

# Fisher & Associates Solutions

Organizational Health & Employee Wellness Specialists  
Successfully Addressing Workplace Stress, Burnout & Trauma

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Build Capacity

Promote Resiliency

Increase Coping Skills

## THE MANAGER'S GUIDE TO STRESS, BURNOUT & TRAUMA IN THE WORKPLACE

A 2-DAY SPECIALIZED PROGRAM PROVIDED BY FISHER & ASSOCIATES SOLUTIONS

Developed by: Dr. Patricia Fisher, R.Psych, L.Psych. © Fisher & Associates (Revd.) 2006.

### BACKGROUND

The Manager's Guide to Stress, Burnout & Trauma in the Workplace Program has been specifically designed to assist managers as they address the problem in their workplaces and its impact on the staff they lead.

This workshop is based on the program reference book appropriate to the given occupational sector - either *The Manager's Guide To Stress, Burnout & Trauma in Human, Emergency & Health Services*, or *The Manager's Guide To Stress, Burnout & Trauma in Corrections*, or *The Manager's Guide To Stress, Burnout & Trauma in Law Enforcement*. All 3 volumes are authored by Dr. Patricia Fisher, R.Psych. The reference guides provide:

- An introduction and orientation to the issues of systemic and traumatic stress in the work environment
- Management theories and principles as they apply to their occupational group and workplace
- Guidance regarding the role of management practices in reducing or increasing workplace stress effects in staff
- Self-assessment tools that help participants to:
  - Determine their own management style and the effects on staff
  - Assess for systemic and traumatic stress effects in their workgroups
  - Determine the effects of workplace stress on their staff's functioning
- Tools and templates to assist participants as they develop practical strategies for their workgroups

This workshop provides an overview of the material in the reference book and conducts participants through the assessment protocols. Based on the assessment results,

participants begin to develop short- and long-term management strategies that address the problem of stress and trauma in the workplace.

### GOALS

By the end of this workshop participants will be able to:

- Discuss the issues of systemic and traumatic stress as they apply to their occupational field
- Describe the workplace stress elements of job stress, burnout and sociocultural stresses, collectively referred to as "Factor I: Systemic Workplace Stress"
- Describe the elements of primary and secondary/vicarious traumatic stress in the workplace, jointly referred to as "Factor II: Traumatic Workplace Stress"
- Explain the interplay of Systemic and Traumatic workplace stresses which result in "Complex Stress"
- Describe the primary models of management style as they apply to their occupational field
- Discuss the predictable impacts of management style on staff functioning and staff wellness
- Determine their own management style and its effects on subordinates
- Assess for levels of systemic and traumatic stress in their workgroup
- Determine the effects of workplace stress on unit functioning
- Develop practical risk/needs-based management strategies for their workgroup

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## LEARNING OBJECTIVES

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### THEORY & INFORMATION COMPONENT

- Participants become familiar with the mechanisms and outcomes of systemic and traumatic stresses both at the individual and organizational levels.
- Participants are able to differentiate between systemic and traumatic risk/resilience factors.
- Participants become familiar with current leadership theory and its application to the role of managers within high risk stress environments.
- Participants take a wider perspective on their role of managers within high risk stress environments.
- Participants take a wider perspective on their role as managers and on the global issues confronting their organization.
- Participants understand the concept of primary, secondary & tertiary prevention.
- Participants understand manager factors and workplace factors within a risk/resilience model.
- Participants understand the differences between variable workplace factors and fixed workplace factors.

### APPLICATION OF THEORY

- Participants gain perspective on their careers within the profession and review the major systemic changes over the past 10-20 years.
- Participants recognize that the demands on them - both personally and professionally have changed.
- Participants apply the information directly to their own work environments and to the risks their staff encounter, and they understand that each workgroup will have a unique profile of systemic and traumatic stresses.
- Participants grasp the cause and effect relationships between risk/resilience and clinical outcomes.
- Participants take the situation of their own staff more seriously.

- Participants see staff behaviours as possible stress/trauma outcomes rather than as “bad staff”.
- Participants internalize what it feels like to have a good manager and are able to differentiate from the experience of working for a compromised manager.
- Participants develop more informed empathy for the experience of their staff.

### ASSESSMENT & DEVELOPMENT OF RISK/NEEDS-BASED STRATEGIC PLAN

- Participants gain a realistic, and non-judgmental appreciation of their leadership style.
- Participants understand that they probably are less positive as managers when they are under high levels of pressure.
- Participants develop a detailed analysis of the areas of resilience and the areas of high risk for systemic, primary traumatic and secondary traumatic stress encountered by their staff.
- Based on their analysis of the high, moderate and low risk/needs elements, participants prioritize their response sequence.
- Participants begin to develop specific, practical and applicable responses to the high and moderate risk/needs areas.
- Participants start to see how their interventions and responses would fit together in a sensible way.
- Participants’ planning involves staff and is mindful of the need to get staff buy-in as they move forward.
- Participants understand the steps from theory to practice.
- Participants understand that they play a critical role as managers.
- Participants are committed to moving forward with the development and implementation of their strategic plan.