How To Create Power With People We Support

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Featuring Bob Sattler
Our Goal Is
“Belonging to community”

Full life in community

Self-direction
Choice
Integration
Participation
Person-centered
What is Power?

• Power is the potential ability to influence behavior, to change the course of events, to overcome resistance and to get people to do things they would not otherwise do.

• It is the ability or official capacity to exercise control or authority over a person, group, or nation.

• Power exists on all levels of life from the household to the government of a country. In some way we all have someone who can influence our behavior or our decisions.

• Power is vested in us by the dependence of others—by how much they need what we control and by how few alternatives there are.

~ Dr. Mansour Sharifzadeh
Types of Power

• **Legitimate Power**: Comes from a person’s position or job in the organization

• **Reward Power**: Is the power to give or withhold rewards such as money, promotion, recognition or anything of perceived value.

• **Coercive Power**: Is available when the power holder can exert influence using punishment and threat.

• **Referent Power**: Exists when the power holder is well liked by others

• **Expert Power**: A person has expert power when he or she has special information or expertise that the organization values
Terminal Irritation
Importance Of Environments

**Power Over**
- Causes significant aggression or depression.
- What is toxic to one person may not be toxic to someone else.
- Results in Power Over as we try and control the aggression or withdrawal.
- People are depressed, have given up.
- We see “learned helplessness”
- May have been toxic but people feel powerless.
- There is no (or very little) growth.

**Toxic**
- In a supportive setting there is growth.
- People have moved from toxic or tolerated “blossom.”
- There is Power With.
- This is the minimum for everyone.

**Tolerated**
- Needed for some people wounded by toxic or tolerated settings.
- Focus is on restoration and wellness. There is a need to partner with clinical supports.

**Supportive**
- Power With
Fixing vs. Supporting

Power Over

Power With
Health & Safety
Dictate Lifestyle

- Health & Safety
- Being Valued
All Choice
No Responsibility

- People
- Status & Control
- Things To Do
- Routines
- Pace Of Life
- Things To Have
Balance

**Important For**
- Health & Safety
- Being Valued

**Important To**
- People
- Status & Control
- Things To Do
- Routines
- Pace Of Life
- Things To Have
Choice and Balance

• As we think about choice, we can see
  – All choice is irresponsible (happy and dead)
  – And dictating lifestyle is unacceptable (alive and miserable)

• Good support means finding the balance
  ➢ We all have a right to make choices, even bad choices
  ➢ We are paid to “help household members stay safe”
  ➢ Finding the balance can create conflict
Choice has Boundaries

• All choice includes responsibilities

• The question is always: where should the boundaries be drawn?
  – The answer is impacted by many factors
    • Imposed by society (laws, expectations/values)
    • My values (what is/is not ok for me and those I trust)
    • Ripple effect (one choice created boundaries on other choices)
    • Resource driven (how much time/money available)
    • Risk involved

The difference is when the boundaries are set for the convenience of the system therefore limiting choices that meet the person’s desires: Operating hours, staff available, policies or procedures.
Do the boundaries we impose on choice work – do they support “both/and”? 

• What is the best balance for each person between “to” and “for”?

• Do we keep in mind that it changes –
  – If we are successful, the person takes increasing responsibility.
Creating that Balance

• If something is *important for* us and is also *important to* us, we will do it

• If something *important for* us is *not important to* us, we have no interest in doing it
  ◦ Learned moderation
  ◦ Coercion
  ◦ External control

• If it is *important for* us and to someone else who is *important to* us, we will take efforts to make it happen
Meeting CMS Expectations

• Access to food for residents
• Visiting hours for resident families/ friends
• Decorating and furnishing the resident rooms like they want.
• Privacy in own bedroom/choice of roommates
• Community Integration
• Independence in making life choices
A Method to Support Decision Making: 

based on SCARF: a brain-based model for collaborating with and influencing others

by David Rock

from NeuroLeadership journal

issue one 2008

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SCARF Is...

Status
Certainty
Autonomy
Relatedness
Fairness
Status

• Status is about relative importance to others.
  – People seek status
    • Pecking order
    – Status “threats” create defensiveness
• Challenging others in the household
• Managing status and status seeking
Certainty

• Certainty concerns being able to predict the future.
  – Create structures; things that household members will expect
    – Security
    – Schedules
    – Follow through
Autonomy

• Autonomy provides a sense of control over events.
• Even a subtle perception of autonomy can help
• What do you do during your day that gives some control (or a sense of control).
Creating Power With Someone: Yours, Mine and Ours:
Relatedness

• Relatedness is a sense of safety with others, of friend rather than foe.

• When you do not feel part of the group your empathy with others in the group drops dramatically

• What can we do to help members of the group feel that it is a matter of “us” not “them”
Fairness

• Fairness is a perception of fair exchanges between people.

• It is perception –
  – Do we walk our talk?
  – Are processes transparent?
  – Are expectations clear?
  – Do household members feel listened to?
CHANGE YOUR THOUGHTS AND YOU CHANGE YOUR WORLD.

~ NORMAN VINCENT PEALE
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