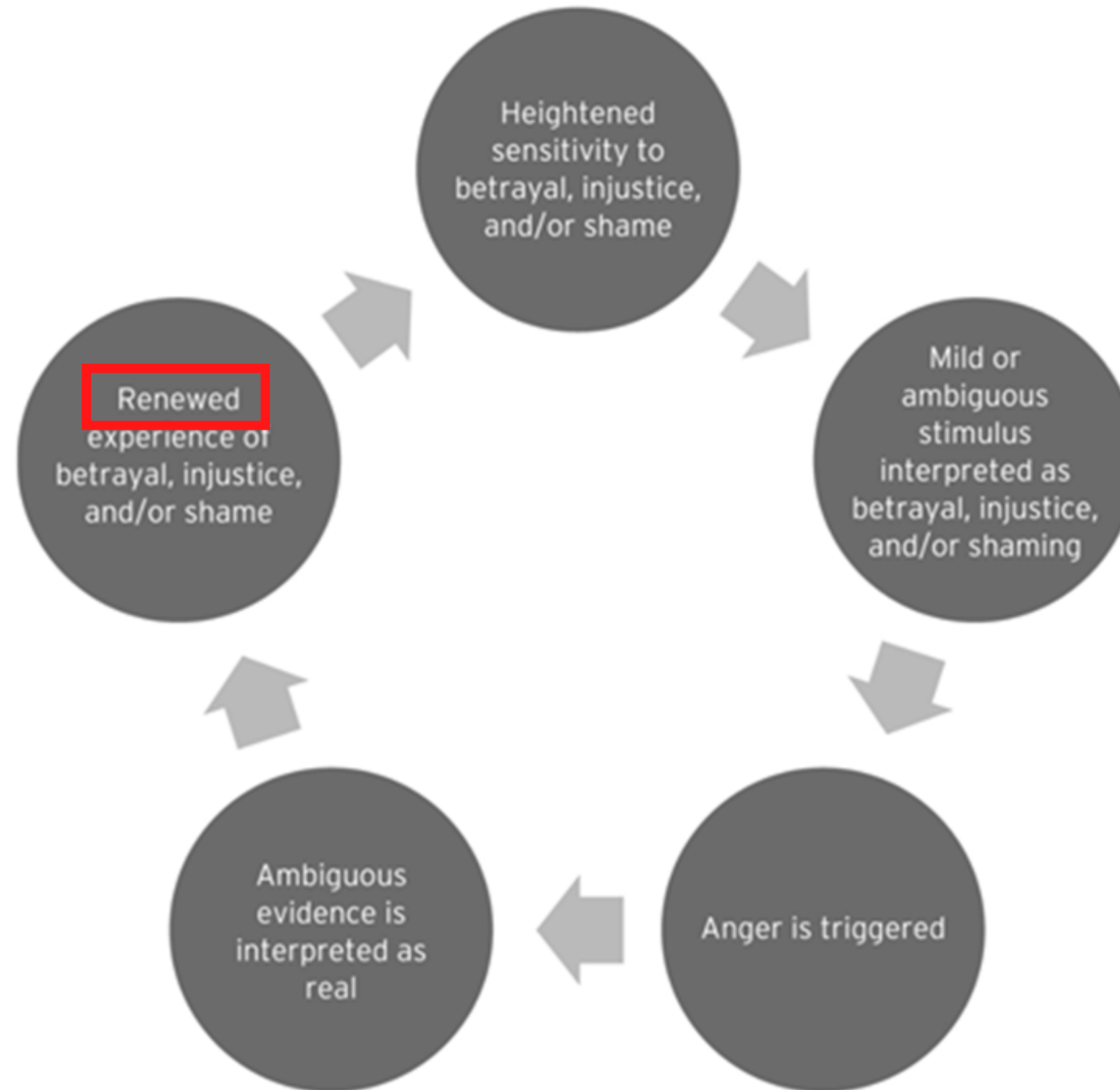# When Employees Strike Back: Investigating Mediating Mechanisms Between Psychological Contract Breach and Workplace Deviance

Prashant Bordia
University of South Australia

Simon Lloyd D. Restubog
University of New South Wales

Robert L. Tang
De La Salle–College of Saint Benilde

Moral disengagement as a mechanism between perceptions of organisational injustice and deviant work behaviours

Sigurd W. Hystad *, Kathryn J. Mearns, Jarle Eid

Moral Disengagement in the Perpetration of Inhumanities

Albert Bandura
Department of Psychology
Stanford University

Moral Injury, Betrayal and Retribution: Australian Veterans and the Role of Chaplains

Timothy J. Hodgson[1] · Lindsay B. Carey[2,3] · Harold G. Koenig[3,4,5]

A multi-agency debrief was conducted, but I was not invited to participate. (Hodge, p. 38)

I had been nominated for commendation over the clinical management of the case. Because I had not participated in any clinical review, I informed the caller that I did not wish to receive any commendation. (Hodge, p. 41)

The most interesting lesson from the counselling sessions was that the key source of trauma was not the actual case, or its management, but the sense of abandonment I felt from the ambulance service. (Hodge, p. 41)

Theme categories	Major themes
Content stressors	Death Injustice
Context stressors	Organisational injustice Leadership practices Resources/workload Reward

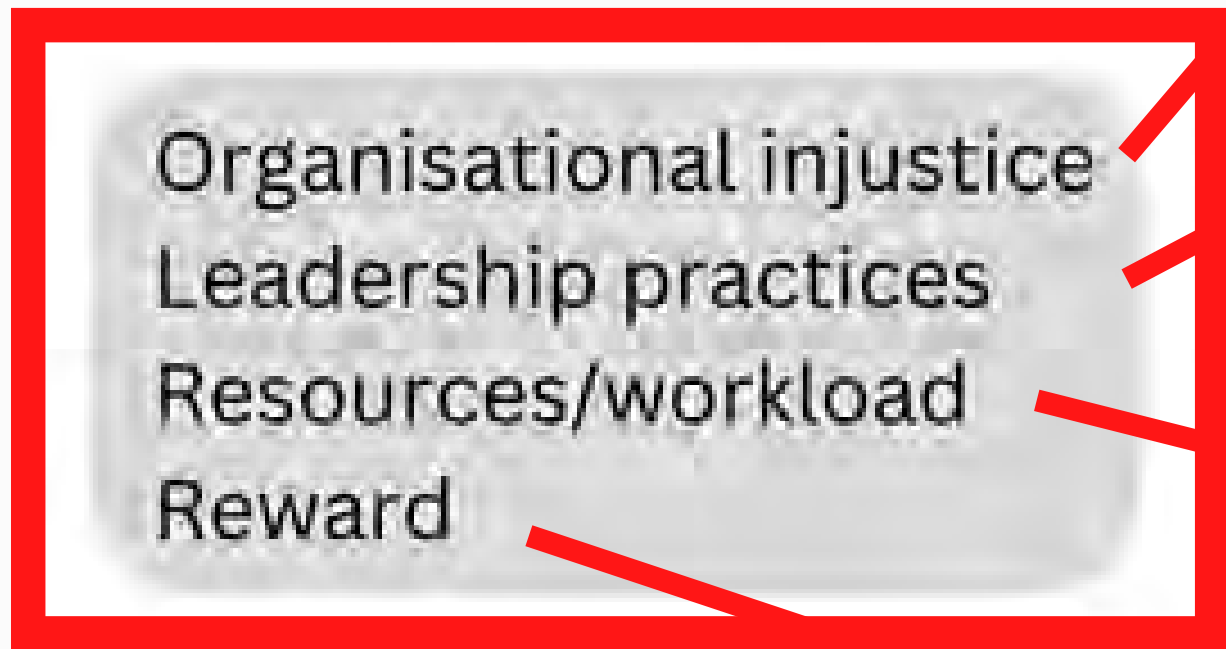Organisational injustice

Leadership practices

Resources/workload

Reward

Organisational injustice
Leadership practices
Resources/workload
Reward

- Poor organisational justice

- Poor support from managers
- Bullying
- Conflict or poor workplace relationships
- Poor organisational change managemen[t]

- Role overload
- Low job control

- Inadequate reward/recognition

(Work Health & Safety QLD 2022)

Managing the risk of psychosocial hazards at work

Code of Practice

2022

WHSQ
Workplace Health and Safety Queensland
worksafe.qld.gov.au
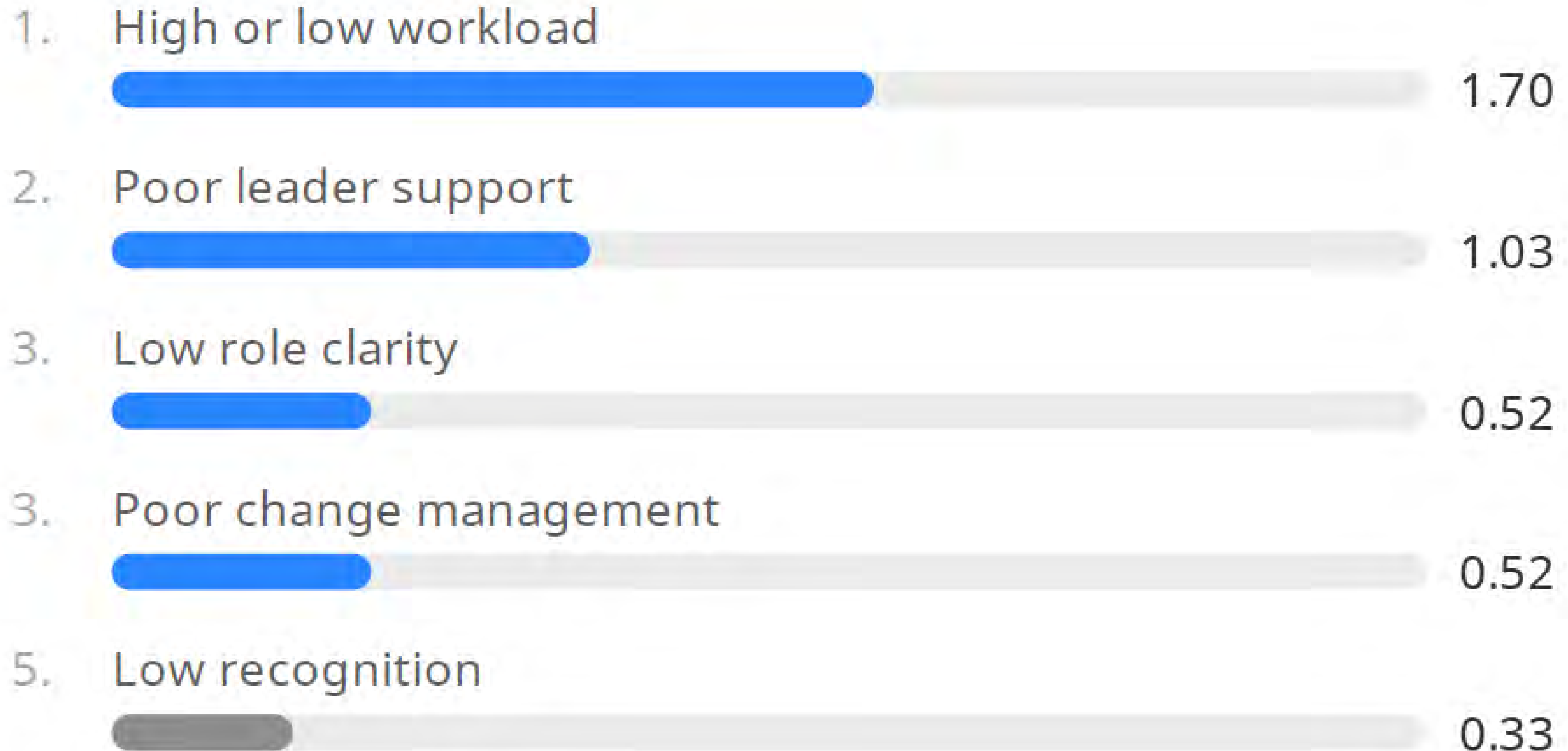
Queensland Government

Psychosocial Hazards:

1. High and/or low job demands
2. Low job control
3. Poor support (from leaders and workers)
4. Low role clarity
5. Poor organisational change management
6. Low reward/recognition
7. Poor organisational justice
8. Poor workplace relationships & conflict
9. Remote or isolated work
10. Poor environmental conditions
11. Traumatic events
12. Violence and aggression
13. Bullying
14. Harassment (incl. sexual)

(Work Health & Safety QLD 2022)

Which (3) of these issues do you think need most attention in your workplace?

(1/3)

1. High or low workload
   1.70

2. Poor leader support
   1.03

3. Low role clarity
   0.52

3. Poor change management
   0.52

5. Low recognition
   0.33

12 interventions reported

- only 4 were "strongly recommended"

  - Manager training for mental health
  - Manager training for, health, humanitarian, and emergency workers
  - Organisational level interventions for those with mental health conditions
  - Employment for those with mental health conditions

World Health Organization

WHO guidelines on mental health at work

12 interventions reported

- only 2 had higher than "low certainty of evidence"

  - Manager training for mental health
  - Manager training for, health, humanitarian, and emergency workers

World Health Organization
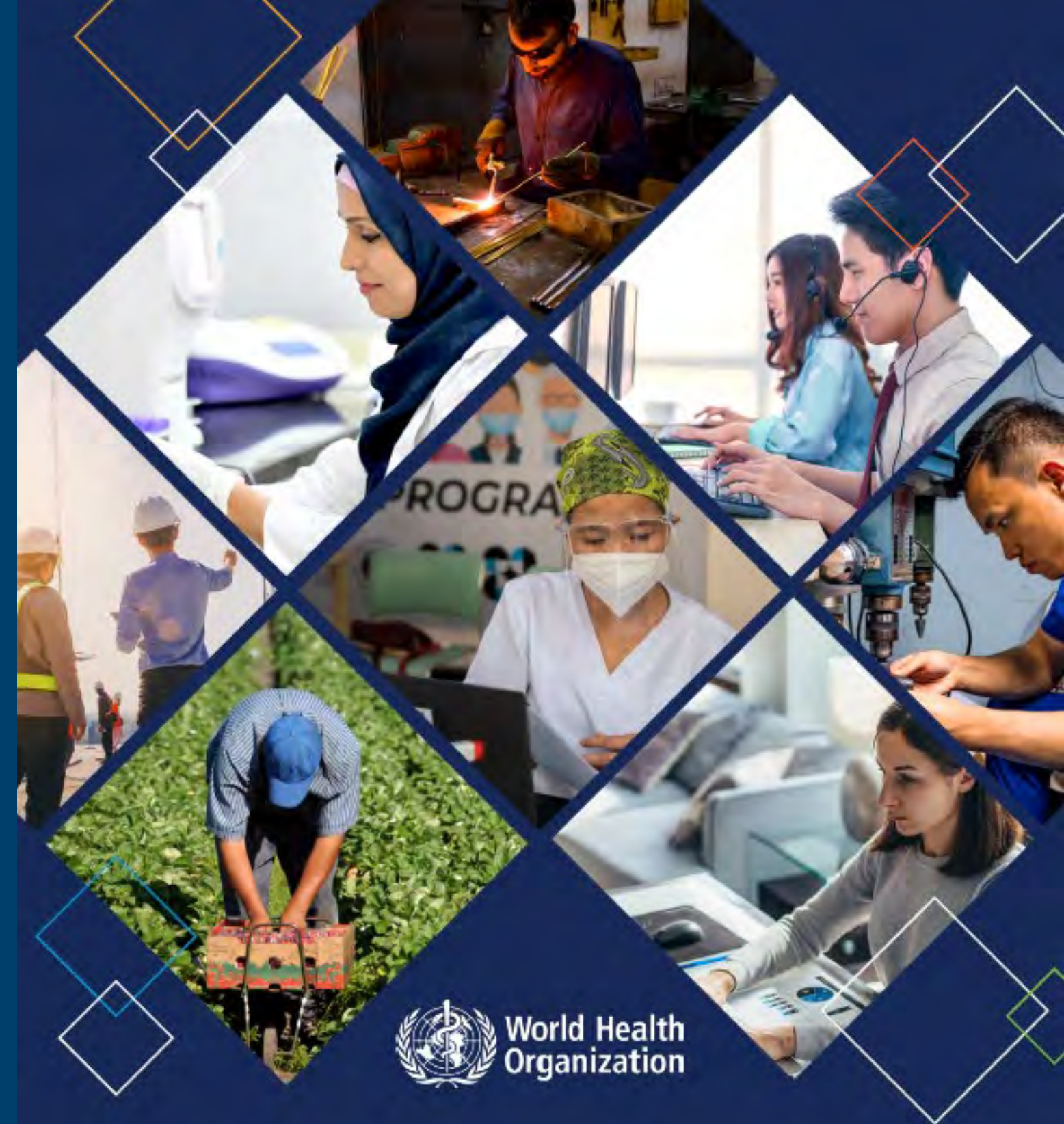
WHO guidelines on mental health at work

Lessons from combat

The key message of this study is that poor mental health, specifically PTSD, does not inevitably follow exposure to combat and that good perceived cohesion, morale, and leadership will be reported by those who have better mental health.

(Jones, Seddon et al. 2012)

Leadership for Wellness: A Strategy for Developing Police and Public Safety Leaders

Jacqueline M. Drew (Griffith Criminology Institute, Griffith University)

Stuart Bartels (AIPM)

Victoria Herrington (AIPM)

2023

Lead by example

Team player

Transparency

Understanding

Leads by example

Listener

Liistens

Compassionate

Trust worthy

Honest

Skilled   Knowledgeable

Observer

Supportive

Fair   Present

Ethical

Inclusive

Trust   Respetful

Sane

culturally appropriate

Curious   Visionary

Transparent

Trustworthy

Strong and caring

Inspiring

Respectful

Approachable

Clear vision

Empowers

Knowledgeable with people skills

KEEPING YOU WELL: IN MY WORKGROUP	34%	RESPONSE SCALE	% POSITIVE	vs 2022	vs Qld public sector
Q25a. In my workgroup, we proactively discuss workplace safety		31 | 51 | 18	31%	+2	-6
Q25b. In my workgroup, we discuss ways to promote wellbeing		37 | 46 | 17	37%	+3	-3
Q25c. In my workgroup, we discuss ways to promote mental health		34 | 44 | 22	34%	+5	-2

Managing the risk of psychosocial hazards at work

Code of Practice

2022

What do these hazards include?

"not communicating with workers about the change or genuinely considering their views"

"Jobs where there is uncertainty about, or frequent changes to, tasks and work standards; where important task information is not available to workers; or where there are conflicting job roles, responsibilities, or expectations."

"Certain leadership styles e.g. behaviour where punishment or negative responses from leaders is unpredictable, autocratic behaviour that is strict and directive and does not allow workers to be involved in decision making, or hands off or passive approaches that provide little constructive feedback or direction."

(Work Health & Safety QLD 2022)

Managing the risk of psychosocial hazards at work

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"Certain leadership styles e.g. behaviour where punishment or negative responses from leaders is unpredictable, autocratic behaviour that is strict and directive and does not allow workers to be involved in decision making, or hands off or passive approaches that provide little constructive feedback or direction."

(Work Health & Safety QLD 2022)

Character

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strike first; withdraw and isolate (Achilles);

create deceptions, distractions, false identities, (Odysseus)

(Shay, 2014).

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AUTHOR OF ACHILLES IN VIETNAM

Leadership shouldn't be that hard

Re-build trust

- Moral leadership
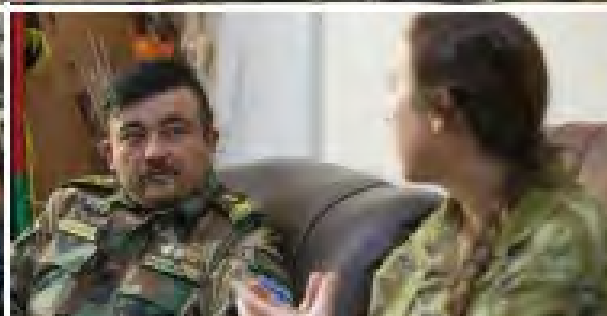- Naming and addressing pychological contracts
- Culture change

"slowly but surely building a club-wide culture of trust and support, through 1,000s of imperceptible moments"

Trent Crimm

EXECUTIVE SERIES
LEADERSHIP
ADDP 00.6

Followers commit to do what leaders require of them not necessarily because of formal authority but because of trust and belief. Two people can have identical formal authority and power and yet one is able to achieve so much more than the other. The difference between the two arises from the ability of one to engender a real sense of collective ownership of the task at hand and for the followers to assume personal responsibility for the outcomes required. Effective leadership should, therefore, rely on influence more than the simple exercise of than authority or the various forms of power.

Australian Defence Doctrine 2018

Leadership Identity
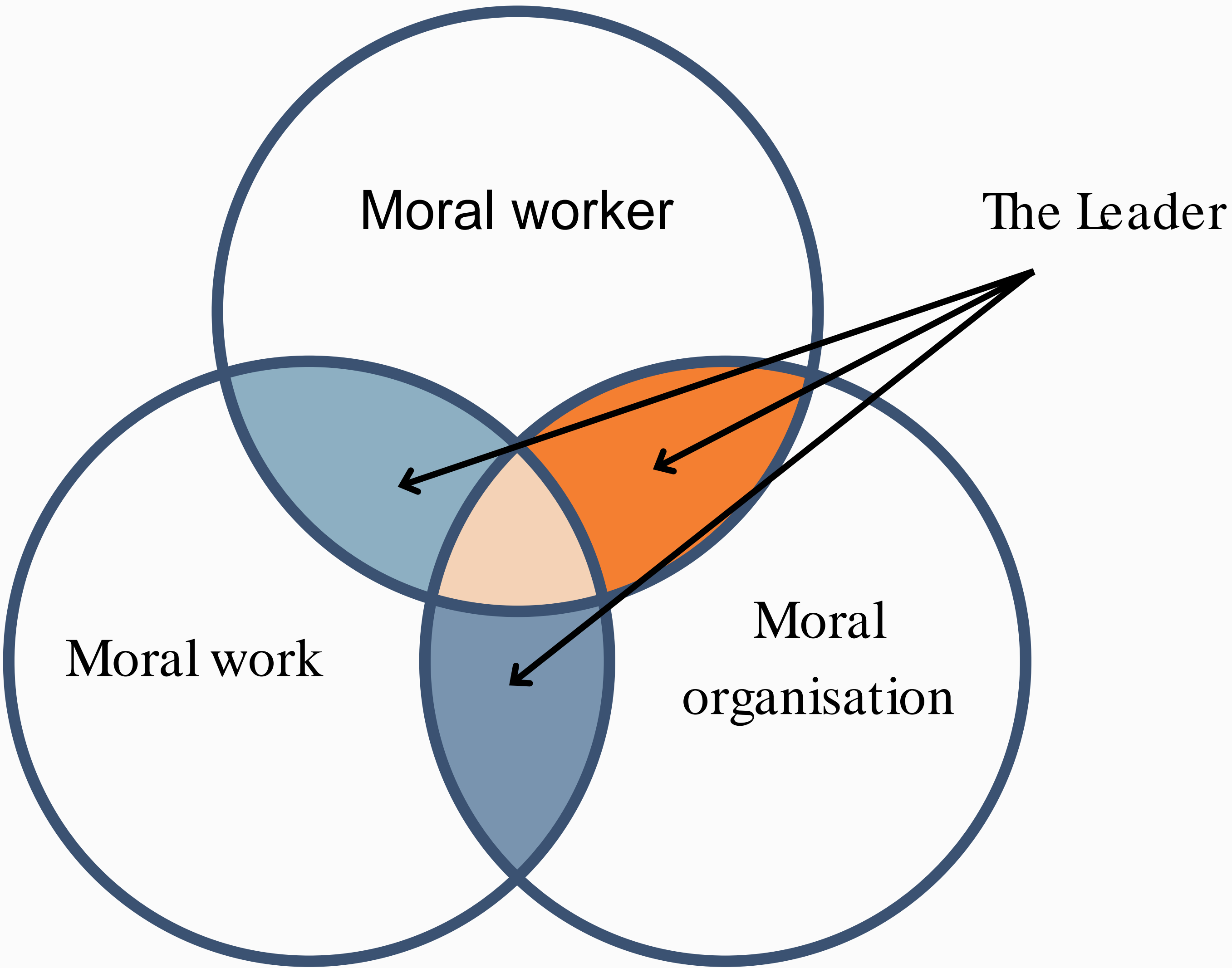
Moral worker

The Leader

Moral work

Moral organisation

Leadership identity:
Shepherd

Leadership practice

9 "Shepherd" Leadership Behaviors

Research data

Reflection

Literature

Leads
Servant
Presence
Communicates
Provides
Protects
Grateful
Restores
Follows

Psycho-social safety

9 "Shepherd" Leadership Behaviors

Research data

Reflection

Literature

Presence

When safety rounds are characterised in these ways [prioritising problems], frontline workers become frustrated with them feel the insights programme produces fallible and respond with scepticism and cynicism.
(Singer et al. 2014)

Psycho-social safety

Know your people.

Moral dissonance

There is a critical gap between the moral identity of the individual who dons the uniform in service of the state, on the one hand, and the ethics [...]of the state, on the other

(Baker, 2020)

Psychological contract

what that exchange means to workers or employers is a subjective experience for each participant, affected by personal values and upbringing, the relationship's history, and the broader society. All of these factors merge to create a central feature of employment: the psychological contract"

(Rousseau & Schalk, 2000)

Point of reflection and action

Pick a time to consult with your staff about which meeting you can drop from their load.
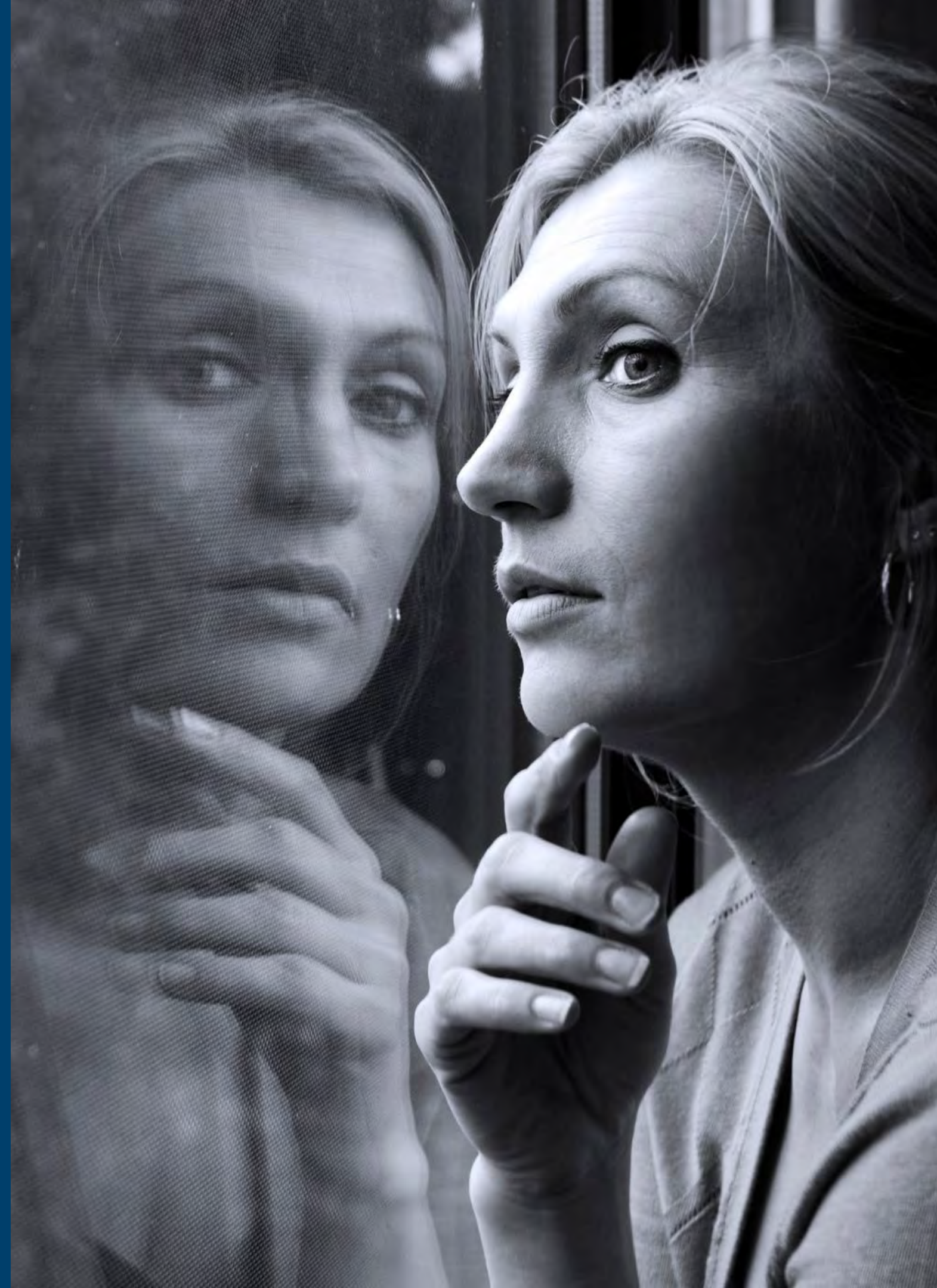
Help them tell OUR story.

What is OUR narrative?

- Creation
- Exodus
- Trial by fire
- Glory days
- Characters (heroes/vilians)
- Threat
- Core belief
- Goal

Change the temperature!

Just cultures

—understand the difference between work as
  imagined and frontline work as actually done
—avoid firing or sanctioning workers
—asks what was responsible not who was responsible
—perform learning review instead of investigation
—acknowledge its role in creating goal conflicts
  and production demands
—collaboratively identify pathways to improvement
—Staff free to give their account, not just held accountable (safe
to speak up)
—A role for forgiveness, reconciliation, relationship.

Sidney Dekker

Locate & blame

Who is causing the trouble?

How do we punish them?

Understand & improve

How has this come about?

How do we make it better in the future?

Point of reflection and action

Understanding your identity as a leader is central, but what will you add first

- Practices
- Knowing your people
- Telling OUR story
- Changing the temperature

NSW Centre for WHS reports

Rev. Dr Mark Layson CESM MAIES

malayson@csu.edu.au

Disaster Recovery and Resilience

Thanks for having me, and one final QR code

Rev. Dr Mark Layson CESM MAIES

malayson@csu.edu.au