# Creating a Community of Truth:

Integrating our Collective Ways of Seeing Through Systems Thinking Approaches

---

Looking through different lenses to define our opportunities

Understanding Mental Models

Creating a community of truth

The nature of our work together

Whatever we measure becomes important

Systems thinking tools and approaches

# The Twelve Lenses of Uncharted Territories

The Lens of Power

The Lens of Fear

The Lens of Authenticity

The Lens of Heart

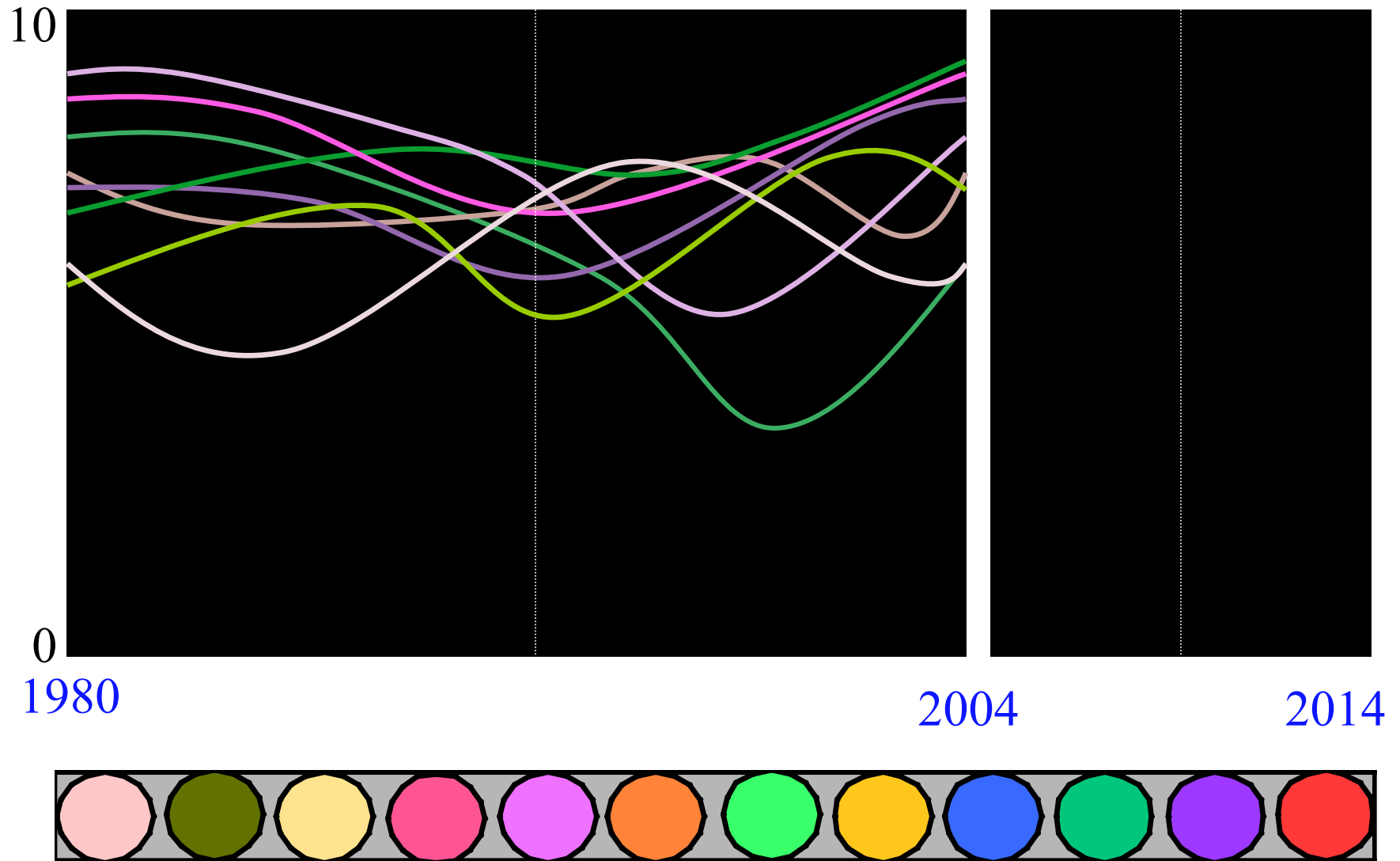The Lens of Joy

The Lens of Talent

The Lens of Love

The Lens of Belonging
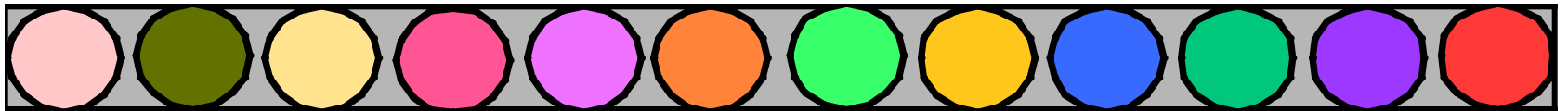
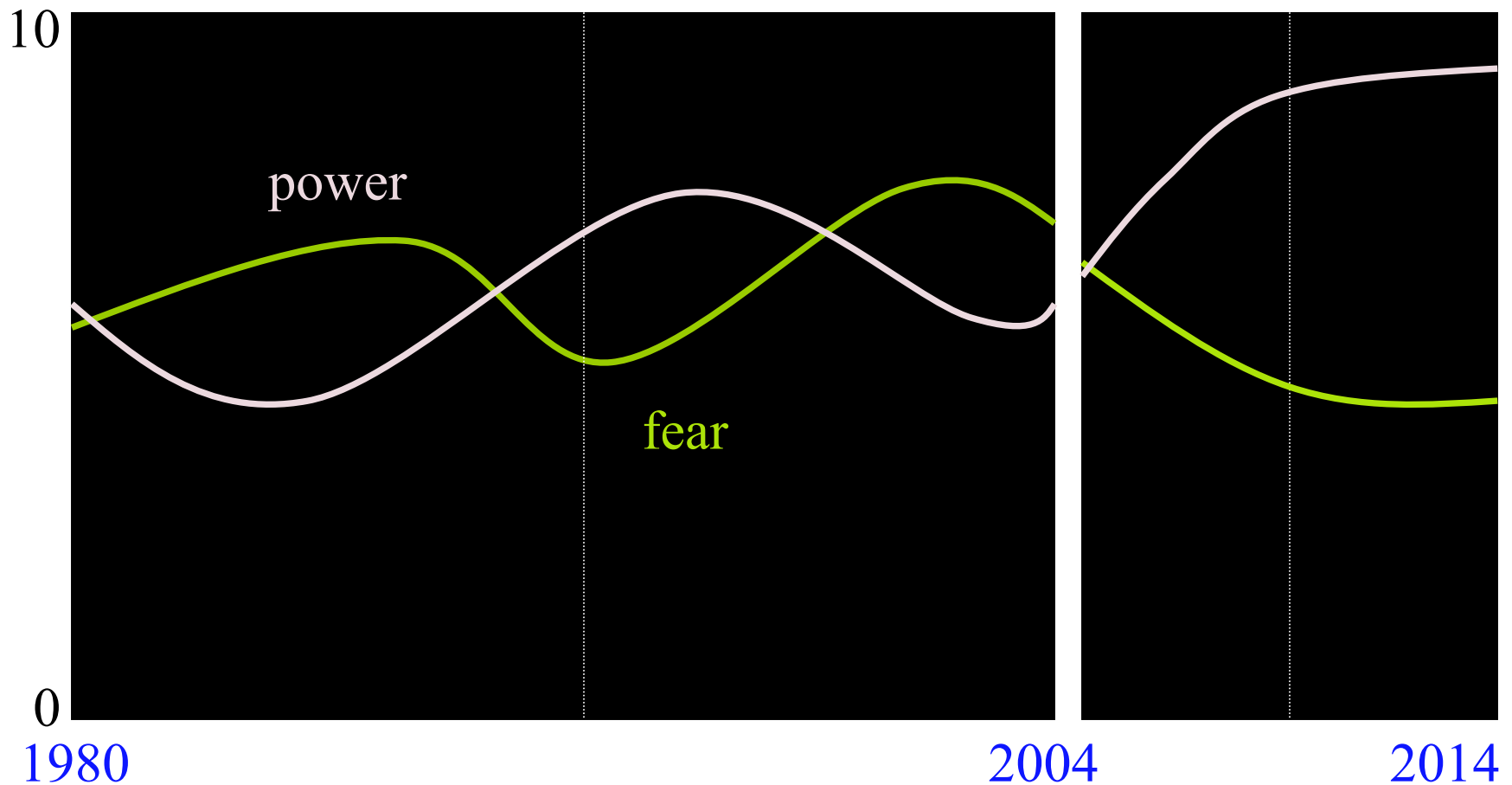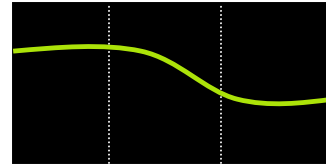The Lens of Language

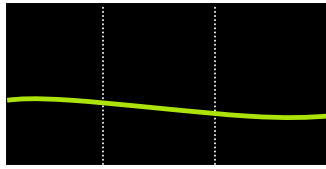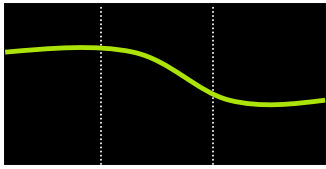The Lens of Hope

The Lens of Health

The Lens of Interconnectedness

# Graphing the 12 Lenses Over Time

# What do I want my relationship to fear and power to look like?

FEAR

+        +

REINFORCING
FEEDBACK LOOP

POWER

+
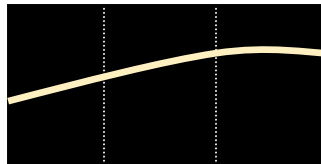
# Insanities Smile

I seek little edges for my feet
That remind me of dimes pasted onto glass
I long for small flakes that crimped just right,
Move me slightly higher
I search out the places that scare me
As if to remind me, I am not solely my thoughts
But a human being who physically, mentally and spiritually
Aspires to smile when fear overwhelms me

Insanities smile
Is not the false smile we give to ourselves
In order to pretend we are having fun
But a deep breath that calms our soul
And reminds us we are alive now
In two seconds, this may not be so
But in this moment
I seek joy, manifested in a smile
On an edge, no bigger than a dime
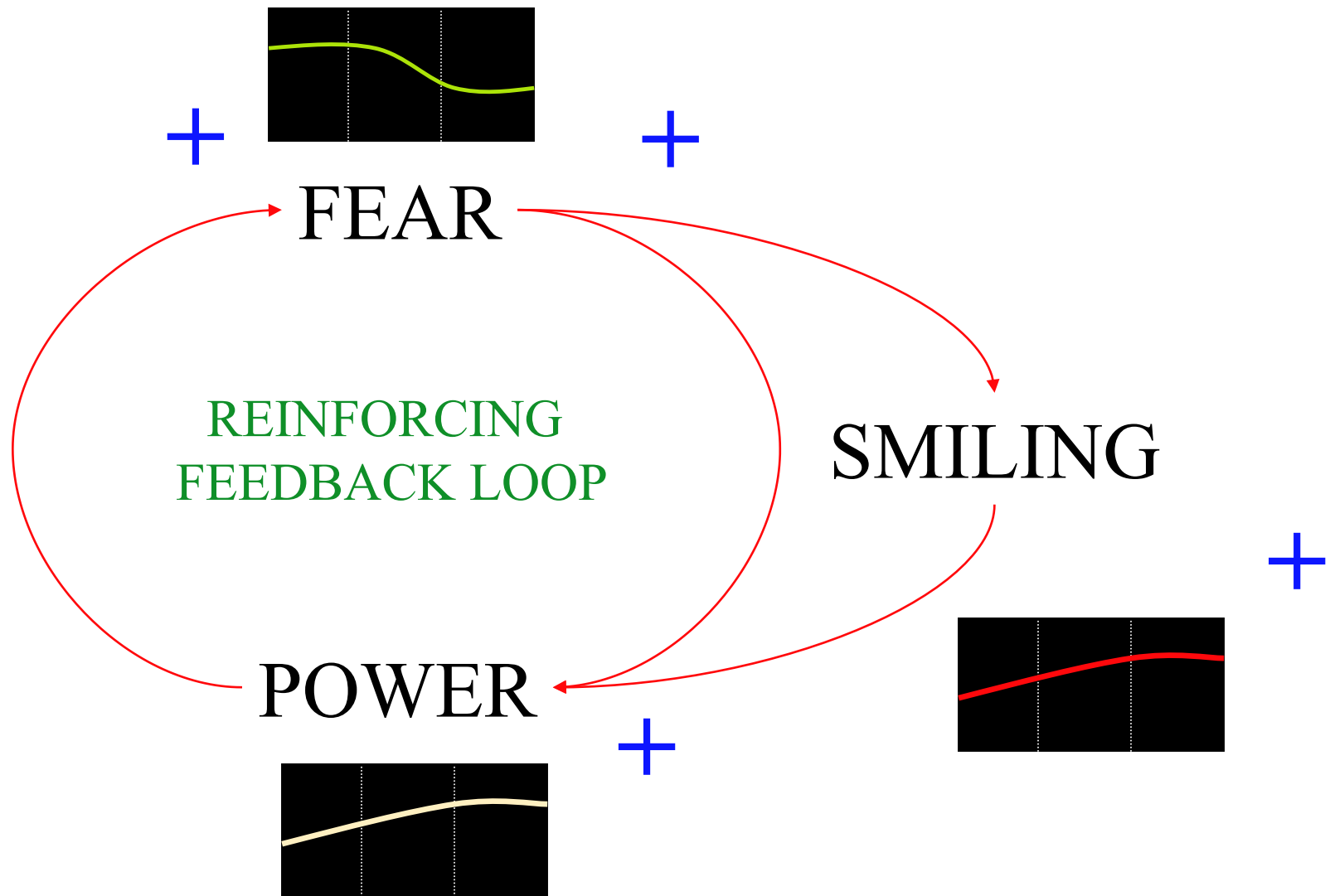
Predisposed ways of seeing-we look through the viewfinder to see our subjects and define the problems we wish to examine. The lenses we choose to view our problems through, dramatically impact how we design our organizations.

## Why use the metaphor of the lens?

**Subjects**
Chronic Disease
Health Disparity
Empowerment

**Lens and Elements**
Each Lens is a broad focus area
Each Element focuses on a specific component of each lens
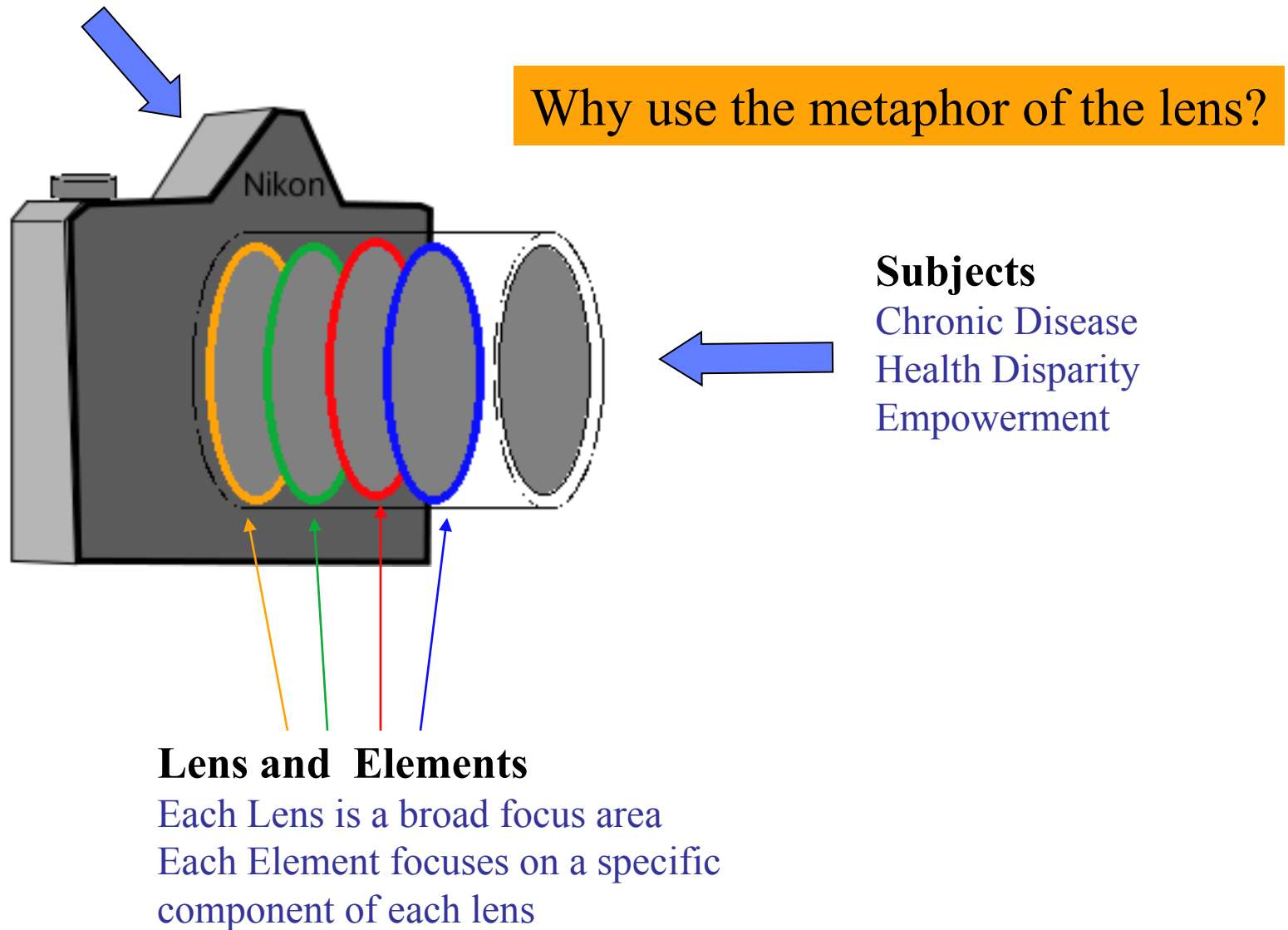
**Statement:** Whatever we measure becomes important

**Question:** How do we measure what is really important to us when most of what is important is hard to measure?
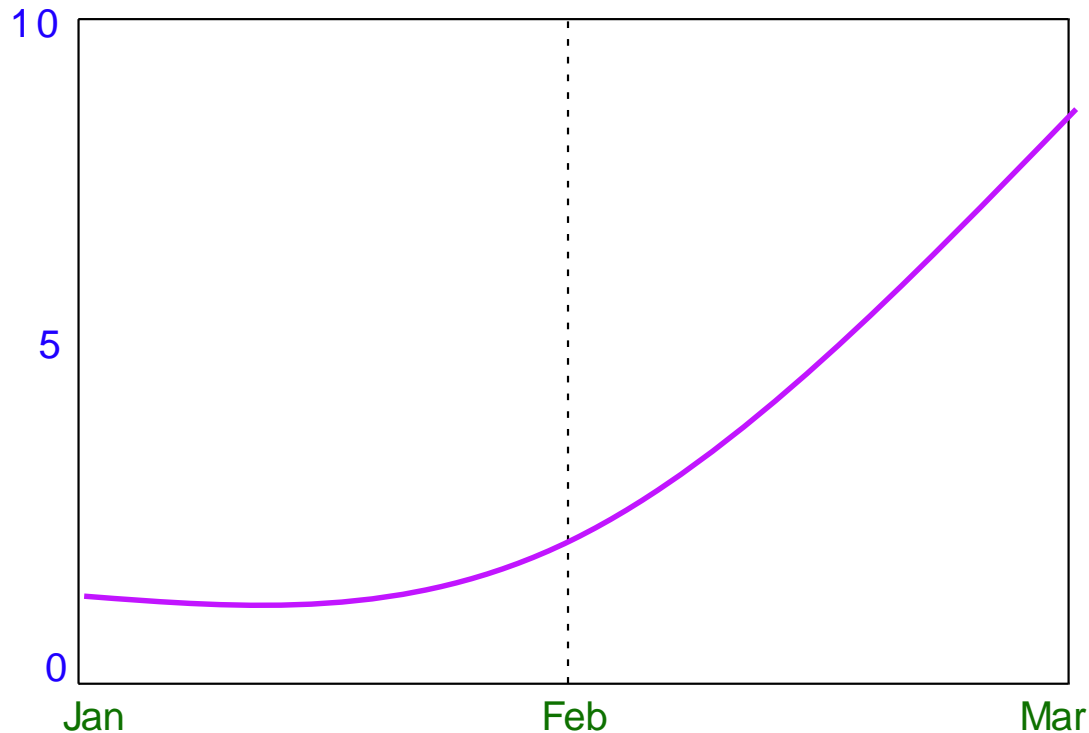


Ability to measure the things that are important but hard to measure

# Three important lenses for defining success in our dialogue within our communities
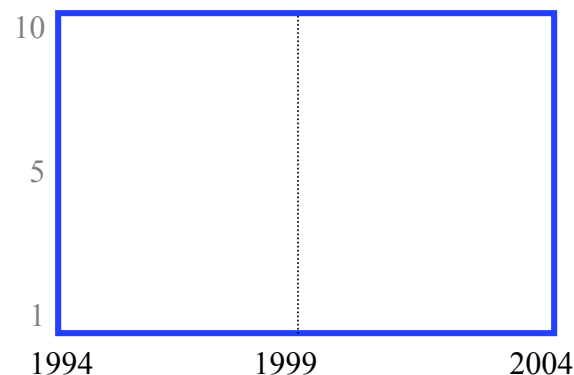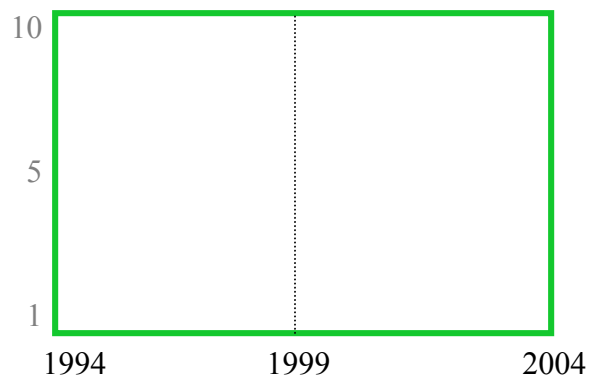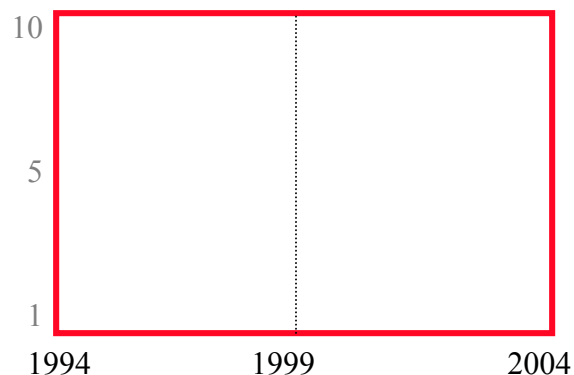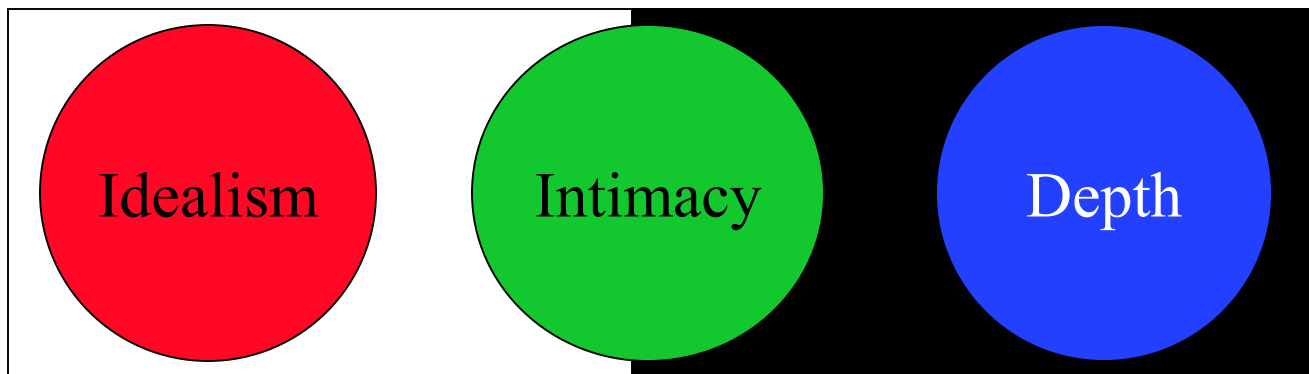


On a scale of 1-10 (ten being the highest) graph the level of Idealism, Intimacy and Depth in your current lifework.

**The Essential Public Health Services** is a set of lenses that collectively focus our efforts in the entire health system. Given the fact that our current health system capacity is underutilized, our real leverage for change focuses on ways to expand our capacity in order to improve performance in our system.

Inform Educate Empower

Monitor Health

Link to/ Provision of Care

Assurance of Competent Workforce

Diagnose & Investigate

Enforcement of Laws

Evaluation

Development of Policies

Research

Mobilization of Community Partnerships

Current Efforts

System Capacity

Performance Improvement
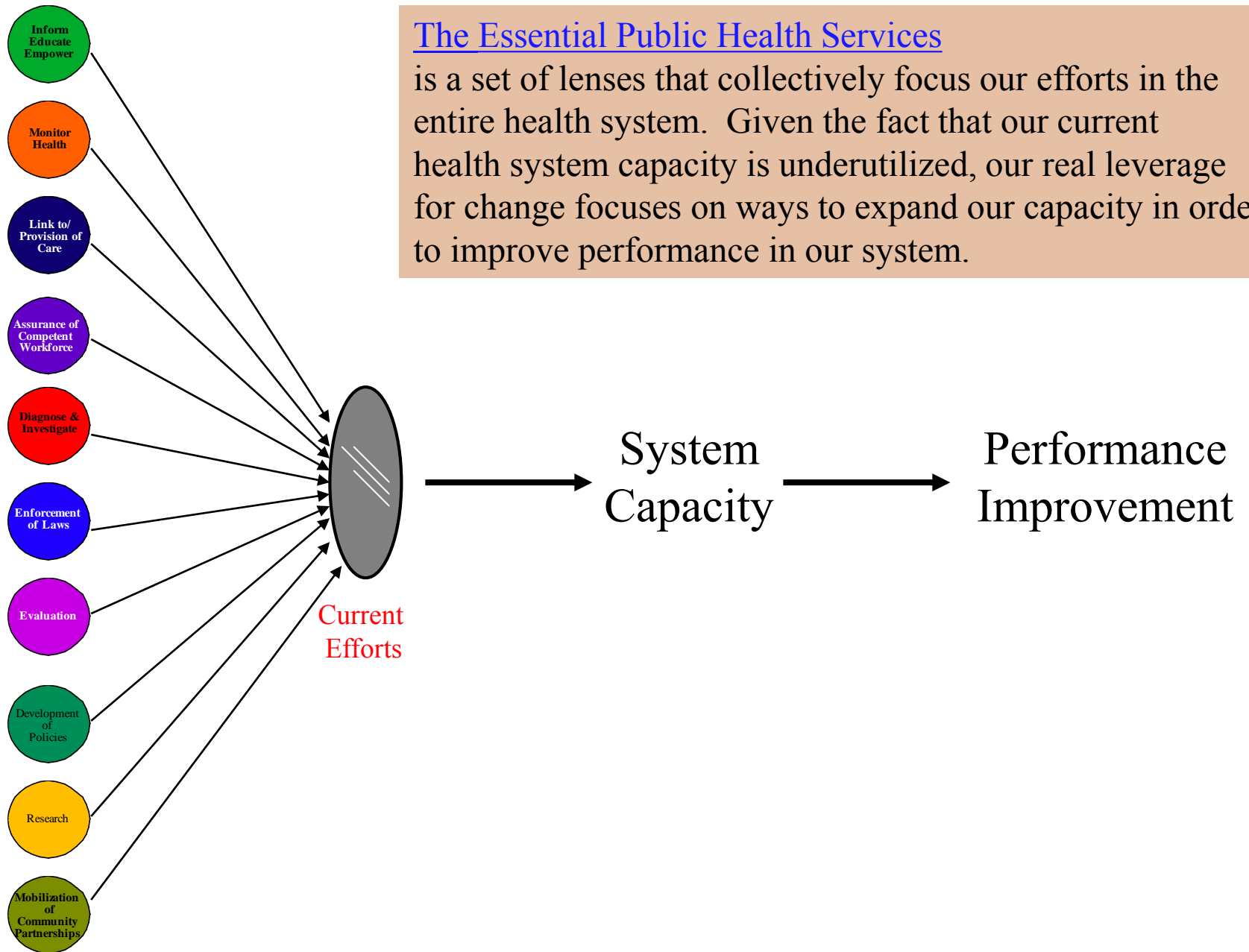
The Faith Community might choose a different set of lenses to collectively focus our efforts in the health system.

Inform Educate Empower

Faith

Service

Equity

Basic Human Needs

Dignity

Assessment Evaluation

Ethical Principles

Research /Studies

Community Development

Current Efforts

System Capacity

Performance Improvement
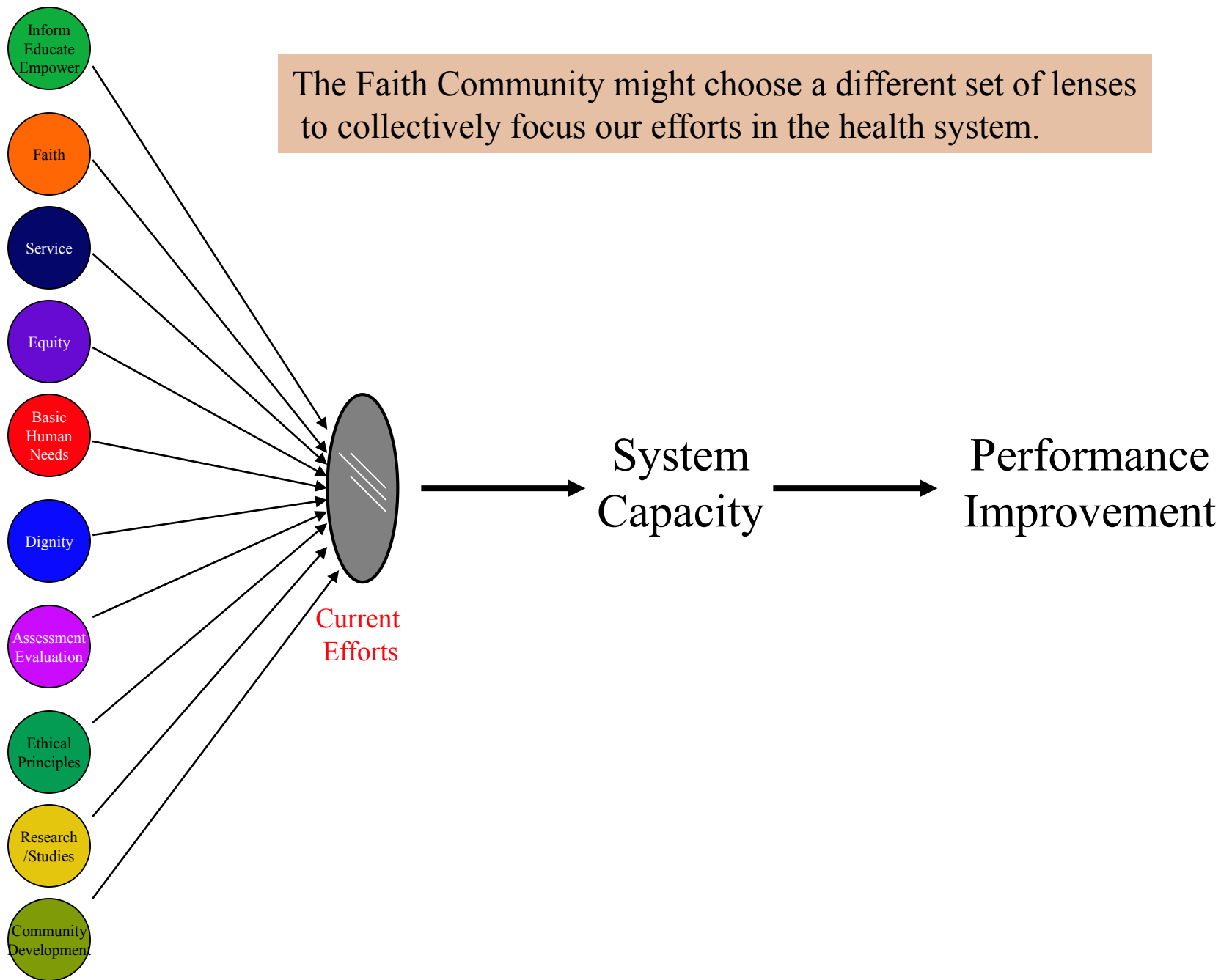
The question is of course, how can we organize to maximize our efforts to expand the health system capacity to improve performance?

Inform Educate Empower

Compassion

Service

Equity

Basic Human Needs

Dignity

Assessment Evaluation

Ethical Principles

Research /Studies

Community Development

Inform Educate Empower

Monitor Health

Link to/ Provision of Care

Assurance of Competent Workforce

Diagnose & Investigate

Enforcement of Laws

Evaluation

Development of Policies

Research

Mobilization of Community Partnerships

Current Efforts

System Capacity

Performance Improvement

Competencies

Infrastructure

Relationships

Vision Strategies

Ways to expand our health system capacity

Painting a clear picture of what the Ten Essential Public Health Services would look like in the year 2007...
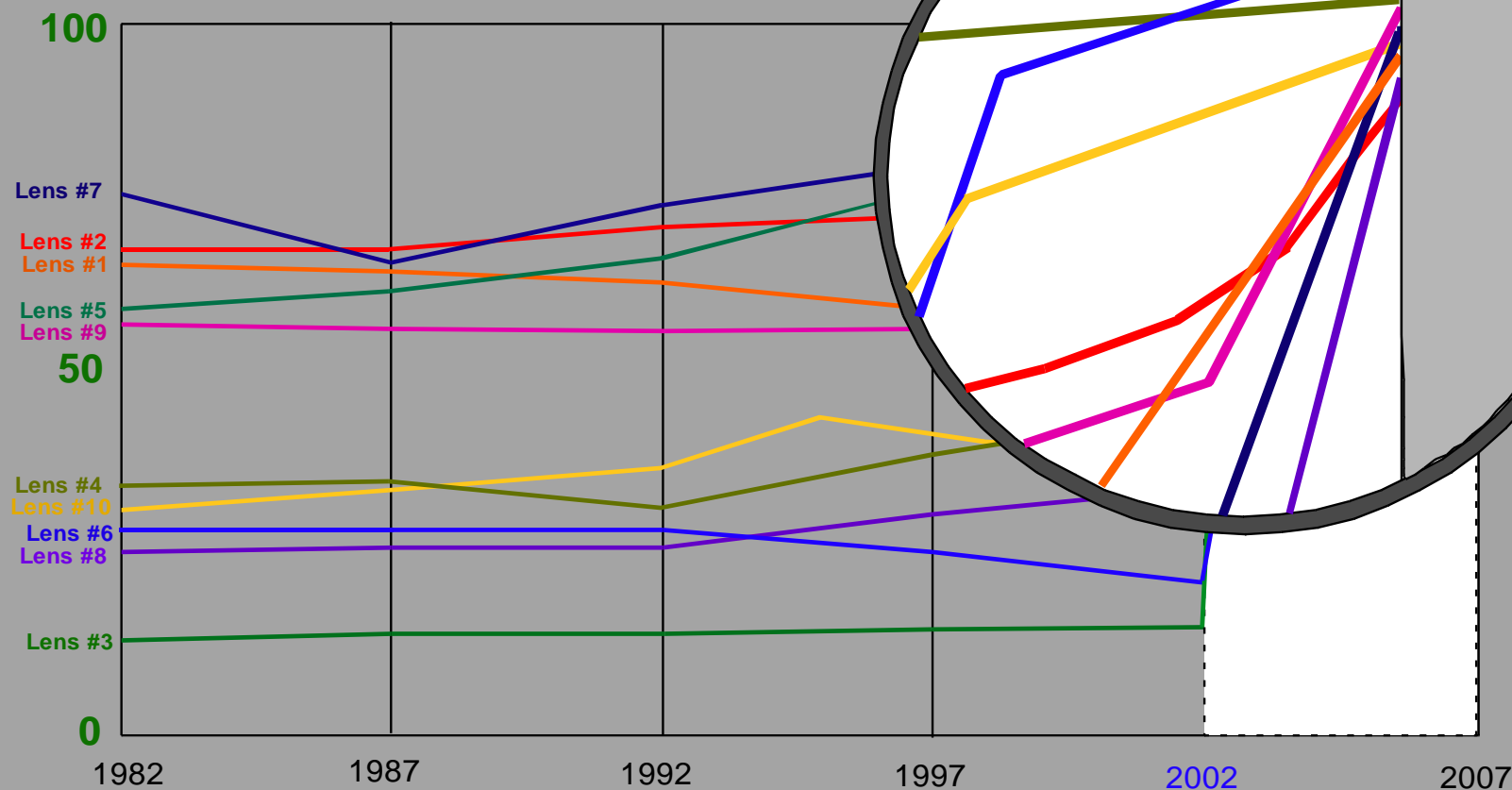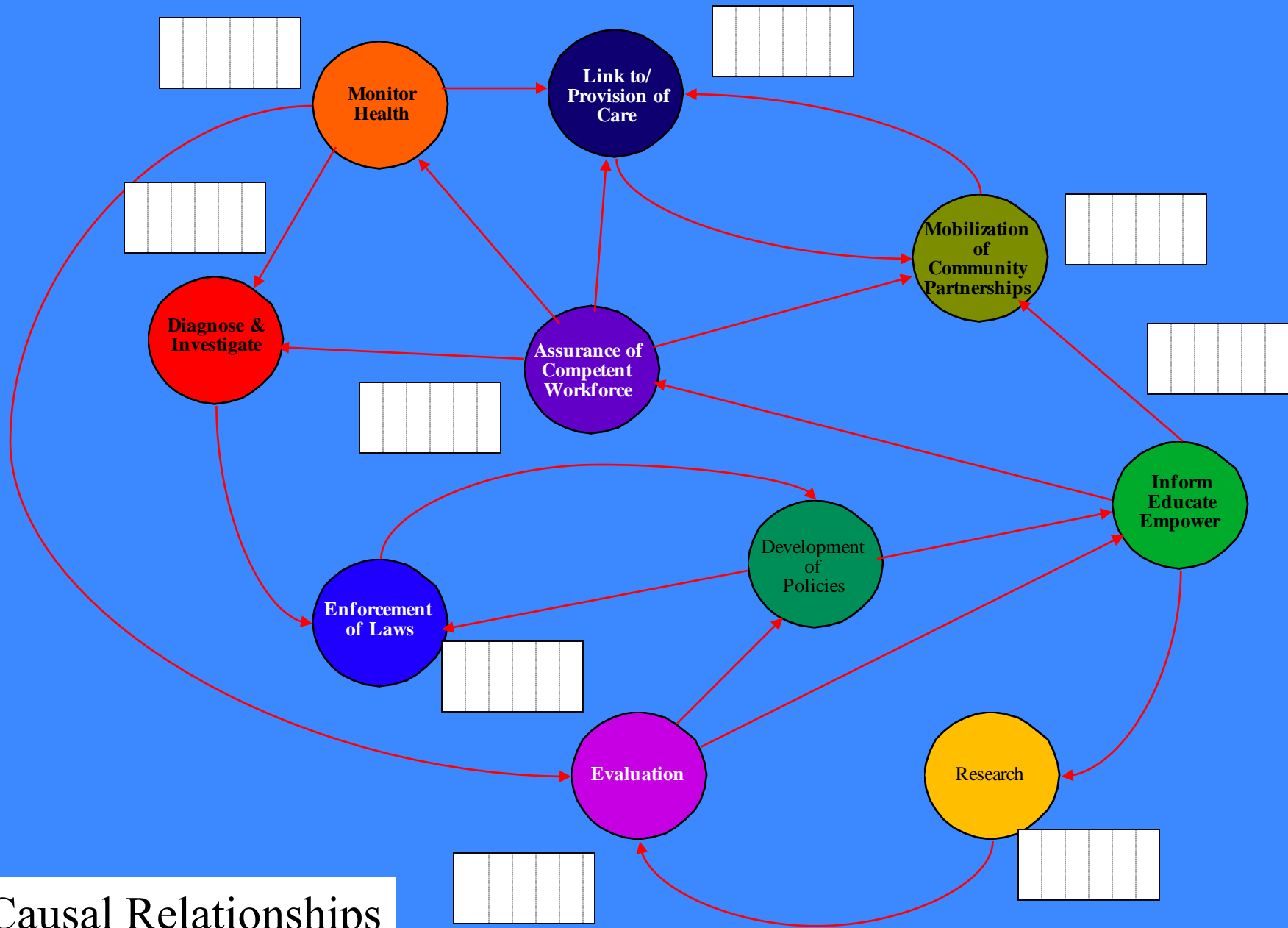
Causal Relationships Of the Ten EPHS

# Mental Model

the mental pictures of how the things really work in our minds that inform our actions and beliefs.

The world is flat, therefore it's best not to go to the edge

Disparities and inequities are mostly undiscussable

*It is through ones experiences that we begin to shape our mental models of how the world works*



# Going down the ladder
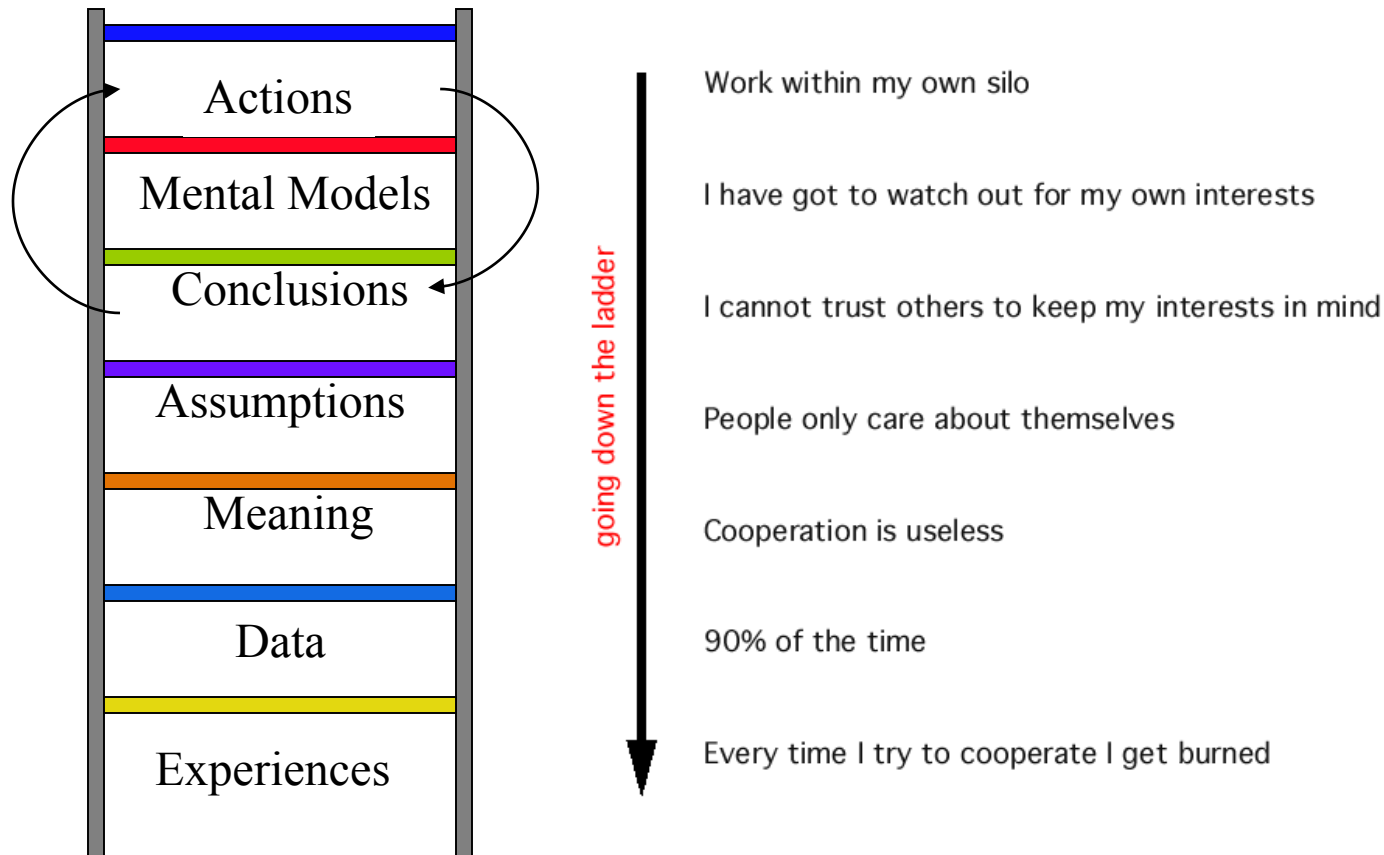
Ladder rungs (top to bottom):
- Actions
- Mental Models
- Conclusions
- Assumptions
- Meaning
- Data
- Experiences

going down the ladder →

- Work within my own silo
- I have got to watch out for my own interests
- I cannot trust others to keep my interests in mind
- People only care about themselves
- Cooperation is useless
- 90% of the time
- Every time I try to cooperate I get burned

*It is through ones experiences that we begin to shape our mental models of how the world works*

# Going up the ladder

Actions

Mental Models

Conclusions

Assumptions

Meaning

Data

Experiences

going up the ladder

I am seeking the leaders within the different silos to help move us forward

Finding out who you can trust takes some hard work and experience

I will trust those who I know to have leadership experience working in communities

Cooperation takes skilled leadership and experience

Cooperation is hard, but glimmers of hope exist

10% of the time, these three strategies worked really well

I have worked in many community settings attempting to cooperate with government officials

# Example of Mental Model in Many Communities

Theory of Belief

Be open and receptive to
our mistakes

Get feedback from each other
in respectful ways so we can
learn together

Apply that learning to improve
Performance

Monitor our performance
And continue to refine our
efforts

Theory of Belief

Avoid embarrassments and
mistakes

Pretend you are not doing this

Make the pretending
undiscussable

Make the undiscussable
undicussable

From Chris Argyris "On Learning Organizations"

Current Reality

Action Steps

Relief

One could argue that in our well intentioned efforts to get relief from our problems, our problems never really go away.

This can be embarrassing for "can do" cultures.

## Problem Solving Cycle

Problem

Action

Relief

Less Intensity

Less Action
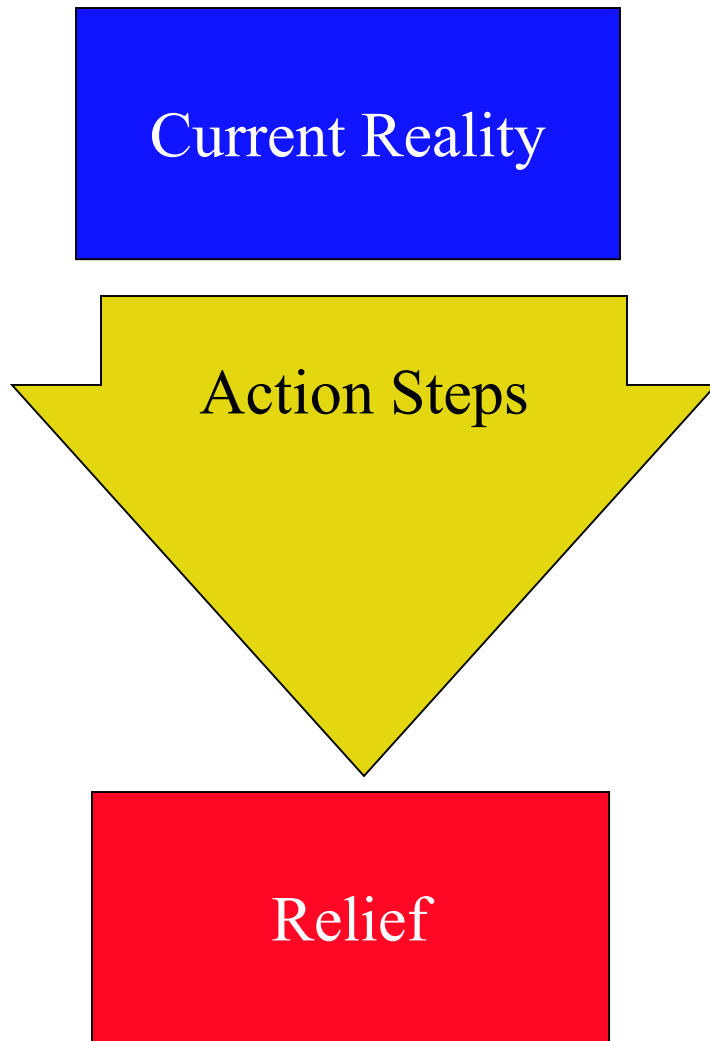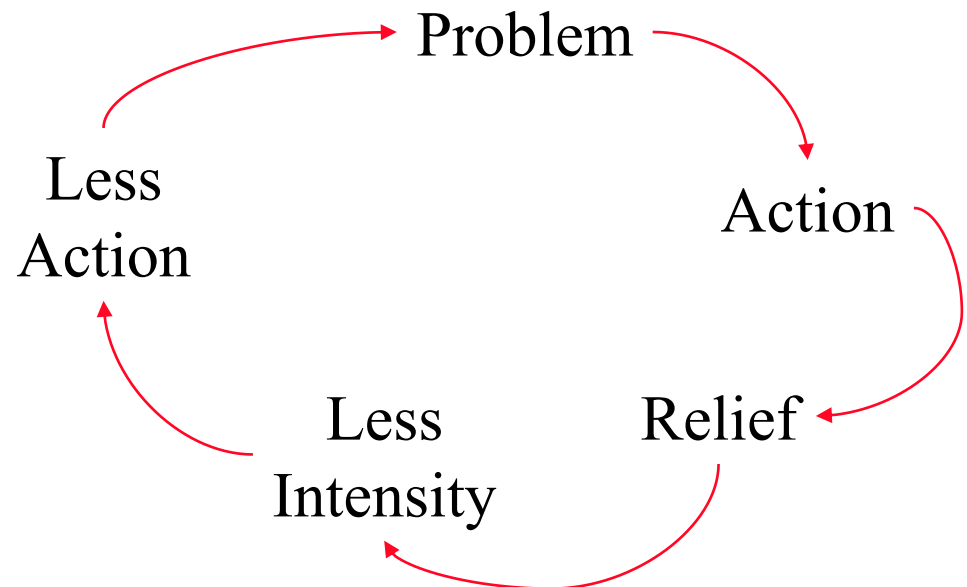
## Creating a Community of Truth

Why Create a More Accurate Picture of current reality?

If we cannot accurately line up where we are with a clear picture of where we want to be then it is unlikely our actions will get us to our desired end results.

Community of Truth is where all our mental models contribute to defining the reality of how our world works and we are able to find common understandings and definitions.
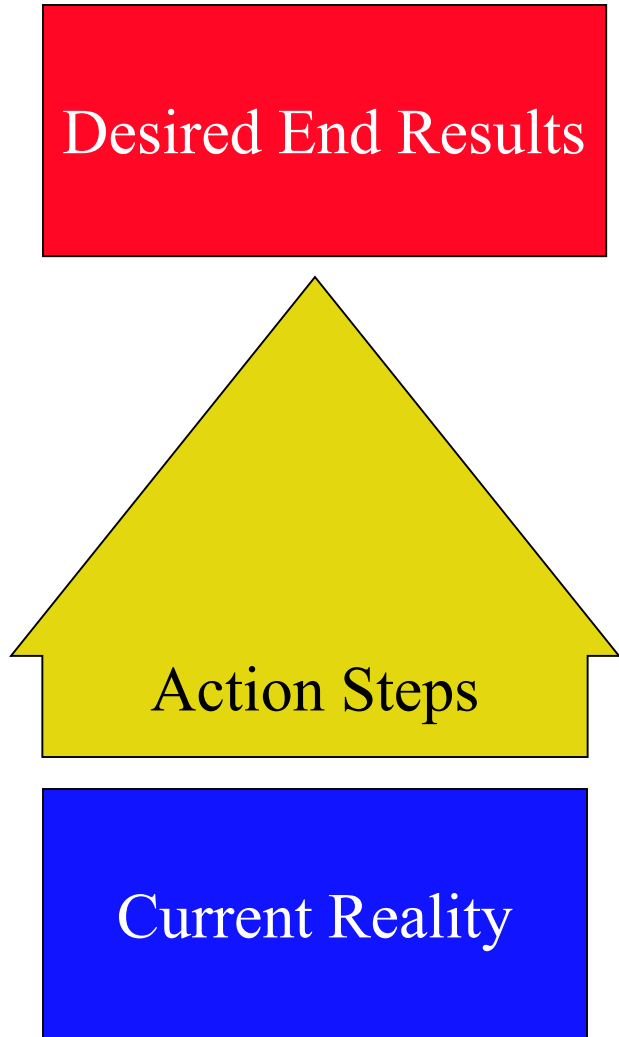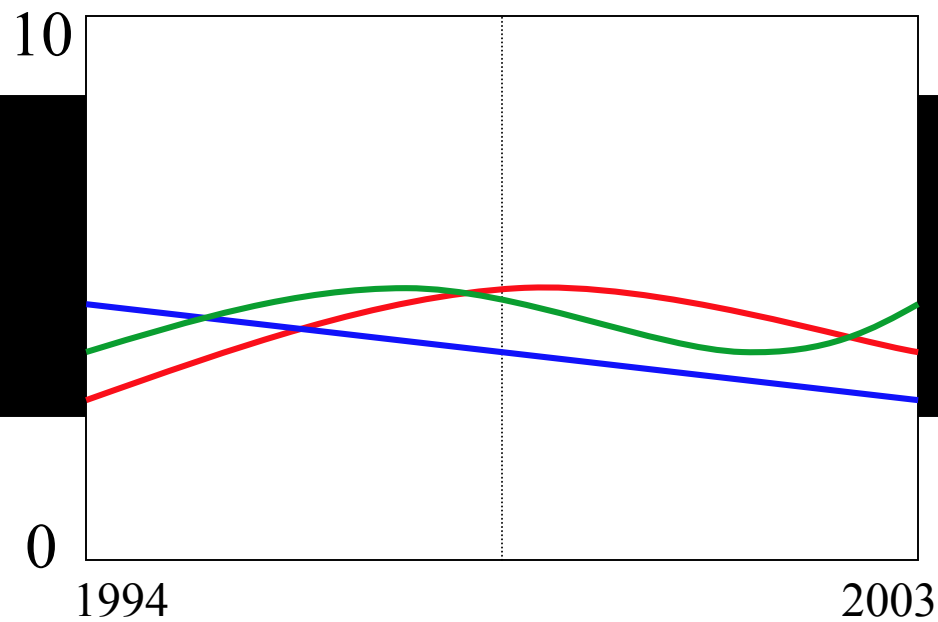
Individual Mental Models

Level of Cooperation

Community of Truth

## First Person Viewpoint

- Empowerment
- Safety
- Knowledge
- Value/Contribution
- Relevancy
- Belonging
- Fear
- Optimism
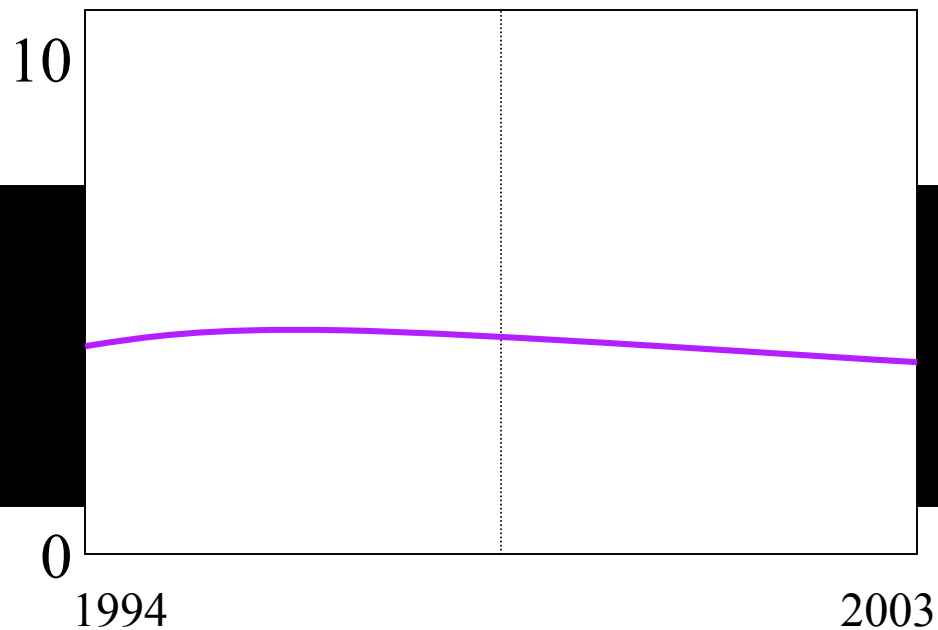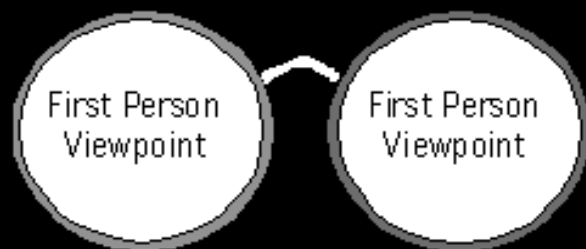
The view of the world is very different from the first and third person. Integrating the first and third person viewpoints is critical for any social change to occur.

## Third Person Viewpoint

- Systems
- Demographics
- Science (Categories & Data)
- Hierarchies/Structures

## Integrated Vision

- Economist
- Scientists
- Politician
- Engineer
- Historian
- Educators
- ?
- Artists
- Students
- Parents/Administrators

### Partnership
Vision/Content (What?)
Processes (How?)
Participants (Who?)
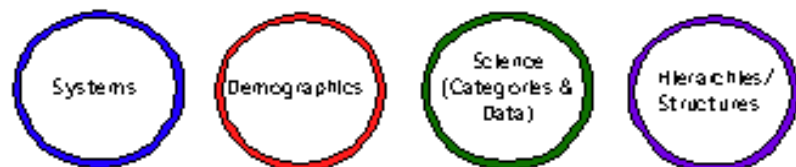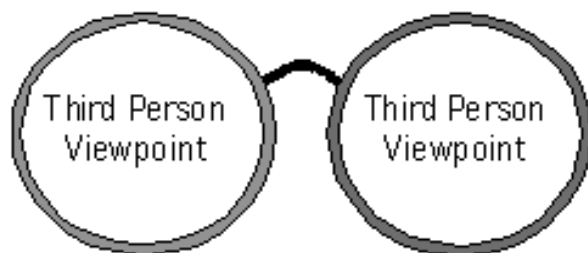
# Social Architect

*The Social Architect brings diverse participants (viewpoints) to the table and focuses on the relationships between vision, content and processes for creating what matters.

Based on the writings of Peter Block, Marvin Seligman, Peter Senge, Robert Fritz, Joyce Easton, & many others.

## Bringing together the first and third person points of view

# Safe Kids = Behavior + Physical/Environmental + Circumstances

## Behavior

Mindsets of Children

Mindsets of Parents

Mindsets of Neighborhoods

Level of priority in public health world

## Physical Structures/Environmental

Climate

Community Conditions

Sidewalks, Parks, Playgrounds

Location

Safety Features

## Circumstances

Economics

Assets and Resources

Technology

Education

Political Support

Access to useful information/data

Mission of SafeKids is really about finding where the greatest leverage (strategies) are in your systems/communities for impacting success by organizing assets and resources to maximize your time and energy.

How can we organize to influence or impact all three areas?

We need a way to think about our work that expands our capacity to influence our performance in the three different elements in the formula.

Some are easy to impact, others are hard

We tend to focus on the easier things, because…

Well because they are easier

Leverage

FEAR

REINFORCING
FEEDBACK LOOP

SMILING

POWER
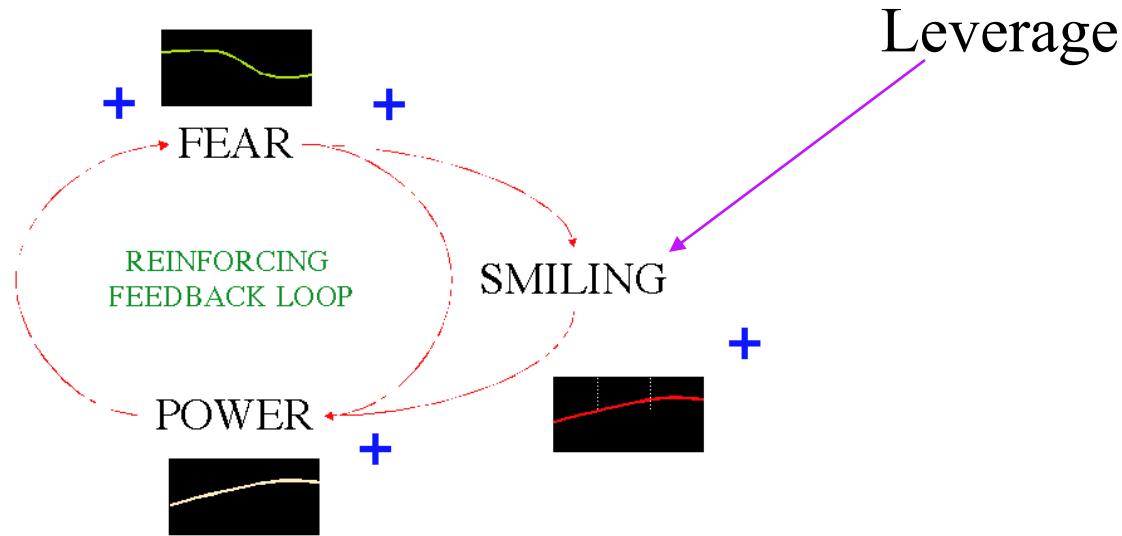
When you understand how the important elements in your system relate to one another based on a common understanding, you can find places to intervene to bring about your desired outcomes.

Where are the best places to intervene in your system?

# Places to Intervene in the System

*In descending order of importance*

9.) Numbers
8.) Material Stocks and Flows
7.) Regulating Negative Feedback Loops
6.) Driving Positive Feedback Loops
5.) Information Flows
4.) Rules of the System/Policies
3.) Self Organizing Variables
2.) The Goals of the System
1.) Mindsets or Beliefs
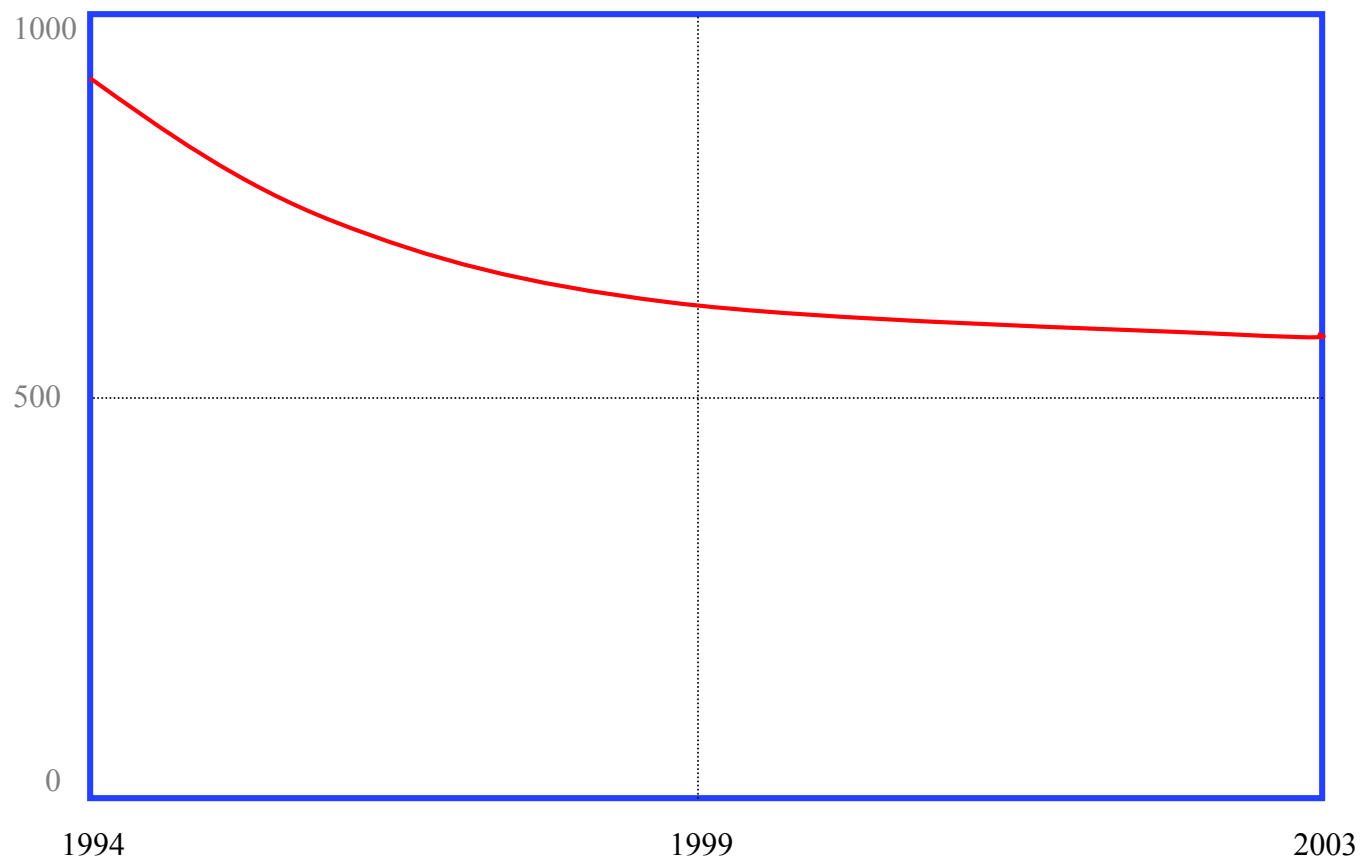
Step One-Draw a graph of total number of incidents/deaths in Georgia from 1994-2003. Give us your best guess

Step One-Draw a graph of total number of incidents/deaths in Georgia from 1994-2003. Give us your best guess

Step Two -Identify the drivers (root causes) that influence why your graph behaves the way it does.

# Community Engagement Matrix
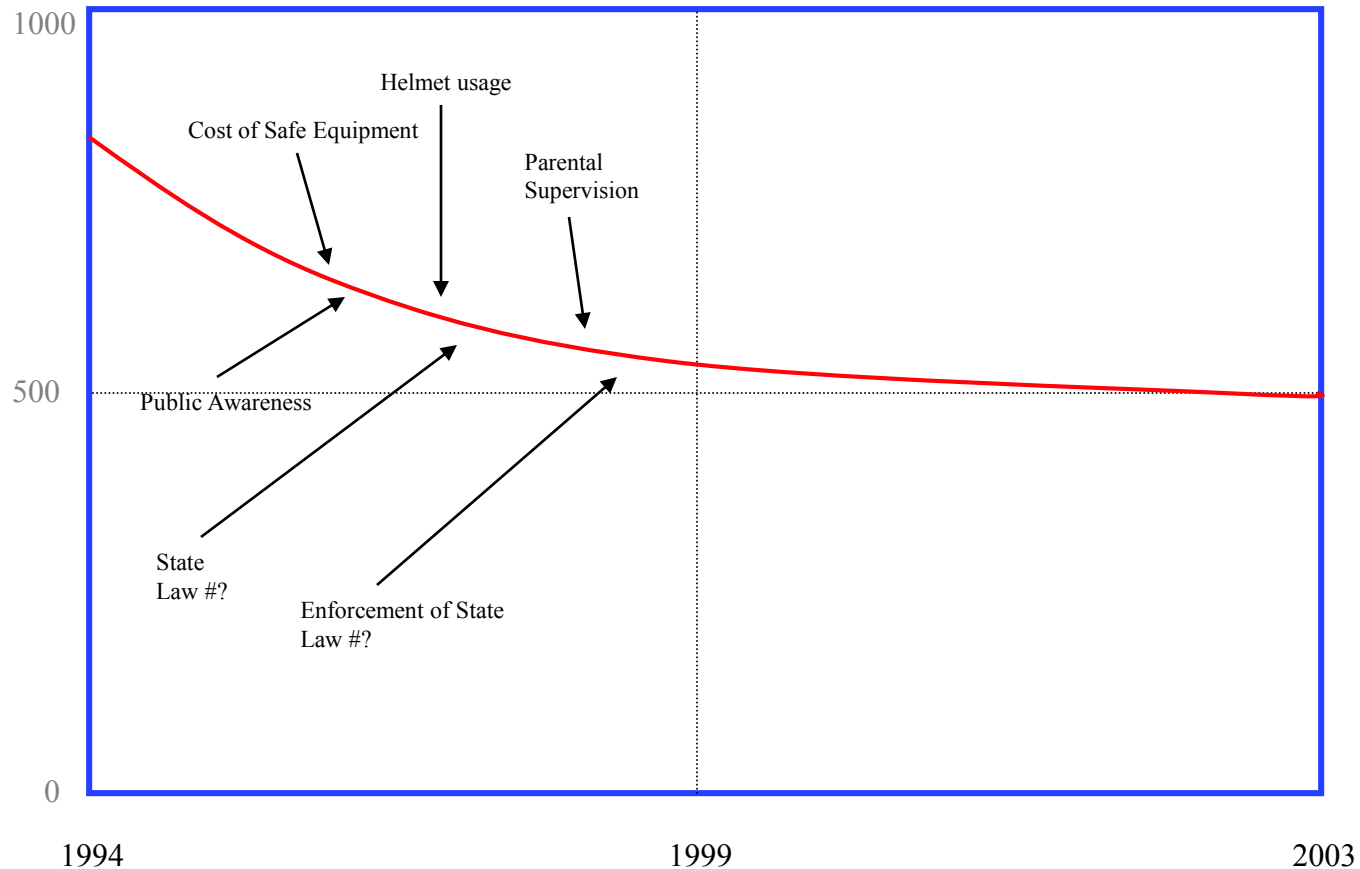
Just as the preceding matrix was used to orient health agency members to their contributions to the performance of the Essential Public Health Services, the following matrix can be used to stimulate discussion about external partnerships. You may later want to expand your thinking to partners that may be located outside of the local community but are related to or can influence the community's health outcomes and quality of life.



**Suggestions for its use include the following:**

- Identification of organizations that are currently contributing to the performance of the essential services

- Identification of potential community partners and areas for possible coordination and/or collaboration

- Orientation of community stakeholders to the concept of the essential public health services; identification of areas of current and potential contributions or shared responsibility

- Identification of essential services where community partnerships could energize performance

Define who is doing what to influence the drivers (root causes) of incidents and deaths of children in your county.

1000

Helmet usage

Cost of Safe Equipment

Parental
Supervision

Public Awareness
Parents
Grandparents
Boyfriends
Children
Division of Children's Services
Police
Schools
  Teachers
  Nurses
  Principals
State Lawmakers
Hospitals
Insurance Companies
Family Physicians
Afterschool Workers
Storeowners
Barbers

500

Public Awareness

State
Law #?

Enforcement of State
Law #?

Tracking data over time

0

1994           1999         2003

Step One-Draw a graph of total number of incidents/deaths in Georgia from 1994-2003. Give us your best guess

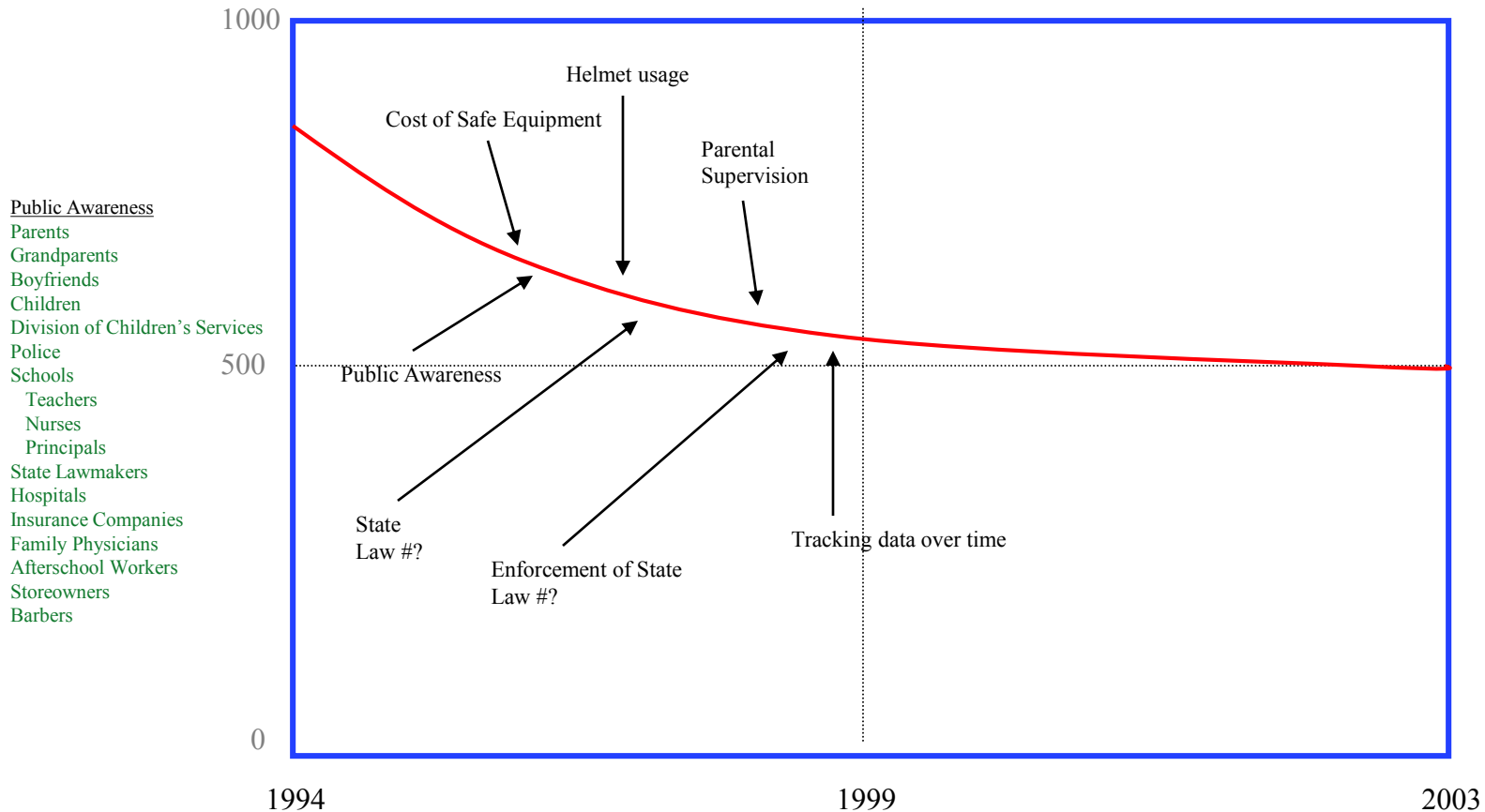Step Two -Identify the drivers (root causes) that influence why your graph behaves the way it does.

Step Three-Identify who needs to be involved to help with each of these drivers

The graph shows a curve decreasing from 1000 (at 1994) toward 500 (at 2003), with various colored circles representing public health functions.

Y-axis: 1000, 500, 0

X-axis: 1994, 1999, 2003

Circle labels: Diagnose & Investigate, Inform Educate Empower, Mobilization of Community Partnerships, Inform Educate Empower, Monitor Health, Development of Policies, Enforcement of Laws

Text labels with arrows: Helmet usage, Cost of Safe Equipment, Parental Supervision, Public Awareness, State Law #?, Enforcement of State Law #?, Tracking data over time

Left list — Public Awareness:
Parents
Grandparents
Boyfriends
Children
Division of Children's Services
Police
Schools
  Teachers
  Nurses
  Principals
State Lawmakers
Hospitals
Insurance Companies
Family Physicians
Afterschool Workers
Storeowners
Barbers

**Step One**-Draw a graph of total number of incidents/deaths in Georgia from 1994-2003. Give us your best guess

**Step Two** -Identify the drivers (root causes) that influence why your graph behaves the way it does.

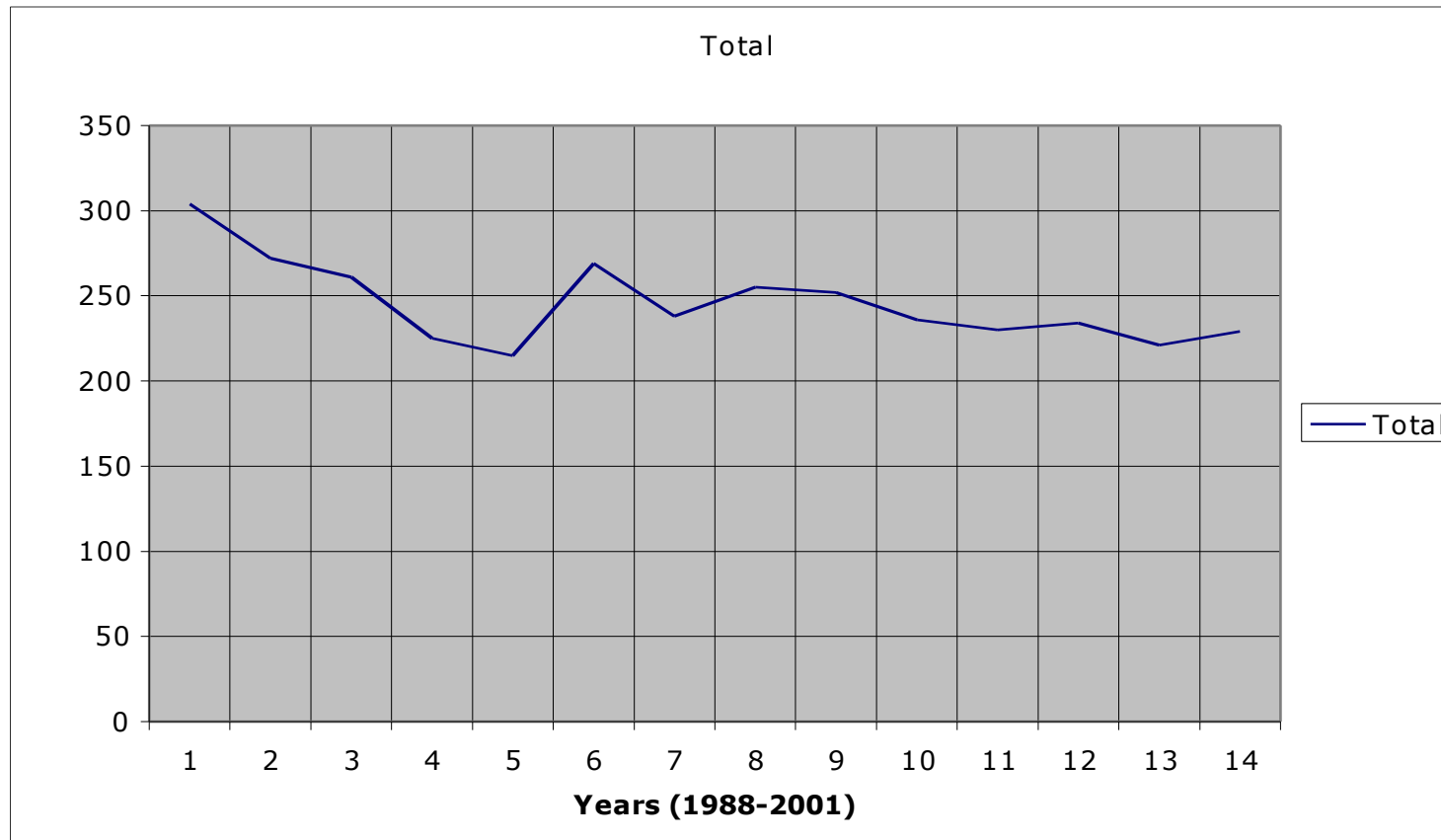**Step Three**-Identify who needs to be involved to help with each of these drivers

**Step Four**-Identify what Essential Public Health Service is needed

Total

Years (1988-2001)

This is the actual number of deaths in Georgia. In 1999 the reporting process changed, which may not accurately reflect behavior over time.

# Actions

Designer helmets Initiative

PTA Meetings Initiative

Educational Brochure on Helmet Protection

Research on Child Safety

# Outcomes

Reduction of Unintentional Child Injuries by 12%

# Actions

# Outcomes

No. of kids that think helmets are cool

Designer helmets Initiative

PTA Meetings Initiative

Educational Brochure on Helmet Protection

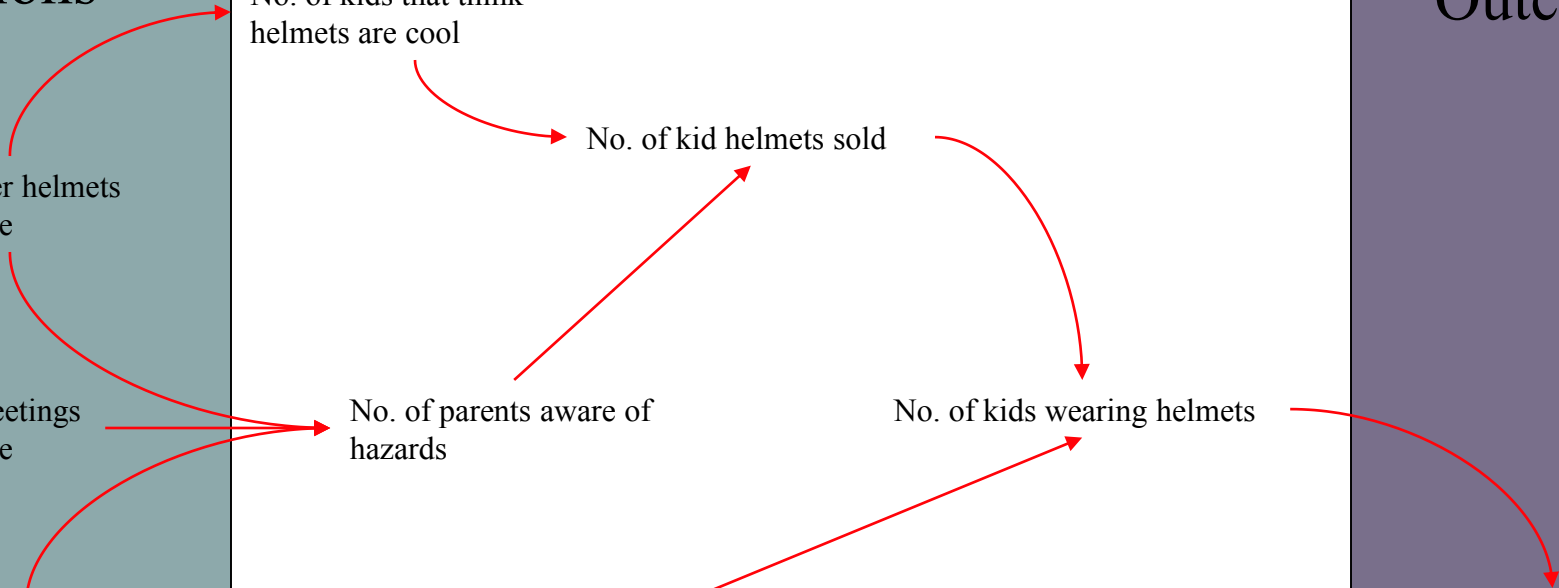Research on Child Safety

No. of kid helmets sold

No. of parents aware of hazards

No. of kids wearing helmets

No. Police/Community Groups enforcing helmet guidelines

Reduction of Unintentional Child Injuries by 12%

# Actions

# Outcomes

No. of kids that think helmets are cool

Designer helmets Initiative

No. of kid helmets sold

PTA Meetings Initiative

No. of parents aware of hazards

No. of kids wearing helmets

Educational Brochure on Helmet Protection

No. Police/Community Groups enforcing helmet guidelines

Reduction of Unintentional Child Injuries by 12%

Effectiveness of campaign

Research on Child Safety

Identify a desired outcome

Identify the causal connections that lead to the outcome (include any feedback)

Identify the Essential Public Health Services connected to your actions

# Actions

# Outcomes

No. of kids that think helmets are cool

Monitor Health

Designer helmets Initiative

Inform Educate Empower

Diagnose & Investigate

No. of kid helmets sold

Inform Educate Empower

PTA Meetings Initiative

No. of parents aware of hazards

Mobilization of Community Partnerships

No. of kids wearing helmets

Educational Brochure on Helmet Protection

Enforcement of Laws

Reduction of Unintentional Child Injuries by 12%

No. Police/Community Groups enforcing helmet guidelines

Effectiveness of campaign

Research on Child Safety

Evaluation

Diagnose & Investigate
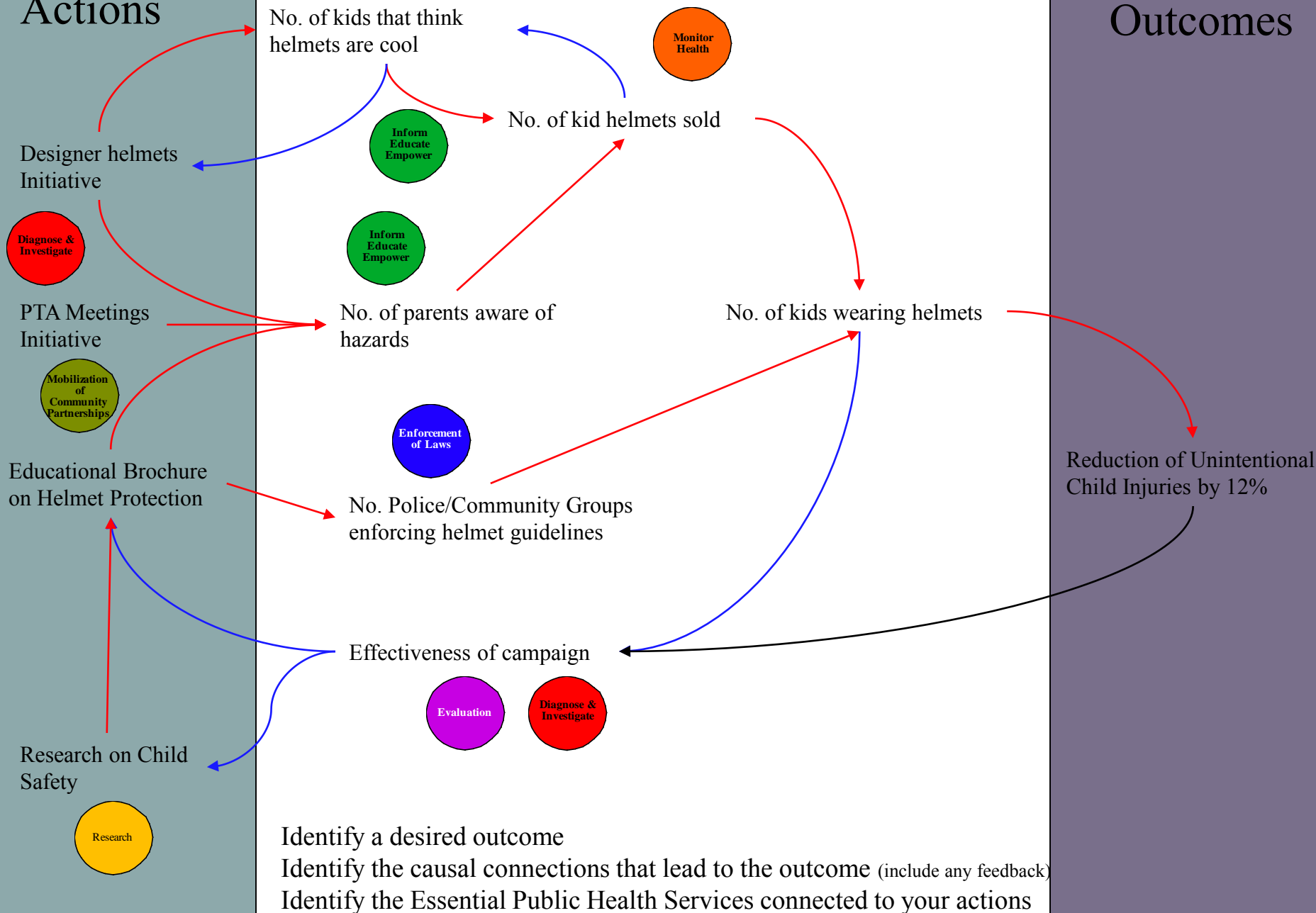
Research

Identify a desired outcome
Identify the causal connections that lead to the outcome (include any feedback)
Identify the Essential Public Health Services connected to your actions

What Lenses will focus our Efforts to Create Equity and Health Throughout our Land?