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Presented by Boeing





1

Historical Background: **Creation of Captain America**









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2

Steve Rogers: A Veteran's Perspective

Story by David F. Carey, LTC, U.S. Army (Retired) OIF I, OIF III, & OEF (2013)



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Empathy and Hope

4

What is Grief Leadership?

- Bartone's (2019) Principles of Grief Leadership
- Uniformed Services University (USU) Center for the Study of Traumatic Stress (CSTS) Grief Leadership Fact Sheet







(Martin, J.A., Carey, D.F. & Cozza, S.J., 202

5

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Grief and Loss

- · Loss and acute grief
- Sudden, unexpected traumatic loss
- Impact: Individuals-Family-Community-Nation-World
- Grief Leadership and the well-being of the bereaved community



(Martin, J.A., Carey, D.F. & Cozza, S.J., 202

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Grief Leadership Principles and Practices

Examples from Captain America



(Martin, J.A., Carey, D.F. & Cozza, S.J., 2021)
Photo Source: Stocksholo by Userballinian 501

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7

Grief Leadership Principles and Practices

- 1. Provide public acknowledgment of the profound nature of the group's loss, as well as the validity of the associated pain and suffering experienced by group members
- recognize the lives that have been lost
 be aware of those that are most affected by the loss
 acknowledge the pain associated with the loss



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Grief Leadership Principles and Practices

- 2. Provide group members with the necessary information to comprehend what has occurred, as well as a perspective that helps the group understand the loss and its significance

- give appropriate details of what occurred describe the effect of the loss on the group provide perspective regarding the significance of the loss



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Grief Leadership Principles and Practices



3. Lead members in a public mourning process that allows memorialization of the victim/s - in a way that is culturally sensitive to the group's beliefs, norms, and developmental status

- be an authentic model for mourning use rites and rituals within the service of mourning memorialize the victims by offering a sense of meaning to the loss
- to the loss be inclusive of all members of the group/community who are affected recognize and incorporate culturally sensitive practices

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10

Grief Leadership Principles and Practices

4. Connect the loss to the group's shared values; noting the useful lessons that may emanate from the loss experience

- reflect how the loss reflects the values of the group (e.g., public servants or combat loss)
 highlight the strengths within the group/community that bears the burden of the loss
- loss contribute to a sense of purpose and meaning as it relates to the loss (e.g., "what can we learn from this?")



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11

Grief Leadership Principles and Practices

5. Offer a vision for the pathway forward, a vision that includes a sense of purpose associated with the group's shared values and beliefs

- acknowledge that the current pain may be overwhelming, but there is a pathway forward
 reconnect the group/community to guiding principles/values that are sustaining (e.g., 'this is who we are')
 help members of the group/community to see a pathway forward, even during times of despair



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Grief Leadership Principles and Practices

6. Identify critical tasks that the group needs to pursue, even during the immediate grief process, tasks critical for achieving shared goals for the future

- create a sense of mission and purpose that guides the group forward
 encourage a sense of group/individual efficacy, that their actions are important and what they do truly matters
 bring a sense of cohesive cooperation among group/community members in order to "get the job done"



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13

Grief Leadership Principles and Practices

7. Present a sense of hope even in the presence of seemingly overwhelming grief; hope that reflects the group's ability to move forward in an enduring process that promotes individual and collective resiliency

- create a sense of hopefulness, even within the context of the pain of loss
 reflect the likely variability in the group/community that some will take longer than others to begin to heal but that there is a path forward for everyone
 remind the community that there is a shared commitment to support each other



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14

Grief Leadership Principles and Practices



8. Ensure that the leader's own behaviors convey the importance of self-care and the value of interpersonal connections to the group/community/nation

- model authenticity in grieving, which includes recognizing one's own vulnerability encourage self-care by demonstrating the inportance of taking breaks, caring for oneself, and being patient with ourselves and each other promote a sense of shared connectedness by modeling humility and the need to seek, as well as give assistance to others

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Grief Leadership Principles and Practices	
Set the stage for an effective leadership transition once the initial	
grief/bereavement process has been navigated	
 understand that the needs of the group/community may extend beyond your role as leader develop coordinated leadership at different levels of the group/community; mentor others within the group/community in grief leadership practices identify and lend credibility to future leaders that will be taking over responsibility 	
(Marrin, J.A., Carey, D.F. & Cozza, S.J., 2021, p. 187)	
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Grief Leadership Principles and Practices	
Offer Leadership i finciples and i ractices	
10. Revisit the group at a future point in time to help memorialize the loss and to acknowledge that grief is an ongoing process uniquely experienced across time by	
each person, group, and community communicate your understanding that grief is an ongoing process	
acknowledge by our individual register of projecting process and a second register of the second register of	
(Marin, J.A., Carey, D.F. & Cozza, S.J., 2021, p. 187)	
P.S	
Grief Leadership Principles and Practices	
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Historical Examples of Grief Leadership The Leader's Capacity to Frame Grief	
Martin, J.A., Carey, D.F. & Cozza, S.J.(2021)	



And I want to say something to the school children of America who were watching the live coverage of the shuttle's takeoff. I know it's hard to understand, but sometimes painful things like his happen. It's all part of the process of exploration and discovery. It's all part of taking a chance and expanding man's horizons. The future doesn't belong to the fainthearted, it belongs to the brave. The Challenger crew was pulling us into the future, and we'll continue to follow them.

~ President Ronald Reagar

President Ronald Reagan canceled his planned State of the Union address January 28, 1986, after the Challenger space shuttle broke up shortly after takeoff, killing seven people. Instead, he spoke in the hours after the disaster, calling the deaths a "national loss."

Note: for a more detailed account of this event and President Reagan's remarks see: https://www.upi.com/Archives/1986/01/28/Full-lext-of-President-Reagans-speech-after-Challenger-disaster/2641507272400/

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19

Grief Leadership U.S. Military

Respect and honor

Mission and readiness

Structured rituals and uniformity

Leadership and leadership presence



(Martin, J.A., Carey, D.F. & Cozza, S.J., 202

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20

In May 2005, one of my unit's rising superstars was killed during a combat patrol in Iraq. I will always remember our unit's memorial service for him. Our Division Commander, a Major General, attended the memorial (the actually attended every memorial service in the division) and provided public acknowledgement of the loss at the level of senior leadership, mourning alongside unit members of all ranks. One purpose of the Division Commander's presence was to ensure that a set of established rules surrounding memorial services was followed without deviation. While this might appear draconian and micro-managing, squashing our unit's ability to define how we mourned, I quickly realized that the imposed framework focused and facilitated our ability to grieve in the moment. Three time-limited speeches were allowed at the memorial service: one by a squad mate, one by our battalion commander, and my own speech as the company commander. Imposed restrictions did not squeich our unit's ability to mourn. In fact, the structure highlighted our shared military values and our capacity to continue our combat mission despite our immediate and profound grief. It was the Division Commander's understanding and implementation of grief leadership that helped heal our unit.

~ David F. Carey, LTC, U.S. Army (Retired), Combat Veteran, (OIF I, OIF III, & OEF 2013)

(Martin, J.A., Carey, D.F. & Cozza, S.J., 2021,

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21

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Grief Leadership Amid the COVID-19 Pandemic

Challenges

- Global /national/community/individual impact
- · Unexpected multiple losses
- · Cumulative and collective grief
- · Uncertainty/fear



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22

Grief Leadership Amid the COVID-19 Pandemic

Leader Qualities

- Compassion
 Diversity of opinion and perspective
 Timely, clear, and specific information on planned responses
- Ilmey, clear, and specific information on planned response responses
 Receptiveness to knowledge and wisdom of experts
 Language tone: Conveys confidence, clarity, selflessness, empathy, and compassion
 Offers realistic hope
 Honors present sacrifice and appropriate time for memorialization



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23

Film and Fiction: Grief Leadership A Teaching Tool





Grief Leadership in **Everyday Life**

Parents and caregivers The everyday heroes

(Martin, J.A., Carey, D.F. & Cozza, S.J., 2021)

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25

Developing Grief Leaders



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26

Conclusions and Recommendations

Effective leaders as demonstrated in the story of Ellective leaders as derifionistrated if it mis study of the life and service of Captain America

Ensures safety for all
Demonstrates empathy and compassion
Acknowledges and values profound loss has occurred
Offers realistic hope
Provides a vision for moving forward

Ineffective leadership: Common denominator is lack of compassion for those overwhelmed by loss.



(Martin, J.A., Carey, D.F. & Cozza, S.J., 2021) Photo Source: (Stockphoto by Userballellab., 931

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Superhero creators wanted to change the world for the better, most originating from traumatic loss histories.

They created unifying characters – archetypes of strength and hope – fighting oppression and helping to ease suffering. They stirred the imagination of generations, and their legacy continues.

J.A. Harrington & R.A Neimeyer (Eds.) (2021). Superhero grief: The transformative power of loss. Routledge.

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28

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29

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32

Upcoming TAPS Institute Programs

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Live Webinar, Noon-1:30 p.m. ET (1.5 CEs Available) Howard Lipke, PhD, editorial board member, EMDR Journal of Practice and Research

Joy Berger, DMA, FT, MT-BC, Owner and CEO for Composing

July 27

Grieving While You Work, Working While You are Grieving Live Webinar, Noon-1:00 p.m. ET

L. Mark Hensley, MTS, DMin, PT-Csp, Bereavement Services Manager, VITAS Healthcare

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About the TAPS Institute for Hope and Healing®

Launched in March 2018 through an alliance with HFA, the TAPS Institute for Hope and Healing® serves as a resource and training center, providing programs for both professionals working in the field of grief and loss and the public.





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34



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