



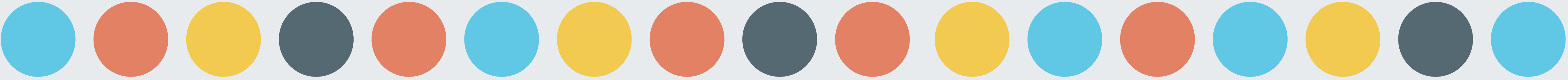
# Moving Mindsets:

*What it takes to change  
culture*

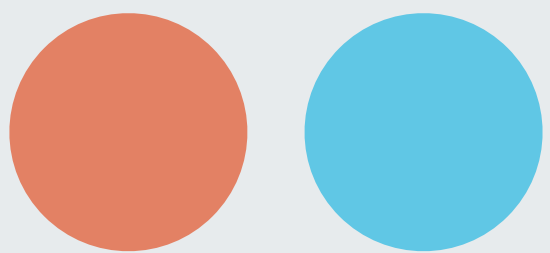
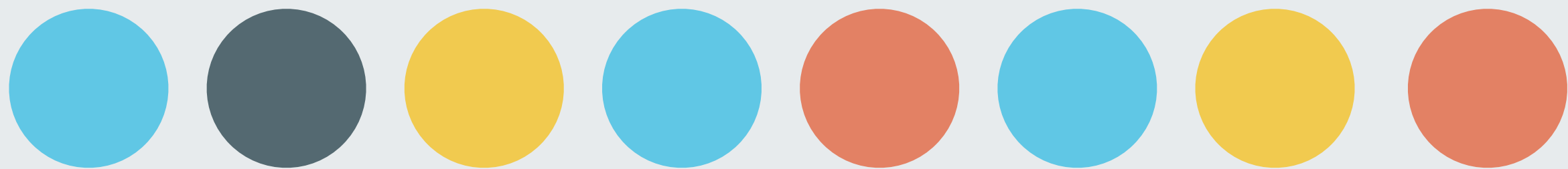
# FrameWorks is on a mission...

to advance the nonprofit sector's capacity

to **frame the public discourse** on social and scientific issues



**What needs to “move” exactly?**





# What is the Culture Change Project?

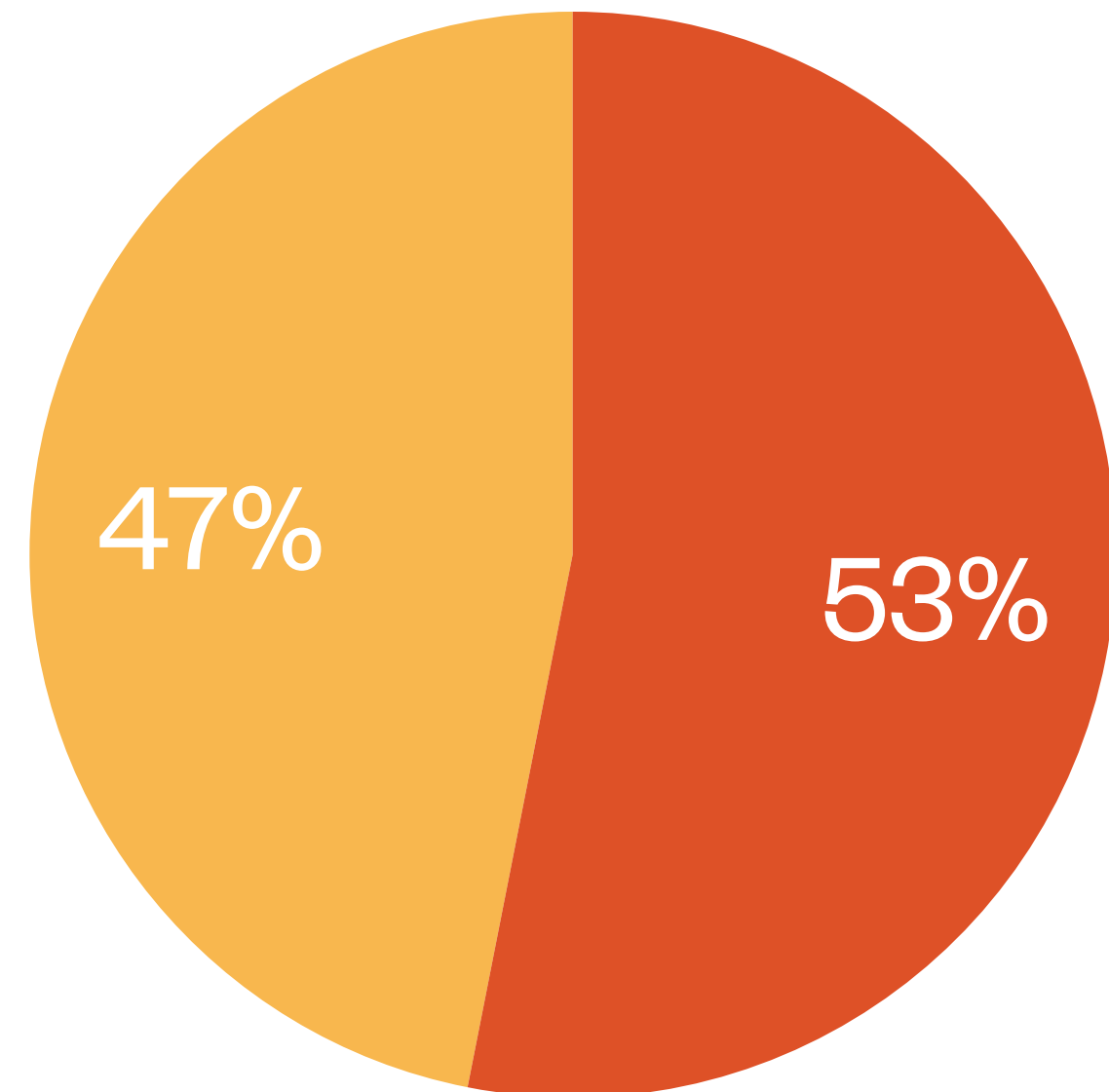


Case study:

How do people think about care?

# “Care as Character” has usually been dominant...

- Care as Character Trait
- Care as Shaped by Context

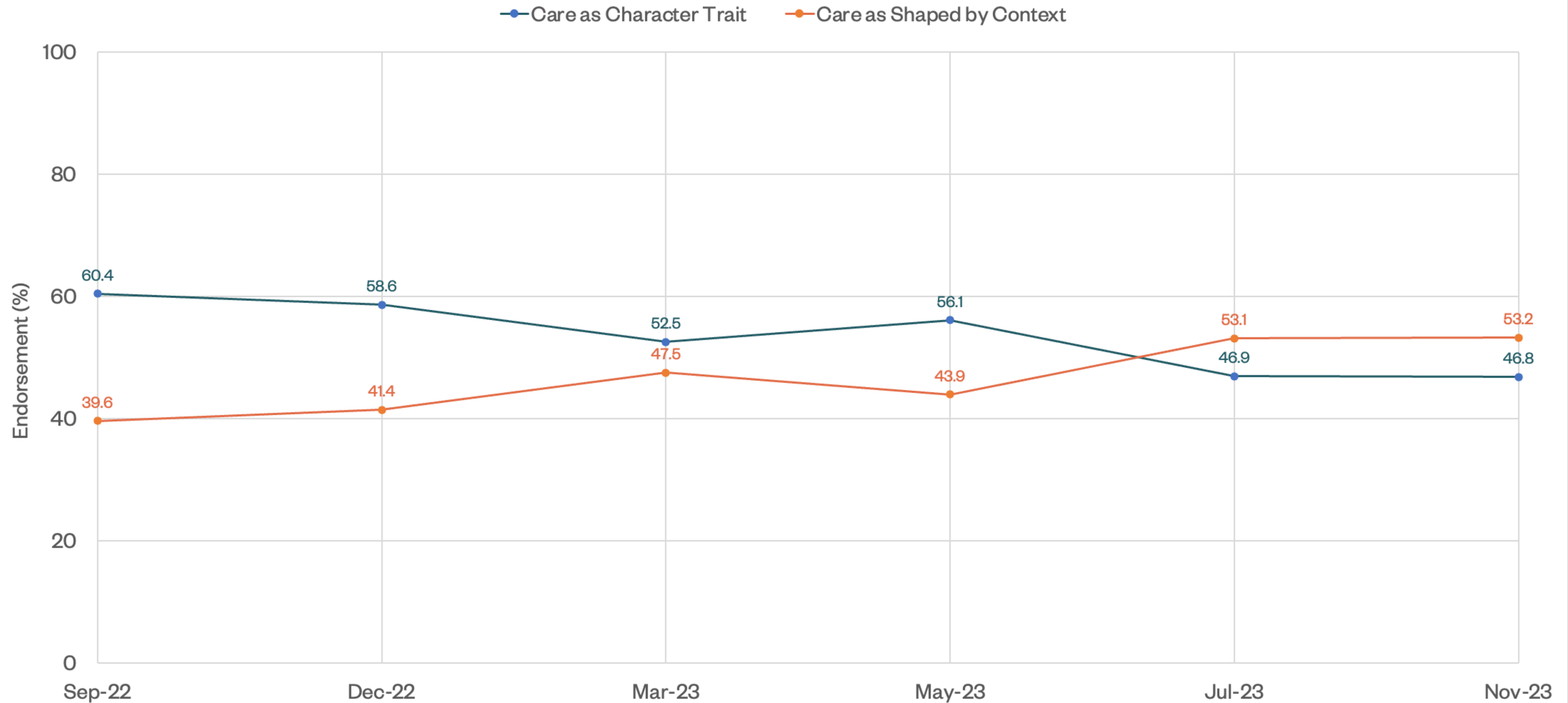


- The quality of care work depends primarily on the personality of individual care workers.
- The quality of care work depends primarily on the pay and working conditions provided to care workers.

Tracking survey data, March 2023

# But now that balance is changing:

## Influences on Care Work—Competing Mindsets





The dominance of individualistic, naturalistic mindsets of care poses a challenge for thinking about care as a public good.

But perceptions of care *can* stretch — and even serve as a bridge between worldviews.

# **Collective Caregiving: A New Frame**

## **The Big Idea:**

Taking care of children and youth is one of our society's most important responsibilities. Whether or not we're parents, we're all caregivers as citizens. Collective caregiving extends to all the decisions we make as a society, about every social issue, and must be extended to all kids and families, white, Black, and brown.

# The Strategy Yields Three Big Shifts in Thinking

**From**

Care as interpersonal



Care for the kids in our lives



Care happens at home and school



**To**

**Care as collective action**

**Care for all kids, Black, white, and brown**

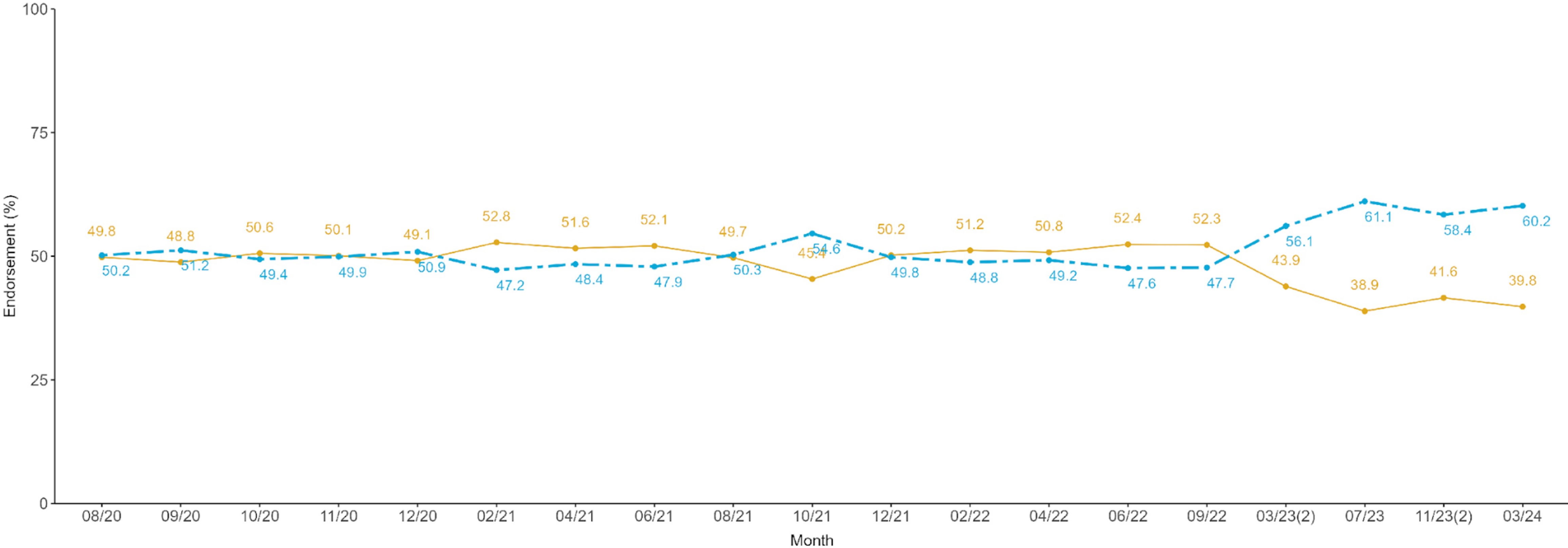
**Care happens everywhere, through every issue**

**Care is *Collective, Inclusive, and Expansive***

# Meritocracy

## Meritocracy Beliefs

- Some people and groups do better than others financially because of differences in opportunities, not talent, or effort
- People who are financially successful are well-off because of their own talent and/or hard work



# Inequality

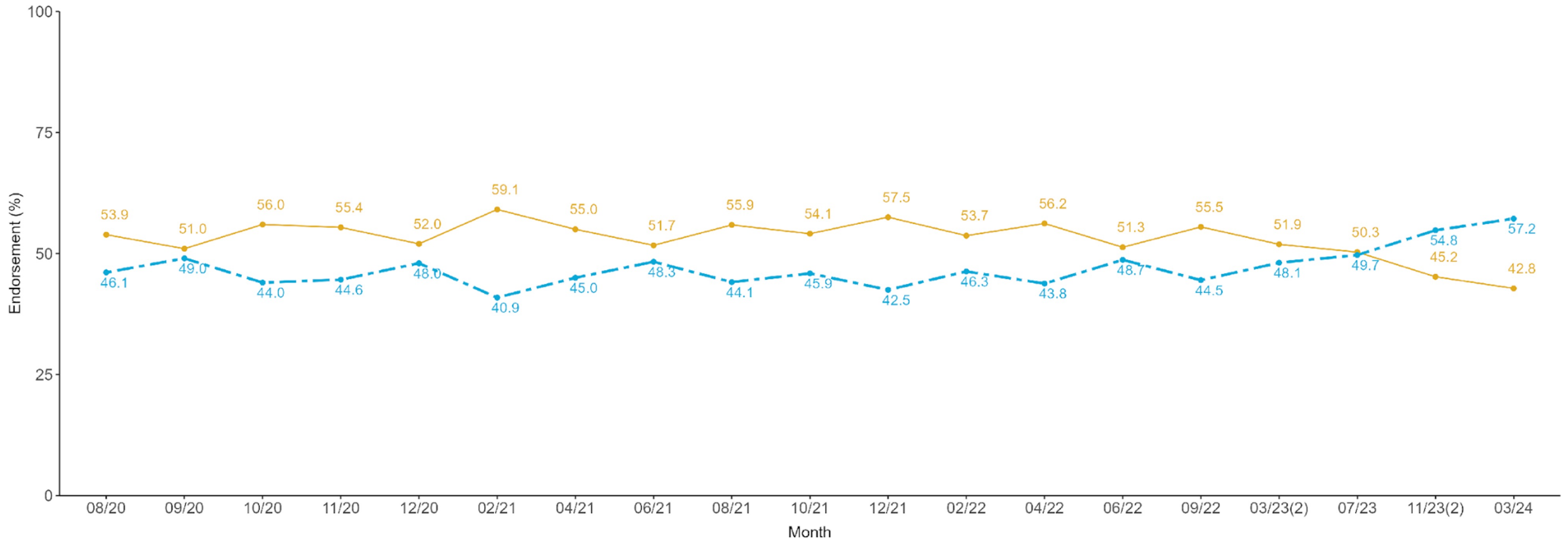
## Inequality Beliefs



Economic inequality exists because of choices our society has made about how our economy will work.



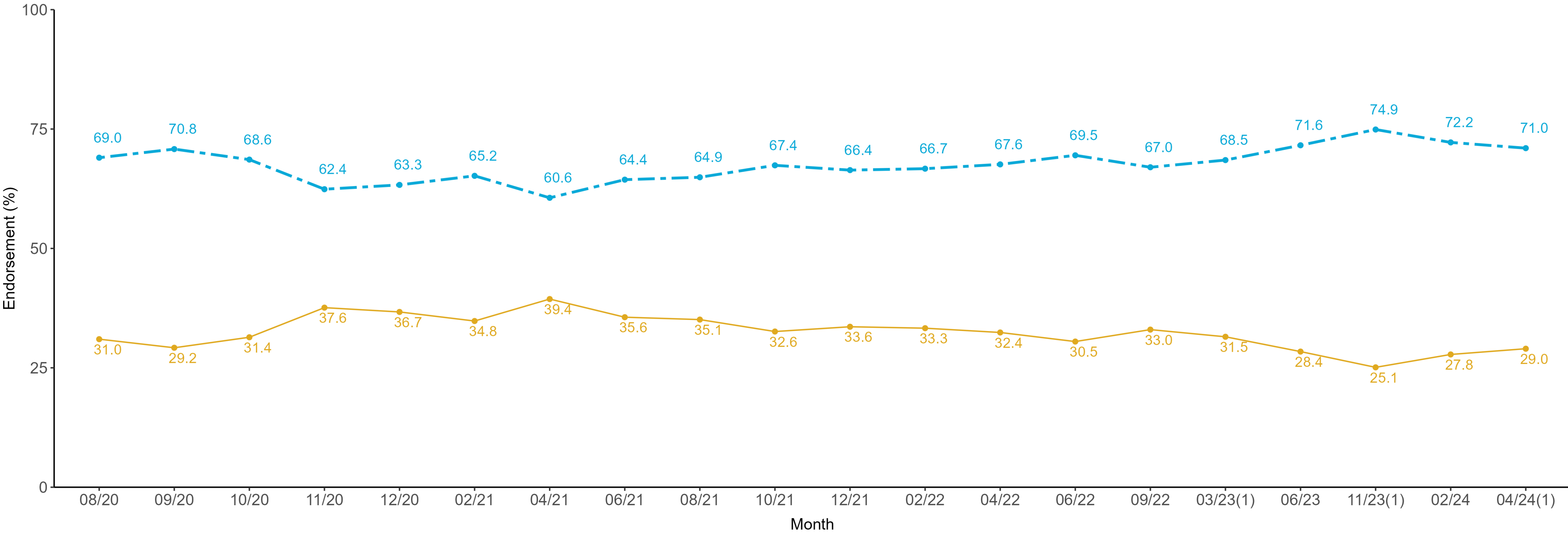
It's natural that some people are going to be much wealthier than others.



# Zero Sum

## Zero Sum Beliefs

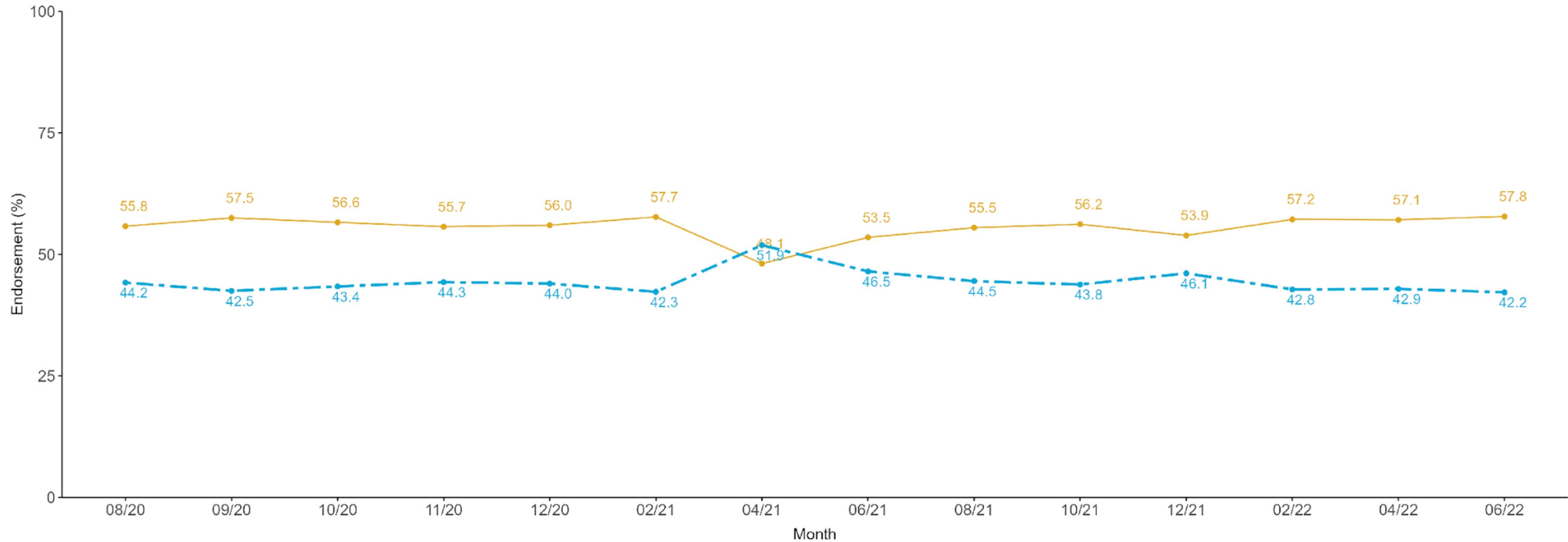
- It is possible to provide help to one group within society without taking away resources from other groups
- When one group within society receives help, it necessarily takes help away from or hurts other groups



# Provide & Protect

## Government: Provide and Protect Beliefs

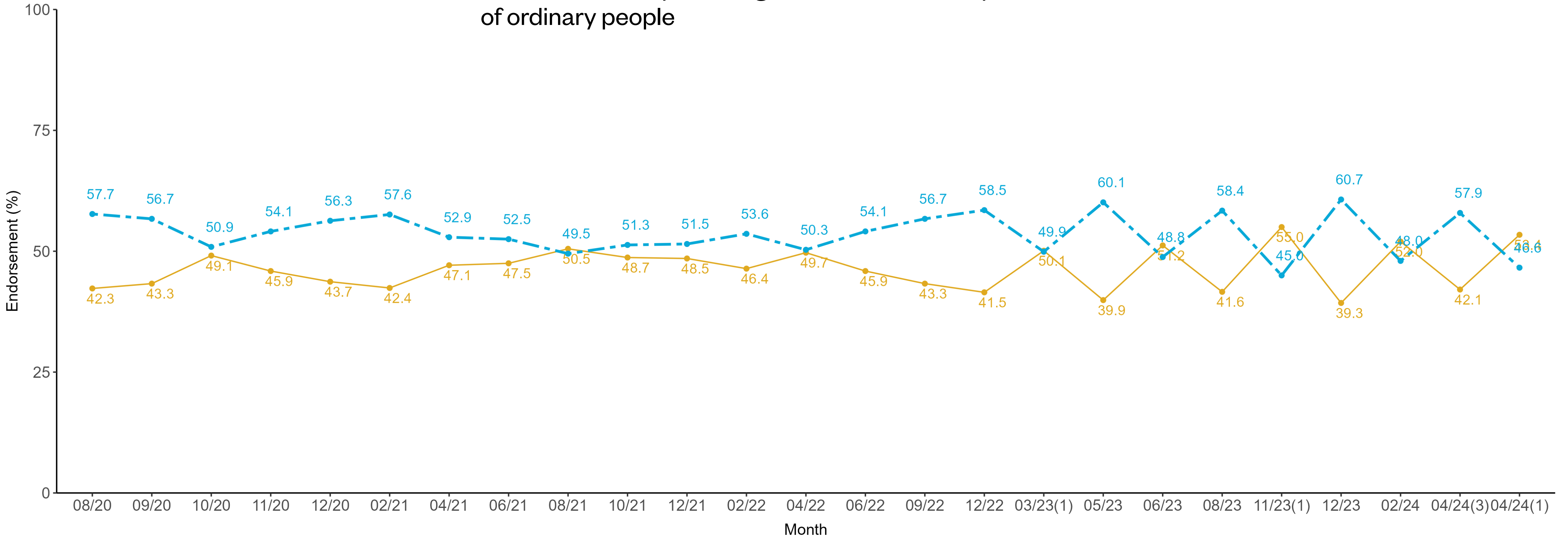
- Government should limit itself to protecting human health and safety, and shouldn't be in the business of providing for people's other needs
- It is government's job to provide individuals with the resources and services they need



# Responsive Government

## Responsive Government Beliefs

- It is inevitable that politicians will serve their own interests rather than the interests of the general public
- It is realistic to expect the government to be responsive to the needs and desires of ordinary people





# Mindsets: Bottom Line

People don't hold one worldview or the other — we all have access to both.

We can think of these clusters as loosely connected worldviews.

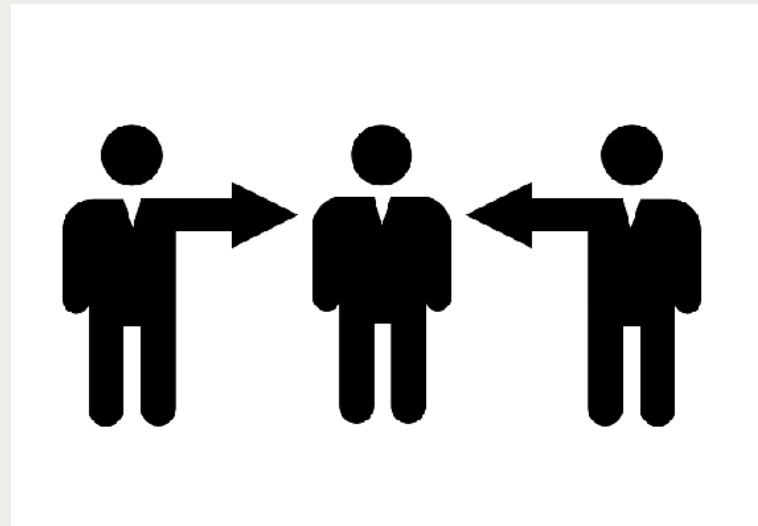
One reinforces the status quo and justifies the existing social order.

The other provides ways of contesting it.

## From this



***Individualism***



***Otherism***



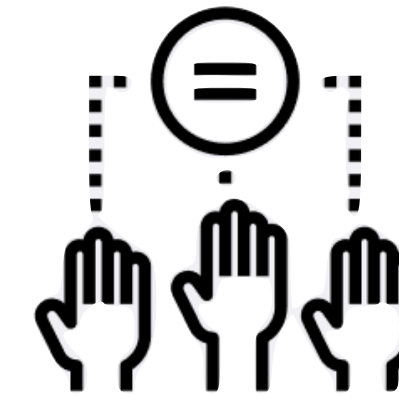
***Fatalism***



## To this



***Context***

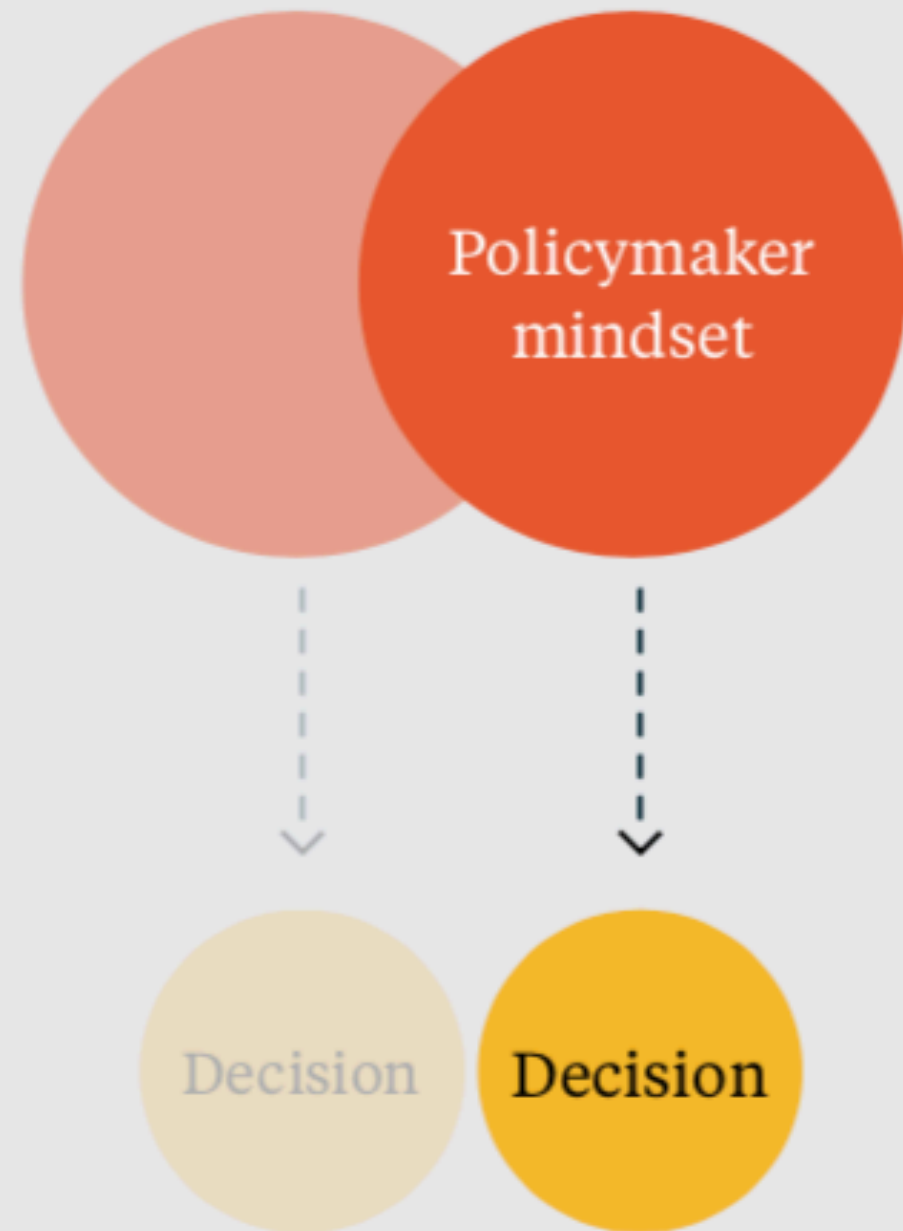


***Togetherism***

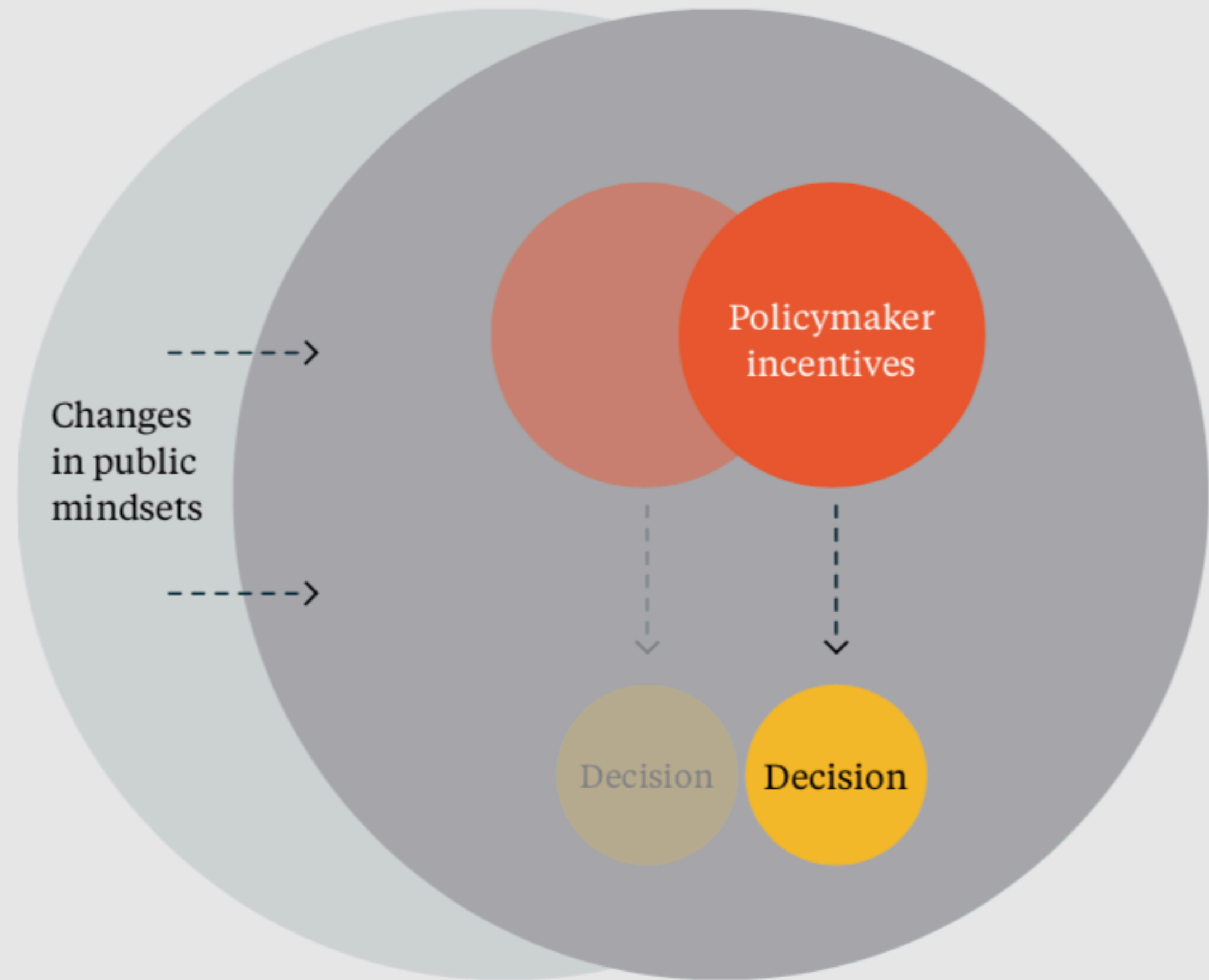


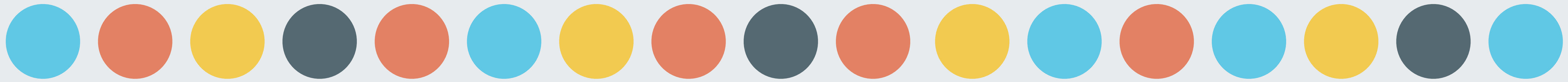
***Can-Do***

**Policy is changed  
either via a change in  
a policymaker's mindset,**

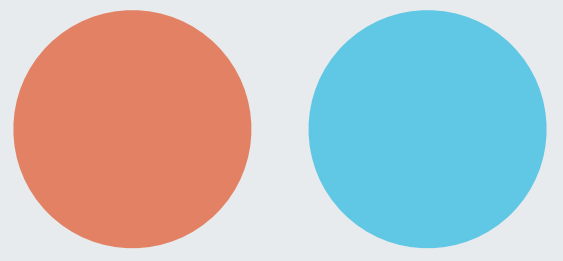
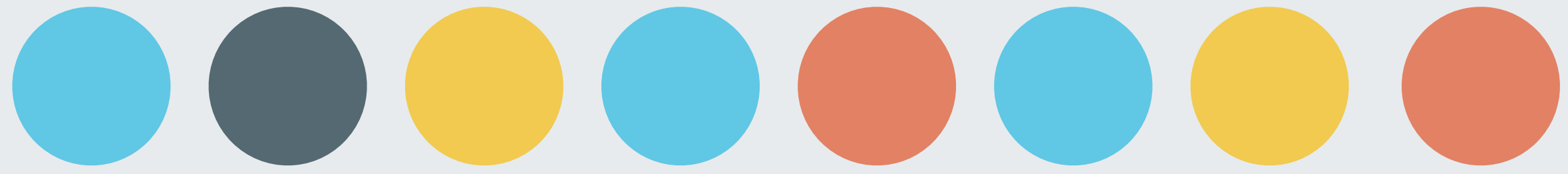


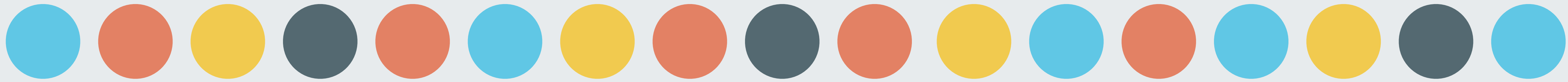
**or when public mindsets create  
pressure on a policymaker  
to make a different decision.**



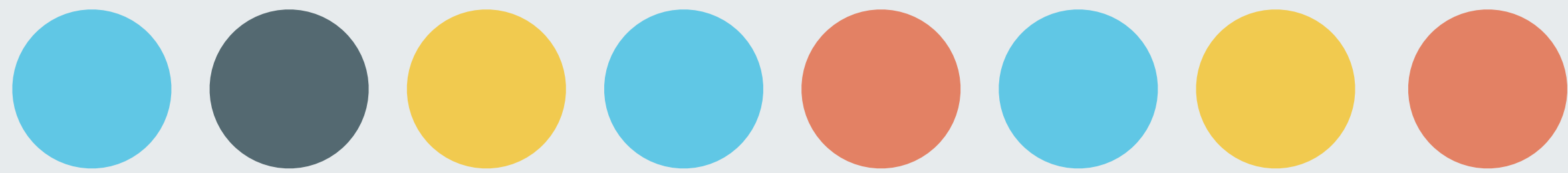


**So, how do we do this?**





**...and what are we aiming for?**



Meaningful participation in the dialogue occurring on the local, state, and national level related to:

- Changing social norms regarding help-seeking
- Arriving at a shared definition of primary prevention
- Rethinking the child welfare system to transform it into a child and family wellbeing system
- Expanding understanding of the critical structures, strategies, and mechanisms needed to create supportive communities that keep families healthy and children safe.



# Use a broad, generous “we”

*framed with “othering” language*

Efforts to prevent isolation among the elderly population are critical.



*reframed with “togethering” language*

We need ways to stay connected to our communities as we age.

Transition-age foster youth require supports beyond their 18th birthday.



We all need support in times of transition. Our young people in foster care are no exception.

Black women are up to three times more likely to die from pregnancy-related health complications than white women, even when controlling for socioeconomic status.



Every expecting mother should receive safe, respectful maternity care. We need to change the fact that Black women can't count on this essential care.

## **Framed with Fatalism**

As lawmakers wrestle with the budget, funding for vital services are at risk of being gutted. The cuts proposed would shut the door to critical services for hundreds of thousands of families across the state. But then what? Families in need are not going away. Cutting in the dark is never a good idea.

## **Reframed with Can-Do**

As our policymakers use our most important civic tool for peering into the future - our public budget - we must make it a priority to attend to our state's most important asset - our human potential. To do that, we must maintain and protect the initiatives that foster people's potential.



# The Explanatory Metaphor

A Translation Device

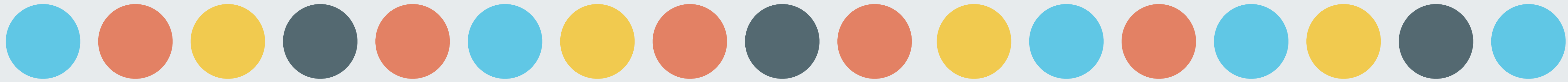


**Built infrastructure**

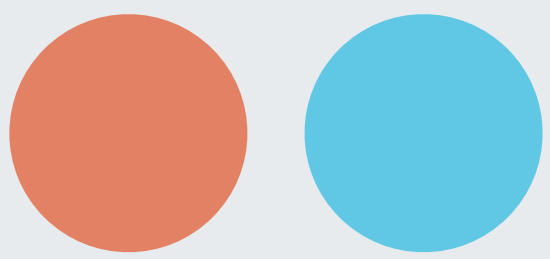
***Public  
Structures***



**The functioning and structure  
of government (esp. social  
systems we have created)**



**Now You Try!!**

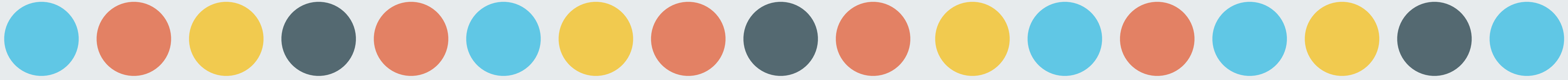


## **Questions posed to the community in a recent PMI mindsets newsletter:**

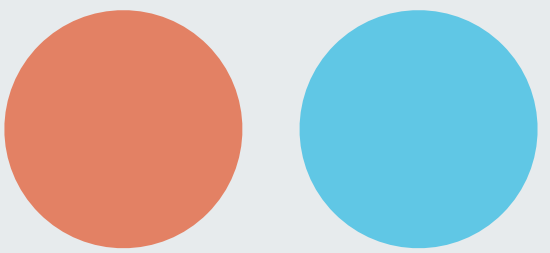
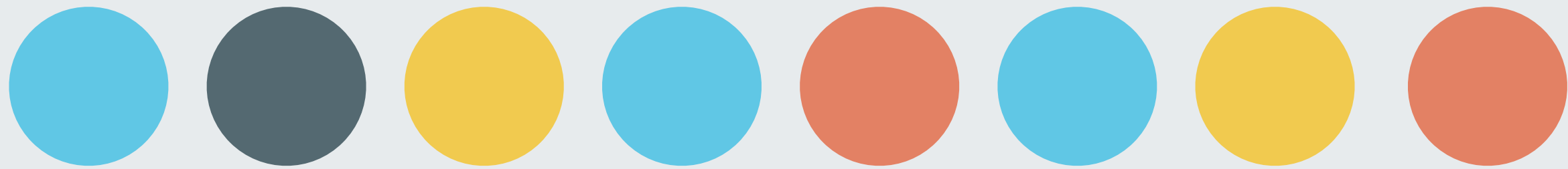
- “In what ways is your agency/organization working to advance policies and strategies that support healing in children, families, and communities?”
- As you consider systems transformation, where do you see the biggest opportunities to promote healing and resilience in children and families?”

# Try *Public Structures*

- Take out a piece of paper or open up a document on your laptop and take a look at the *Public Structures* reframe card.
  - *What can you use here that will help you talk about your work?*
  - **Ideas:** Importance of planning, coordination, strong foundation, need for maintenance, possibility of renovation, necessary scaffolding for those doing the work
  - **Example:** *Just as we know how to construct buildings that keep people safe, we can build and remodel systems to prevent abuse....*
- I'll give you a few mins to write on your own and then we'll come back together to discuss. Feel free to pop ideas and questions in chat!



**FrameWorks Resources to  
Support you in this Work**





# Attending to Neglect:

Using Metaphors and Explanatory Chains to Reframe Child Neglect in the United Kingdom

Marissa Fond • Adam Simon • Abigail Haydon • Nathaniel Kendall-Taylor

# From our Child Sexual Abuse Prevention toolkit

## A checklist for telling solutions stories:

- Give concrete examples of prevention efforts at work.
- Replace passive, indirect process words (*ensuring, encouraging*) with vivid action verbs (*tackling, launching, equipping*).
- Use “when” words (*now, right now, currently, today*) to show that preventionx is already happening.
- Swap in other synonyms and sayings for the term “prevention” to bring the concept to life (e.g., *guardrails, working to get ahead of issues, steering clear of problems we can see ahead, or setting ourselves up for success*).

# CSA Prevention toolkit con't

## What this looks like:

### Shift from “yes, but” ...

Of course punishment is important, but it can't be our only approach. Preventing child sexual abuse is crucial.



### ... to making the affirmative case

Preventing child abuse before it happens is crucial. We need to do more than only focusing on punishment after abuse has happened.



# From our Collective Caregiving Report

## Three Recommendations

1. Frame collective action as a form of caregiving.
2. Emphasize that we owe collective care to children of every race, ethnicity, and identity, and not just “our own” kids.
3. Illustrate how collective caregiving happens everywhere and through every issue.

As quick shorthand, we can summarize these recommendations as talking about caregiving as ***collective, inclusive, and expansive.***

# Collective Caregiving con't

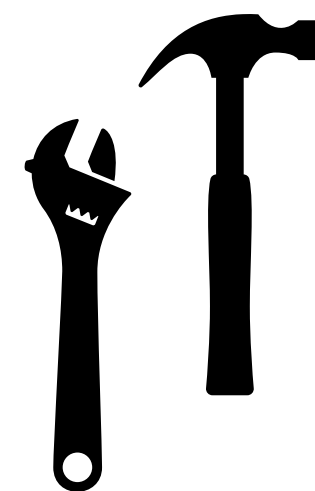
## Instead of this...

Family separation is traumatic for everyone involved—most of all kids. We need to support whole families experiencing challenges so they can stay together, and every single one of us has a part to play.

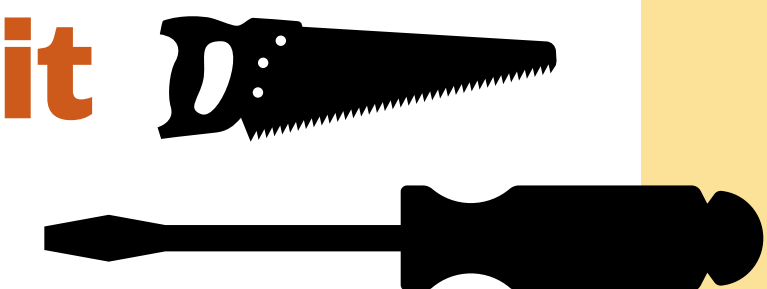


## Try this...

Family separation is traumatic for everyone involved—most of all kids. We all have a part to play in demanding policies that support and care for whole families experiencing challenges so they can stay together.



**...and there's a toolkit  
in the works!!!**



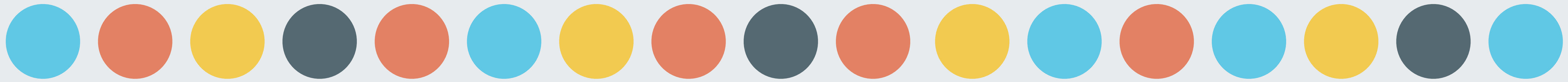
## Avoid

- Othering
- Lists  
(of protective/risk factors)
- “Prevention”
- Individualism
- Fatalism

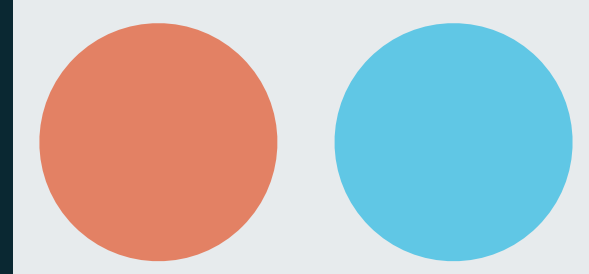
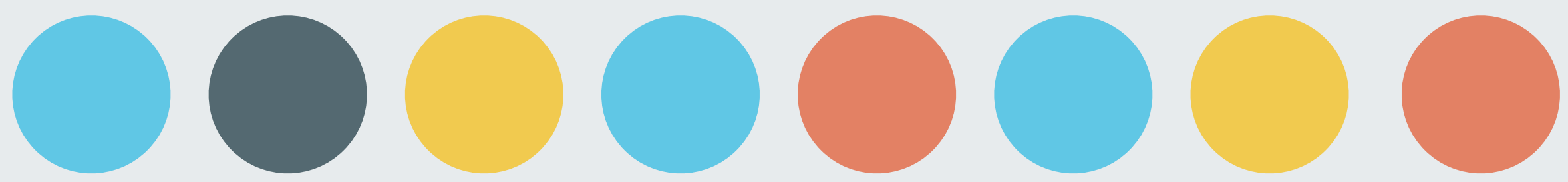


## Advance

- Togetherness
- Explanation
- “Working to get ahead of issues,” “steering clear of problems we see ahead”
- Context
- “Can Do”



# Concluding thoughts



“

**The world changes according to the way people see it, and if you can alter, even by a millimeter, the way people look at reality, then you can change the world.**

**James Baldwin, 1979 *New York Times* interview**

”

# Let's reflect

*What's been helpful?*

*What challenges do you  
anticipate?*

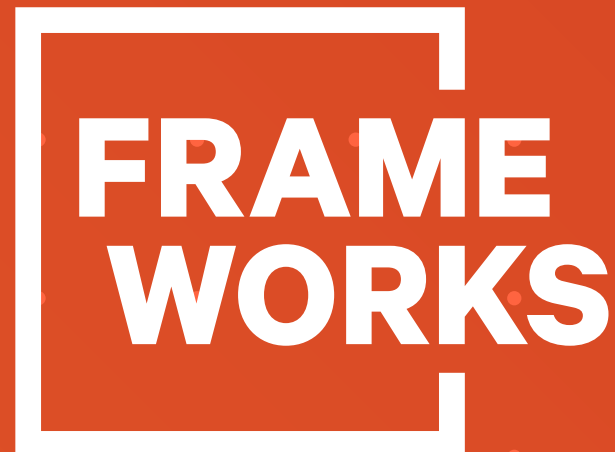
*What questions do you have?*



# Thank you!

Let's continue the conversation.

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# About FrameWorks

The FrameWorks Institute is a nonprofit think tank that advances the mission-driven sector's capacity to frame the public discourse about social and scientific issues. The organization's signature approach, Strategic Frame Analysis<sup>®</sup>, offers empirical guidance on what to say, how to say it, and what to leave unsaid. FrameWorks designs, conducts, and publishes multi-method, multidisciplinary framing research to prepare experts and advocates to expand their constituencies, to build public will, and to further public understanding. To make sure this research drives social change, FrameWorks supports partners in reframing, through strategic consultation, campaign design, FrameChecks<sup>®</sup>, toolkits, online courses, and in-depth learning engagements known as FrameLabs. In 2015, FrameWorks was named one of nine organizations worldwide to receive the MacArthur Award for Creative and Effective Institutions.

**Learn more at [www.frameworksinstitute.org](http://www.frameworksinstitute.org)**