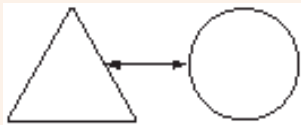


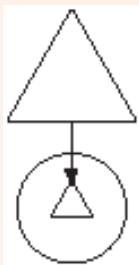
How NOT to Connect People and Programs

Policies and programs reflect our response to the map we create of the world around us. Our map, like all maps, is not the territory it portrays. And it can be a map that inaccurately portrays the territory that surrounds us. We all know of the European map makers who described a flat earth without a western hemisphere. Their inaccurate map shaped the policies, plans and action of mariners, kings, nations and communities.

As we set sail into the twenty-first century, it is appropriate to reexamine the map that is used in most of our current policy-making in order to see whether it will show the way to safe, wise and healthful communities.

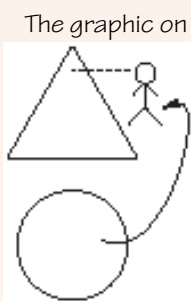


Whenever policy makers happen to recognize that there is a community territory, the map they draw usually looks like the one on the left. This map is commonly described as a **partnership**. It suggests that each is an equal owner of or participant in an activity. However, the recent history of the actual system-community relationships suggests that the real territory is quite different. At least three kinds of alternative relationships are actually present in most cases.



The first alternative is a relationship of the form on the left. In this relationship a subsidiary of a system is located in the community to assure access to local need. This relationship is most accurately described as **system outreach** rather than partnership.

The second form of relationship looks like the form on the right. In this case the community is used as a source of unpaid workers for systems. The accurate name for this relationship is **volunteering** rather than partnership.

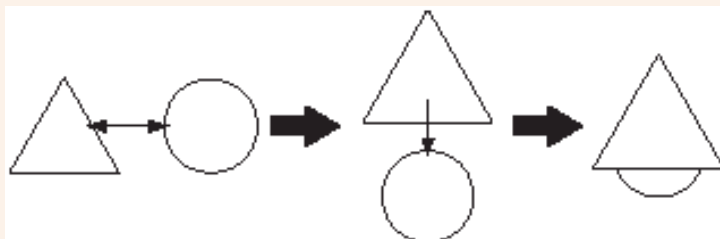


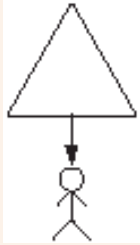
The graphic on the left maps a relationship in which a citizen is chosen by a system to react to a system's plans. The citizen does not have authority or a vote but is advisory. The correct name for this relationship is a **citizen advisory** group rather than a partnership.

A genuine partnership is a relationship of equal power between two parties with distinctive interests. Each preserves its authority, distinct capacity and integrity but gains power through the partnership.

It is difficult to find many examples of authentic partnerships of this nature between systems and associations. Instead, the actual power relationship is most often a system using a community of associations to foster its own ends.

Indeed, the principal history of the twentieth century relationships between systems and associations is the ascent of the system and the decline of the community of associations. The actual map of our era would chart this relationship chronologically in this way:





The actual territory is one in which systems have moved from equality to dominance and then have generally eclipsed or pushed out the associations and their functions. This has happened as systems have commanded ever more authority, professional dominance, technology and public and private dollars. Another name for the result of this dominance is a "consumer society". It produces an unprecedented belief system and culture of its own.

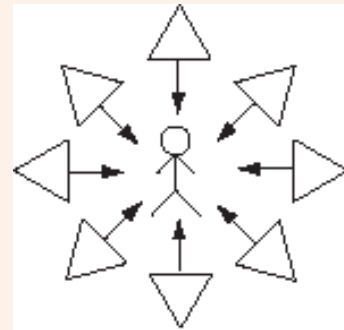
Central to this belief system is the proposition that is embodied in the social policy making map with which we began. That map indicates that systems produce our well being. We understand that our health is in a medical system. Our safety is in a criminal justice system. Our security is in a pension system. Our learning is in a school system. Our mental stability is in a mental health system. Our justice is in a lawyer. Our family stability is in a family service system. Our home is in the hands of the Allstate system. Our house is produced by the Caldwell Banker system. And our meals are the product of McDonalds.

When this belief system becomes the dominant social construction of a people, their map of a good society is shown at the right. One way of accurately describing this map is that it is a comprehensive, coordinated, wrap-around, inter-professional, multi-service system.

Those policy makers who believe in this map urge that its ability to produce evermore well-being for its clients depends upon two changes:

- More money for the system
- Better administration of the system

The result of these changes will be "systems reform" that will so effectively and comprehensively target clients that our current social problems will be greatly diminished. It is this proposition and the map upon which it is based that we are asked to use in navigating the twenty-first century.



-John McKnight

From: *A 21st Century Map for Healthy Communities and Families*

download from: www.northwestern.edu/ipr/publications/community/century.html

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