Learning creates discomfort as we…
…face the gap between what we say we value and what people actually experience
…find that the routine ways we do things don't work for people
…discover that our time is taken up with activities that keep us from listening to people and acting with them to make changes
…deal with the conflicts that come up because involved people have different ideas, values, and points of view
…feel the increasing uncertainty that comes from shifting power to the people who use services
…admit that we don't know all the answers and trusting others to help us to invent them
…experience tension between implementing models prescribed from above and responding in a practical way to the needs people communicate

Ways to shift power towards people
• Direct payments
• Giving people a say in hiring staff
• Involving people with more experienced self-advocates as mentors and advocates
• Investing in the development of self-advocacy organizations; not asking too much too fast; allowing time for people to build skills and relationships
• Individualizing services
• Giving up jargon
• Providing support to people involved in consultation and governing groups

Ways our organizations can support learning
… make time to reflect; were doing lots but not stopping to notice and draw lessons
…celebrate achievements
…invest in developing new skills and ways to understand
…make connections with others doing similar things
…look for things that work in other kinds of services and organizations
…put people with learning disabilities in teaching roles
…assist people to make plans for themselves before they negotiate with care managers
…develop our own ways of looking at our work with fresh eyes by asking: “What is life like for people?” invite outside teams to review, invite local people (committee members, media people, etc) to review; involve people with disabilities and staff from other local services
…define our own standards, assess ourselves; make and implement plans for improvement: don’t wait for inspections
…provide feedback on the ways policies affect people’s lives: what works and doesn’t work about care management; what has changed for people because of “best value”?
…make connections to other agendas, like primary health care
…build up the courage to speak honestly