

A sense that one can never do enough (59-64)

- “The larger oppression model argues that this line of socialization leads to further oppression within and between groups, and leaves individuals with a deep, lingering sense of not being enough...ever,”
- “[This] can confuse our ability to be honest about how we’re actually doing, day to day.”

Hypervigilance (64-67)

- “Having a trauma exposure response can make us feel like we’re always ‘on,’ even during times when there is absolutely nothing that can or should be done”

Diminished creativity (67-69)

- “You may find that you’re bored with what you’re doing and can’t remember a time when you felt creative.”
- “Diminished creativity as a trauma exposure response may help explain the stagnant conditions in many of our fields of practice.”

Inability to embrace complexity (70-73)

- “You crave clear signs of good and bad and right and wrong, and you feel an urgent need to choose sides.”
- “Workers may escalate a volatile situation by making assumptions, passing judgment, talking about things they are not sure of, or engaging in...shortsighted behaviors.”

Minimizing (78-80)

- “Minimizing occurs when we trivialize a current situation by comparing it with another situation we regard as more dire.”
- “It takes only one extreme situation to get us started on minimizing everything else.”
- “This phenomenon is frequently a factor in creating a negative organizational culture. If only the most extreme cases deserve attention or get respect, then it behooves us to experience and express things in the most extreme way.”

Chronic exhaustion/physical ailments (81-84)

- “As exposure accrues, our bodies and minds will require extra attention in order to become fully rested and refreshed.”
- “Listening to our bodies is a direct way to gain insight.”

Inability to listen/deliberate avoidance (90-91)

- “Avoidance often shows up in people’s personal lives...many people start feeling overwhelmed by their personal lives and lose energy for those things that once brought them joy.”

Dissociative moments (91-93)

- “Can happen when a person experiences intrusive or overwhelming feelings...you realize that you have not heard the last five sentences, or maybe you failed to track the behavior in front of you”

Sense of persecution (93-95)

- “We become convinced that others are responsible for our well-being and that we lack the personal agency to transform our circumstances.”
- “...a state in which individuals, and eventually organizations, begin to thrive on choosing to remain powerless in the face of adversity.”



