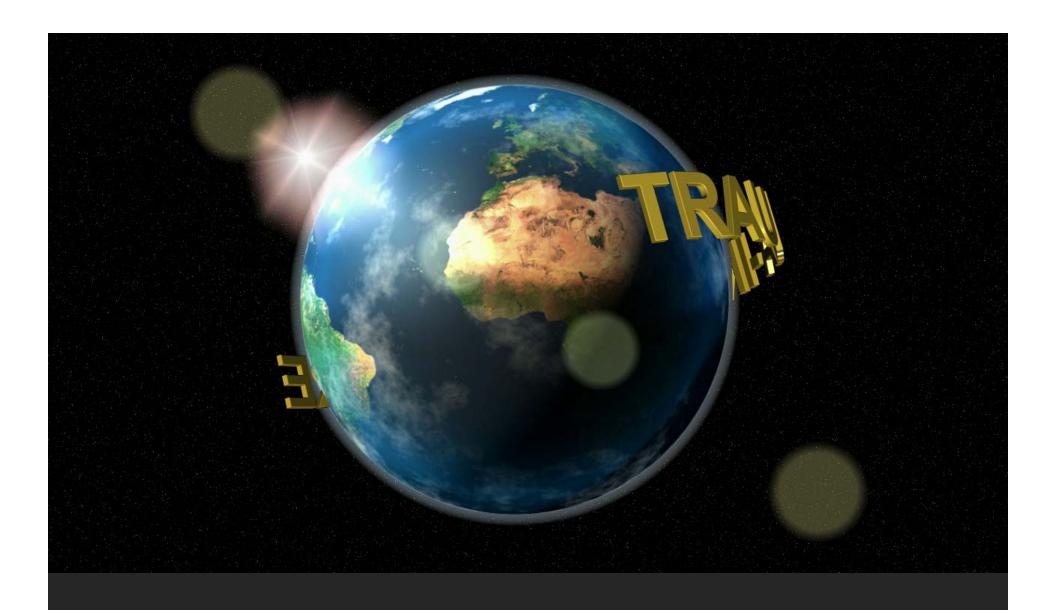
AN AMIL





WHAT'S THE BIG DEAL ABOUT ACES?

We live in a world where amnesia is the most wished-for state. When did history become a bad word?

Playwright, John Guare
International Herald Tribune,
Paris, June 13, 1990





HISTORICAL PERSPECTIVE





The original trauma, meaning of course, not a single event but a long-standing condition - was the trauma of being hunted by animals and eaten.

Barbara Ehrenreich, Blood Rites





ANCIENT HEADLINE FOR THE ACE STUDY

What society does to its children, its children will do to society.

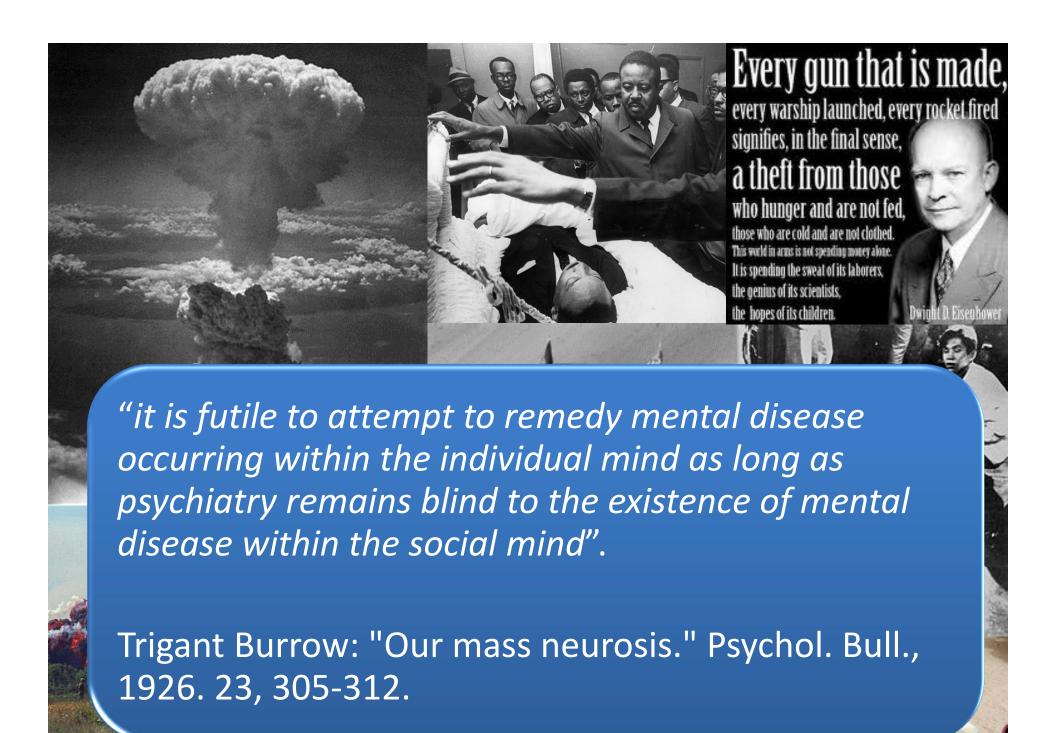
Cicero, 106-43 B.C.E.



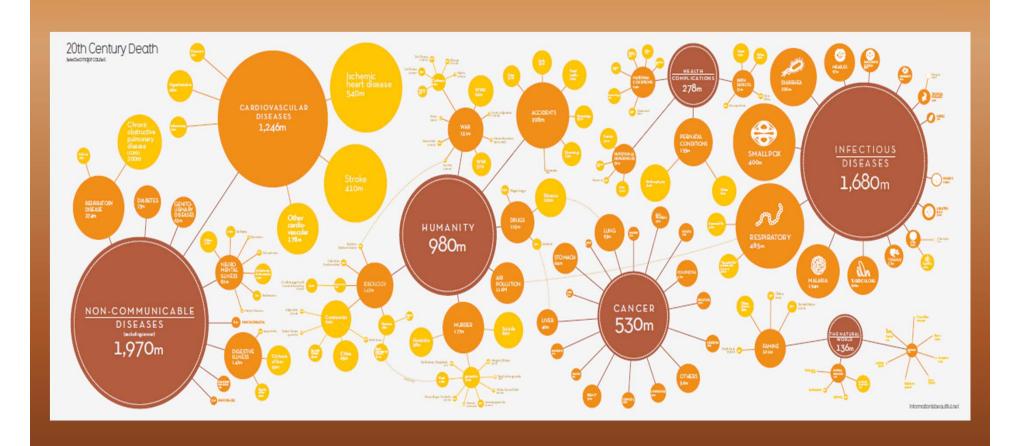
Exodus 34:7 keeping steadfast love for thousands, forgiving iniquity and transgression and sin, but who will by no means clear the guilty, visiting the iniquity of the fathers on the children and the children's children, to the third and the fourth generation.

GROUNDWORK FOR EPIGENETICS





20TH CENTURY THE CENTURY OF "MEGADEATH"



Alienation as our present destiny is achieved only by outrageous violence perpetrated by human beings on human beings. No man can begin to think, feel or act now except from the starting point of his or her own alienation.

R.D. Laing, The Politics of Experience, 1967





The major dilemma for mental health professionals lies in the fact that primary prevention of mental handicaps and the assurance of overall community health is total. It involves the whole social system and is thus beyond his power as well as his expertise ...

Eugene Brody, M.D., 1973, *The Lost Ones*

What if we ARE protecting a massive societal blind spot? What if judges have been trained not to hear, doctors schooled not to see, and psychiatrists encouraged not to believe? What if the instruments of social scientists have been calibrated to filter out an insistent static of post-traumatic pain that is central to the origins of violence and emotional disturbance?

R. Summit in *Lasting Effects of Child Sexual Abuse* by Wyatt and Powell (1988)



SOCIAL UNREST = INCREASED COMPLEXITY



Civil Rights Movement



Anti-War Movement



Women's Rights Movement



Children's Rights



LGBTQ Rights



Globalization

WHEN FACED WITH COMPLEXITY HUMAN BEINGS AND HUMAN GROUPS WILL ENGAGE IN REDUCTIONISM:

Biological Reductionism

- All cause is biological chemistry and genes
- Biological psychiatry

Psychological Reductionism

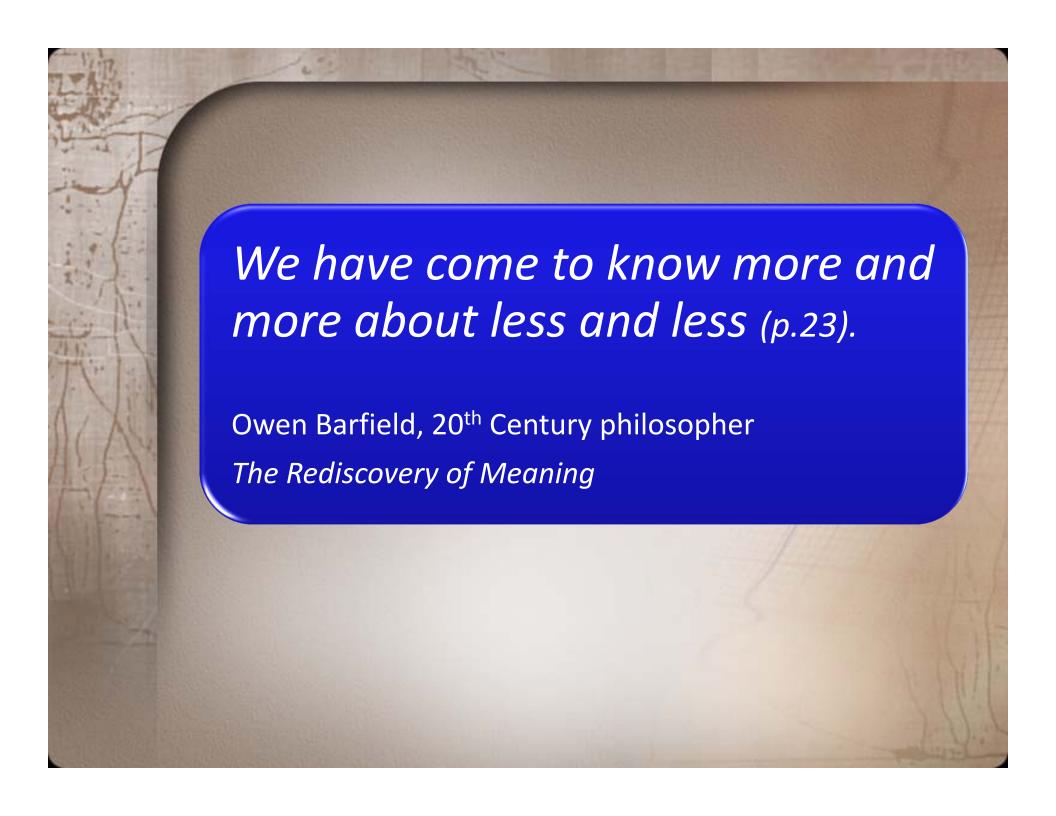
- All cause is individual sickness/badness
- Psychoanalysis, behaviorism, cognitivebehaviorism, etc., etc. etc.

Social reductionism

• All cause is cultural – economics, gender, class, race, etc.

Spiritual reductionism

 All cause is non-human, incorporeal, supernatural









Americans today inhabit a post-traumatic world of fragmented, conflicting narratives, each true to a degree and each in part false. . . . If we are to take effective action in the years ahead, we must allow the psychological wounds of the past to close. . . If we are to avoid repeating the mistakes of the past, we must also continue to run our fingers along the scars.

Fred Turner, 1996

Echoes of Combat: The Vietnam War in American Memory

WHAT ARE WE UP AGAINST? OUR OWN BIOLOGY, OUR OWN PSYCHOLOGY, OUR OWN SOCIOLOGY



Human history becomes more and more a race between education and catastrophe.

H. G. Wells

Outline of History, 1920





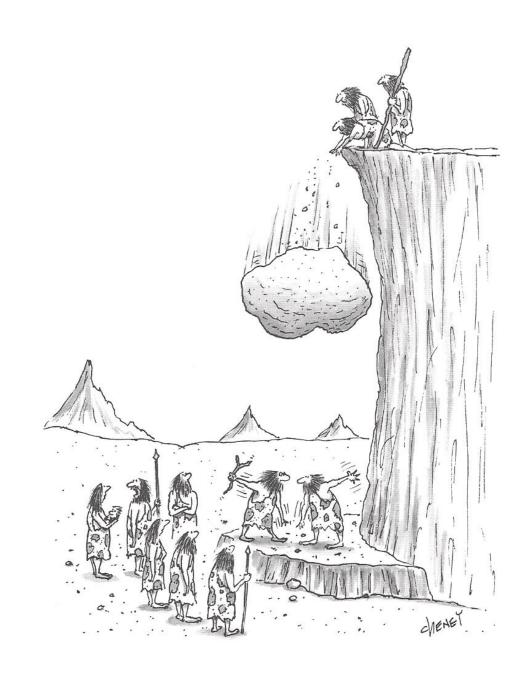
Are we driving ourselves toward national/global traumatic second order change?

The 10 Best Post-Apocalyptic Movies Of 2013

K. Clark

Posted May 9, 2013





"You're going to hate how it ends."



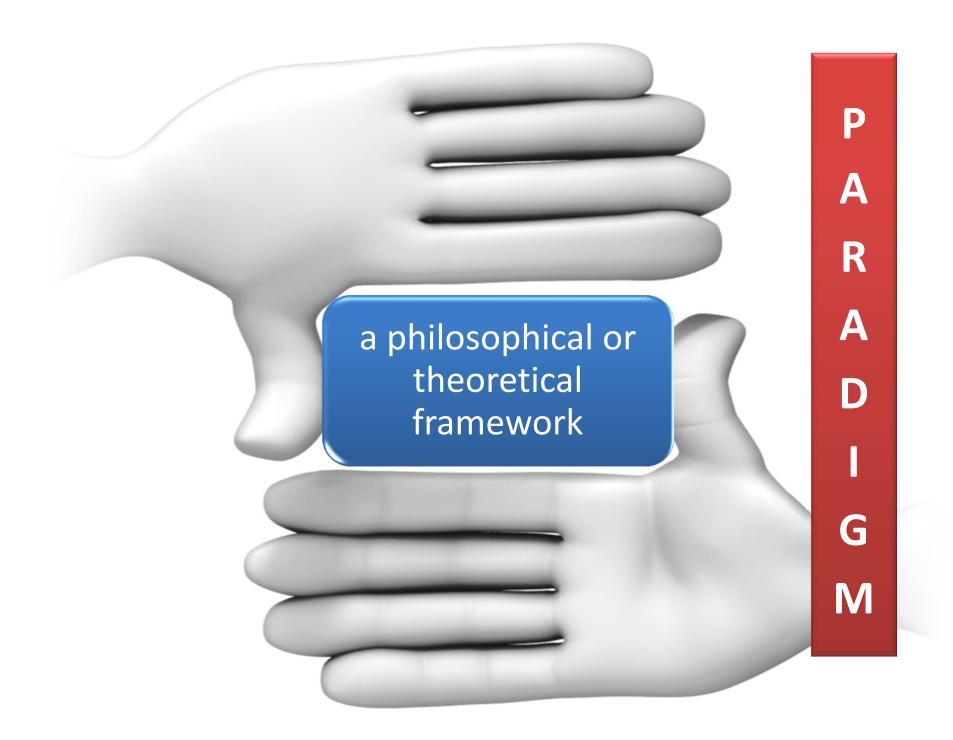
FUTURE

Can we consciously evolve quickly enough to avoid extinction?

WE LIVE IN REVOLUTIONARY (EVOLUTIONARY?!?) TIMES



MENTAL MODELS ARE SHIFTING



MENTAL MODELS



DEEPLY HELD ASSUMPTIONS THAT:

- Are largely unconscious
- Determine much of what we think, feel and do
- Help our brains automatically organize information.
- Are self-reinforcing

SENSE OF COHERENCE

(Antonovsky, 1979)



MANAGEABILITY

MEANINGFULNESS

CHANGING MENTAL MODELS

Changing mental models means major intrapsychic adjustments – personally and professionally

Shifts in roles with increase in uncertainty and therefore anxiety

Mental models thus limit people's ability to change.



SCIENTIFIC REVOLUTION

(KUHN, 1970)

Normal Science: theory is not questioned

Anomalies emerge

Crisis grows – professional insecurity – old rules don't work

New paradigm emerges – better explanations and results

Increasing attention from eminent scholars

Two VERY different world views – old guard and new

Eventual changeover determined by effectiveness of new paradigm

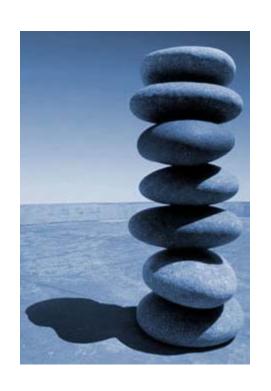


UNDERSTANDING
TRAUMA IS NOT JUST
ABOUT ACQUIRING
KNOWLEDGE.

IT'S ABOUT CHANGING THE WAY YOU VIEW THE WORLD.







Living, complex, adaptive systems are vulnerable to stress, particularly chronic and repetitive stress. Living, complex, adaptive systems can be traumatized and the result of traumatic experience can be devastating

ORGANIZATIONAL HYPERAROUSAL



WHEN EVERYTHING IS A CRISIS



CHRONIC CRISIS = LOSS OF BASIC SAFETY & TRUST

EMOTIONAL DYSREGULATION

POOR COMMUNICATION: UNDISCUSSABLES

POISONED GRAPEVINE; INCREASED CONFLICTS

IMPERMEABLE BOUNDARIES; INFORMATION SILOS

MEMORY LOSS; MINDLESS REPETITION

LOSS OF PARTICIPATION

LEARNED HELPLESSNESS

HOSTILE WORKPLACE



When two or more systems – whether these consist of individuals, groups, or organizations – have significant relationships with one another, they tend to develop similar thoughts, feelings and behavior.

K. K. Smith, V.M. Simmons, and T.B. Thames, The journal of applied behavioral science, 1989. 25(1): p. 11-29.



THE IMPACT OF STRESS ON FAMILIES, ORGANIZATIONS & COMMUNITIES

IF YOU THINK THIS IS BAD.....



BROUGHT TO YOUR ANCESTORS BY THE LAST PARADIGM SHIFT.....

SPANISH INQUISITION

PORTUGUESE INQUISITION

ROMAN INQUISITION

MILLIONS OF WOMEN (AND SOME MEN) BURNED AS WITCHES

THE ENLIGHTENMENT

The scientific method

- Liberation of thought from superstition and established authority
- Modern medicine, technology, all scientific achievement

Individuality and human rights

- Abolition of slavery
- Democracy





Reductionism – keep going down through the trees and forget about the forest

Nothing matters except physical cause and effect – science is the ONLY way of understanding the world

Extreme materialism

Loss of the integrity of the whole

Loss of value: dehumanization, atrocity, justification of everything and anything that leads to increased material wealth

FUNDAMENTAL PROBLEM FOR MENTAL HEALTH SERVICES: CATEGORY ERROR

Modern psychiatric practice – and funding - based on medical model

Diseased part of the body

Underlying physical abnormality (pathology) within the individual.

Diagnosis is essential and should lead to treatment of the diseased part

Works well when we are focused on "a part" – not so well when the focus is "the whole" – category error

Thinking you can change the whole by an exclusive focus on the part



Leader as head, Organizations as body: intelligence is centralized near the top

Assumption of cascading intention: initiative flows from the top down and once defined is *communicated* and *rolled out*.

Precise assessment; extensive planning and design

Predictable outcomes that can be repeated



Social engineering as a context is obsolete – Period.

Pascale, Millemann and Gioja, Surfing the Edge of Chaos: The Laws of Nature and the New Laws of Business

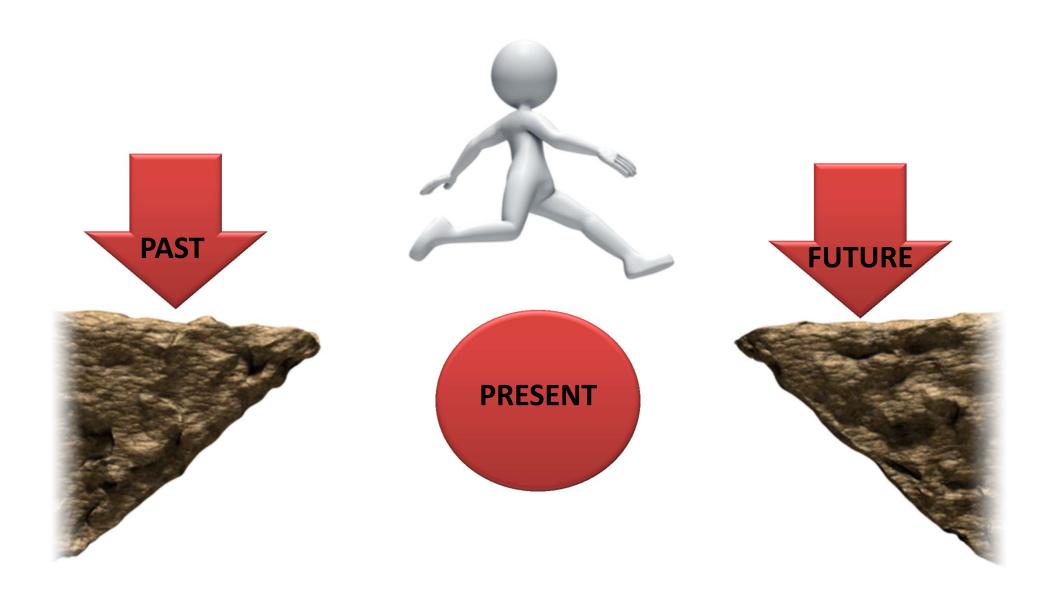


MODERNITY

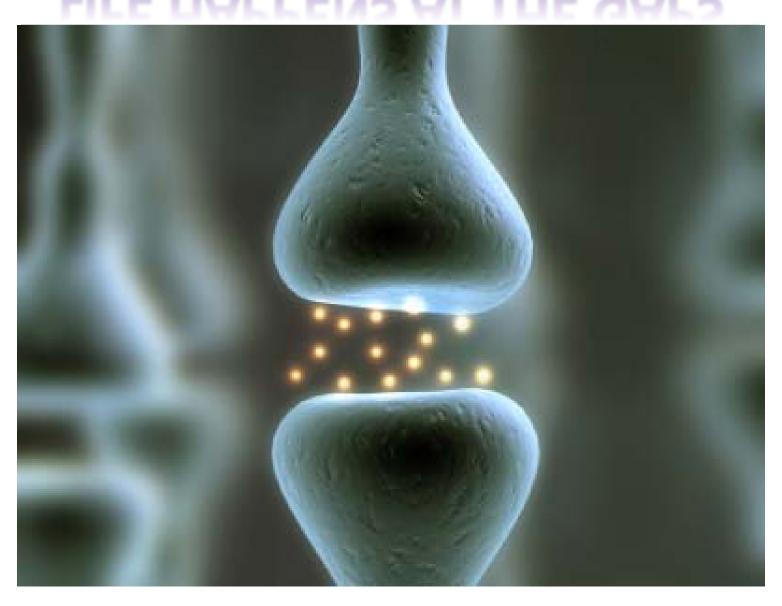


HELLO TO WHAT??

BRIDGING PARADIGMS



LIFE HAPPENS AT THE GAPS

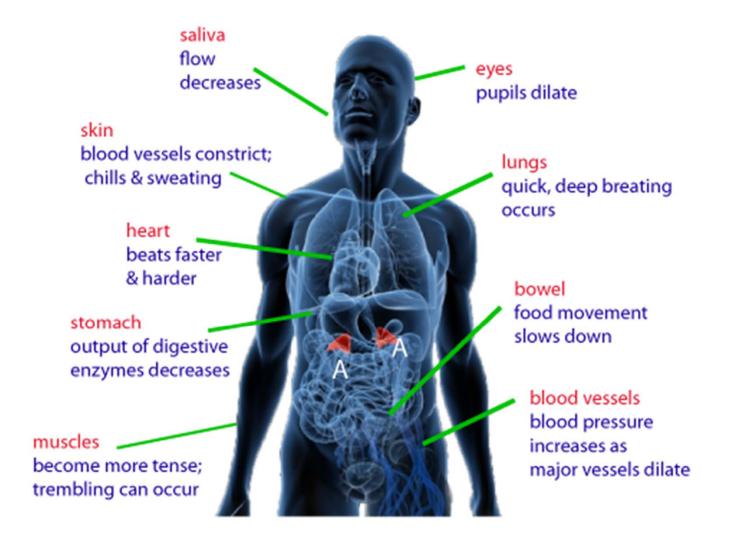


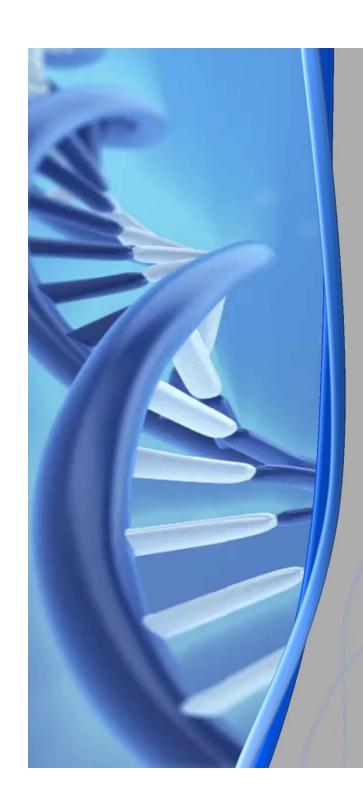
KEY TO THE DILEMMA



THE EMBODIMENT REVOLUTION

Fight or Flight Response





ACES DEMONSTRATE THAT CONTEXT MATTERS

Physical context

Developmental context

Multigenerational context

Emotional context

Social context

Economic and political context

Philosophical/religious/spiritual context

Creative, transformative context



SENSE OF COHERENCE

(Antonovsky, 1979)



MANAGEABILITY

MEANINGFULNESS

LIFE IS UNPREDICTABLE

LIFE IS INCOMPREHENSIBLE

LIFE IS NOT MANAGEABLE

LIFE NO LONGER HAS MEANING

SHATTERED SENSE OF COHERENCE

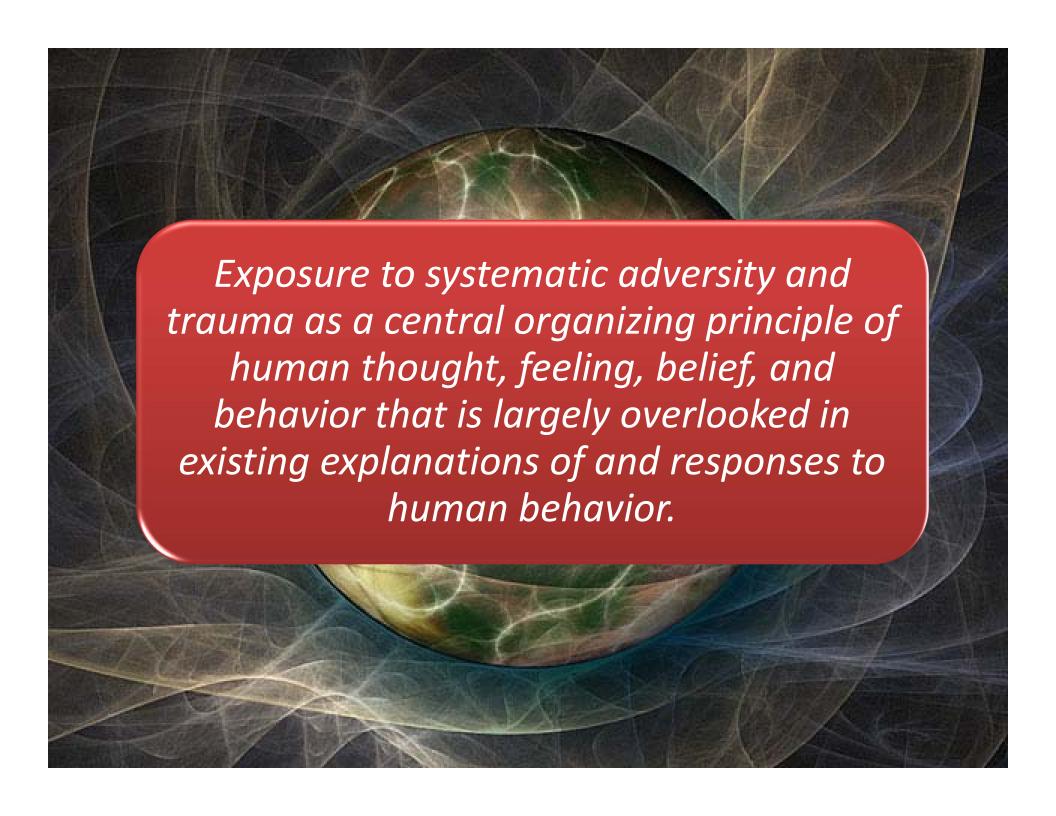




IT'S VERY HARD TO CHANGE EFFECTS WITHOUT KNOWING CAUSES

ACES TELL US WHAT
WE NEED TO KNOW
ABOUT WHAT IS
CAUSING THE EFFECTS
WE ARE SEEING

AS REVOLUTIONARY AS "GERM THEORY" WAS FOR THE 19TH CENTURY



SICKNESS/BADNESS TO INJURY



INJURED

Injuries are preventable!

PUBLIC HEALTH SYSTEM

CHANGING THE FUNDAMENTAL QUESTION



CHANGING PARADIGMS

An interconnected world

COMPLEXITY

That is alive

- ALIVE AT EVERY LEVEL NEW LIFE EMERGES FROM SIMPLER ELEMENTS
- THROUGH SELF-ORGANIZING CHANGE

Life = self-organizing change

- NONLINEAR
- TRANSFORMATIVE

CHANGING PARADIGMS

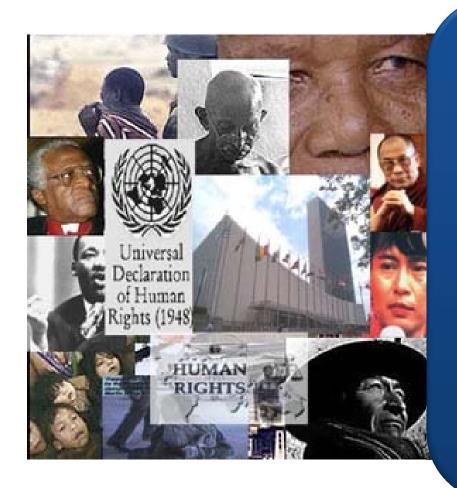
Sensitive dependence on initial conditions

- CHILDHOOD and ADVERSITY
- History can influence the future course of a system's evolution, but not determine it.

An almost infinite number of possibilities unfold within every moment

- NEUROPLASTICITY IS REAL
- HUMAN INTENTION CAN CHANGE THE BRAIN AND CHANGE FUTURE

A SHARED LANGUAGE HUMAN RIGHTS FRAMEWORK: A SOCIAL REVOLUTION



Human rights are those rights which are essential to live as human beings – basic standards without which people cannot survive and develop in dignity. They are inherent to the human person, inalienable and universal.



The science of change in complex adaptive systems

COMPLEXITY THEORY

WHAT ARE WE DEALING WITHP



Living systems theory is a general theory about the existence of all living systems, their structure, interaction, behavior and development.

All living systems are complex, adaptive systems that are constantly changing

Yet all systems resist change and try to maintain homeostasis

At the same time, most stable equilibrium is DEATH

Simple cause-and-effect explanations of anything break down as soon as there is an interaction of more than two variables.

Simple solutions to complex problems do not work

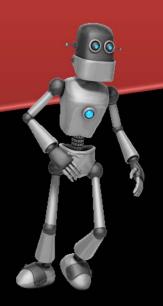
All of our significant social problems are COMPLEX and NONLINEAR while our preferred solutions are usually SIMPLE and LINEAR and therefore DOOMED

THE PARADOXES OF LIVING SYSTEMS

HOW DOES CHANGE OCCUR?

FIRST ORDER CHANGE

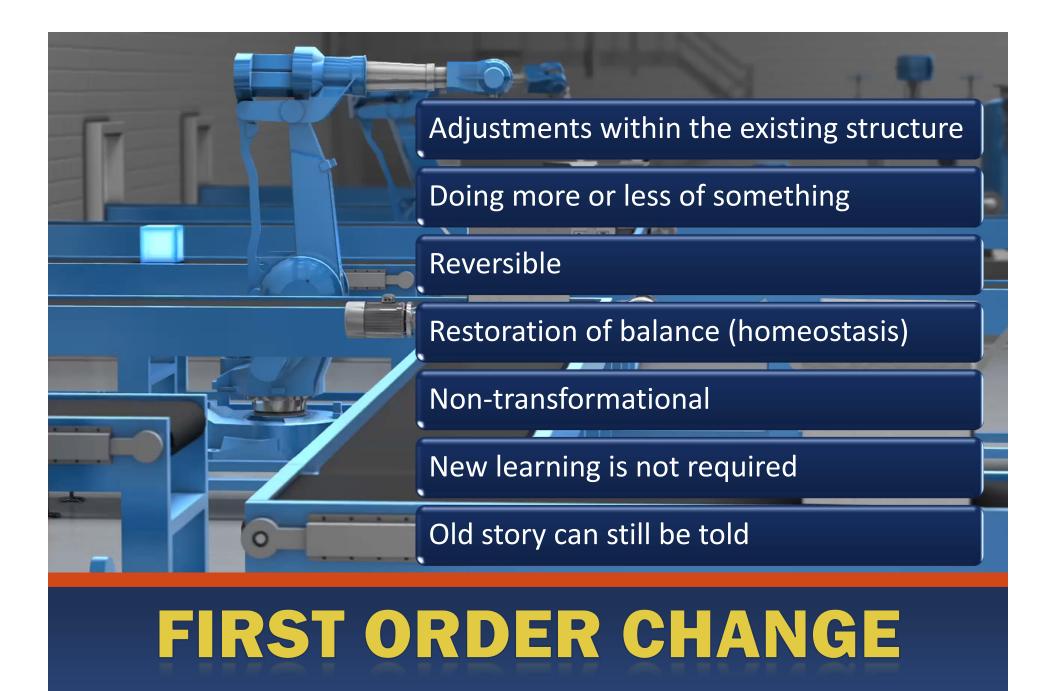
 Doing more or less of something we are already doing



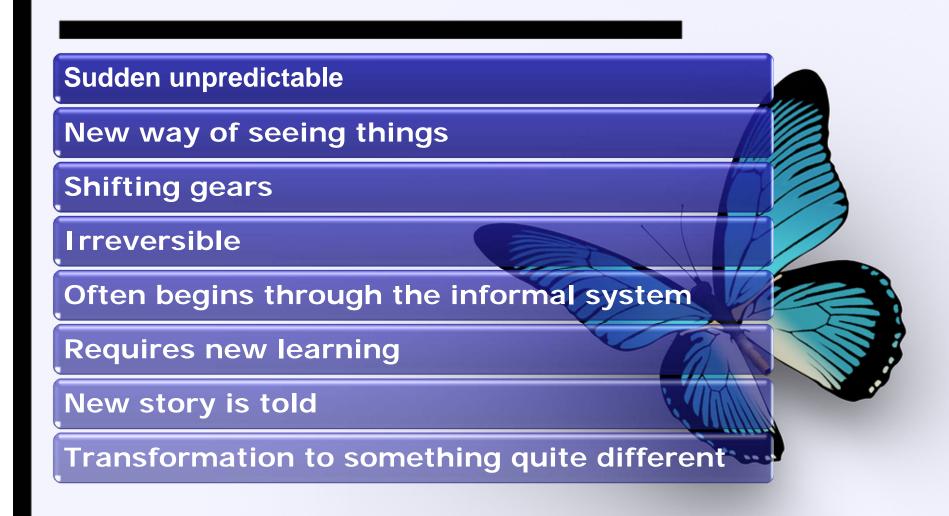
SECOND ORDER CHANGE

 Deciding or being forced to do something entirely differently than we have done it in the past





SECOND-ORDER CHANGE



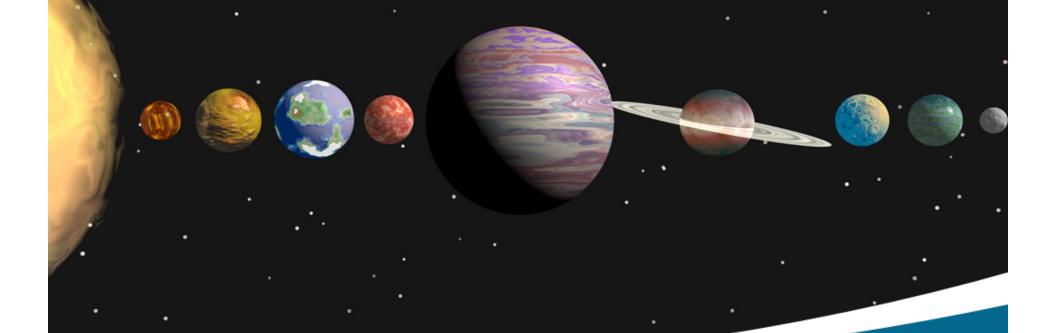
YOU CANNOT MAKE TRANSFORMATION HAPPEN



BUT YOU CAN REMOVE OBSTANCES AND CREATE THE CONTEXT FOR TRANSFORMATIVE CHANGE TO OCCUR



Think of them as magnets that draw a complex adaptive system in a particular direction.



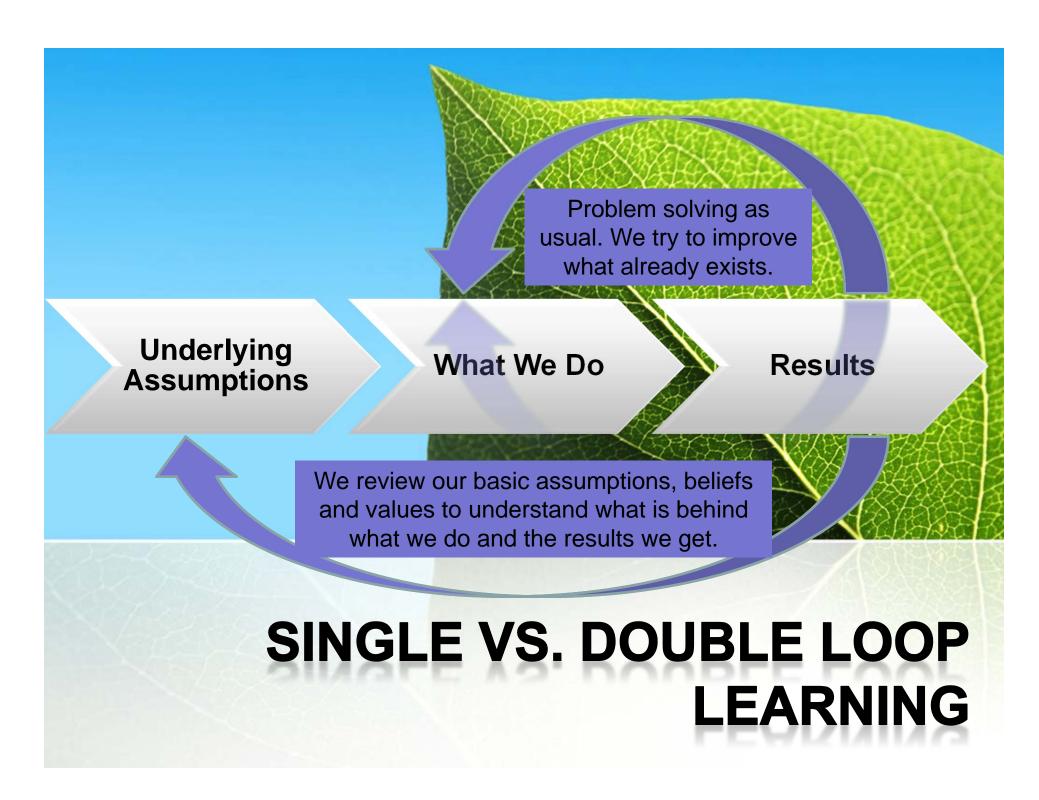


Define the movement that is permitted in the system

System may be temporarily perturbed

Settles back into the prescribed behavior through first-order, single-loop, "equilibrium-seeking processes"

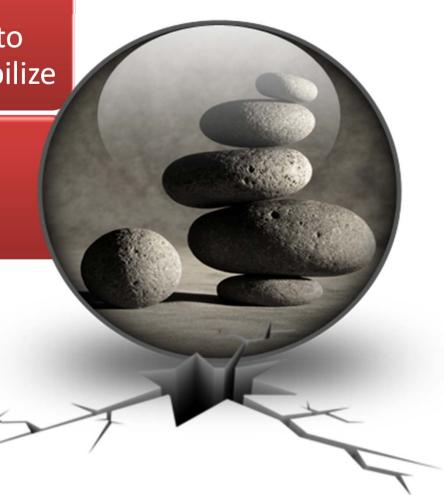
ATTRACTORS



TURBULENCE

But if turbulence increases and FIRST ORDER ADJUSTMENTS fail to work, the system does not restabilize

Is now on "the edge of chaos"



FAR-FROM-EQUILIBRIUM CONDITIONS

Components of a system are far from a condition where they are locked into place and stable

But their level of excitation is not so extreme that the system dissolves entirely.

Edge of chaos is precondition for creativity, innovation and transformation to take place

EDGE OF CHAOS

FAR-FROM-EQUILIBRIUM CONDITIONS

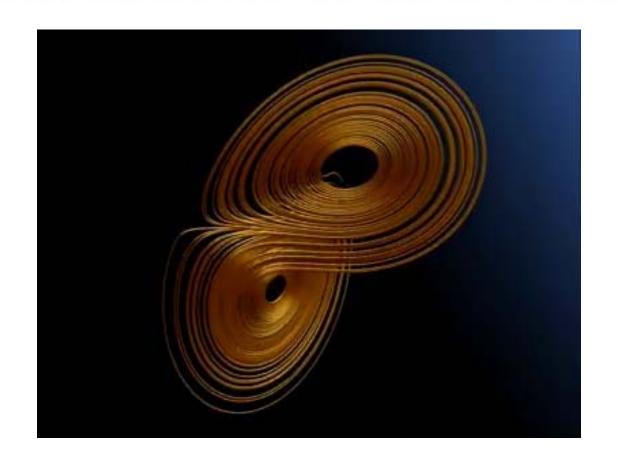


Associated with great anxiety

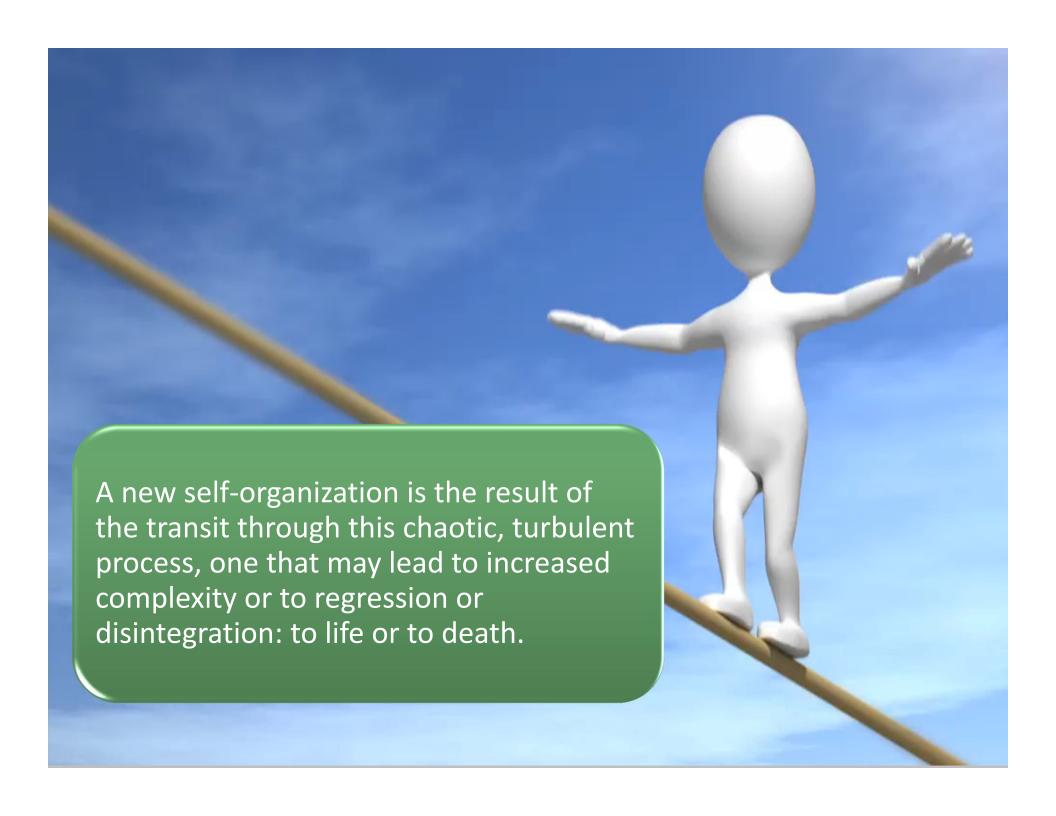
Unpredictable outcomes

At far-from-equilibrium conditions, transformation can occur - change needs to be released

NEW PARADIGM MUST EXIST



"STRANGE" ATTRACTORS" MUST EMERGE



SELF-ORGANIZATION

Process by which a structure or pattern emerges in an open system without specification from the outside environment.



EMERGENCE IS THE OUTCOME OF SELF-ORGANIZATION –
A NEW STATE OR CONDITION

UNEXPLAINED GAPS IN THE EVOLUTIONARY STORY



EVOLUTIONARY LEAPS, QUANTUM SHIFTS, EMERGENCE

WHAT ACES IS TELLING US:







BUT REMEMBER
ALL CHANGE
INVOLVES RISK
and Risk is part of
being alive



OBSTACLES TO TRANSFORMATIVE CHANGE



OBSTACLES TO CHANGE

Lack of knowledge

Perverse incentives

Little double loop learning

History of entrenched bureaucracy

Limited resources

Inadequate, ill-informed leadership

Lack of participatory processes

Insufficient time for collaboration

Demoralized workforce

PERHAPS THE BIGGEST OBSTACLE TO CHANGE

When *Change* shows up:

- Something old STOPS
- Something new BEGINS



Resistance to change is based in fear of loss

ALL CHANGE MEANS LOSS



MONEY

POWER

FAME

FEAR



CREATING A CONTEXT FOR EMERGENT, TRANSFORMATIVE CHANGE

CHANGING PARADIGMS

An interconnected world

COMPLEXITY

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WHAT SCIENCE TELLS US ABOUT...

The physical self

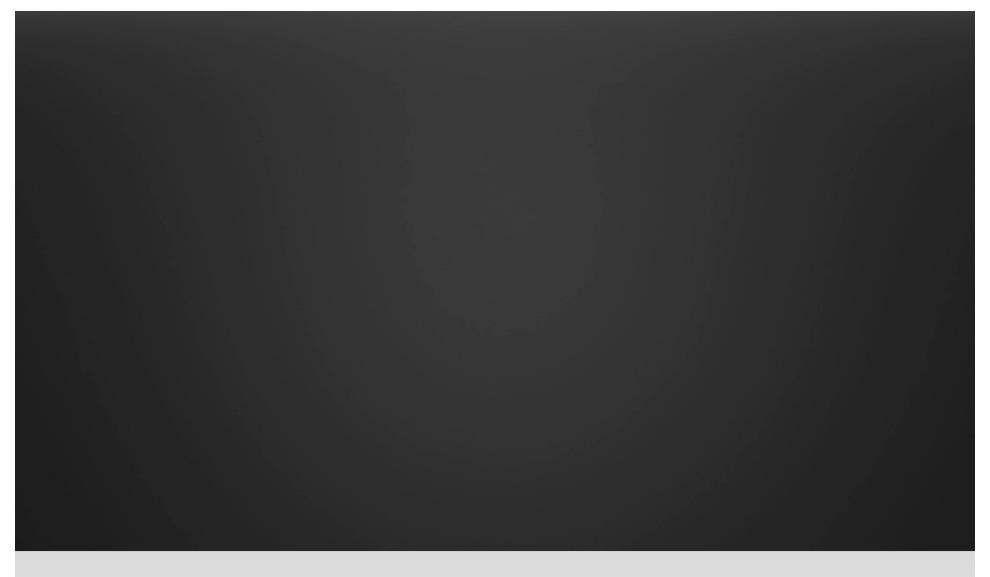
The developing self

The emotional self

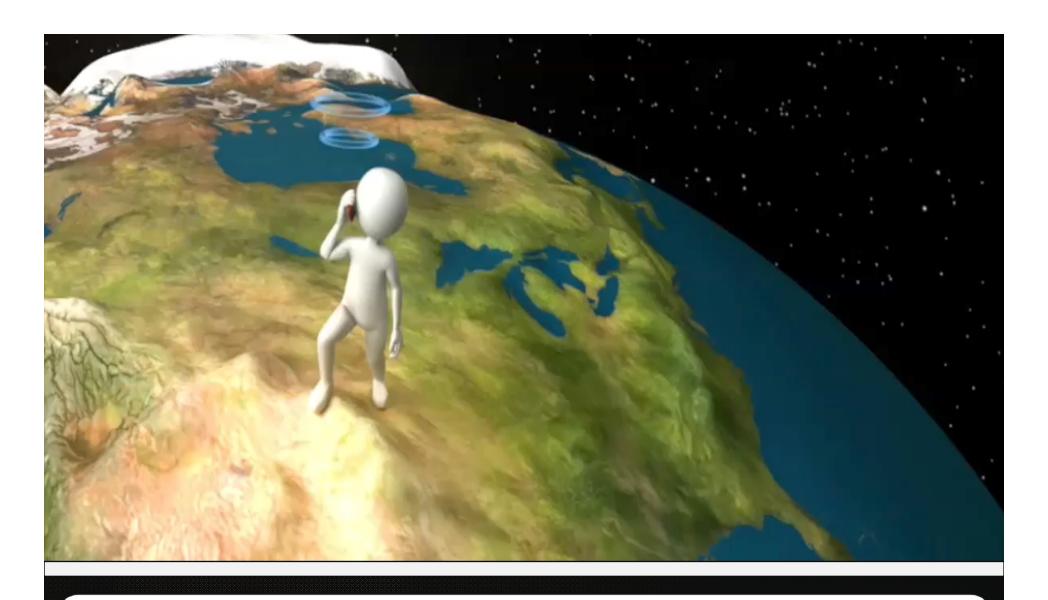
The social self

The moral self

And how traumatic experience changes things

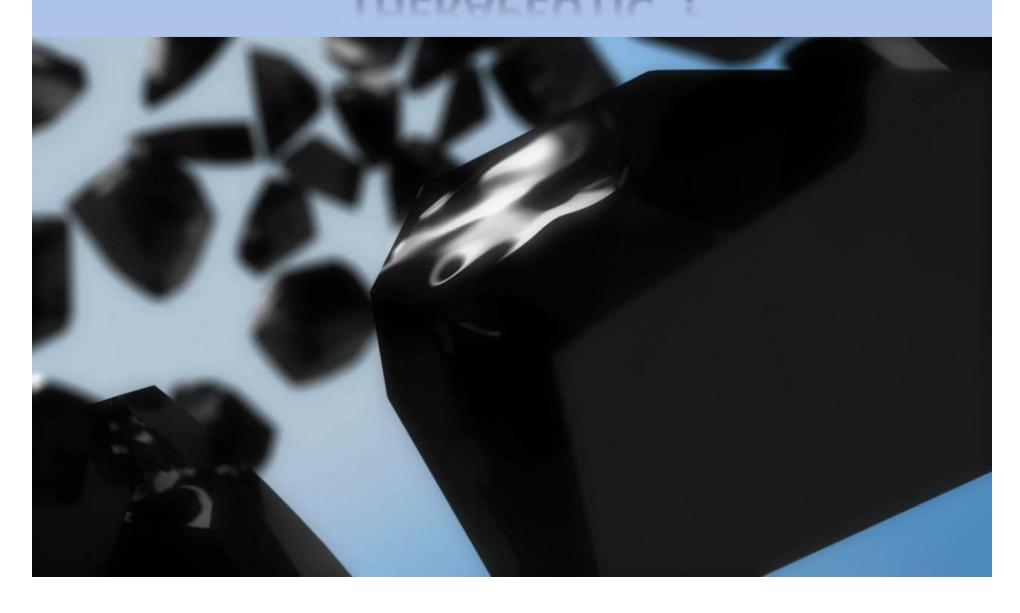


HEALING REQUIRES OTHER PEOPLE – WE ARE PART OF A SOCIAL GROUP FROM CRADLE TO GRAVE



FROM BIRTH TO DEATH WE ARE SENDING OUT SIGNALS AND ASKING FOR HELP

CHANGING DEFINITIONS OF "THERAPEUTIC"?



FOR INDIVIDUAL OR SYSTEM TRANSFORMATION WE NEED:



SHARED KNOWLEDGE:

Adversity, Toxic Stress, Trauma & Attachment

SHARED VALUES:

 Sanctuary Commitments to Nonviolence, Emotional Intelligence, Social Learning, Open Communication, Social Responsibility, Democracy, Growth & Change

SHARED LANGUAGE:

• S.E.L.F. = Safety, Emotions, Loss and Future

SHARED PRACTICE:

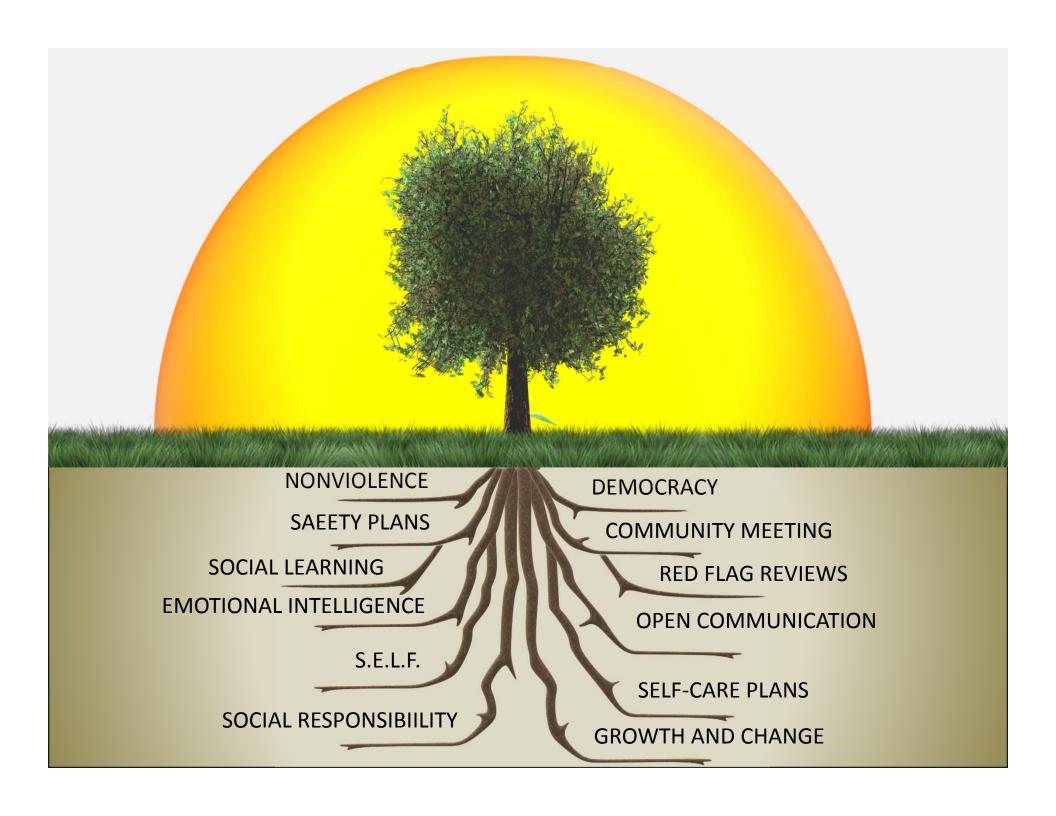
Sanctuary Toolkit

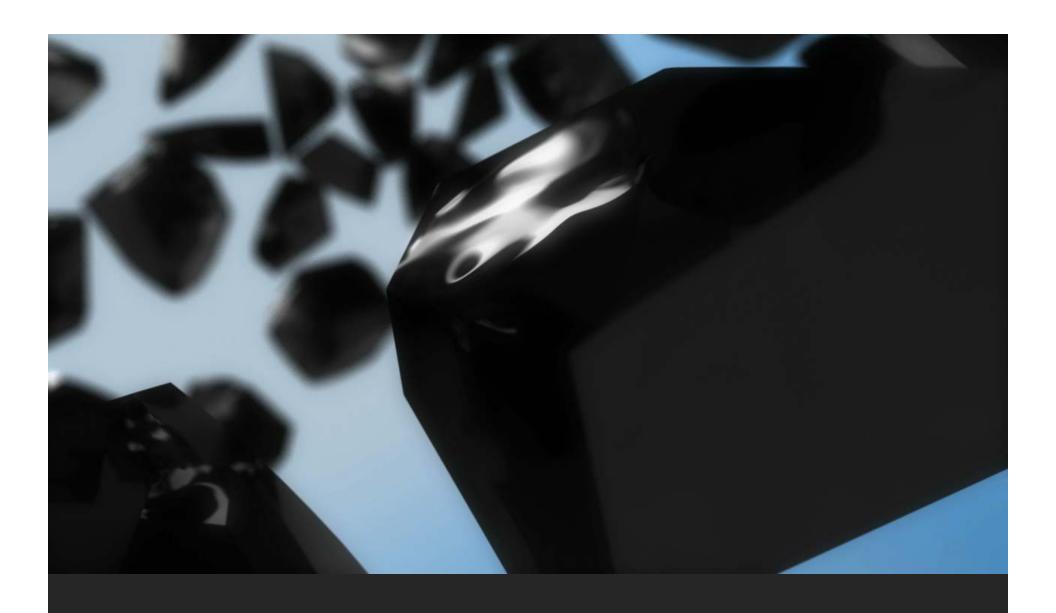
SHARED MISSION:

Parallel Process of Recovery

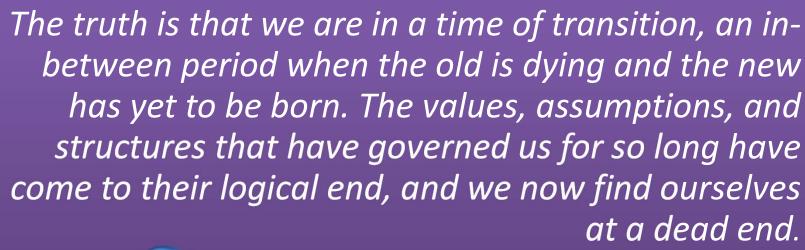
SANCTUARY AS A LIVING SYSTEM

FAR-FROM-EQUILIBRIUM CONDITIONS





SYSTEM COHERENCE



Jim Wallis

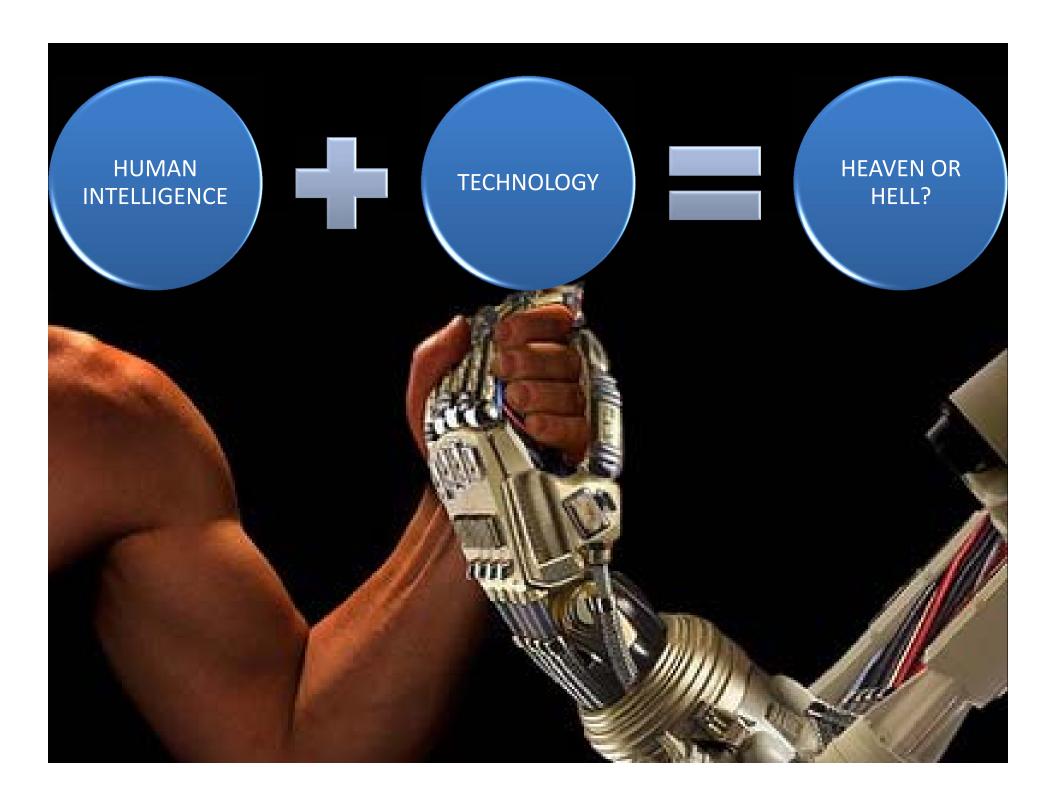


Every transformation ... has rested on a new metaphysical and ideological base; or rather, upon deeper stirrings and intuitions whose rationalized expression takes the form of a new picture of the cosmos and the nature of man.

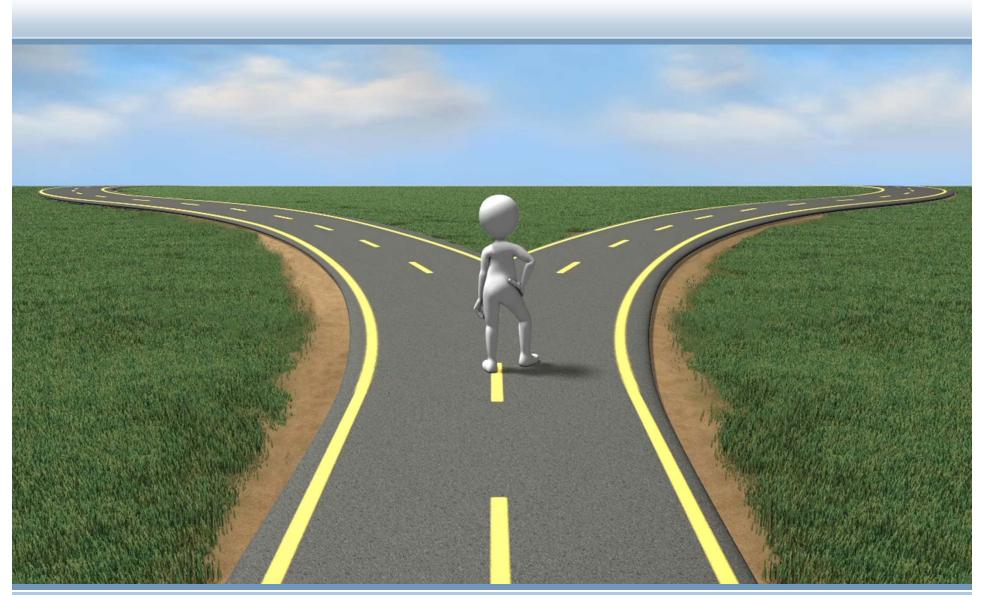
Louis Mumford

American historian, sociologist, and philosopher





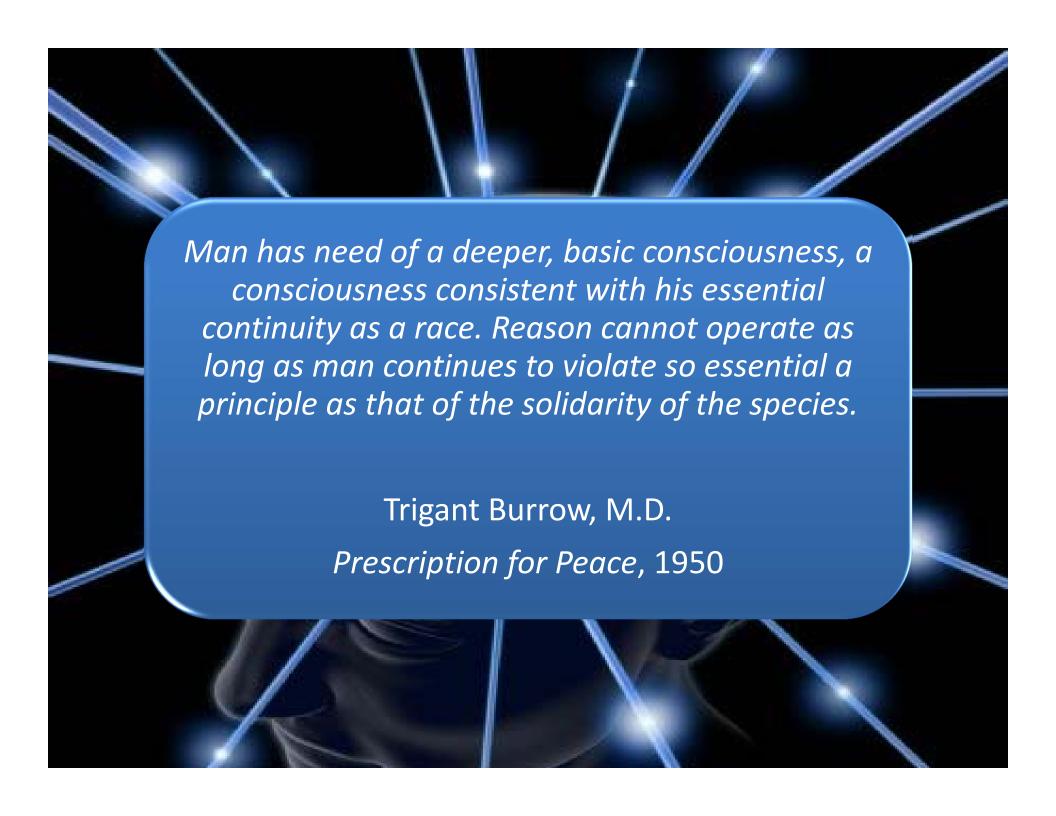


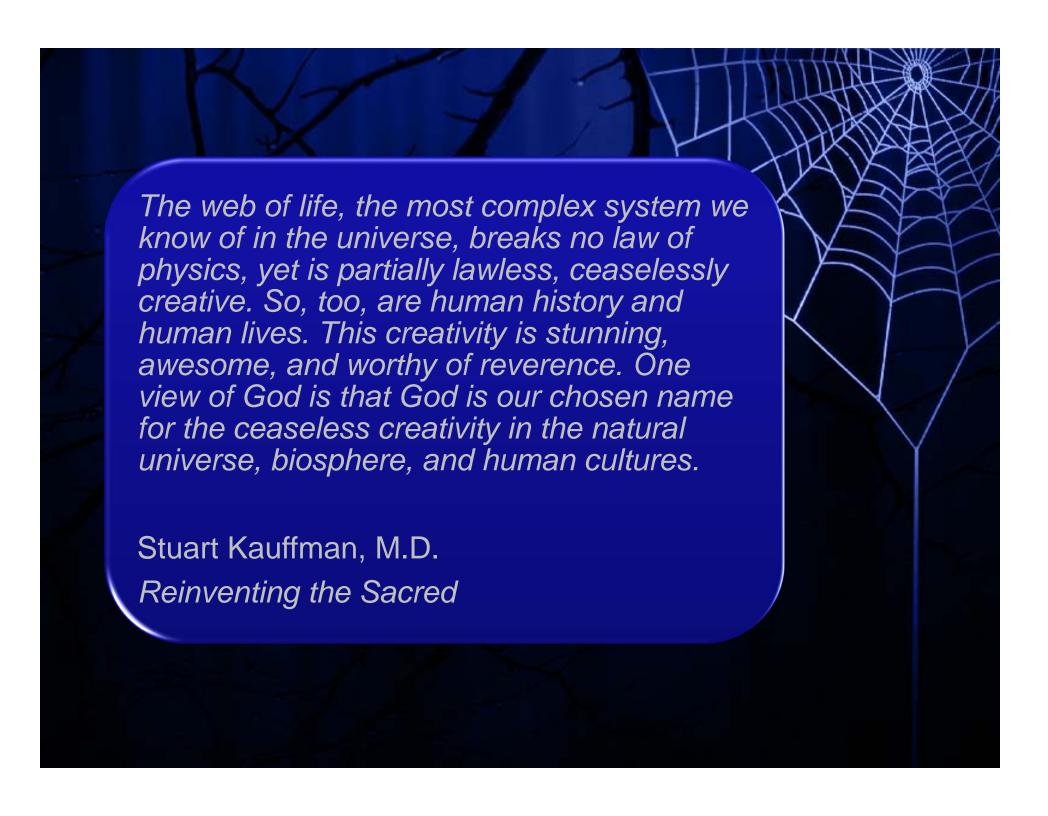


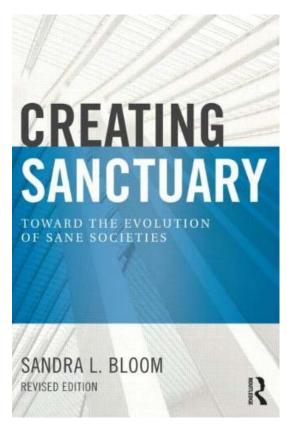
Two roads diverged in a wood, and I,
I took the one less traveled by,
And that has made all the difference.
Robert Frost

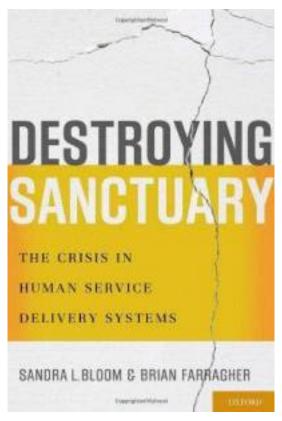
WHY DON'T WE TRY THE ROAD THAT IS













A NEW OPERATING
SYSTEM FOR
TRAUMA-INFORMED
SYSTEMS OF CARE



