“I am human, therefore nothing human can be alien to me” – Dr. Maya Angelou

Dr. Alisha Moreland, M.D.
Diplomate of Psychiatry and Neurology
By the end of this lecture, you should be able to:

- Identify all three tiers of Schein’s Organizational Culture Model
- Understand the basic neurobiology of fear and its intersection with trauma
- Better recognize the relationship between trauma informed practices and improved cultural responsivity
- Appreciate the impact of underlying assumptions
- Understand the concept of “stereotype threat”
- Demonstrate greater empathy for the clients you serve by being keenly aware/intentionally conscious of your underlying assumptions and the impact it may have on client care/interaction/engagement
Structural Racism

Race, Power and Policy

Dismantling Structural Racism

- Criminal Justice
- Education
- Health
- Housing
- Social and Economic System
- Employment
- Community
Toni Morrison on white supremacy

https://www.youtube.com/watch?v=6S7zGgL6Suw
Edward Schein’s Organizational Culture Model

(San Francisco: Jossey Bass, 1999): 12
Artifacts: First Level of Culture according to Schein

- Visible
- Undecipherable physical, behavioral, and verbal manifestations of the culture
- Can be observed by anyone

Represent the most accessible elements of culture to include:

- dress and appearance (physical manifestations),
- ceremonies, reward, punishments (behavioral manifestations),
- stories and jargon
Norms and Values: Second Level of Culture according to Schein

- Typically not observed

- More conscious than basic assumptions but are not usually at the forefront of member’s minds

- Norms are closely associated with values (unwritten rules that allow members of a culture to know what is expected of them in a wide variety of situations)

Dr. Alisha Moreland-Capuia
Underlying Assumptions: Third Level of Culture according to Schein

- Underlying assumptions drive the norms and values
- Underlying assumptions shape the artifacts

* If we assume that all purple people are bad, how might this shape behavior, norms, language etc?

- According to Schein, organizational members hold values and conform to norms because their underlying assumptions nurture and support the norms
Schein argues that unless organizations/systems of care dig down to the **deepest level of basic assumptions**, the artifacts, values, and norms cannot be properly untangled/decoded!
Sandra Annette Bland (February 7, 1987 – July 13, 2015) was from Naperville, Illinois, a suburb of Chicago, and was one of five sisters. She attended Willowbrook High School in Villa Park, Illinois, then Prairie View A&M University outside Hempstead in Waller County, Texas, where she was a member of the Sigma Gamma Rho sorority. She graduated in 2009 with a degree in agriculture.

At Prairie View, she was recruited as a summer counselor for three years, played in a band, and volunteered for a senior citizens advocacy group. Bland returned to Illinois in 2009. She worked in administration for Cook’s, a food-service equipment supplier, a job she left not long before her death. She had been due to start a temporary job on August 3, 2015, with Prairie View as a summer program associate.
To close to home...
THE POWER OF IMAGES

Context and subtext: Conscious expression, subconscious application
AND race as the powerful social construct

Dr. Alisha Moreland-Capuia
What can underlying assumptions lead to?
Conscious denial, subconscious application

Timothy McVeigh - Oklahoma
James Holmes - Colorado
Dzhokhar Tsarnaev – Boston
Eric Harris and Dylan Klebold – Colorado
Jeremy Joseph Christian – Portland, Oregon

Treyvon Martin - Florida
Michael Brown – Missouri
Freddie Gray – Baltimore
Sandra Bland – Texas
Eric Garner – New York

Dr. Alisha Moreland-Capuaia
Stereotype Threat

Stereotype threat is a situational predicament in which people are or feel themselves to be at risk of conforming to stereotypes about their social group.

(Claude Steele, 1995)
The impact of stereotype threat on academic performance

Afro-Am & European College students took difficult portion of the GRE exam

Students were split into three groups (all three groups received the same test):

1. -stereotype threat (test was described as being “diagnostic of intellectual ability”)
2. -non-stereotype threat (test was described as a laboratory problem-solving task that was non-diagnostic of ability)
3. -third condition was just “non-diagnostic of ability” – this is just a test

- As would be expected based on national averages, the African-American students did not perform as well on the test

- Placement in the diagnostic condition significantly impacted African Americans compared with European Americans

(Steele & Aronson, 1995)
Stereotype Threat

- African-American students who regarded the test as a measure of intelligence had more thoughts related to negative stereotypes of their group.

- Steele and Aronson measured this through a word completion task.

- African Americans who thought the test measured intelligence were more likely to complete word fragments using words associated with relevant negative stereotypes (e.g., completing "_mb" as "dumb" rather than as "numb").

(Steele & Aronson, 1995)
One approach to changing/managing assumptions

Trauma-Informed approach
Brainstem: “survival center” - the primitive brain

Brain stem contains centers that regulate several functions that are vital for survival; these include blood pressure, heartbeat, respiration, digestion, and certain reflex actions such as swallowing and vomiting.

[Image of brainstem with annotations: Thalamus, Midbrain, Pons, Medulla, Brain stem, Spinal cord]

http://163.178.103.176/Fisiologia/neurofisiologia/Objetivo_9/brain.html Dr. Alisha Moreland-Capuia
Fear: a natural response

http://ridiculouslyefficient.com/this-is-your-brain-on-fear-infographic/
Dr. Alisha Moreland-Capuia
Fight-or-flight Response

- **Hypothalamus**
  - activates sympathetic nervous system
  - activates adrenal medulla
  - secretes CRF

- **Adrenal Medulla**
  - secretes epinephrine
  - secretes norepinephrine

- **Glands and Smooth Muscles**
  - impulses activate glands and smooth muscles

- **Bloodstream**
  - neural activity combines with hormones in the bloodstream to constitute fight-or-flight response

- **Pituitary Gland**
  - secretes ACTH
  - ACTH arrives at adrenal cortex and releases approximately 30 hormones
Natural fear response unchecked = traumatization

“Traumatization occurs when both internal and external resources are inadequate to cope with external threat.”

-Van der Kolk, 1989
Traumatization unchecked can lead to aggression

What does it mean to be trauma-informed?

- Understanding the neurobiological, social, and psychological aspects of trauma (as outlined in prior slides)

- Changing the way you pose questions: instead of “what is wrong with you?” ASK “what happened to you?”

- Check underlying assumptions
Being trauma-informed

- Builds greater capacity for empathy
- Restores a sense of basic humanity
- Inherently renders you culturally-responsive
Profound Lesson in developing greater capacity for Empathy: “A Time to Kill”

https://www.youtube.com/watch?v=ktGSct-_HH4

Dr. Alisha Moreland-Capuia
Dr. Maya Angelou

‘I am a human being, nothing human can be alien to me.’
Questions/Discussion