







BRIDGES model OVERVIEW



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BUILDING BRIDGES

MODEL OVERVIEW


 Individual  Institution  Community

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VIEWING ECONOMIC CLASS ISSUES THROUGH THE 'TRIPLE LENS'





POLICY





Individual Institution Community

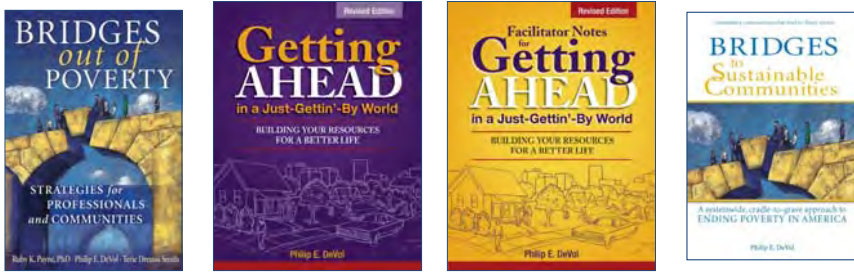
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Our mission is to enable individuals, institutions, and communities to stabilize and grow resources for all, particularly those in poverty.

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Bridges Out of Poverty




Highlands, TX

www.ahaprocess.com





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“If you have come to help me, you can go home again. But if you see my struggles as a part of your own survival, then perhaps we can work together.”

–Lila Watson, an Aboriginal Woman from Australia





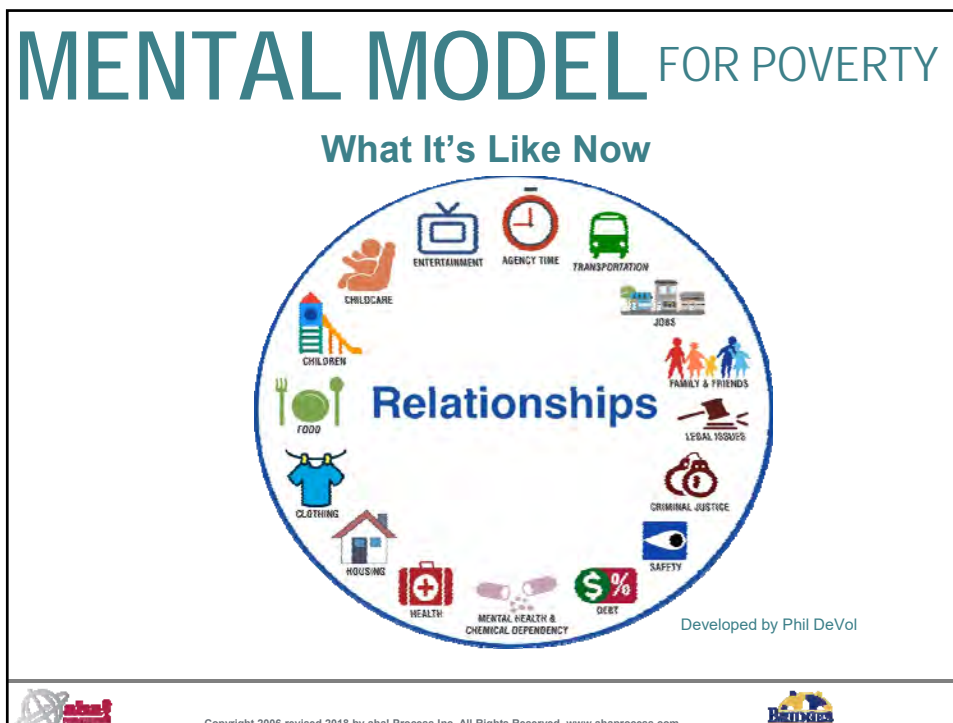
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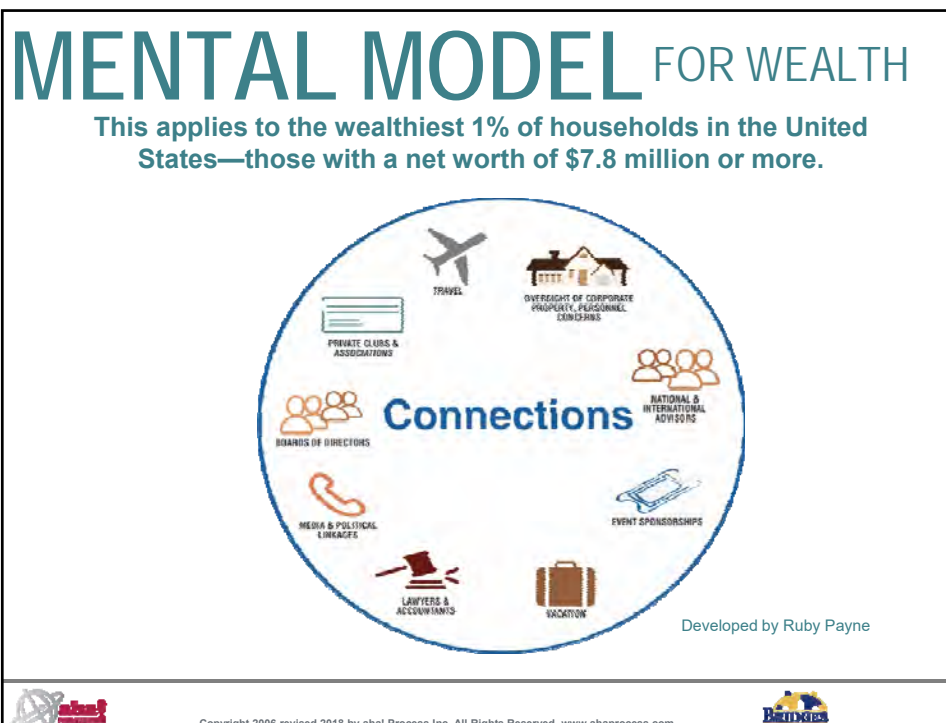
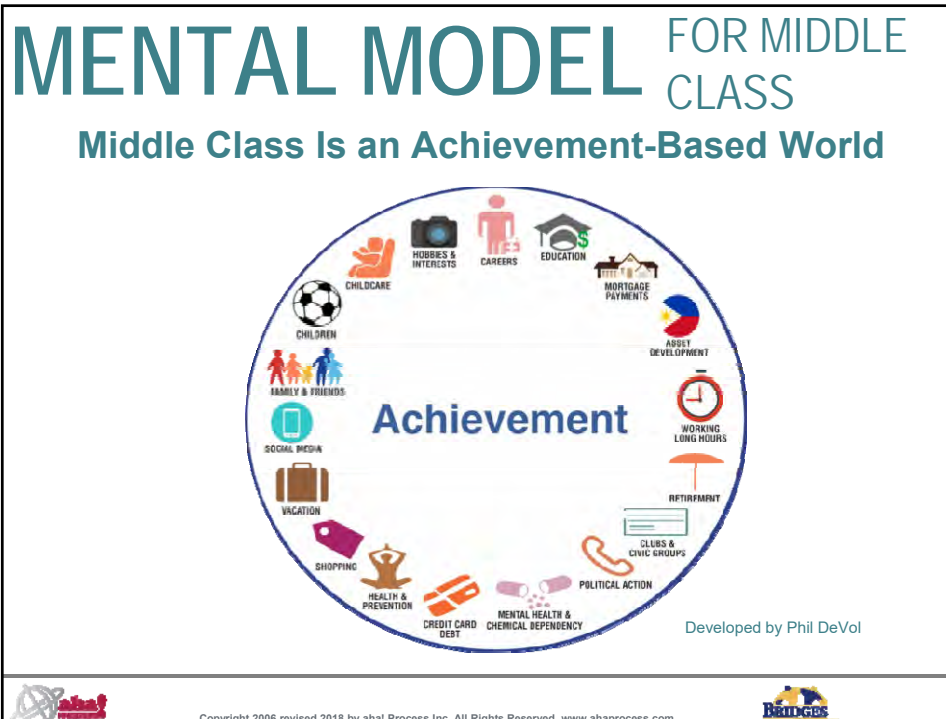


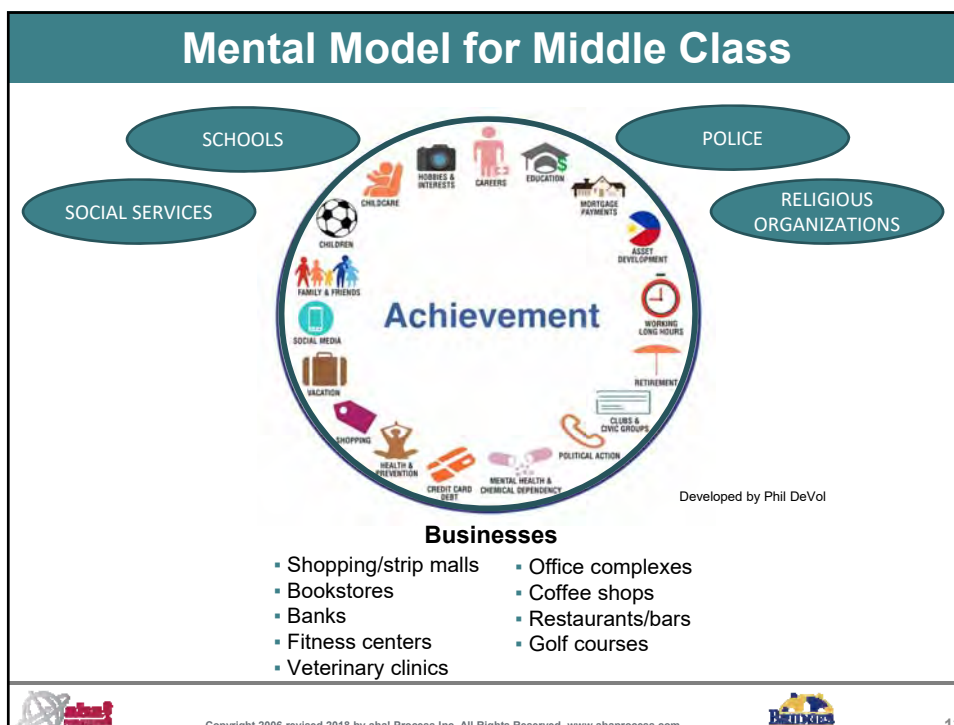
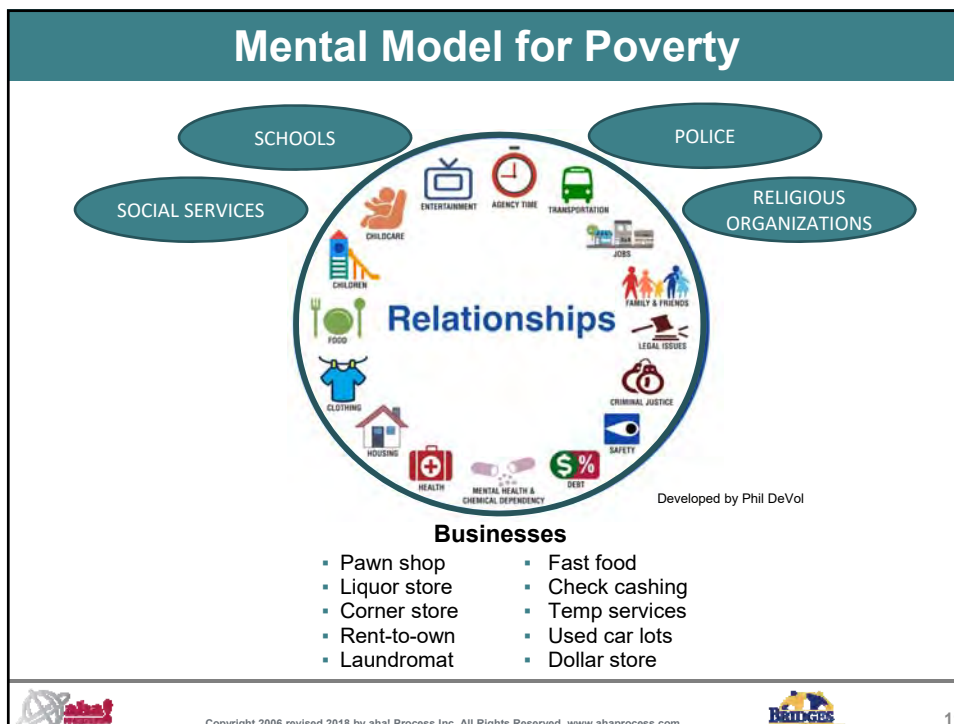
CONTINUUM OF RESOURCES

UNDER-RESOURCED	RESOURCED
Instability/crisis	Stability
Isolation	Exposure
Dysfunction	Functionality
Concrete reality	Abstract representational reality
Casual, oral language	Written, formal register
Thought polarization	Option seeking
Survival	Abundance
No work/intermittent work	Work/careers/larger cause
Poverty	Wealth
Less educated	More educated

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Mental Model for Wealth

This applies to the wealthiest 1% of households in the United States—those with a net worth of \$7.8 million or more.



Developed by Ruby Payne



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HIDDEN RULES OF WEALTH

Here are additional hidden rules that operate in wealth.

1. It's not okay not to be perfect. That would seldom be articulated, but it is rigidly followed.
2. If you don't have connections or wealth, then you may be respected for your expertise.
3. Social exclusion is the weapon of choice; you simply aren't invited.
4. Time is more important than money (particularly true in new money).
5. Details are very important. One word in a legal document can transfer assets. Details are critical to success.
6. A paper protocol exists (including the paper itself) for invitations, responses, and thank yous.
7. A key role of a parent in wealth is to ensure that the child has access to the appropriate connections and schooling.
8. Personal concerns of an emotional nature are not openly shared in a social setting but rather with the appropriately paid, degreed professional.
9. Humor is most often about social faux pas.
10. Indiscretion (disclosing information gained through social connections) to media or others not in the social set is rarely forgiven.



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HIDDEN RULES OF CLASS

	Poverty	Middle Class	Wealth
POSSESSIONS	People.	Things.	One-of-a-kind objects, legacies, pedigrees.
MONEY	To be used, spent.	To be managed.	To be conserved, invested.
PERSONALITY	Is for entertainment. Sense of humor is highly valued.	Is for acquisition and stability. Achievement is highly valued.	Is for connections. Financial, political, social connections are highly valued.
SOCIAL EMPHASIS	Social inclusion of the people they like.	Emphasis is on self-governance and self-sufficiency.	Emphasis is on social exclusion.
FOOD	Key question: Did you have enough? Quantity important.	Key question: Did you like it? Quality important.	Key question: Was it presented well? Presentation important.
CLOTHING	Clothing valued for individual style and expression of personality.	Clothing valued for its quality and acceptance into norm of middle class. Label important.	Clothing valued for its artistic sense and expression. Designer important.
TIME	Present most important. Decisions made for moment based on feelings or survival.	Future most important. Decisions made against future ramifications.	Traditions and history most important. Decisions made partially on basis of tradition and decorum.
EDUCATION	Valued and revered as abstract but not as reality.	Crucial for climbing success ladder and making money.	Necessary tradition for making and maintaining connections.
DESTINY	Believes in fate. Cannot do much to mitigate chance.	Believes in choice. Can change future with good choices now.	<i>Noblesse oblige.</i>
LANGUAGE	Casual register. Language is about survival.	Formal register. Language is about negotiation.	Formal register. Language is about networking.
HOUSEHOLD DYNAMICS	Tends to be matriarchal.	Tends to be patriarchal.	Depends on who has money.
WORLDVIEW	Sees world in terms of local setting.	Sees world in terms of national setting.	Sees world in terms of international view.
LOVE	Love and acceptance conditional, based upon whether individual is liked.	Love and acceptance conditional and based largely upon achievement.	Love and acceptance conditional and related to social standing and connections.
DRIVING FORCES	Survival, relationships, entertainment.	Work, achievement.	Financial, political, social connections.
HUMOR	About people and sex.	About situations.	About social <i>faux pas</i> .



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LEARNING EXERCISE

Collaboration Talk

- Where do your employees collaborate?
- Where does your organization collaborate, both internally and externally?
- How can we collaborate more?



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COLLABORATION

- The intentional creation of a service continuum or wraparound services between agencies
- Sharing information (with customers' approval), staff, and facilities



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STRATEGIES FOR INSTITUTIONS

- Analyze where the institution collaborates both internally and externally.
- Become aware of the customer life cycle and create programs for it.
- Become aware of and analyze the effectiveness of your institution's theory of change, both with participants and for the institution itself.

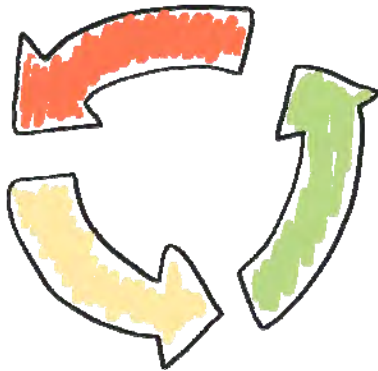


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CUSTOMER LIFE CYCLE



Where customers are coming from, all the things they have to go through to get to the institution, and everything the institution has the customer do—these are all part of the customer life cycle.

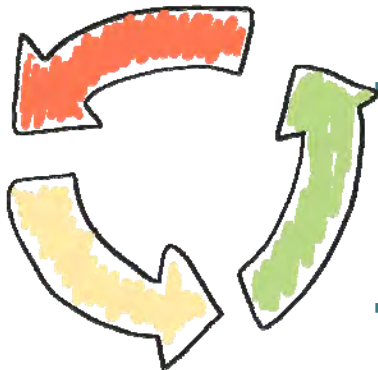


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CUSTOMER LIFE CYCLE



- Is your institution aware of its customer life cycle?
- Does your institution intentionally gear itself toward its customer life cycle?
- Does the institution gear itself more toward its employees than toward its customers?



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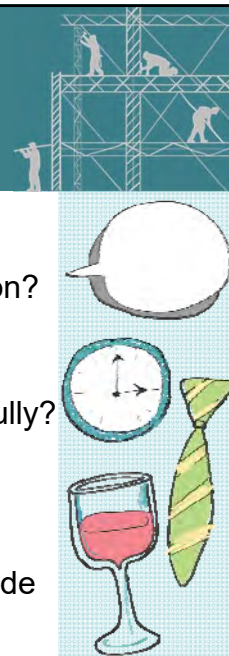


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HIDDEN RULES IN YOUR ORGANIZATION

Questions to ask

1. What is the preferred method of communication? Face to face? Email?
2. What is the accepted protocol for meetings?
3. Who is the “enforcer” of the rules? The staff bully?
4. What is acceptable attire? Who decides?
5. Can you have wine when you are out with a prospective donor?
6. Is it okay to ignore paperwork? A client? Be rude to a donor? Openly fight and argue at work?



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WHAT CAN YOU DO IN THE WORK AND AGENCY SETTING?

Hidden Rules

- Understand the hidden rules of your work/agency setting.
- Understand the hidden rules that customers and employees bring with them.
- Ensure that programs are not based on one set of hidden rules.

Institutional Lens

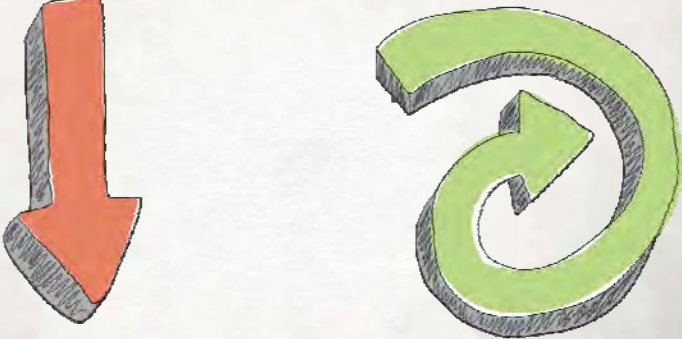


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FORMAL **CASUAL**



PATTERNS OF DISCOURSE



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COMMUNICATION IS A HUGE INSTITUTIONAL LANGUAGE ISSUE



Questions to ask

1. Can someone with a sixth-grade reading level understand it?
2. Does it include visuals?
3. Is it in a big enough font so any age can read it?
4. Is it readable and interesting?
5. Is it clear and concise?
6. Is the vocabulary difficult? Sentence construction complex?
7. Is the important information easy to find?

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WHAT CAN YOU DO IN THE WORK AND AGENCY SETTING?



Language, Story Structure, and Cognition

1. Honor the register a customer comes into the institution speaking, and nurture formal register.
2. Staff must be aware of nonverbal communication.
3. Rewrite forms to be more meaningful.
4. Reduce middle class “noise” by using meaningful mental models, drawings, stories, and analogies.
5. Collaborate with institutions to promote a rich language experience for children from birth to five years of age.
6. Reframe into learning experiences those conflicts that result from the use of casual register.
7. Use the Tucker Signing Strategies to teach reading skills.

Institutional Lens

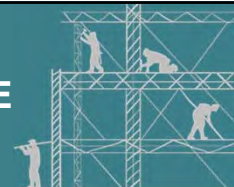


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WHAT ARE THE PARTNERSHIPS AND SOCIAL BRIDGING CAPITAL YOU HAVE WITH OTHER INSTITUTIONS?



1. With what other institutions do you have partnerships? Or do you operate in a “silo?”
2. What is your network of connections within the leadership of other institutions?
3. Is there a group of institutions that meets regularly to do community planning?
4. In what ways does informal and formal dialogue occur between and among institutions?



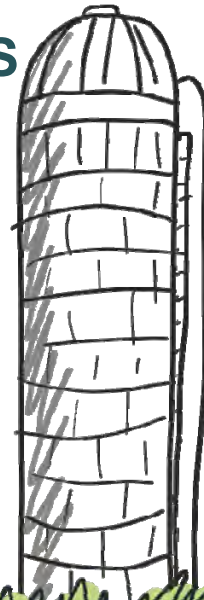
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THE PROBLEM WITH SILOS

- Competition
- Waste
- Fail to communicate
- Fragmentation leads to bottlenecks
- Stifle innovation
- Mental blindness; tunnel vision

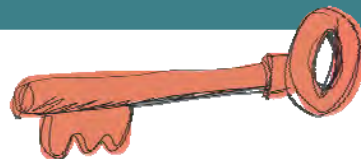


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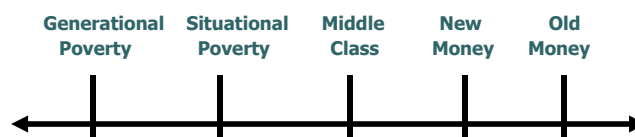


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KEY POINT



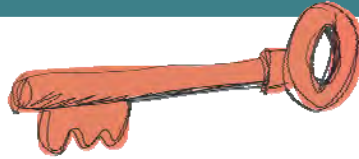
Generational and situational poverty are different.



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KEY POINT



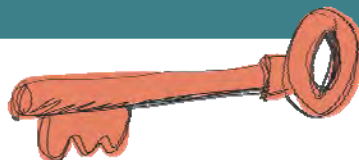
Individuals bring with them the hidden rules of the class in which they were raised.



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KEY POINT



Hidden rules about time and money:

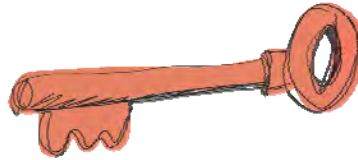
Poverty	Middle Class	Wealth
Survival	Work	Political connections
Relationships	Achievement	Financial connections
Entertainment	Material security	Social connections



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KEY POINT

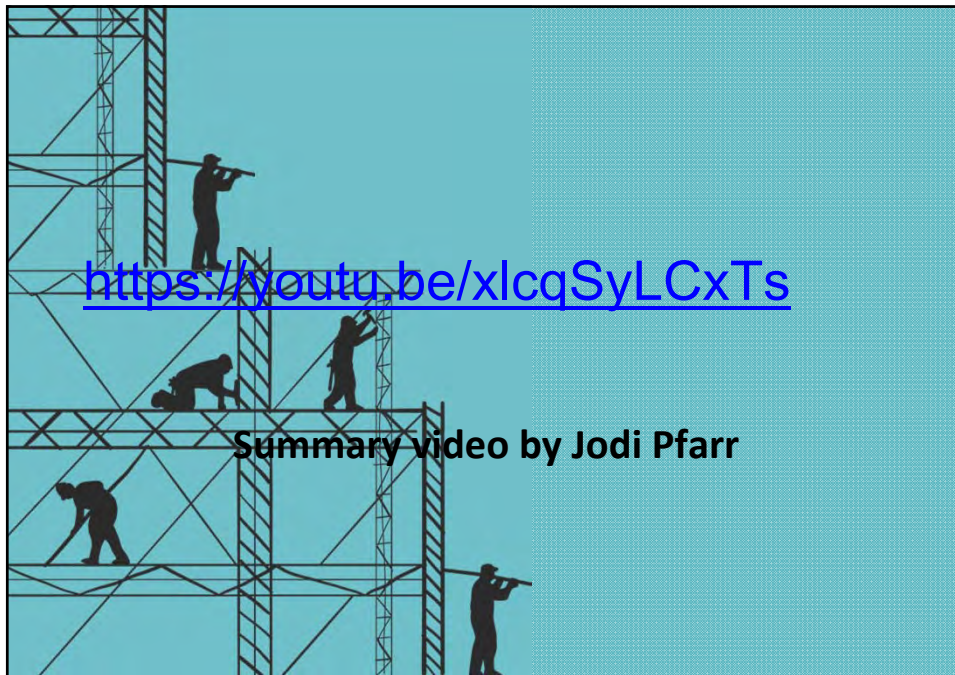


Three things that help one move out of poverty are:

- Education
- Relationships
- Employment



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<https://youtu.be/xlcqSyLCxTs>

Summary video by Jodi Pfarr



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