2020 Virtual Family Services Manager Institute—Changing Mental Models, Changing Systems for Community-Wide Family Engagement

August 26, 2020

NATIONAL CENTER ON
Parent, Family and Community Engagement

Changing Mental Models, Changing Systems for Community-Wide Family Engagement

Family Services Manager Institute

Learning Objectives

- Explore ways to change mental models, both yours and your colleagues
- Consider ways to implement family engagement practices in a systemic, integrated, and comprehensive way

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Welcome and Introductions

Shela Jooma, Resource Development Specialist

National Center on Parent, Family, and Community Engagement

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Featured Presenter

Joshua D. Sparrow, MD
Co-Principal Investigator
National Center on Parent, Family, and Community Engagement

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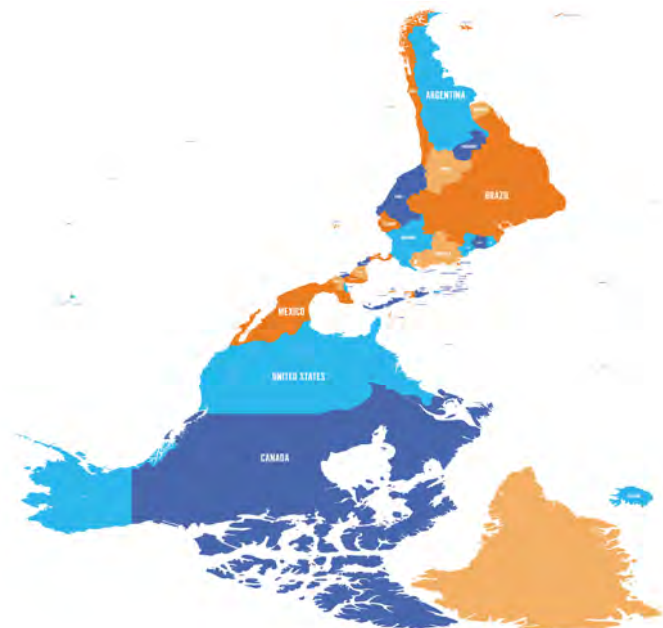
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Overview

- Mental models keep systems stuck

- Most thinking is automatic not deliberative, and is the neurocognitive basis of implicit bias

- Systems level trauma –trauma everywhere - keeps systems stuck

- Reflective practice uncovers mental models

- Love accesses deliberative thinking, changes mental models, heals

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What is a Mental Model?

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Mental Models

- Help people make sense of the world — to interpret their environment and understand themselves.

- Include categories, concepts, identities, prototypes, stereotypes, causal narratives, and worldviews.

- Emerge in a society through shared experiences, can be passed down across generations, and can persist even if dysfunctional.

- May misidentify the causes of behavior and overlook potential solutions.

World Bank (2014). World Development Report 2015: Mind, Society and Behavior. World Bank Publications

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World Bank (2014). World Development Report 2015: Mind, Society and Behavior. World Bank Publications

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World Bank (2014). World Development Report 2015: Mind, Society and Behavior. World Bank Publications

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Most Thinking Is Automatic, Not Deliberative

Automatic thinking is based on

- what effortlessly comes to mind

- simple solutions and mental shortcuts

We evaluate situations based on associations that automatically come to mind and belief systems that we take for granted.

Automatic thinking causes us to

- simplify problems and

- see them through narrow frames.

- We fill in missing information based on our assumptions about the world.

World Bank (2014). World Development Report 2015: Mind, Society and Behavior. World Bank Publications

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Automatic Thinking
Thinking Socially

- Most people care about what those around them are doing and how they fit into their groups. They imitate the behavior of others almost automatically.

- Humans are not autonomous thinkers or decision makers but are strongly affected by the social norms and networks in communities.

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Mental Models

- The Invisible Force that Keeps Systems Stuck
- "Every System is Perfectly Designed to Get the Results it Gets."

W. Edward Demings, Paul Batalden, Don Berwick, Arthur Jones
(attribution disputed)
Donella Meadows Project: Academy for Systems Change.
http://donellameadows.org/systems-thinking-resources/

THE ICEBERG MODEL

Use this tool to help you think more systemically!

EVENTS
What is happening?

PATTERNS OF BEHAVIOR
What trends are there over time?

SYSTEMS STRUCTURE
How are the parts related?
What influences the patterns?

MENTAL MODELS
What values, assumptions, + beliefs shape the system?

Increasing Leverage

Academy for Systems Change

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How Mental Models Keep Systems Stuck

- Mental models, social beliefs, and practices become deeply rooted in individuals.

- We take for granted certain aspects of society as inevitable "social facts."

- Mental models shape individual understanding of what is right, natural, and possible in life.

When group behaviors influence individual preferences that combine into group behaviors, societies can end up coordinating activity around a common focal point that is ill-advised or destructive for the community.

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Implicit Bias, Racism, and Otherization

Automatic Thinking	Mental Models
• Neurocognitive basis for implicit bias	• Racism is structural and systemic, historic and current, but also is a mental model, reinforced by social networks

World Bank (2014). World Development Report 2015: Mind, Society and Behavior. World Bank Publications

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Changing Mental Models: Destigmatizing Opioid Use Disorder

• Punitive

• Moral failing

• Systematic child removal

• Treating adult alone

• Short term fixes

• Silver bullet

• Provider-driven

• Therapeutic /facilitative

• Relapsing brain disease

• Family strengthening

• Treating relationships

• Lifespan, intergenerational

• Systemic

• Community-driven

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Reflective Practice to Shift Mental Models: Deliberative Thinking, Surfacing Conflicts, Healing Systems, and Communities

Reflective practice can be used system-wide to:

• Identify automatic thinking,

• Build capacity for deliberative thinking,

• Uncover unproductive mental models, and

• Strengthen social ties through which productive mental models can be transmitted and sustained over time.

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Changing Mental Models to Change Practice and Systems

Reflective Practice in:
• Professional development,
• Organizational processes, procedures, protocols

Align parallel processes across all levels in and among agencies and systems

Parent, Family and Community Engagement Framework for Early Childhood Systems

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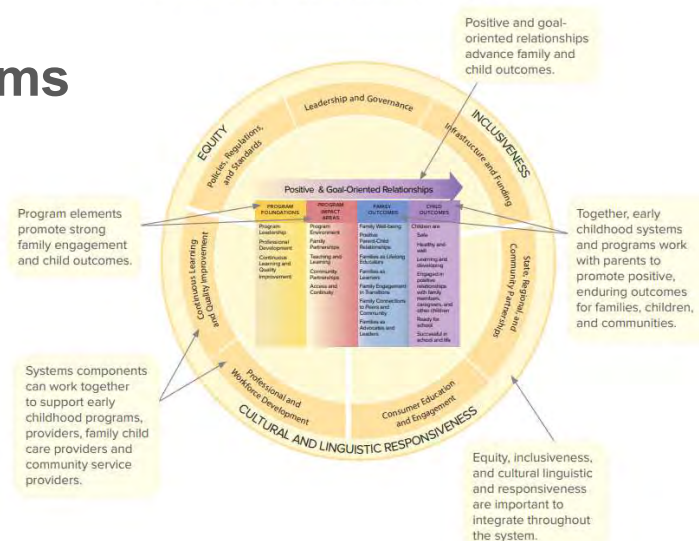
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Trauma Informed, Healing-Focused Systems

LIKE PEOPLE, ORGANIZATIONS ARE SUSCEPTIBLE TO TRAUMA IN WAYS THAT CONTRIBUTE TO FRAGMENTATION, NUMBING, REACTIVITY AND DEPERSONALIZATION.

Trauma Transformed/SFDPH, Trauma-Informed Systems (TIS): Program Overview, 2017 Santa Clara County Cross Agency Service Team (CAST) Page 9

A SYSTEM CANNOT BE TRULY TRAUMA INFORMED UNLESS THE SYSTEM CAN CREATE AND SUSTAIN A PROCESS OF UNDERSTANDING ITSELF.

Dr. Sandra L. Bloom, Restoring Sanctuary: A New Operating System for Trauma-Informed Systems of Care, Oxford University Press, 2013 Santa Clara County Cross Agency Service Team (CAST) Page 3

TIS [TRAUMA-INFORMED SYSTEMS] PRINCIPLES AND PRACTICES SUPPORT REFLECTION IN PLACE OF REACTION, CURIOSITY IN LIEU OF NUMBING, SELF-CARE INSTEAD OF SELF SACRIFICE AND COLLECTIVE IMPACT RATHER THAN SILOED STRUCTURES.

Ken Epstein, Speziale, K. Gerber, E & Loomis, B (2014). SF DPH Trauma-Informed Systems Initiative Santa Clara County Cross Agency Service Team (CAST) Page 1 System-wide Framework for Trauma Informed, Healing-Focused Care

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Reflective Practice to Uncover and Shift Our Own Mental Models: Humility

• Assume our own ignorance

• Expect to be wrong

• Expect to make mistakes

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Deliberative Thinking Engages a Broader Range of

Deliberative Thinking engages a broader range of:

- Neural networks

- Associations

- Remembered experiences, contexts, people, thoughts, feelings

- Perspectives

And so, too, does love

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Love – and Letting Love In

SELF CARE TOGETHER
LOVE REGENERATES LOVE
LOVE SPREADS LOVE

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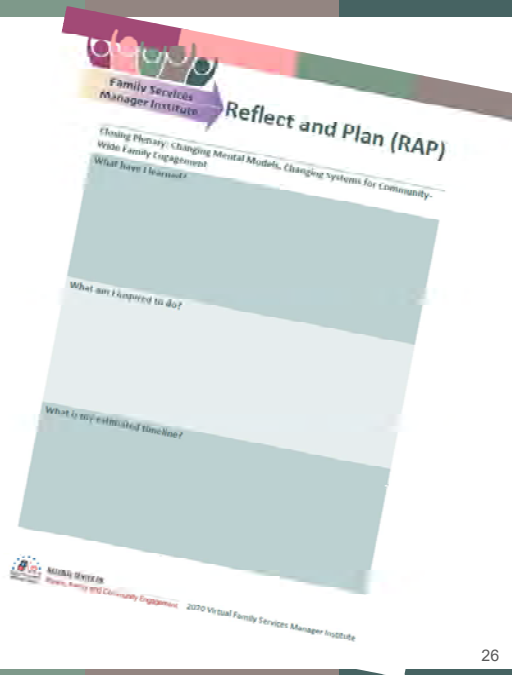## Family Engagement Requires a Change in Mental Models, but It Also Changes Mental Models

Be ready not just to learn from or change people we may perceive as different,

but to be changed,

ourselves,

by others.
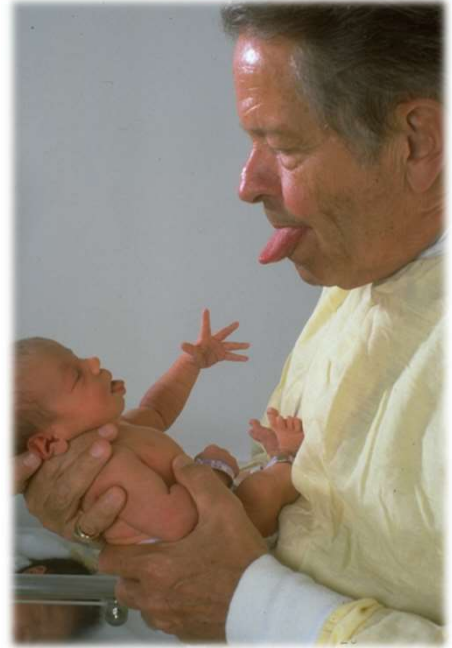
Resources
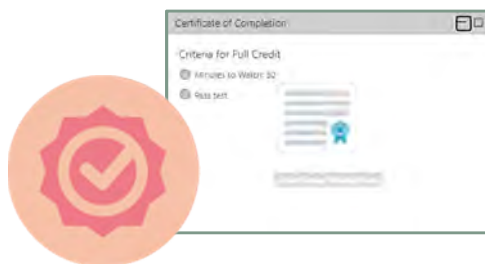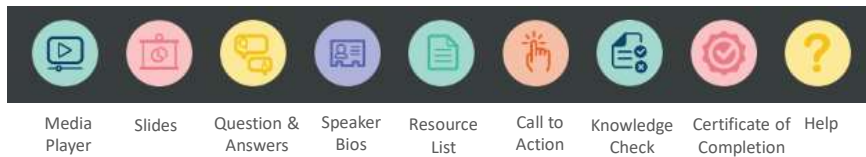
Please complete your

· Reflect and Plan Handout

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Certificate of Completion

| Media Player | Slides | Question & Answers | Speaker Bios | Resource List | Call to Action | Knowledge Check | Certificate of Completion | Help |

Final Evaluation Survey

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