

Farther Than We Thought



John O'Brien
johnwobrien@gmail.com

Poems

Rumi ***Two kinds of intelligence.*** <http://oldpoetry.com/opoem/38198-Mewlana-Jalaluddin-Rumi-Two-Kinds-of-Intelligence-wbr->

K. Ryan. ***We're building the ship as we sail it.*** <http://poetbabble.tumblr.com/post/197431023/were-building-the-ship-as-we-sail-it>

A. Rich ***Vision*** <http://www.hildegard-austin.org/2010VBHspring.html>

D. Wagoner ***Lost*** http://www.seishindo.org/david_wagoner.html

If a factory is torn down but the rationality which produced it is left standing, then that rationality will simply produce another factory. If a revolution destroys a government, but the systematic patterns of thought that produced that government are left intact, then those patterns will repeat themselves.... There's so much talk about improving the system... and so little understanding.

—Robert Pirsig

Person-Centered Thinking, Planning, & Working

is like a goldfish...

...the size of the bowl determines
the size of the fish



[Goldfish] can reach 6 to 14 inches in length under healthy conditions instead of the 3 inches common to goldfish kept in bowls; [inadequate bowls] shorten their lives (they live to be 15-25 years in proper conditions, instead of 2-3 years). Without a filter, the bowl confines the fish to an environment not unlike a "landfill of wastes and toxins."



Read *Cindy Bentley: Spirit of a Champion* A Wisconsin Historical Association Young People's biography. Out in August from Amazon.

Thanks, Cindy Bentley

January 2009

www.hennet.org



HUMANE EDUCATION NETWORK

PO Box 7434 • Menlo Park, CA 94026 • (650) 854-8921 • hen@hennet.org

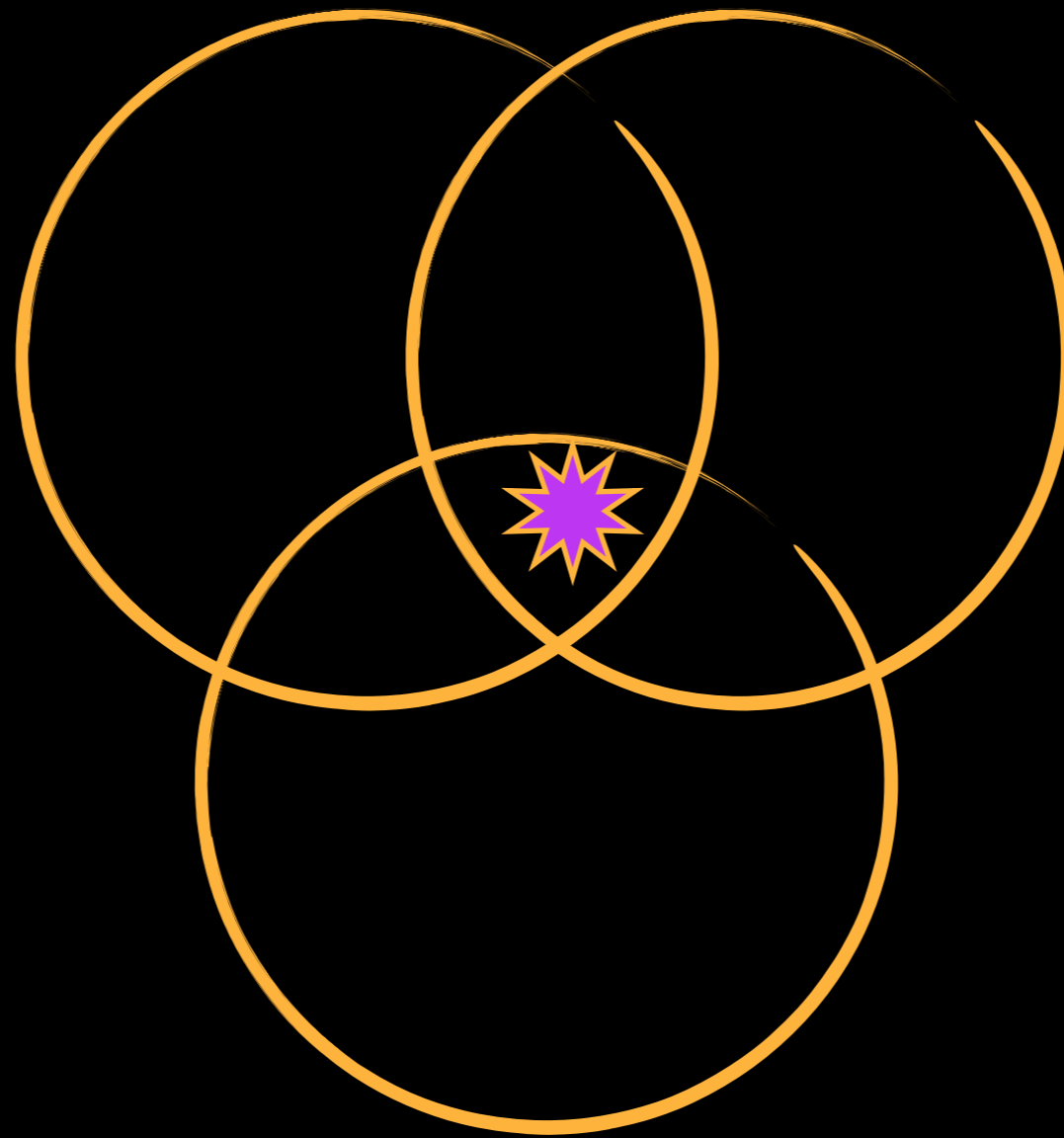
[Goldfish] can reach 6 to 14 inches in length under healthy conditions instead of the 3 inches common to goldfish kept in bowls; [inadequate bowls] shorten their lives (they live to be 15-25 years in proper conditions, instead of 2-3 years). Without a filter, the bowl confines the fish to an environment not unlike a "landfill of wastes and toxins."

People
contribute
through
Valued Social
Roles

Bridging
practices build
a stronger
community

Investments
increase local
opportunities for
all people to live as
they would value
living

Think of the people first as citizens of this community with valuable roles to play in its development. Think of support agencies as responsible for taking an important part in making the community better for all of its inhabitants. Then form your agenda so that you will increase the number and variety of valued social roles played by people with disabilities, increase opportunities for all citizens of this community, & build relationships the bridge differences.

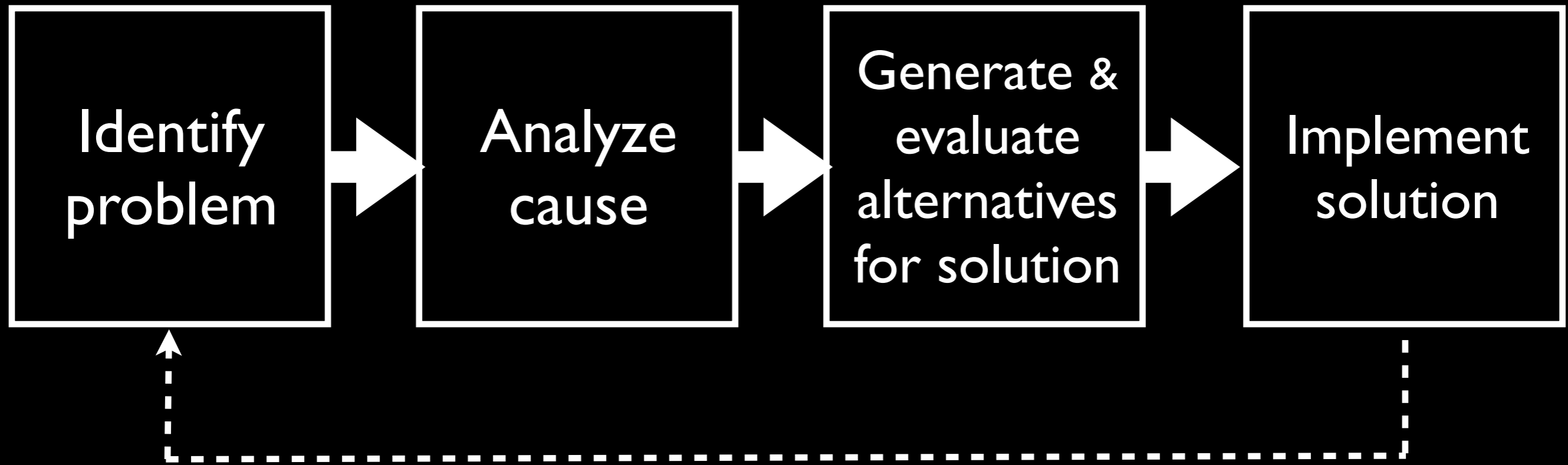


For an example of bridging from housing development
with people with disabilities

<http://techp.syr.edu/GdeHome.pdf>

Our mental models of how to plan influence our behavior, many efforts unreflectively follow this pattern.

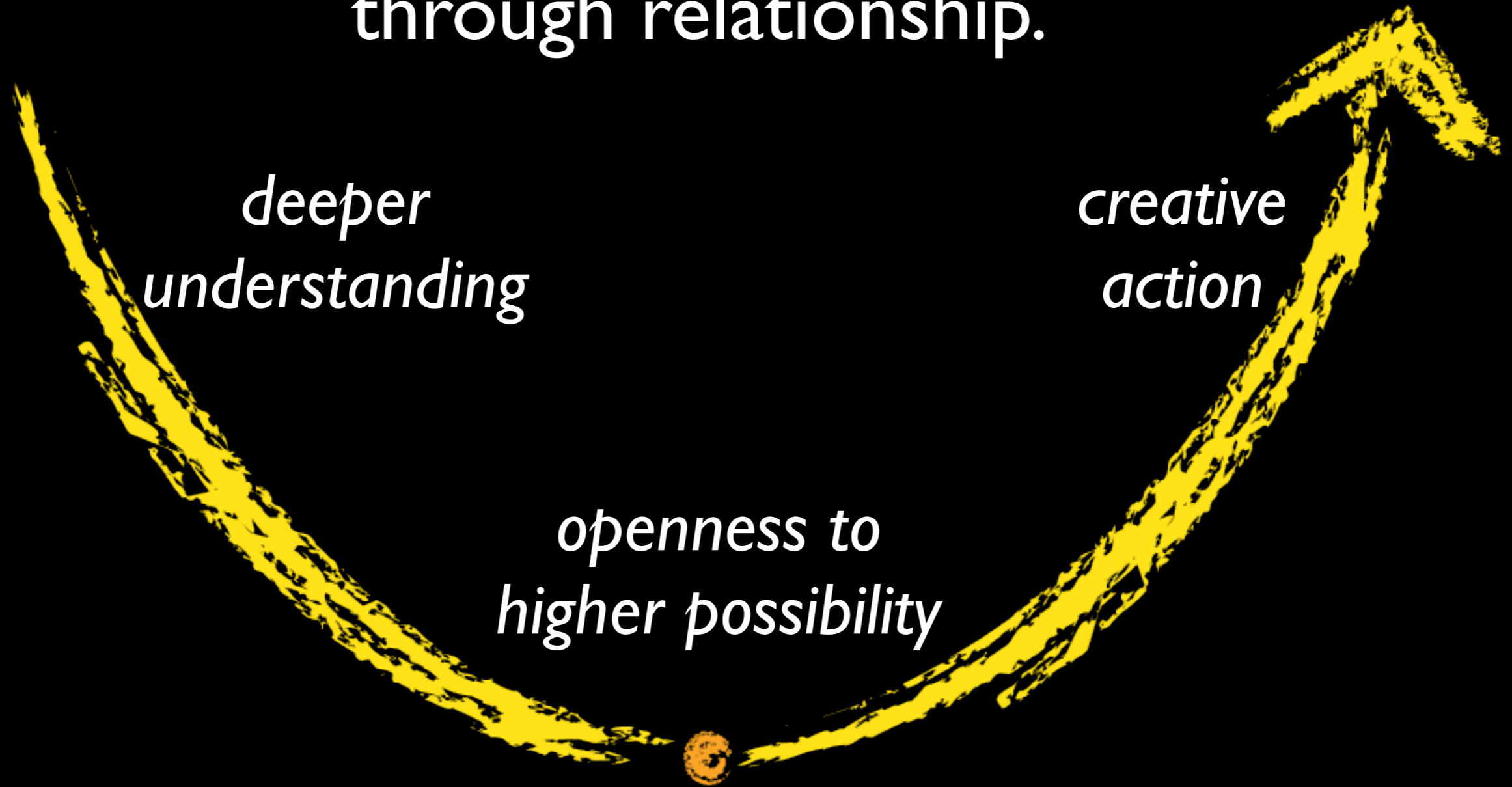
Communities & people show up as problems to be solved.



Good lives come from treating Communities & people like machines.

Our mental models of how to plan influence our behavior. This U pattern fits much of the work of inclusion better than a mechanistic approach does. www.presencing.com/

People & communities show up as a living universe of strengths revealed & released through relationship.

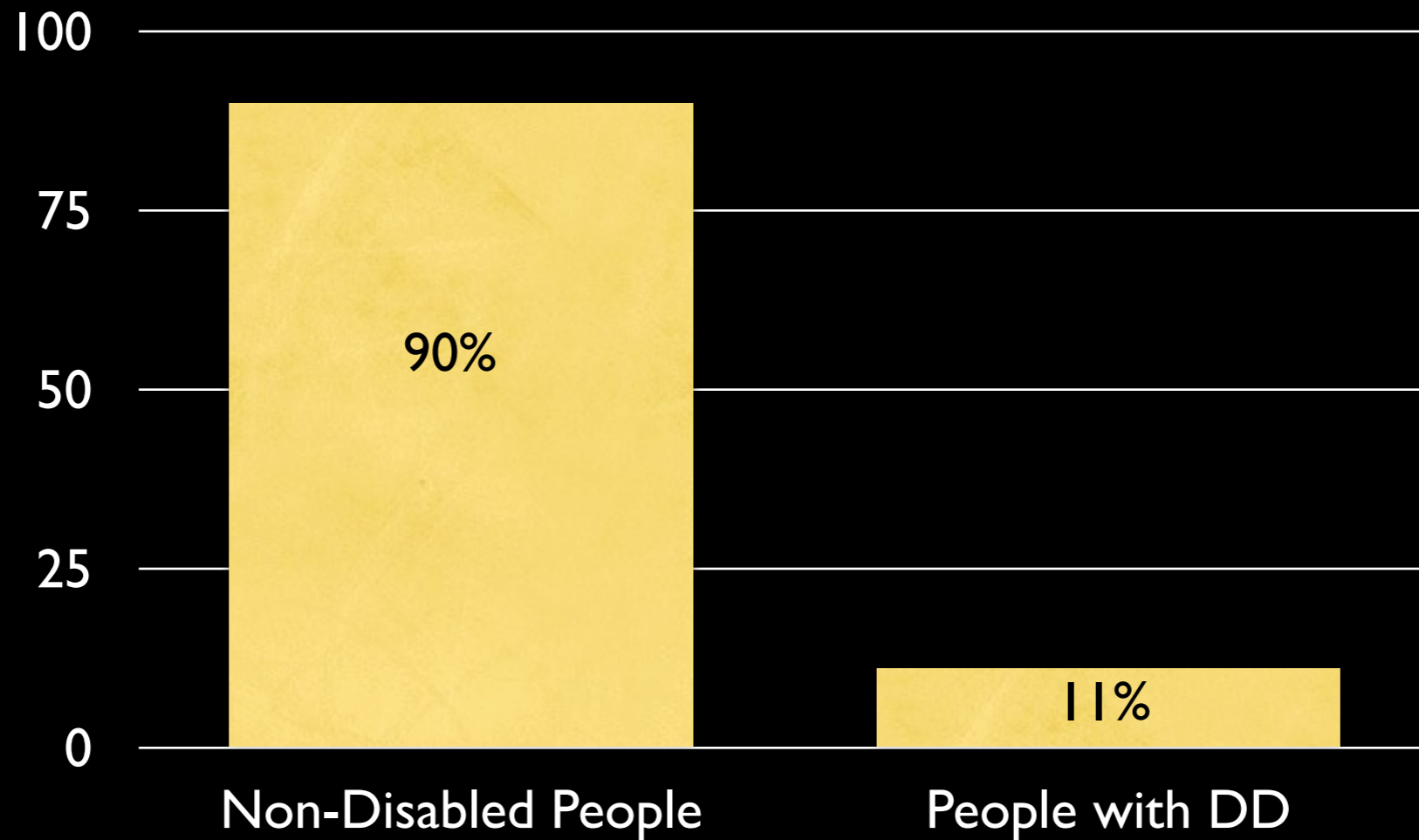


People can be purposeful & creative of better futures, organizations can support creative action.

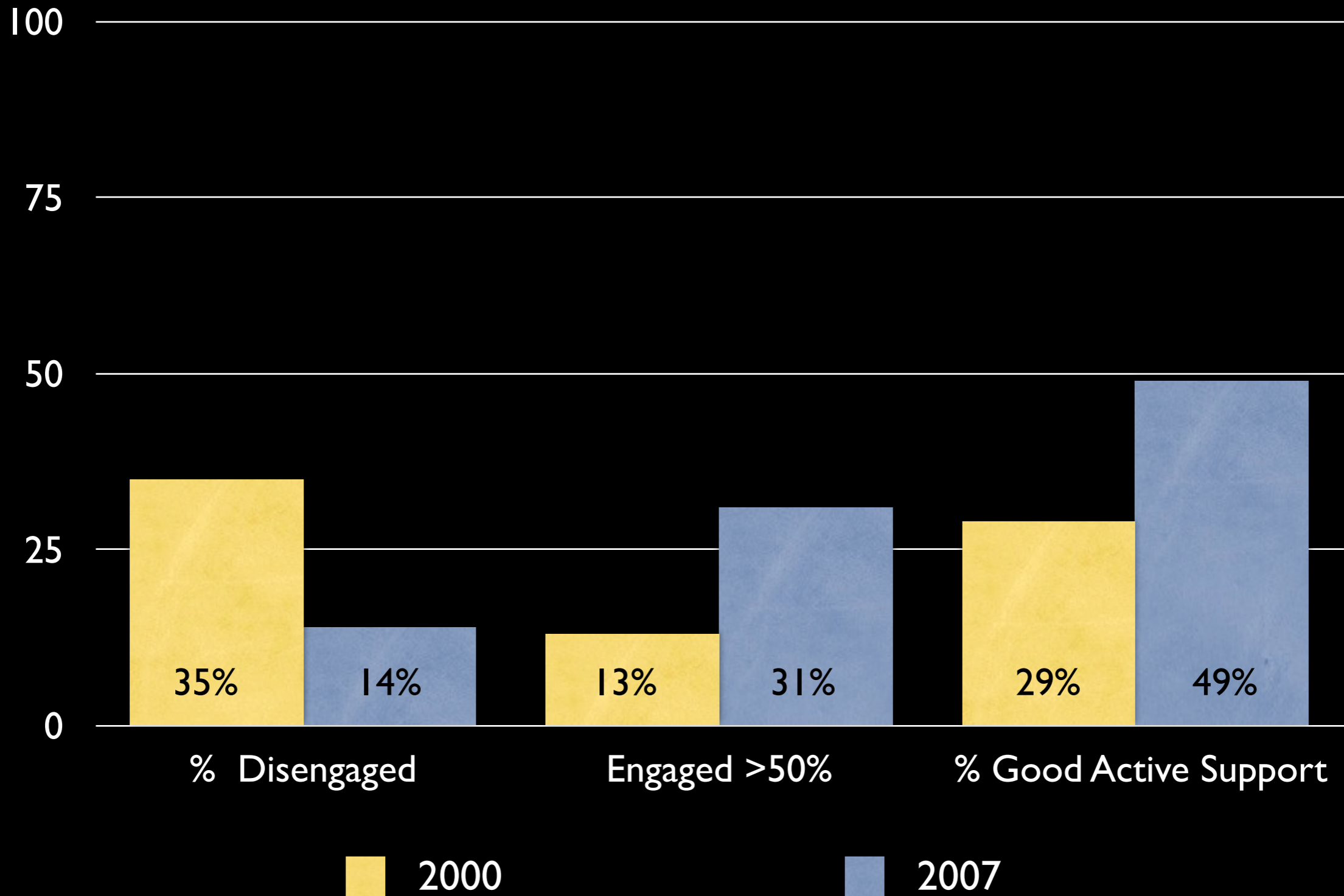
Increasing intelligence in the person's relationships with assistants.



http://www.unitedresponse.org.uk/wp-content/uploads/2010/01/A_Valued_Life_web.pdf



Engagement - When a person is actively participating in a meaningful activity or social interaction.



www.mindsatwork.com/index.php?page=about&family=books

Commitment	Do/Not Do Instead	Competing Commitments	Big Assumptions

From: Robert Kegan and Linda Laskow Lahey (2009) *Immunity to change*. Boston: Harvard Business Press.



Technical
problem solving
[Authority]

problem well defined
answer known
implementation clear
solution can be imposed by
single organization



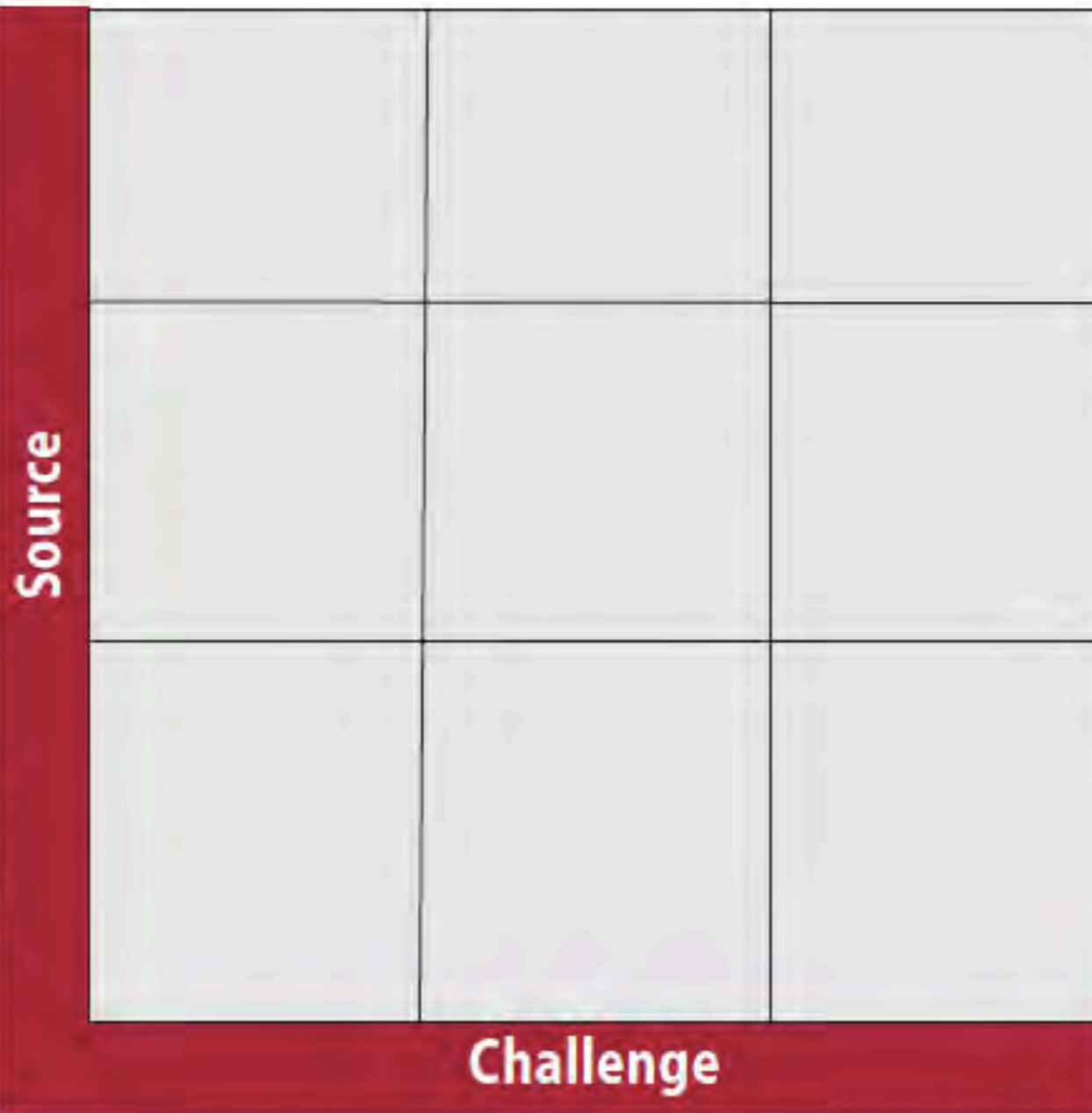
Adaptive learning
[Leadership]

definition must be agreed
answer must be discovered
implementation requires learning
& loss
no single authority to impose
solution

Change emerges from action that builds on the capacities revealed from deeply listening to individuals, linking with community opportunities, & then shaping assistance. Efforts are informed by what others have shown to work, but adapted to each person.

Change originates with an idea for organizational innovation (e.g. a community connecting project). Planning with people is framed by their willingness to receive the new form of assistance.

Change originates from the organization's desire to solve an organizational problem. Planning with people is likely to be focused on discovering more individualized ways to meet needs defined by the organization.



Change focused on improving a process or adding a known service to those the agency provides. It requires new resources (usually money, sometimes training or technical assistance) but demands little change from the system

Change requires substantial learning by the organization & its people. It may require new resources. It adds capacity for individualization to the organization but does not demand much change from the system.

Requires deep change in order to develop levels of individualization that could raise expectations throughout the system. This change will demand that the system experiment with new administrative capacities

We create value by supplying & supporting
a continuum of **placements**
providing clients active treatment
to achieve goals specified
by teams of professional experts
in conformity to system regulations



We create value by supplying & supporting

managed care:

cost-effective, evidence-based **programs**

that assure health & safety & assist people to achieve

desired outcomes within a capitated rate



We create value by supplying & supporting
an array of **programs**
that aim use system funds
to satisfy consumer's preferences
in conformity with the system's policies governing
self-determination



Good support emerges from a way of being together
in which people are open to co-sensing
purposes, possibilities, & capacities
in person-network-community
that generate & sustain
relationships, opportunities, & settings
that allow a person to show up as a valued friend &
a contributing citizen.



We create value by supplying & supporting

trustworthy

respectful

resourceful

people

who are willing

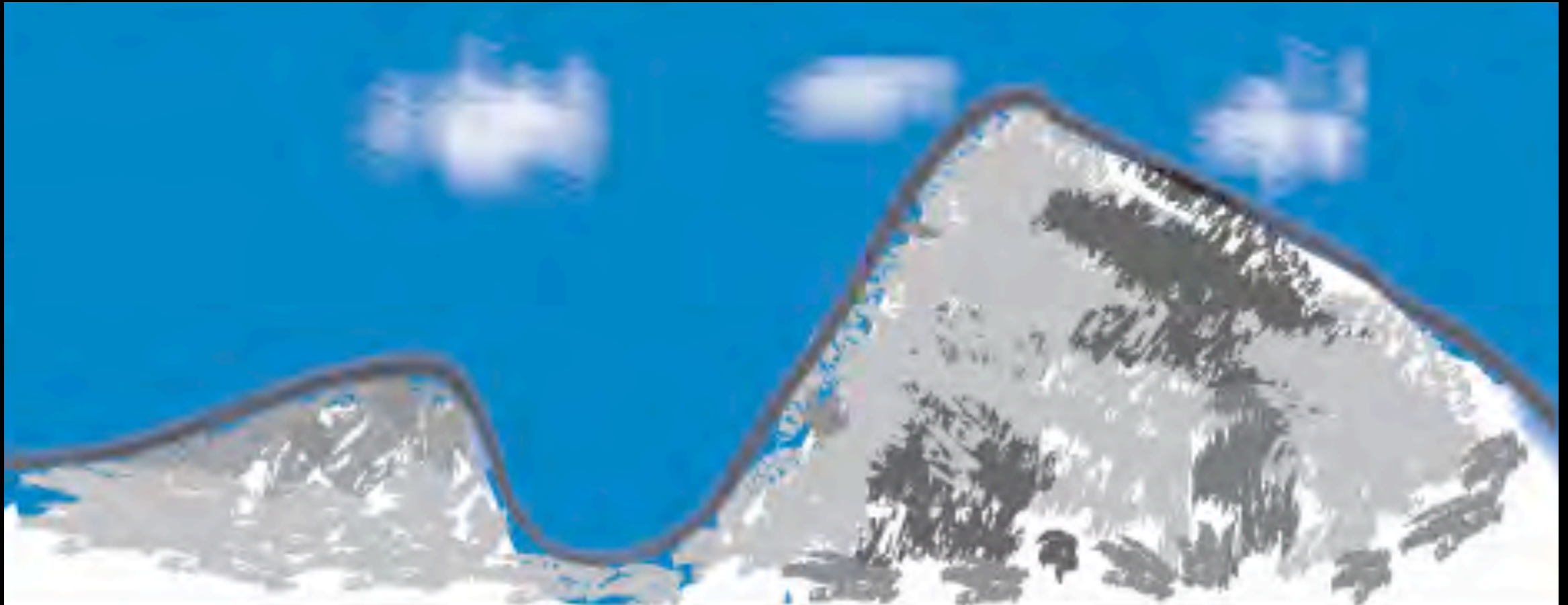
to be recruited into relationship by the person

to participate in imagining better

to act with the person & allies to support

contribution in community life

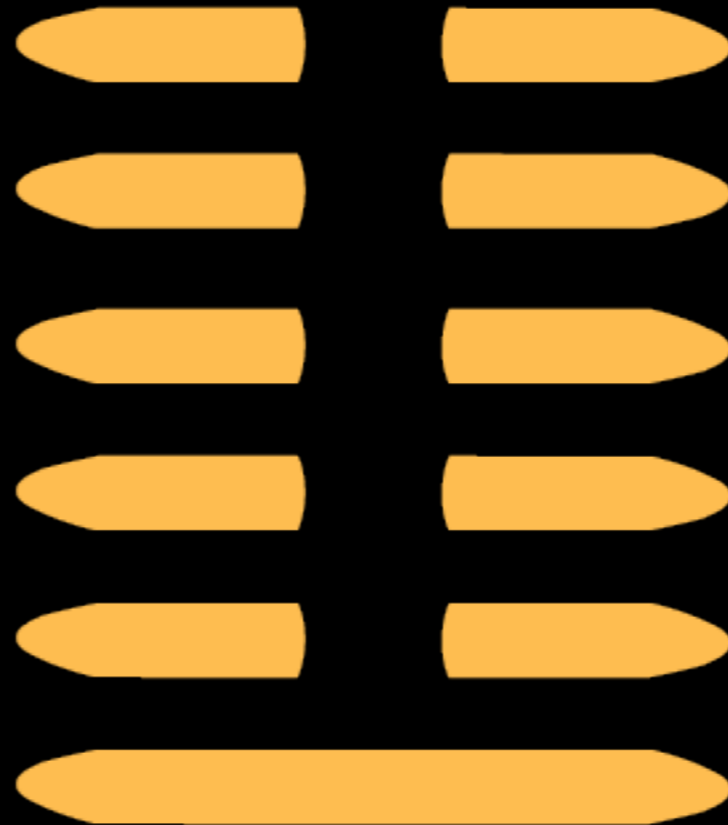




We have climbed this mountain & put in place many structures that make camping here comfortable. From here we can see another mountain, one that holds a greater variety of possibilities..

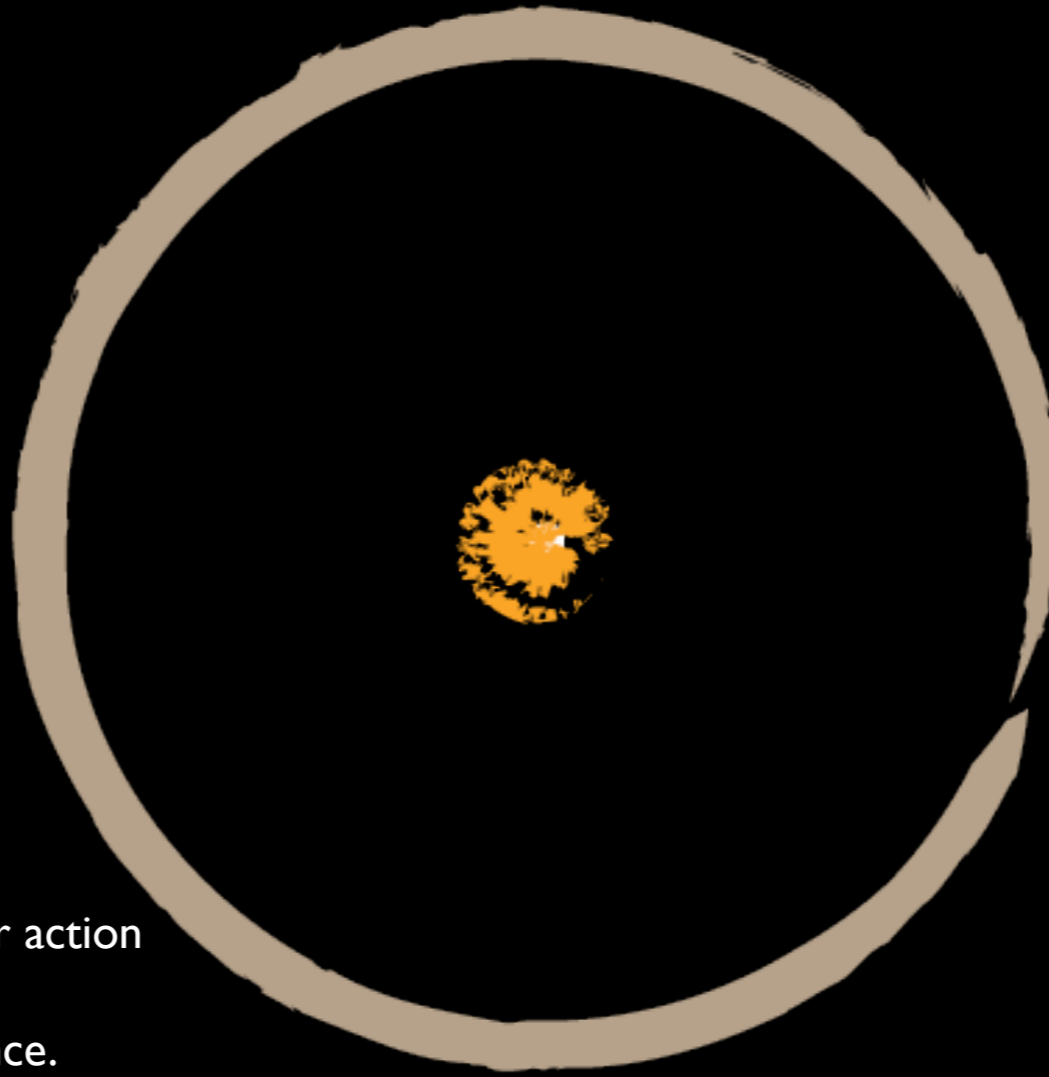
We have to find new trails & new ways to climb this mountain. We have to accept the losses of moving downhill, away from what we feel competent in doing, before we can start climbing again.

Turning Points: moments of realization
that shift the way we see things.



Listening I: I-in-me

Leadership as an intentional shift in the inner place from which we listen & respond. It begins in noticing we are in a cultural bubble & recognize the ways we protect our bubble: *We already do that. No one we serve is capable of that.*



Awareness narrowed & possibilities for action
biased toward more of the same by...

...a climate of fear & defensive avoidance.

...unconscious desire for consistency

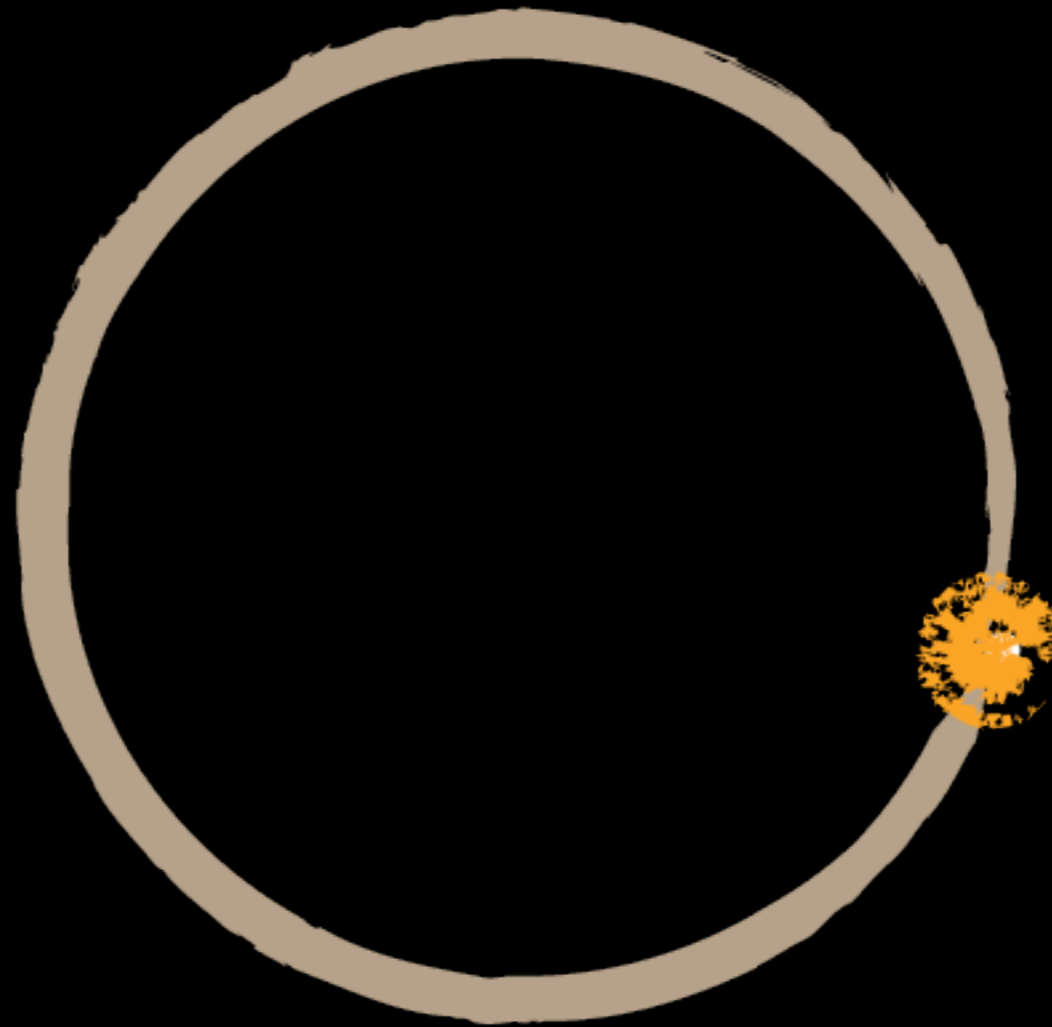
...emotional memories

...restrictive ways of framing situations

Listening II: I-in-it

Noticing & learning from differences. Challenging our assumptions by recognizing disconfirming evidence.

It sounds weird, but there was a moment in the visit when I could see myself dismissing what was right in front of me. I saw myself reinforcing my own doubt that people could live this way. I decided I want to break out of this because I don't want to put my limits on the people that we serve.



Listening III: I-in-you

Empathic listening. Widening our attention to seek a deeper understanding of how others experience their worlds.

The person has been on my caseload for three years. I thought I knew all I needed to know about her. In just a little while, I learned so much I didn't know about her.



Awareness expands as we recognize that we only see part of what we want to change & correct our limits by reaching out to engage & listen deeply with others who have different gifts & points of view

- How was our organization thinking when we didn't do what they did when they did?
- What kind of blinders did I have on then that let me miss even thinking about this possibility before now?
- What kind of blinders do I have on now?

Listening IV: I-in-now

