

Trauma-Informed Leadership: A Facilitative Approach to Empowerment

From Everyone A Leader®: Lead Where You Are

MONA/MONL 2026 Nurse Leadership Forum

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Opening Interaction

Show of hands:

How many of you are familiar with trauma-informed practices?

Turn to your neighbor and share:

- When you think about the phrase “Everyone A Leader,” what comes to mind?
- How about when you hear the word “Empowerment?”



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The trauma-informed approach to facilitative leadership



We teach tools and methods to help you create a trauma-informed environment as defined by SAMHSA: (p. 30 – 31)

Safety

Collaboration

Empowerment

Choice

Trustworthiness

Cultural Humility

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Everyone A Leader: Opening Context

History (page 2): The methods and tools were discovered out in the world through working with local communities; Two of TeamTech's founding partners were part of this discovery process

Three Core Beliefs (page 3)

- Leadership is a decision, not a job description
- Everyone needs to know how to lead
- Trust comes when you lead where you are with intentionality and authenticity



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Everyone A Leader

Modules

Approach
Action
Empowerment

Thinking Together
Big-Picture
Lead Where You Are

Operational Skills (pages 4 – 5)

Life Methods
Facilitative Tools
Bits of Wisdom

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APPROACH Module

A Facilitative Approach to Leading Where You Are

The Being	The Knowing	The Doing
Your Approach to Involving and Relating to People	The Life Methods and Facilitative Tools You Learn	Your Practice and Application of What You Learn
Practiced with Intentionality and Authenticity		

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Being Facilitative: The Seven Elements

Element #1: From “positioning” to “striving to understand”

What This Means	Why This Is Important
Seek to understand what is behind comments that people make and perspectives that they share; Avoid the tendency to just take a stand when it is not necessary.	Understanding what others are thinking is the starting point for learning and creating solutions together.

My ability to practice this element: “Strong” or “Improve”

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Element #1: From “positioning” to “striving to understand”

Examples for improving if needed (page 7)

- Decide you can learn from others.
- Invite further inquiry or explanation. Don’t assume everyone knew what was meant. *“Could you say a little more?” “Is this what you meant when you said...?”*
- When a difference of opinion arises, avoid the debating mode. Ask: *“Can you help us understand your thinking behind that?”*
- Be open to different perspectives and approaches to how things get done.

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Being Facilitative: The Seven Elements

Element #2: From “authoritative” to “empowering”

What This Means	Why This Is Important
When thinking together, adopt an approach that shares information, seeks diverse views, asks questions and believes in the insights of people in all functions and at all levels; avoid a “know it all” stance.	Sharing information, inviting questions and allowing participation eases the way for people to think and take action together.

My ability to practice this element: “Strong” or “Improve”

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Element #2: From “authoritative” to “empowering”

Examples for improving if needed (page 8)

- When giving tasks to others, ensure:
 - clear and appropriate expectations and accountability
 - an open door for questions and insights
- Use mistakes as a learning opportunity.
- Believe in the power of the insights of people in all positions and roles; those doing the work often know the most about how to improve it. Ask, listen, and empower implementation.
- Believe you can learn from others.

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Being Facilitative: The Seven Elements

Element #3: From “in charge” to “in service”

What This Means	Why This Is Important
“In service” is about orchestrating a way for people to share their thinking, push for deeper understanding and insight, and take ownership for implementation. “In service” is not about being subservient. It’s about working on behalf of what is best for the group or team.	An “in service” approach brings a style that indicates you are willing to roll up your sleeves and do what is needed on behalf of something bigger than yourself; Recognizes that organizations that engage and empower people at all levels have the greatest potential for success.

My ability to practice this element: “Strong” or “Improve”

Page 8

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Element #3: From “in charge” to “in service”

Examples for improving if needed (page 8)

- Put the common task or problem at the center of the activity.
- Trust that the wisdom can come from the people gathered around the table
- Let go of *“I need to have all the answers.”*
- Honor and affirm people; Thank people for their contributions.
- Decide to care about people; Get to know others, what is important to them, the gifts they bring to the situation.

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Being Facilitative: The Seven Elements

Element #4: From “telling” to “asking”

What This Means	Why This Is Important
Resisting the urge to respond first; Cultivating the habit of asking others what they think and know, then sharing your insights.	Asking uncovers other people’s insights and can reveal new information; this creates buy-in for what you create together.

My ability to practice this element: “Strong” or “Improve”

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Element #4: From “telling” to “asking”

Examples for improving if needed (page 9)

- Check your approach. An inviting approach creates a comfortable and trusting situation. An interrogating approach triggers defensiveness and resistance.
- Get comfortable with silence. People need time to collect their thoughts when you ask a question.
- Ask open-ended questions or follow-up a closed-ended question with “*why or why not?*”
- Ask with the intent of listening, affirming participation, caring for emotions shared, seeking connections between insights and looking for edges of innovation and points of action or decision.

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Being Facilitative: The Seven Elements

Element #5: From “criticizing” to “being creative”

What This Means	Why This Is Important
Focusing first on the creative (building on what has been said) rather than on criticizing (tearing down what has been said).	Being creative helps the thinking process and supports innovative thinking; Criticizing can stop the thinking process and dampen new insights.

My ability to practice this element: “Strong” or “Improve”

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Element #5: From “criticizing” to “being creative”

Examples for improving if needed (page 9)

- It is easy to see what is wrong with an idea. Balance this with taking the insight and help the person/team build on it:
 - *“Have you considered...?”*
 - *“What might happen if...?”*
 - *“With this as a starting point, what else needs to be considered?”*
- “But that didn’t work before.” Balance this with asking:
 - How is today’s situation different from the situation “before”?
 - What can be learned from the past?
- Consider trying pilots. This helps counter the debate about what might happen. Try it on a small scale and see what is learned.

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Being Facilitative: The Seven Elements

Element #6: From “reacting” to “reflecting and acting”

What This Means	Why This Is Important
Resisting the reflex action of reacting. Instead pause, step back and think about what has been said and what you think.	Reflecting and acting builds reflective capacity in yourself and others – that important ability to pause, step back, think about your thinking and perhaps gain a new perspective or take a different approach.

My ability to practice this element: “Strong” or “Improve”

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Element #6: From “reacting” to “reflecting and acting”

Examples for improving if needed (page 10)

- Probe thinking. See what can be discovered-what is needed next?
- Ask yourself “why?” If upset about a situation, think about why. If delighted by an event, ask yourself why. Become more aware of your own experiences and what is behind your feelings.
- Encourage reflection by asking, in an inviting style:
 - “Can you help me understand more about...?”
 - “If we also consider X, how does that inform what we might do?”
- Share information with the person that they may not be aware of and see if that provides a new perspective.

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Being Facilitative: The Seven Elements

Element #7: From “winging it” to “being intentional”

What This Means	Why This Is Important
Taking the time to pre-think about the why, what and how of bringing people together; Being facilitative starts and ends with being intentional.	Honoring people’s time by using it with intention and purpose is the surest way to bring people back around the table; people want to make a difference – intentional pre-planning provides the avenue for them to do so.

My ability to practice this element: “Strong” or “Improve”

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Element #7: From “winging it” to “being intentional”

Examples for improving if needed (page 10)

- If you are running the meeting or event, pre-think about the agenda:
 - Why are we getting together?
 - What do we need to accomplish?
 - What do people need to experience as a result of getting together?
 - How should the agenda flow so we reach the intended outcome?
- Pause and think before you talk or take action – does what I’m about to say or do align with who I want to be, who I say I am?
- Don’t ask if you don’t really want to know. Asking questions is about seeking input, insight, new ideas, new perspectives – not about fishing for the right answer or your answer. People can tell the difference. Make your question-asking authentic.

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Reflecting on A Facilitative Approach

1) Which two elements will you choose to focus on and why?

Element #1: From “positioning” to “striving to understand”

Element #2: From “authoritative” to “empowering”

Element #3: From “in charge” to “in service”

Element #4: From “telling” to “asking”

Element #5: From “criticizing” to “being creative”

Element #6: From “reacting” to “reflecting and acting”

Element #7: From “winging it” to “being intentional”

2) What 2 – 3 key steps can you take to incorporate these two elements into the Facilitative Approach you will bring to your leadership – that is leading where you are?

3) What would your organization, team, project be like with A Facilitative Approach to leading where you are?

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Empowerment Module

Revealing A Life Method

You are going to make dinner tonight. What are some of the things you will need to do and consider? (jot these down)

Given the new information, what additionally will you need to do and consider? (jot these down AND be mindful of how the new information impacts your thinking)

Page 13

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Empowerment Module

Small Group Reflection

- 1) In our group activity about making dinner, what did knowing the why do to your thinking?
- 2) Given this, how would you talk about the role the WHY plays in any situation?

Large Group Sharing – a few ideas from around the room

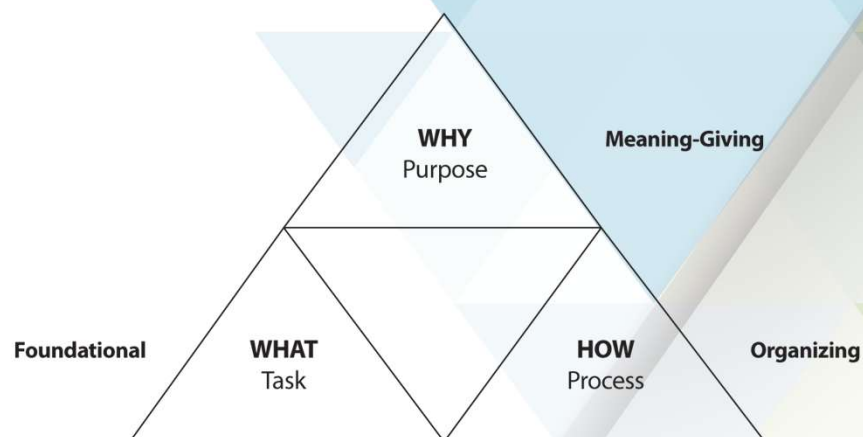
The Life Method of What-Why-How can be used in many day-to-day situations at home, work, and in the community.

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Empowerment Module (page 15)

If empowering people is your goal,
“Get out of the HOW and into the WHY.”



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Empowerment Module

Revealing Another Life Method

Sometimes even with WHAT and WHY, people need some help with HOW. When that is the case, use the Life Method of **ALPS** as a framework for empowerment and change.

Take a minute and think about a personal change you made or a time you pushed yourself to learn and grow. Here are some examples that might spark your thinking:

- You took a new approach with your children
- You decided to try a new exercise program or a new way to eat healthy
- You saw the need for new knowledge or a new skill and you acquired it

Please complete the exercise and reflections on pages 16 and 17

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Empowerment Module

Small Group Reflection

Please share your responses to the questions on page 17 with those in your small group.

The **ALPS** Life Method is the way we move through change, the way we journey ourselves and others to empowerment. You take the **ALPS** Journey on a regular basis on autopilot. In EAL we bring it to your conscious mind and ask you to add a bit of intentionality and authenticity to “Lead Where You Are.”

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Empowerment Module

Page 18

Facilitative Tools Serve a Specific Facilitative Purpose

Use the ALPS Journey Through Change to

- Empower yourself and others to navigate through change
- Transition through the “messy middle” of change
- Ease the way for changes to move into action
- Provide a framework for moving through change proactively and with intentionality

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Empowerment Module (page 19)

ALPS Life Method

Awareness

What is said and done that wakes people up to the possibility and responsibility

How:

- Ensure the WHY is known
- Illustrate the gap you see between “what is” and “what is needed”
- Reflect together on what is possible
- State clear expectations
- Provide honest feedback
- Point out positively what they can do and opportunities for growth

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Empowerment Module (page 19)

ALPS Life Method

Learning

What is said and done that provides the knowledge, tools and capabilities people need to do what is being asked

How:

- Ask them what they need
- Provide information and insights you believe would be helpful
- Think together by facilitating reflective conversations
- Set up mentoring opportunities
- Uncover training opportunities
- Demonstrate or model what is needed

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Empowerment Module (page 19)

ALPS Life Method

Practice

What is said and done to encourage and allow people to put their new awareness and learning into action

How:

- Create an atmosphere of experimentation and learning
- Ask “what if?”
- Allow for and reflect on mistakes
- Think about boundaries so mistakes are not catastrophes
- Encourage small pilots to see how it goes and what is learned
- Ask how current actions can be changed to align with new learning

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Empowerment Module (page 19)

ALPS Life Method

Support

What is said and done to reinforce the progress made and provide feedback for continuous improvement

How:

- Ask, “what is/is not working?”
- Ask, “How can I be of help and support?”
- Provide honest, constructive feedback
- Allow for more learning
- Provide reassurance and affirmation
- Provide minor assistance as needed
- Take time to reflect with them on progress, what they are learning

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Empowerment Module (page 21)

Sharing Approaches That Work

Take a moment to highlight **ALPS** ideas from previous EAL participants – select ones that work for you.

You will pull insights from this page as you complete exercises that follow about how to journey through change with the **ALPS** Life Method in mind.

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Empowerment Module (page 21)

Individual Exercise: The ALPS Journey Through Change

Jot down an upcoming change or a change you are currently experiencing.

Here are a few examples to help your thinking:

- Learning something new or challenging yourself to take on a new role
- Revising a key work process
- Providing a new evidence-based treatment approach
- A shift in your family dynamics

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Empowerment Module (pages 21 - 22)

Individual Exercise: The ALPS Journey Through Change

With your situation in mind, please complete the exercise on pages 21 – 22

We will take a few minutes when the room is finished to share your responses to the Reflection on the bottom of page 22

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Empowerment Module

Pages 23 - 24

Facilitative Tools Serve a Specific Facilitative Purpose

Use the ALPS Coaching Process to:

- Pre-think about an upcoming coaching session
- Create the conversation you believe would help someone learn from an experience or action
- Ease the way for changes to move into action
- Provide a framework for moving through change proactively and with intentionality

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Empowerment Module (pages 25 - 29)

The ALPS Journey Through Change

ALPS Coaching Process: To Correct or Learn (pages 25 – 26)

ALPS Coaching Process: To Affirm (page 27)

Bios for Kathleen and Andrea (pages 32 - 33)

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Other Workbooks and Online Workshops (page 34)

Remarkably Resilient Together: Regulation and Self-Care

Approved for 1.5 Nursing Contact Hours by VTL Center for Professional Development, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation

www.remarkably-resilient.com

Everyone A Leader Module Descriptions

Approach

Action

Empowerment

Thinking Together

Big-Picture

Lead Where You Are

www.teamtechinc.com