

NYS APSE Employment First Training Institute
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Creating Blue Space for Employment for All

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OUR CHANGE IMPERATIVE ON THE APSE JOURNEY

- Explore creative ways to support people in employment and valued roles in the heartbeat of our communities.
- Develop personal and organizational capacities to co-create individualized employment support arrangements with individuals and their potential employers.

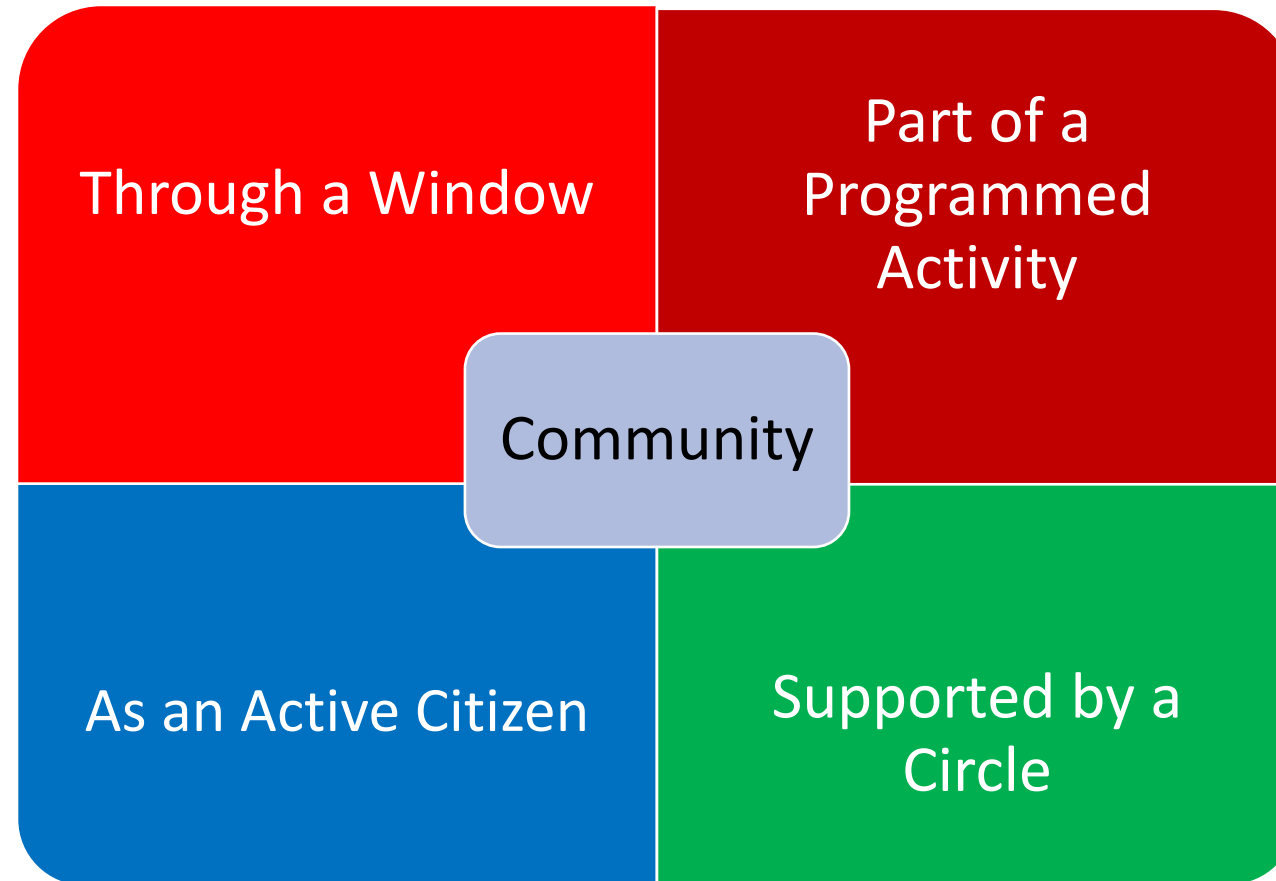
Is This How You Would Describe Your Change Imperative?

Employment for All– Beliefs & Assumptions

- Challenge Authority – Disrupt Past Patterns of What Works for People with Developmental Disabilities (Concerning Service/Support Design. Nature of Our “Helping Relationship”)
- Social Justice for All – Build Inclusive Communities – Concerning Membership and Participation (What criteria and qualifiers do we use?)
- Small is Beautiful – People not Systems Matter (Movement Towards or Away from Big Systems)
- We Can Make Our World – We Can Create our Future (Where is the Locus of Control? – We Have Agency)

A Critical Question for Individuals, Teams, Organizations, Communities and Government is How Well Do Our Beliefs and Assumptions Align with Inclusive Communities and the goal of Employment for All?

Our Beliefs, Actions and Service Designs About and For People with Disabilities Influence How a Person We Support Experiences the Community – Same Term - Different Meaning



Our Assumptions About People with Disabilities

People with Disabilities are Tragic & Vulnerable

People with Disabilities are Consumers with Clinical Needs

People with Disabilities are Individuals with Capacities

People with Disabilities are Citizens

Our Design Responses

Create Special Institutions

Coordinate Care

Person-Centered Supports

Community Resources

The Outcomes that Emerge From Our Care and Support Designs

Personal Care, Activity, Housing

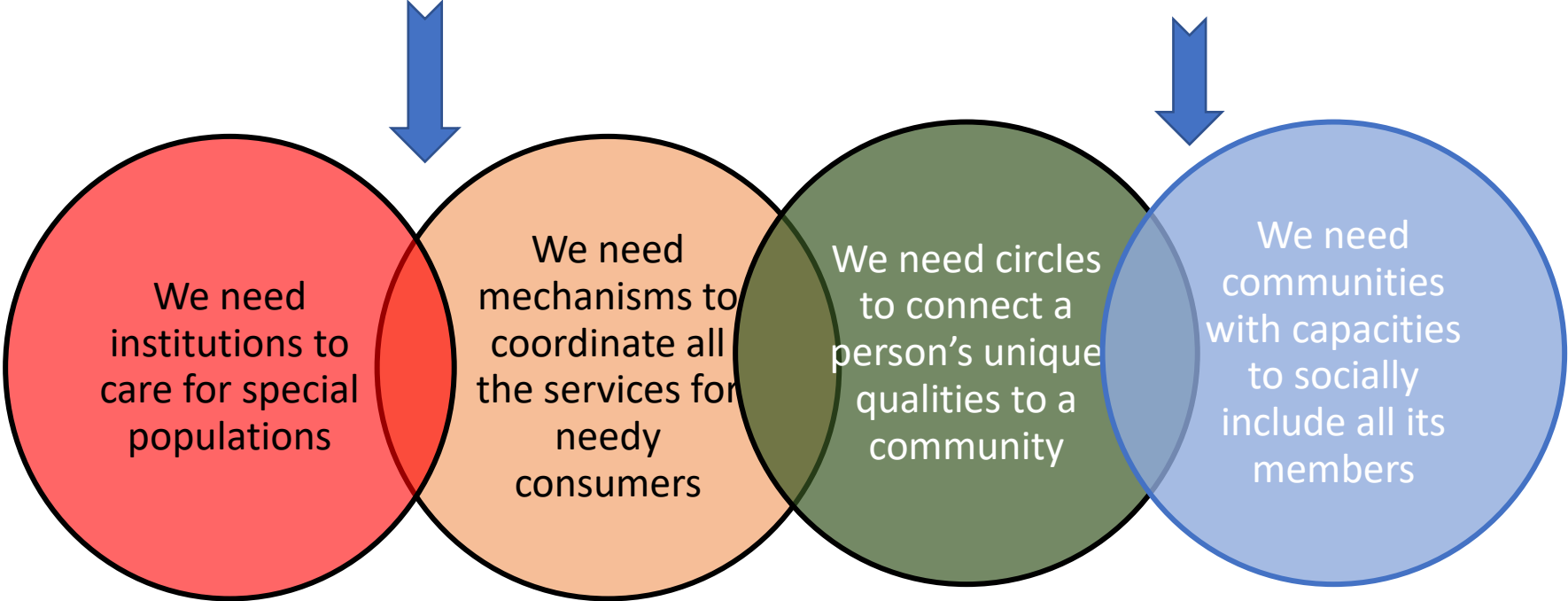
Plan of Coordinated Care, with Appropriate Levels of Service, Customer Satisfaction

Individualized Supports leading to job, home & relationship

Valued Roles – A Life of Distinction

Our Care Models – Are Singularly Focused on Structures And Systems

Emerging Support Models Reflect Building of Individual & Relational Capacity & Our Striving for the Wholeness of Our Communities



Emerging Support Models Reflect Our Striving for the Wholeness of Our Communities

	Institutional Care	Managed Care	Integrative Supports	Community Supports
Organizing Principle				
Individual-Professional Relationship				
Individual-Service Experience				
Focus of Innovation and How Something New is Created	Scaling Out	Scaling Up	Scaling Deep	Scaling Deeper
Degree and Type of Complexity or How we make meaning				
Organizational Culture – How Power Shows Up				
Source of Legitimizing Service or Supports Activity				
Outcomes of Individuals				
Leadership Orientation	Authoritarian/Bureaucrat	Technician/Problem Solver	Social Change Master	Generative Leader
Readiness for Valued Role and Employment	Not Ready	Assessed Readiness	Employment First	Employment for All

EVOLVING SYSTEM

For Persons With Developmental Disabilities

	INSTITUTIONAL CARE	MANAGED CARE	INTEGRATIVE SUPPORTS	COMMUNITY SUPPORTS
ORGANIZING PRINCIPLE	System-Centered	Outcome-Centered through Care Coordination	Person-Centered	Citizen-Centered
INDIVIDUAL-PROFESSIONAL RELATIONSHIP	Expert-Patient (professional direction, power-over)	Provider-Consumer (professional responding, power-over)	Facilitator/Broker-Self-Directed Individual (individual co-designing with others, power-with)	Resource-Autonomous Citizen (community supporting with professional ancillary, power-collective)
SERVICE-INDIVIDUAL INTERFACE (Where & how the service is delivered & experienced)	<ul style="list-style-type: none"> Functionally Specified Services & Program Models Model-Driven (pull) 	<ul style="list-style-type: none"> Habilitation Pathways (core processes) Coordinating Care & Services Service-Driven (push) 	<ul style="list-style-type: none"> Individualized, Wrap-Around Supports Person-Driven (negotiated) 	<ul style="list-style-type: none"> Self or Co-Directed Home & Community Located Supports & Resources Community-Driven (allocation)
INNOVATION MECHANISM (Where something new is created)	<ul style="list-style-type: none"> Administrative & Functional Effectiveness & Efficiencies (internal to the system) Make Standardized Products 	<ul style="list-style-type: none"> Outcome-Driven, Cross Functional & Inter-Organizational Deliver Customized Services in Cost-Efficient Ways 	<ul style="list-style-type: none"> Person-Centered, Inter-Organizational Co-Created Personalized Experiences 	<ul style="list-style-type: none"> Citizen-Centered, Community Based Social Innovation Support Individual Citizen Autonomy
DOMINANT TYPE OF COMPLEXITY (Where meaning is made)	Many Programmatic & Regulatory Details to Manage	Multi-Discipline Integration Between Clinical, Financial & Functional Knowledge	Social Interaction Between Key Stakeholders From Different Cultures, World Views & Interests	Unclear & Unpredictable Futures With Understanding & Solutions Emerging From Action-Reflection Cycles
COORDINATION MECHANISM (Organizational authority & normative state)	<ul style="list-style-type: none"> Bureaucratic Culture Hierarchy, Command and Control & Project Management 	<ul style="list-style-type: none"> Rules-Based Culture Managed Care Entities & Care Coordination 	<ul style="list-style-type: none"> Affiliation-Based Culture Network, Facilitated Dialogue & Mutual Adaptation (person centered planning & future search conference) 	<ul style="list-style-type: none"> Collaborative Culture Seeing From the Whole Through a Process of Collective Sense-Making & Innovation Cycles
INFRASTRUCTURE (Source for legitimizing & directing organizational activities)	<ul style="list-style-type: none"> Government-Driven Social Legislation (laws, regulations, budget) 	<ul style="list-style-type: none"> Corporately-Driven Rules, Norms to Make the Market Place Work 	<ul style="list-style-type: none"> Appreciative Inquiry-Driven (person-centered, friendly organization) Infrastructures for learning & Innovation 	<ul style="list-style-type: none"> Collective Intelligence-Driven Infrastructures for Seeing in the Context of the Whole
PRIMARY & EMERGENT OUTCOMES FOR INDIVIDUALS	<ul style="list-style-type: none"> Placement Personal Care Activity & Housing Face to Face Service 	<ul style="list-style-type: none"> Appropriate Service Levels Reduced Cost for Services in Community Settings Customer Satisfaction 	Individualized Supports Leading to Jobs, Home & Relationship	<ul style="list-style-type: none"> Citizenship Life of Distinction (assumption of valued roles)
LEADERSHIP ORIENTATION	Authoritarian/Bureaucratic	Technician/Problem Solver	Change Master	Generative Leader

How does this show up in Employment?

- What do our assumptions and practice lead us to:
 - Meaningful work (to the person and others), paid well, benefits, good working relationships and work place climate.
 - A "job placement" – its work and its paid (but does not connect to my "my purpose". - Pays the rent – puts food on the table.
 - A typical supported work placement – janitorial, food service
 - A group placement – elusive to people w disabilities
 - Tokenism – inspires others but means little to the person

How Friendly is the Social Political
Context For
Employment for all?

Do We Need to Socially Innovate?

What Do the Models of Care and/or Support Express About People with Disabilities and What They Can or Can't Do?

How Well Are We and Our Organizations Positioned to Support An Employment for All Approach?

Do We Have the "Space" to Socially Innovate?

What Personal and Organizational
Capacities Are Needed to Socially
Innovate Customized Supports to
Serve the Purpose of Employment
First and for All?

A large, dark gray oval with a central blue oval containing text. The blue oval is centered and contains the text "A little bit more Blue Space".

A
little bit more
Blue Space

Freedom to...

...build relationships

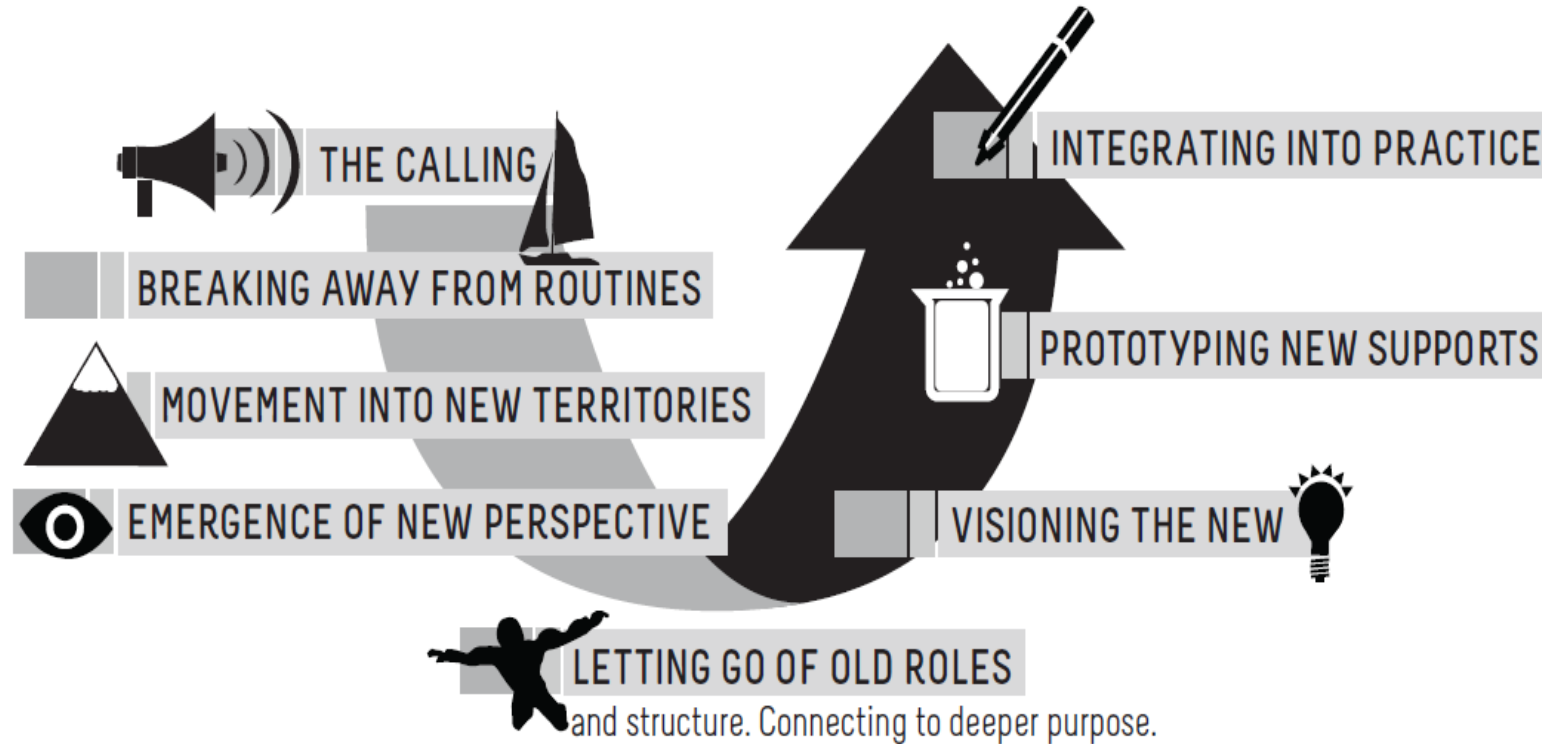
...discover new possibilities

...try new ways & learn

Your Learning Journey – Deepening Capacity as an Instrument of Change in Service of Social Innovation

THE HERO'S JOURNEY

Engaging the U Process




Inspired by Otto Scharmer

Creating Blue Space – A Social Container and an Interior Condition that Fosters:

- The Opening of Our Mind – Curiosity
- The Opening of Our Heart – Compassion
- The Opening of Will – Courage
- The Promotion of Generative Action –
Implementing Innovative Support Solutions

Social Innovation Requires that We Dive Deep to Get to the Next Level



Have You Paid Attention to Your Intentions? – Do You Use Self Awareness As A Resource?- Do You Balance Advocacy with Inquiry?

Have You Gone to Places of Potential? What Have You Learned There -That May Contain a Kernel of Generative Possibility for Your Social Change Effort?

Have You Opened Yourself Up to Your Highest Purpose?
How Might You Connect to the Beloved Community?

Giving Birth – Generating Prototypes

Re-engineering Regulations, Finances, Policies, Procedures and Other Organizational and Funding Architecture to Sustain Evolving Supports Designs

Co-Implementing Customized Employment Supports Designs

Crystalizing and Co-Designing an Individualized Employment Support Arrangement- With Allies and Partners: Individuals, Employers, Families, Others.



Ambidextrous Leadership
Technical and Adaptive Capacities
Dominant Current Focus

Towards Flexibility and Innovation

Supporting Individual Growth &
Positive Work Community

Generating Learning &
Innovative Solutions

Internal

External

Creating and Coordinating
Stable Management Platforms

Working with Key Stakeholder
Difference – Managing Politics
& Power

Towards Stability and Control

Ambidextrous Leadership
Technical and Adaptive Capacities
Learning Institute Focus

Towards Flexibility and Adaptive Solutions

Supporting Individual Growth &
Positive Work Community

Generating Learning &
Innovative Solutions

Internal

External

Creating and Coordinating
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Working with Key Stakeholder
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Towards Stability and Technical Solutions

How Well Do You or Your Organization Balance the Competing
Commitments of Stability and Innovation?

Do You or Your Organization Create Blue Space For the
Emergence of New Things?

Towards Deep Innovation: Levels of Imagining What is Possible Through a Learning Journey

Towards Deep Innovation

De-Sensing

Blind Perceiving ----- Not Seeing Any Future Possibilities, Entrenching into Retro-Institutional Forms

Legacy Perceiving ----- Seeing Only What is Possible in Current Service Offerings

Making Sense

Inquiry & Reasoning ----- Working on technical solutions and work arounds to solve support problems in better ways .

Breaking Sense

Speculating and Experimenting ----- Prototyping new support arrangements.

Free Play Imagination ----- Socially Innovating New Relational Forms for a Diverse community



DANCING WITH DRAGONS

Letting Go to Bring Forth Innovations



LEARNING ABOUT

Different Ways of Perceiving and Supporting People With Disabilities

INTEGRATING

Support Arrangements in Agency Operations

LISTENING TO

Individuals and Families Experiencing Different Support Arrangements

CO-DESIGNING

and Implementing Supports with Individuals and Families

DANCING WITH DRAGONS

Letting Go of Legacy Roles and Investments

CONNECTING WITH

Visions of a Diverse Community

Figure 16: Dancing with Dragons (Inspired by Scharmer 2007 and Chan Allen, 2002)