

# REENTRY PACKET

Your Customized Guide to Support your Successful Transition



National Web-based Reentry Resource Center

[www.fairshake.net](http://www.fairshake.net)

---

**This Reentry Packet has been customized for: topeka**

## **Table of Contents**

### **Website**

Reentry Packet Cover Page

### **School**

Working Through Depression  
Exploring Identity  
Culture Shock  
Motivation Tips  
Education and Learning

### **Employment**

Resume Examples  
Business Plan

### **School**

Moral Courage

### **Resource Directory**

### **Employment**

Employment Tips  
Job Application Example  
Sample Interview Questions  
Interview Questions for You to Ask  
Favorite Verbs for Your Resume

## Working Through Depression

**Depression** *noun* Severe, typically prolonged, feelings of despondency and dejection, typically felt over a period of time and accompanied by feelings of hopelessness and inadequacy. (source: the Oxford (online) Dictionary)

As Americans, it is common to feel like we are supposed to be happy. TIME magazine\* recently announced “Americans are wired to be happy”, and reminded us that we made the pursuit of happiness “a central mandate of the national character” when we declared it a basic human right.

With so much emphasis placed on feeling good, it should come as no surprise that when we don’t feel happy, we may feel like something is wrong.

In fact, when we feel lonely, inadequate or disheartened as we search for meaning in our lives, our friends and family and even professionals often encourage us to strive to feel good again - as soon as possible - whether through distractions (shopping, media and superficial social connections, etc) or pain relievers (drugs, alcohol, food). It is rare to receive sympathy and support to simply *feel* our discomfort as we reflect, contemplate, grow, and become stronger and more capable through a natural and important process.

When we experience painful emotions we often feel alone. Sometimes we think we are the only person who feels this sad, hurt, alone or lost. However, people all over the world experience these difficult feelings.

Painful emotions are not bad; they are actually powerful guides to self-fulfillment.

- They help us clarify our values.
- They help us find meaning in our lives and see our unique perspective and qualities.
- They allow us to stop moving forward for a moment so we can reflect and think critically.
- They can motivate us through tough spots to more deliberately plot out our life course.
- They help us understand the suffering of others; and realize that we are not alone when we suffer.

All of our emotions - the pleasant ones *and* the difficult ones - are vital for our well-being!

We will most likely feel grief, loss, powerlessness, disrespected, compromised, inauthentic, abandoned, anxious, overwhelmed, unworthy, melancholy, or even a sense of hopelessness at some point in our lives, yet none of us will experience depression in the same way as anyone else. The good news is: we can work through most forms of depression without drugs. Everything we need is either already in our possession or can be found in the natural world around us.

There are many books, classes, groups, articles, and television shows on depression. The content of this brief document does not support or refute any existing information. Our sole intention here is to reinforce a positive and enabling perspective about growing through tough emotions rather than denying them through distractions or pain relievers. We grow in important ways through our human challenges.

Depression is related to our thinking; our perception of our memories, our fears, our failures, our hopes. It’s mostly a modern illness and has been growing consistently since the industrial age which, paradoxically, is celebrated for making our lives easier. According to Dr. Stephen Ilardi, author of *The Depression Cure*, indigenous cultures – who are dedicated to living in connection to their environment and to each other – do not experience depression.

When we feel sad, hopeless or depressed, we often feel like we don’t have a choice in how we experience these feelings....but we almost always do. We can’t eliminate depression by pretending we can ‘let it go’ without effort. We begin to rise out of it by looking at our situation through a different perspective. We can see different perspectives by considering philosophical, psychological and sociological concepts. This sounds rather ‘academic’, but we’ve been using techniques identified in these fields of study everyday since we were very young.

\* TIME magazine: July 8, 2013

Below are just a few of these perspectives that we use everyday:

**Pessimism vs Optimism:** (inspired by Dr. Martin Seligman)

**Optimism** *noun* Hopefulness and confidence about the future or the successful outcome of something. (source: the Oxford (online) Dictionary)

**Pessimism** *noun* A tendency to see the worst aspect of things or believe that the worst will happen; a lack of hope or confidence in the future. (source: the Oxford (online) Dictionary)

**Optimists** believe that tough times are temporary, that hurdles build character and that most problems are surmountable. An optimistic perspective uses a Specific, External and Temporary lens (see below). We are optimists when we can see solutions, and also when we realize situations will change and beneficial opportunities will again present themselves.

*Optimism is a tool with a certain clear set of benefits: it fights depression, it promotes achievement and produces better health.* ~ Dr. Martin Seligman

**Pessimists** focus on what's wrong and what's difficult; they believe they are victims. They blame others for their situation. They believe that they are inadequate to fend off tough times, which are constantly threatening. A pessimistic perspective looks through a Permanent, Personal, and Pervasive (PPP) lens. We are pessimists when we believe we are incapable of doing whatever it is we need / want to do, when we blame outside forces for our situation or experience, when we want to give up, and when we believe we cannot create the life we want.

The difference between Optimistic (SET) vs. Pessimistic (PPP) perspectives:

**Pervasiveness:** Specific (*I'm great at fixing bikes.*) vs. Universal (*I can fix things.*)

**Personal:** External (*I have no luck.*) vs. Internal (*I have no talent.*)

**Permanence:** Temporary (*I am not good at this right now.*) vs. Permanent (*I am bad at this.*)

**Hope:** Hopeful (*I'll be able to fix this.*) vs. Hopeless (*It can't be fixed, I have to buy a new one.*)

Each perspective can be interpreted as a personal belief system, a self-fulfilling prophesy. Most of us are both pessimists *and* optimists, depending on the situation and our perception of our capabilities. Just as we can pick up good habits and let go of bad habits, so, too, can we learn to be optimistic and to drop pessimism.

And as with any habit, we can improve our ability and change our perspective over time by staying focused on meaning, values, and the long-term results.

To lift ourselves out of depression, and switch from a pessimistic to an optimistic perspective, we need to have faith.

**Filters of Faith:**

**Faith** *noun* Complete trust or confidence in someone or something (source: the Oxford (online) Dictionary)

We have faith when we believe in something even when we don't have proof.

Example: I have faith that I will get to the grocery store without getting into an accident.

*Faith* itself does not require belief in a particular religion; but belief in any religion requires *faith*!

To switch from a pessimistic perspective to an optimistic one, we need to have faith that optimism will help us reach our goal; and that pessimism is not how things really are. Remember *The Little Engine That Could?* "I think I can, I think I can." We are capable of doing very difficult things!

### Can you **believe**

- that you have inherent worth, and that you are as important and valuable as everyone else?
- that your situation, problem or feeling is temporary?
- that a series of complex circumstances is what brought you to this point; not who you are?
- that all things change?...and that your situation is temporary and you will be able to get through it?
- that you have the power to change your attitude, your perception and your opportunities?

**Dr. Stephen Ilardi**, author of *The Depression Cure*, has been inspired by studying the resilience found in aboriginal groups who rarely suffer from depression. He suggests we integrate the following six elements into our lifestyle. Try the item that feels the most comfortable for you...and after a while add another. After a week or so, reflect on how you feel. Then add a 3<sup>rd</sup> and reflect on that experience, etc.

**1. The Omega-3-Rich Diet:** Sources of omega-3 essential fatty acids include fish, kidney and pinto beans, soybeans, canola and flaxseed oils, walnuts and vegetables such as broccoli, cauliflower, Brussels sprouts, kale, spinach, and salad greens.

**2. Exercise:** Dr. Stephen Ilardi says: *Even moderate physical activity - brisk walking three times a week - has been shown in two landmark studies to fight depression as effectively as Zoloft. Simply put: exercise changes the brain.* You can start with small increments of time. Make exercise one of your healthy habits!

**3. Plenty of natural sunlight:** Get outside, even when it's cloudy. Sunlight supports the creation of vitamin D, a necessary nutrient for mental health and strong bones.

**4. Quality Sleep:** Sun, fresh air, exercise, and fully engaging in life will help you get a good night's sleep.

**5. Social Connections:** One of our most basic human needs is belonging. Calls and letters with family and friends, participating in team sports and/or book clubs, volunteering and helping others all contribute to the feeling we belong and are cared about. Another basic need is independence. Remember to take thoughtful and creative time just for you, then you can share your thoughtful and creative self with others!

**6. Participation in Meaningful Tasks:** This leave little time for negative thoughts. Consider concepts in philosophy. Another basic human need is having a sense of purpose, self-worth, and meaning. We determine these by our thoughts; we demonstrate them through our actions.

### Inspiration from great thinkers:

"Participating in meaningful tasks" has been a central theme to many philosophers, psychotherapists and other great thinkers, and has played an important role in of the process of reducing or transforming suffering for thousands of years.

**Buddhism**, a 2500 year old philosophy practiced like a religion, focuses on creating a meaningful life to alleviate suffering. By studying Buddhist ideas, we can learn to understand why we suffer. People can participate in any religion and still benefit from The Four Noble Truths:

First Noble Truth: To live is to experience physical and psychological suffering. We have to endure physical suffering like sickness, injury, tiredness, old age and eventually death; we have to endure psychological suffering like loneliness, frustration, fear, embarrassment, disappointment, anger, etc.

Second Noble Truth: All suffering is caused by craving. (Getting what you want does not guarantee happiness / satisfaction). Rather than constantly struggling to get what you want, try to modify your wanting. Wanting deprives us of contentment and happiness.

The Third Noble Truth: Suffering can be overcome and happiness attained.

The Fourth Noble Truth: This is the path leading to the overcoming of suffering. This path is called the Noble Eightfold Path and consists of Perfect Understanding, Perfect Thought, Perfect Speech, Perfect Action, Perfect Livelihood, Perfect Effort, Perfect Mindfulness, and Perfect Concentration.

**It's easy to find out more about Buddhism.** Hundreds of books are available.

Some Buddhist authors include: Thích Nhất Hạnh, Pema Chodron, the 14th Dalai Lama and Alan Watts

**Friedrich Nietzsche**, the late 19<sup>th</sup> century German Philosopher offers some bolstering quotes:

- *To live is to suffer; to survive is to find some meaning in the suffering.*
- *He who has a why to live can bear almost any how.*
- *That which does not kill us makes us stronger.*

**Victor Frankl** – Psychiatrist, neurologist, Holocaust survivor and author of *Man's Search for Meaning* has many empowering thoughts on this topic. Frankl observed that depression is a person's 'warning light' that something is wrong and needs to be worked through. He believed that each of us needs to identify a purpose in life to feel positively about (meaning), and then immersively imagine that outcome. According to Frankl, the way a prisoner imagined the future affected his longevity.

*The one thing you can't take away from me is the way I choose to respond to what you do to me.  
The last of one's freedoms is to choose one's attitude in any given circumstance.*

He believed that meaning can be found through:

- Creativity and self-expression
- Interacting authentically with others and with our environment
- Changing our attitude when we are faced with a situation or circumstance we cannot change

More recently, **Dr. Martin Seligman**, considered the father of the Positive Psychology movement, professor emeritus at Pennsylvania State University, and author of many books on improving one's quality of life, believes that meaning and character play an important role in creating a satisfying life. Seligman articulated an account of the good life, which consists of five elements called the PERMA model:

### **P: Positive Emotion**

For us to experience well-being, we need positive emotion in our lives. Any positive emotion like peace, gratitude, satisfaction, pleasure, inspiration, hope, curiosity, or love falls into this category – and the message is that it's really important to enjoy yourself in the here and now, just as long as the other elements of PERMA are in place.

### **E: Engagement**

When we're truly engaged in a situation, task, or project, we experience a state of flow: time seems to stop, we lose our sense of self, and we concentrate intensely on the present. This feels really good! The more we experience this type of engagement, the more likely we are to experience well-being.

### **R: Positive Relationships**

As humans, we are "social beings," and good relationships are core to our well-being. Time and again, we see that people who have meaningful, positive relationships with others are happier than those who do not. Relationships really do matter!

**M: Meaning**

Meaning comes from serving a cause bigger than ourselves. Whether this is a specific deity or religion, or a cause that helps humanity in some way, we all need meaning in our lives to have a sense of well-being.

**A: Accomplishment/Achievement**

Many of us strive to better ourselves in some way, whether we're seeking to master a skill, achieve a valuable goal, or win in some competitive event. As such, accomplishment is another important thing that contributes to our ability to flourish.

Quotes by Dr. Seligman:

- *We're not prisoners of the past.*
- *Just as the good life is something beyond the pleasant life, the meaningful life is beyond the good life.*
- *We deprive our children, our charges, of persistence. What I am trying to say is that we need to fail, children need to fail, we need to feel sad, anxious and anguished. If we impulsively protect ourselves and our children, as the feel-good movement suggests, we deprive them of learning-persistence skills*
- *Self-esteem cannot be directly injected. It needs to result from doing well, from being warranted.*
- *Habits of thinking need not be forever. One of the most significant findings in psychology in the last twenty years is that individuals can choose the way they think.*

**Positive self-talk you can try on to see if it fits:** *Life is meaningful and engaging and human, even when it's hard. I will get through this, just like I've been able to get through so many other difficult things.*

**We need:** Food, air, water. These components will help to keep our bodies running, but our mind is a necessary part of our bodies and our mind is programmed with needs of its own.

**We also need:** To feel we are valuable. We need to be around others and to feel like we belong. At the same time, we need our independence! Being on our own helps us feel strong, capable, creative and unique.

**Depression can happen when we don't believe we can change the course of our lives.**

It can also happen when we feel we are incapable of doing things for ourselves.

Sometimes the source of suffering can come from our relationships to others. We may feel we don't fit in, or we are being used, or we feel like we are not valuable to others.

Sometimes we feel like all we need is a partner/lover/other intimate relationship to feel better about ourselves, but others cannot fill our inner void. Relationships can be supportive and beneficial; and they can also deplete our power and resources and challenge our self-worth. We must consider: *what must I give* and *what do I gain* by maintaining this relationship? Is it worth the cost? Am I valued, honored and respected? Can I offer the same? Remember:

- All relationships involve choices, compromises, and commitments (investments).
- We must weigh the degree to which we are willing to give up our authenticity and individuality to belong to a group or commit to an intimate relationship:
  - Do we raise the bar so high that no one is 'good enough' to be around us?
  - Do we drop the bar so low that we find we are involved with people who don't share our values, don't value us, or even abuse us or take us for granted?

**Manufactured Desires**

An especially tricky part to all of this is recognizing when marketers, TV personalities and even close family and friends try to influence our values, needs and desires to fit their motives or goals.

If we look deeper into our suffering we can find that some of the things we suffer from do not originate from our values, our needs or our desires, but are manufactured 'needs' as a result of the media's attempt to homogenize our fears and desires through news, TV shows, slick advertising and emotionally appealing marketing.

We are told we are inadequate, unsafe, unhealthy, and unattractive unless we purchase certain products, desire to look and think a certain way, or buy into fear. TV 'experts' are often just sales people wearing lab coats.

We take command of our lives when we raise our awareness and think critically about their intent. Do they really know what's best for us? When we know our core values, we can refer to them and hold them up to their attempts to influence our decisions. When we maintain control of our lives we feel strong, and when we feel strong, it is much harder to feel depressed and powerless. We are too busy driving our ship!

**When we examine our core values, we realize that we know what's best for us.** Our core values are necessary for healthy living; they help us make good decisions, gain confidence and fully engage our abilities.

Getting through...moment by moment...can be the hardest part. But we can do it!

**Tips to encourage you during depression:**

- Try to remember that how you are feeling is temporary and just your momentary perception, like a cloudy day seems to have no sun. The sun is there; we can have faith it will again brighten our day.
- Read uplifting and motivating books, articles, and Daily Motivators ([www.greatday.com](http://www.greatday.com))
- Drink lots of water
- Start with small achievable goals and stay focused
- Talk with someone about your experience. Remember: you are not alone.
- Eat fruit, vegetables, and food high in Essential Fatty Acids
- Exercise outdoors! Get fresh air, sunlight and breathe deeply!
- Get involved in a meaningful, social activity such as volunteering to support your community.
- Have FAITH in yourself! You can conquer your depression and engage in life in a positive way!

**Recommended reading:**

Man's Search for Meaning.....Viktor Frankl PhD  
"Learned Optimism" and "Flourish".....Martin Seligman, PhD  
The Depression Cure.....Stephen Ilardi, PhD  
Plato, not Prozac!.....Lou Marinoff, PhD  
Books on Buddhism.....Thích Nhất Hạnh, Pema Chodron, Allan Watts  
and many more



# Exploring *IDENTITY*

## What Makes You YOU?

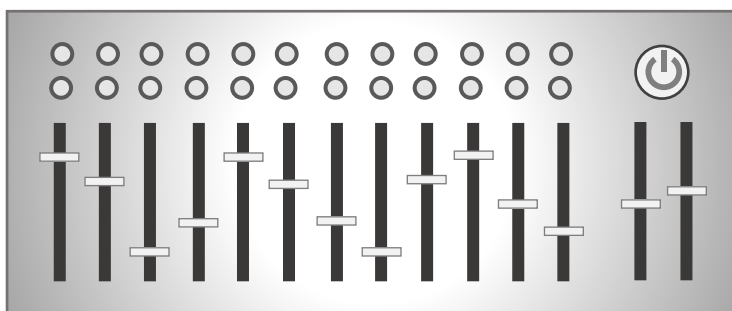
Who we are - at any given time - is a compilation of our experiences, our interests and intentions, our environment, our body, our mind (whatever that is) and our spirit (whatever that is). Mind and spirit are very important to us. They are at the foundation of our values and beliefs, and drive our desires, fears, goals and relationships, yet they cannot be located or clearly defined. That is a good thing. They defy empirical observation and they can't be quantified. This is our 'special sauce' of unlimited potential!

***"I am what time, circumstance, history, have made of me, certainly, but I am, also, much more than that. So are we all." - James Baldwin***

In a very real way, we became who we are today because of our relationships. Civilization is made up of people...including those who have been here and left their mark, and those with whom we currently share this planet. Other people have guided our lives and our development since we were born and other people continue to shape us today. We learned how to be a person from other people. We are who we are today because of who we all are (people in our family, our community, our region, our nation and our world). This is the foundation of the philosophy of UBUNTU. (We explore this philosophy more deeply in this booklet, but for now let's just explore YOU.)

I created a MIXING BOARD METAPHOR for this exploration so we can see the 'hard-wired' aspects of ourselves that are so frequently cited (and feel inauthentically limiting) and the 'plastic' aspects... which are the areas where we are always changing.

Mixing  
Your  
Unique  
Identity!



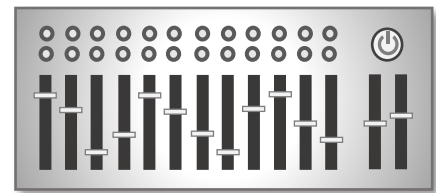
Although it may sometimes feel like other people are shaping us, we are always at the wheel. Our bodies may be directed, controlled, or limited in one way or another, but our minds are free. We can surmount limitations in our minds by questioning some of the beliefs that were given to us when we were too young to question them. We can learn, and develop new skills, and do things that our family, friends, culture or the status quo may not do. Society likes when we fit into roles. But times are changing; the roles may no longer apply.

***"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."***

*– Victor Frankl*

## WHAT ARE WE MIXING?

We are all unique, yet we share basic human needs (the 'hardwiring' we hear so much about). For instance, we all need to feel that we can do things by ourselves (Autonomy), but how we address that need is different for each of us. Look at the list of needs and wants below as if they are the sliders on a mixing board. You may be in one position today, and another in a year. We are changing all the time, and even in different contexts (at home, work, hockey practice, and when we take a personality test). Like sound through a mixing board, our needs and wants are steady, but where we open the gates or constrict the flow, the flow will change as we change. The sliders below are set to me, Sue Kastensen, on 7.21.21. Where will you move them to reflect who you are today?



1. I prefer to be alone. I prefer to be with people.
2. I keep things close to take care of them. I share almost everything.
3. I'm on time, and often early. I'm not strict about schedules.
4. I prefer questions. I prefer answers.
5. I explore other cultures and values. I prefer traditional customs and values.
6. I like to plan for the future. I like to think about the past.
7. I prefer to let others make decisions. I like to make decisions.
8. I enjoy sharing my stories and perspective. I enjoy listening to stories and perspectives.
9. I am very trusting. I am very skeptical.
10. I like to think about stuff. I like to do stuff.
11. I am very curious. Almost nosy. I learn what I need to learn.
12. I learn through stories and experience. I learn through research and facts.

Go ahead, put pencil marks on this chart today, in 6 months, and in 6 years, and see how you change. Or make your own chart! Add or subtract dimensions of your unique style: your character, personality, choices, beliefs and more.

Remember: we are all always changing – we never stop – and we are in charge of our change.

# Culture Shock!

Most of the information Fair Shake shares is for everyone to read, because everyone plays an important role is creating opportunities for success after incarceration. This document has been created to increase generosity and understanding between the people who are coming home from prison and the people who have not experienced prison. Whether family, co-workers, neighbors, or friends, it's important to try to think about how hard it must be to 'hit the ground running' after living in such a stark and controlled environment, while gadgets, lingo, and trends are mutating quickly and constantly.

In many aspects, life in prison functions in opposite ways to life outside of prison.

Although we cannot grasp what prison culture is like, if we can imagine living for several years on a confined piece of land surrounded by fences while living, working and eating in cement buildings, we begin to scratch the surface of a very different daily life. Inside prisons (and outside of administrator's offices) we find few, if any, potted plants, curtains, pictures on the walls, or carpets on the floors to provide a little comfort and absorb sound. Sleeping quarters are often very small, sometimes made smaller by the addition of a toilet, a sink and possibly another person. Other sleeping spaces can include large dormitories filled with dozens of bunk

beds and little or no privacy or quiet. People in prison do things in large groups frequently, like dining and going to work, while everyone in prison is living within their own unique story, too, which may include difficult news from the doctor, a lawyer, or family and friends, at any time. Oftentimes people must bear their hard news alone.

Prisons have unique cultures, which can vary a great deal: over the years, within one institution, between institutions, and amidst the types of institutions (federal / state; or security levels). Not only do the people change, but also the philosophy and directive of "corrections".

We all become acculturated or "institutionalized" to places where we spend a lot of time: where we work, go to school, our neighborhood, etc. When we return home after spending time in another culture, our own customs can feel a little strange. We can adjust to a wide variety of conditions over time and even assume new cultural norms without consciously deciding to do so. Just as we need time to adjust to a new neighborhood or job, people coming home need time, generosity and understanding to adjust, too.

We have power! We can build relationships, trust and understanding by reducing expectations and projections; and by increasing listening and care.

## Consider just a small sample of cultural and lifestyle differences:

### Persona

**IN PRISON:** Survival in some prisons may require a tough appearance. Gentleness and kindness may be perceived to be weak, leading to a person being taken advantage of mentally, physically, or both. Maintaining a stoic exterior, keeping thoughts to one's self can be useful in prison.

**OUT OF PRISON:** Friendliness, smiles, and engaging conversations can show others we are open to interaction. These sociable attributes are critical for success many jobs.

### Trust

**IN PRISON:** Trust is hard to give and hard to gain. Concealment of emotions is important in many circumstances but it can make trust more difficult to attain.

**OUT OF PRISON:** One of our most treasured character traits is honesty. Trust is an important element in any relationship; whether with family, friends, or work-related. We work hard to build long- lasting relationships. It is within these deeper relationships that we can learn more about ourselves.

### Choices

**IN PRISON:** In addition to having an established schedule in prison, incarcerated people have few choices about where to go, what to wear, what colors they would like to see on the walls, or what they would like to eat for breakfast.

**OUT OF PRISON:** We constantly make decisions. Life moves at a brisk pace with frequent changes. We're constantly adjusting our plans, and re-prioritizing our goals to accommodate others and still keep time for ourselves. Lots of choice!

## **Gizmos**

**IN PRISON:** There are few gizmos. One gizmo is the music player. For twice the cost that unincarcerated people pay for a single song, an incarcerated person – who often earns about 1/100th of what they would earn outside of prison – can add a song to their MP3 player. Another gizmo is the 'public computer', which offers email and news within the institution. The most advanced gizmos are the tablets, which may or may not be free to the user. They offer email, music and movie services that generally come with a cost, and may include free services, too, such as books from Project Gutenberg, prison and education programming, or even Fair Shake's free software.

**OUT OF PRISON:** Gizmos, such as phones, tablets and laptops are ubiquitous. The devices demand attention which many of us eagerly provide. They offer non-stop distractions from 'real life' in the form of videos (many of which people make and post themselves), TV, social media, email, music and radio. Gizmos are also able to offer two-way communication through text, voice or video options.

## **Social Media**

**IN PRISON:** People watching TV together, people reading the same article and then talking about it, and even teleconferencing visits with family or friends are pretty much the extent of social media.

**OUT OF PRISON:** Social media is on almost every gizmo, and the pressure to join facebook, twitter, instagram and linkedin is great.

Many of us claim social media is 'pro-social' and boosts our awareness of current events and their meaning, but it has been tied to anxiety, depression and suicide.

## **Quiet Time**

**IN PRISON:** Prisons are noisy places. They offer few quiet places or opportunities for time alone. The buildings are made of concrete and offer few furnishings to reduce noise. When people get upset, they may become loud. Many incarcerated people keep earplugs with them at all times.

**OUT OF PRISON:** Life is very busy and we are constantly interacting; the gizmos make sure of that. We have to be strong and determined to carve out time to be alone...to reflect on our day, our perspective, and life, or to sit quietly and listen. Quiet time can be rejuvenating and reaffirming.

## **Care-giving**

**IN PRISON:** Incarcerated people are not able to provide daily, in-person physical or emotional care for children, partners, parents, or pets.

**OUT OF PRISON:** Caring for others is constantly affirming, taxing, challenging, and invigorating! We need to be needed, and we feel good supporting those we care about. Caring for others enhances our health!

## **Humanness**

**IN PRISON:** Incarcerated people may be referred to as "offender", inmate, or by their last name or ID number.

**OUT OF PRISON:** We can insist upon being treated with respect.

## **Physical Contact**

**IN PRISON:** Affectionate touch is brief and has been limited to family and close friends when they visit. Since COVID began, many visits have been replaced with teleconferencing.

**OUT OF PRISON:** Handshakes, hugs, back-patting, and other signs of affection are welcome and encouraged among relatives, friends, teammates and colleagues.

## **Information**

**IN PRISON:** Incarcerated people can access a limited amount of information through magazines, newspapers, television, radio, and letters. But a person can think, weigh options, and philosophize with others, and without a gizmo buzzing at them constantly.

**OUT OF PRISON:** We are overloaded with information, misinformation and disinformation, with very few tools to differentiate one from another and very little desire to hear things from outside of our bubble. Online, we have limitless reinforcements for our beliefs.

## **Patience**

**IN PRISON:** Incarcerated people must ask for - and wait for - assistance, services, and professional help including doctor visits, rides to see specialists, meetings with administrators, phone calls, and daily meals.

**OUT OF PRISON:** We are impatient. We want 'urgent care' and we can get medical help immediately, if necessary. We arrange meetings according to our schedule and we can spontaneously do things.

## **Consider these similarities, too!**

- In prison, people continue to love children, partners, parents, grandparents, sisters, brothers, other relatives, friends, colleagues, clergy, advocates, etc.
- We all appreciate humor and many of us support our favorite sports people / teams
- We all feel sad, scared, excited, angry, caring, anxious, blue and vulnerable at times.
- We are all concerned about safety, security, and the future.
- We all need - and deserve - feelings of self-worth, agency, dignity and belonging.

## Motivation Tips

From the Fair Shake Ownership Manual:

**Self Motivation** - While managers often try to find ways to motivate people from the outside, the best way to get things done is simply by wanting to do them. The more we align ourselves with our goals, values and interests, the more easily we can find the necessary motivation to carry out our tasks. Sometimes we have to keep our 'eyes on the prize' and work through things we really don't like – and sometimes we have to wait patiently - to get to the ultimate goal that we value the most.

"Whether you think you can or whether you think you can't, you're right." - Henry Ford

"He is able who thinks he is able." – The Buddha

Often people use - and many people want - **EXTRINSIC MOTIVATORS** (outside forces) to get us to do things we don't desire to do. Do we want to be lured by a Carrot? Do we prefer to be scared by a Stick? Bribe... or... threat? Encourage you to buy a gizmo with a coupon or make you worry that you will not be hip if you don't have the gizmo? Do you recognize these *extrinsic motivators*? You will find more examples of extrinsic motivators all around you once you start to take notice. Alas, extrinsic motivators work well to get us to do some things, but not everything.

We cannot always be pulled or pushed. Sometimes we just want to be interested in what we're doing!

The forces that can energize us through our most challenging and creative tasks are often our **INTRINSIC MOTIVATORS** (inside forces) that bring satisfaction when we do tasks we don't care for but can find meaning in. For example, hanging laundry may be your least favorite thing to do, but you need clean clothes. This mundane task can transform to something beautiful when it happens on a warm, sunny day in the early spring. Just knowing that a beautiful day of hanging laundry is possible makes it easier to hang laundry on less desirable days. Intrinsic motivators make the tough stuff tolerable and can even connect us to the rest of the people on the planet who are going through tough stuff. And also to the people who are enjoying the spring sun while hanging out their laundry.

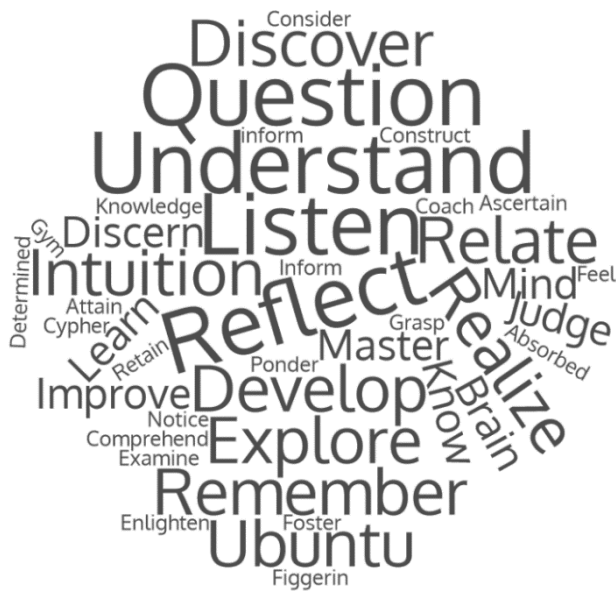
When we have an inner goal, a desire to solve a puzzle, the wish to work out something by ourselves, we are often motivated with speed, stamina, determination and creativity! Often our values and beliefs provide the fuel for our intrinsic motivation motors.

### Motivation Tips:

1. **Systematically and deliberately create success.** Decide what you want to do and what you will do when you get there. Now explore the steps you need to take to get you to where you want to be. Remember to anticipate the hurdles!

2. **Don't let your excuses get in the way.** You will come up with every excuse in the book to not move forward. You will even believe many of your excuses are legitimate. When you believe your excuses you can become stuck. Are you a victim or are you a creative thinker who can solve a problem?

3. **Change habits and behaviors that lead you to procrastinate.** Are you doing things that are holding you back? Schedule time to do nothing and other than that time, stay on track with your goals.
4. **Several small jobs done over short periods of time are more manageable than one large task.** Instead of focusing on the difficulty of the large task, break it into smaller jobs and create a timeline for finishing them.
5. **Try tackling the more undesirable tasks early** so that you can pursue more pleasant activities later in the day.
6. **Exercise self-discipline.** Say 'no' when you need to...to yourself and to others. Keep your "eyes on the prize!"
7. **Overcome procrastination and block out human and media obstacles.** Sometimes we have to just get started, even when we don't feel like we're ready, or even up for the task. Often just the ACT of getting started is enough to get engaged and encouraged. Refuse to let others divert you from your path! Procrastination is a self-defeating behavior that develops - in part - due to the fear of failure and paradoxically, the fear of success!
8. **Reward yourself.** Your self-motivation will increase enormously if you give yourself a pat on the back for a job well done. It feels great to accomplish tasks!
9. **Have fun!** Learning to enjoy yourself keeps you enthusiastic and motivated and helps you keep stress to a minimum. After all, good vibes create more good vibes!
10. **Imagine what the rewards will be when you finally reach your destination** and keep that thought foremost in your mind. You can also imagine the bad consequences (pain, frustration, the feeling of defeat) that may occur if you don't, if you prefer to look at it that way. Carrot or stick?
11. **Tell someone about your goals.** Show them or mark stages on a calendar to emphasize and visualize your goal. Check in with them periodically to tell them of your progress.
12. **Review your habits; do you see yourself accomplishing your goals?** You must change the habits that lead you to procrastinate in the first place. Lose, shorten or refuse to participate in demotivating habits during inappropriate times of the day (watching TV, disengaging from your goals) and replace them with habits that lead to engaging in and control of your life.
13. **Find your true interest.** If you dislike certain tasks, just look at them in the big picture...they are character building steps on the path of getting you to your greater goal.
14. **Make lists of the smaller jobs then tick off the work that you have completed.** Prepare a list of the things you have to do. Prioritize the list and then start ticking off tasks as they are completed. If you do this right, you may become motivated to complete them all!



# EDUCATION + LEARNING

In our early years, school is based on the old R & B method:

## RECEIVE and BELIEVE.

The teacher contains information, we simply need to receive it and accept it. We're tested – often – to make sure we're 'on track' with 'the average'.

This teaching method is called **PEDAGOGY**.

It means, roughly, 'leader of children'.

That method works for children, yes, and even some adults, but most adults and many children as they get older, learn in a different way. They no longer simply 'receive and believe', they now consider how what they are learning relates to their life today. They think about previous experiences they've had, and the perspectives they currently hold. This greatly influences the way we interact with the information and learn.

This is called **ANDRAGOGY**. It's the way older children and adults learn.

It is important to think about andragogy because WE CONSTRUCT OUR KNOWLEDGE. It is not 'given to us'. We decide which information we want to 'keep'; we incorporate the information in the way we want and we use it in whatever way is useful to us. We DECIDE what information MEANS to us. This gives us a great deal of power and ownership. Perception and belief are at the foundation of learning. We do not see things as there are, we see them as we are.

"You ain't gonna learn what you don't wanna know." John Perry Barlow

**Why continue to learn after childhood?** We never stop learning; we might as well learn with purpose!

### JUST A FEW REASONS TO MEANINGFULLY CONTINUE TO LEARN:

- To make sense of the world
- To combat the negative effects of
  - Fake news and deep fakes
  - Social media's behavior modification and emotion-hacking
  - The incomplete, emotional lure of the 'single story'
  - Dumbing us down ('Where is your expert?', "you just need a job – any job", "ask your doctor", "you can't do that alone", "you should fill your 'role", "you can't fight city hall", "that's not your problem", and other limiting and controlling beliefs.)
  - Advertising, movies, TV shows, fear-mongering
- To disagree convivially; to listen, share perspectives, walk away, reflect on the conversation
- To get a job. Yes...education can be important for getting a job. It's just as important to get a job that is right for you as it is to get a job that provides the opportunity, now or in the future for financial success. We are not robots. We require agency, dignity, acknowledgement. Education helps us understand our needs so we can address them ALL, not just the need for income.
- To adapt, to be flexible, and to be resilient to prepare for a complex future!

And for many more reasons. We can do so much together. And we can learn anything we want!



## LEARNING WHAT WE WANT TO LEARN!

When we were young, we were educated as if we were an 'empty vessel', now we can learn as persons-in-the-world!

### **UNLEARN:**

Much of what we've learned, we received without scrutiny or a filter. We simply accepted information given to us, norms expected of us, and beliefs to orient us. This was enormously helpful in our early years! Without occasional reflection and re-evaluation, however, the information, that may no longer be true, can become 'calcified' or stuck, and we may even defend it by saying 'that's how it is', or that's the way we've always done it. With intention and effort, we can remove mental 'plaque' and open our minds to new and improved information!

### **HEUTAGOGY:**

Since we learn all the time, why not direct our learning to increase our opportunities, possibilities and success? We can seek information in a library, in books, through conversation, and on the internet. (Be very discerning when looking for information on the internet!! "Information" is just 'stuff' and does NOT include truth; that is for you to figure out.) Self-determined learning can include critically reflecting on our early learning and discovering deeper meanings now.

"It's hard to learn when we think we know something."  
— Peter Block.

### **UBUNTUGOGY:**

What we never learn in school in the U.S. is that we are constantly in relationship with everyone and everything around us. We are trained to see ourselves as 'individuals' who have to figure things out for ourselves. We are also taught that we are 'rational actors' and we behave in our own 'self-interest'. This is the story that continues to divide us. We can choose to let it go for the misleading falsehood that it is, and discover that our true nature is the balance between autonomy (agents in control of our destiny), and belonging (connected to others and the world around us). Creating a world that is fair and just for all IS in our self-interest! We will be secure and free, also!

### **EMBODIED COGNITION**

Our brains evolved with our body and our bodies evolved with the world around us. We experience life, and make decisions, based on feelings...so it's high time we recognize how we extend our cognition (thinking ability) to understand ourselves, others, and the world better! According to Erik Shonstrom,

"Embodied Cognition research supports the idea that feelings and emotions are not obstacles to the process of rational thought, but part of it, inextricably intertwined. All decisions are "gut" decisions — they are formed, informed and carried out by the body and the mind in tandem."

### **TRANSFORMATIVE LEARNING THEORY (TLT)**

(Please find this information on the next page.)

## **Styles of Learning**

**Use one, some, or all!**

### **UNLEARN**

Letting go of the behaviors and mindsets that keep us stuck so we can transform the past, improve today, and prepare for the future.

### **HEUTAGOGY**

aka: Self-Determined Learning  
Learners decide what is important and act. They build knowledge on alone and with others. They learn the value of information. They listen, they ask questions to clarify and build empathy, they reflect, they consider others in their process. They also construct knowledge with them.

### **UBUNTUGOGY**

Learning through a lens of interdependence, knowing that everything is connected and that all learning must recognize, include and honor others now, in the past, and in the future. Ubuntu-gogy can be applied when we learn alone and when we learn with others.

### **EMBODIED COGNITION**

Learn how to "trust our gut."  
Developing an understanding of how we are informed by our body and our brain - together - when we 'think', including when we learn, pay attention, construct knowledge and meaning, and make decisions.

### **TRANSFORMATIVE LEARNING THEORY**

The transformative learning theory (TLT) lens will equip learners with ways to foster critical self-reflection, challenge social norms, engage in dialog with greater confidence, and consider other perspectives, including changing their own.  
TLT supports capacity building, a deeper sense of compassion, and a healthy curiosity, to use as power-tools in a world of constant change, 'nudges' and emerging truth.



# TRANSFORMATIVE LEARNING THEORY

created by Jack Mezirow

Throughout our lives, and for a wide variety of reasons, we may want to - or need to - change our perspective. Transformative Learning Theory (TLT) will help with this process.

"When we are no longer able to change a situation, we are challenged to change ourselves."

- Victor Frankl

Transformative learning is perspective transformation, or gaining a different point of view. During the transformative learning process, we critically reflect on our prior interpretations and assumptions to form new meaning. Critical reflection is when we analyze past events by considering what worked, what didn't work, and why. Perspective transformation is achieved through disorienting dilemmas that lead to critical reflection, then discussed in rational dialogue and, finally, taking action.

Jack Mezirow argued that transformations often follow some variation of the following phases (while not all are required):

- A disorienting dilemma - something happens that was unexpected.
- A self-examination of feelings of guilt or shame.
- A critical assessment of assumptions in our thoughts, beliefs, or cultural norms.
- Recognition that our feelings are shared, and that others have also changed their perspective.
- Exploration of options for new roles, relationships, and actions.
- Planning a course of action.
- Acquiring knowledge and skills for implementing a plan.
- Trying new roles, new ways of seeing, and being in, the world.
- Building competence and self-confidence in new roles and relationships.
- A reintegration into one's life using the new perspective in all areas.

## Why am I such a huge fan of Transformative Learning?

When I was in my early teens, I physically rebelled against authority by skipping school and running away from home. At that time in my life, I felt like all forms of authority wanted to 'mold' me; that they would never let me become myself. After 5 years of constant conflict, I said I wanted to become an emancipated adult. The answer was 'no'. Then I made a deal: I would calm down and go to school if I could live in a foster home and attend an 'alternative high school' called Walden III (it still exists today!). This was approved. When I got to Walden III, I quickly learned that I did not hate school, or 'authority'; what I hated was being disrespected. When I was able to learn in a respectful setting, and through a self-determined process, I flourished. I actually loved school!

## **WHAT ARE YOU CURIOUS ABOUT? WHAT ARE YOU CONCERNED ABOUT?**

These questions can not only guide you on a self-directed learning journey, but may provide a gentle introduction to changing your perspective. When we dig into any topic, and search for the many different points of view (we are almost always presented with only two - with us or against us – but there are always more than two!) we can – without the guilt or shame, learn to understand other perspectives. For instance, we could be curious about the internal combustion engine, but when we dig into the history and consider the future, we could learn about electric motors...and try on that perspective, and then learn about the impact of lithium battery production, and come full circle to believe that all we really need to do is to drive less. This is a super-simplified version, but it provides three strong perspectives that may provide a window into a person's world view.

Changing your stance on a long-held belief will not be simple, but it might change your life completely!

Please check out the Transformative Learning Process diagram on the next page.

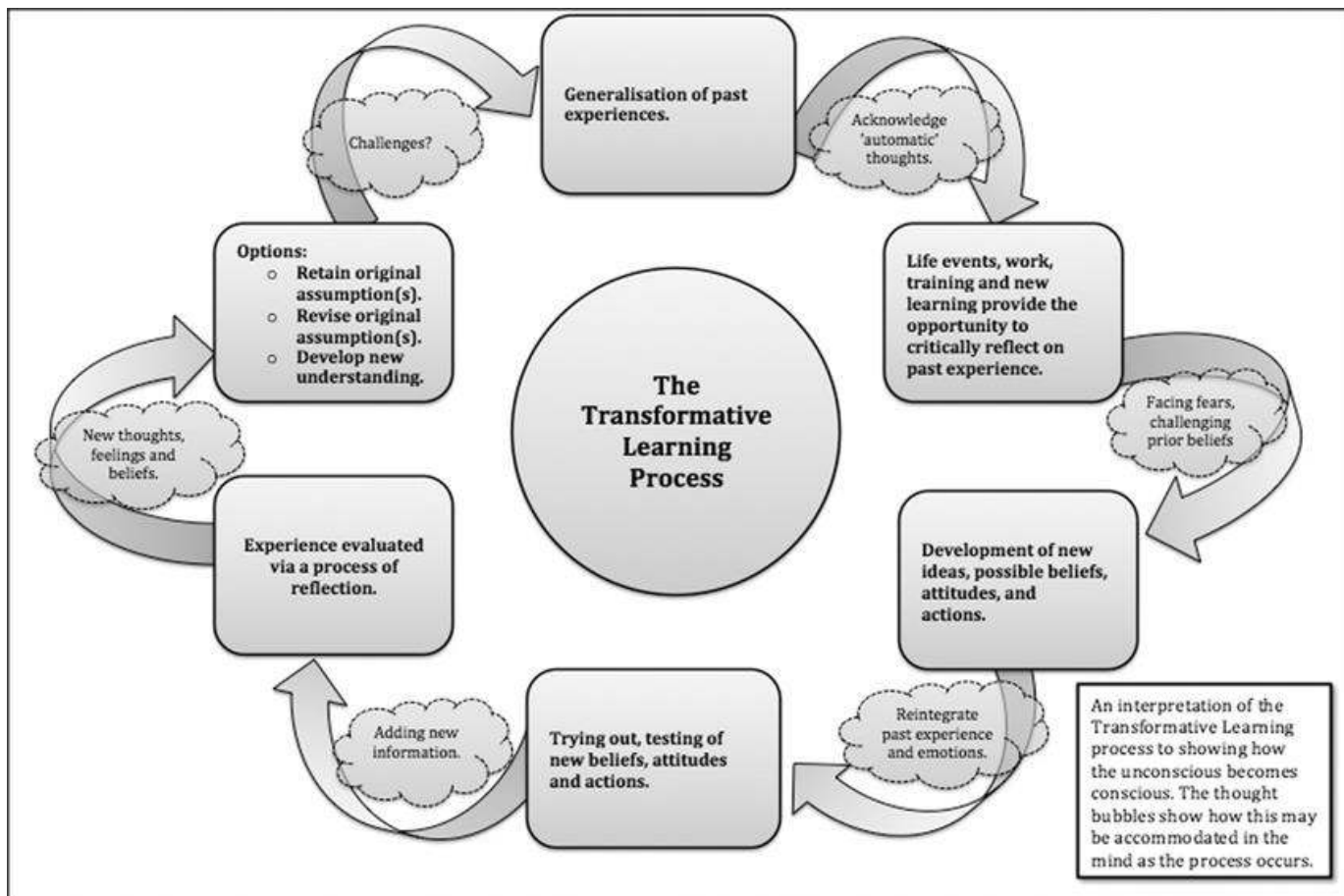


Diagram by Justin Sharp.

**To investigate this topic further, book recommendations can be found at the end of the Free School section, and at the end of the Ownership Manual. Look for titles by Jack Mezirow.**

Free and very inexpensive learning opportunities abound...on the internet, in our libraries and by talking with people willing to share their knowledge! We can purchase new or used books to share, we can study alone or in groups, and we can even get college credit for some of our learning through the CLEP exam ([www.clep.collegeboard.org](http://www.clep.collegeboard.org)) for \$95 per course! We can teach - and explore learning - with our children and our youth for free...and we can help them get the information that the schools do not provide. All ages can learn better together!

### EDUCATION FOR FREEDOM!

We have a right to learn; "to create our own history".

- Paul Bélanger, UNESCO

How can anyone read history and still trust politicians?

- Thomas Sowell

The mind, once stretched by a new idea, never returns to its original dimensions.

- Ralph Waldo Emerson

Education doesn't need to be reformed – it needs to be transformed.

- Ken Robinson

The most potent weapon of the oppressor is the mind of the oppressed.

- Steve Biko

We cannot solve our problems with the same thinking we used when we created them.

- Albert Einstein.

*...the whole of life is learning therefore education can have no ending.*

- Eduard Lindeman

At its best, schooling can be about how to make a life, which is quite different from how to make a living.

- Neil Postman

# ASA J. PETERS

---

1514 Campbell, D1 Jefferson City, Missouri 64108  
(816) 667-0421 (816) 992-1421

## **AREAS OF RELEVANT SKILL**

Multi-dimensional individual with experience as **heavy equipment operator, driver, or laborer** with technical knowledge in surveying, welding, and general maintenance. Excellent safety record and willingness to do more than what is expected. Communicate and interact effectively with diverse cultures.

- **Heavy Equipment Operations:** Forklift, Tractor, Loader, Backhoe, Motor Grader, Track Loader, Bulldozer, Bobcat Skid/Steer Loader, Scraper
- **Driver:** Dump Truck, Over-the-Road
- **Technical:** Surveying, Welding
- **Maintenance:** General, Preventative, Carpentry, Painting

## **EDUCATIONAL BACKGROUND**

Linn State Technical College

Heavy Equipment Operator Certificate Course

Welding; Blueprint Interpretation; Surveying; Preventative Maintenance

American Truck Driving School

Over-the-Road Truck Driving Certificate Course

Northwest Missouri Community College

Introduction to Computer Information Systems; Basic Programming; Data Files; Structural Programming; Microcomputer Operating Systems

## **EMPLOYMENT HISTORY**

TEMPORARY ASSIGNMENTS, Jefferson City & Cameron, MO

- Store Clerk/Stocker
- Library Clerk/Data Entry Clerk
- Computer Operator/Data Entry Clerk
- Chapel Head Clerk
- AM/PM Baker/Store Clerk

LINN TECHNICAL COLLEGE, Linn, MO

- Maintenance Technician – General maintenance, cleaning, carpentry, and lawn care.

SPRINGFIELD PARKS AND RECREATION DEPARTMENT, Springfield, MO

- Laborer, Park Maintenance

MAZZIO'S PIZZA, Springfield, MO

- Delivery Driver

DRIVEWAY PAVING, Toledo, OH

- Dump Truck Driver/Laborer

NORTH AMERICAN VAN LINES, Ft. Wayne, IN

- Over-The-Road Driver

This resume example created by and for *Expert Résumé's for People Returning to Work*

Wendy S. Enelow and Louise M. Kursmark  
2003 JIST Publishing Inc. Indianapolis, IN

# ARTHUR F. ECK, JR.

639 Arcadia Street    Rochester, NY 12239  
387-458-3241

---

## OBJECTIVE

---

### *BREAKFAST and LUNCH COOK*

To assist a restaurant in attracting and retaining a strong customer base,  
by applying a passion for the culinary arts and a strong work ethic.

---

## PERSONAL PROFILE

---

- Experience working in a kitchen environment, filling orders and developing menu items.
- Ability to get the job done by employing critical thinking and problem resolution skills.
- Work well as a team player and independently with very little supervision.
- Received commendations for being dependable and hardworking.
- Bilingual, Spanish and English.

---

## COOKING SKILLS

---

- ✓ Prepared a selection of entrees, vegetables, desserts, and refreshments.
- ✓ Cleaned the grill, food preparation surfaces, counters, and floors.
- ✓ Met high quality standards for food preparation, service, and safety.
- ✓ Trained and supervised workers.
- ✓ Maintained inventory logs and placed orders to replenish stocks of tableware, linens, paper, cleaning supplies, cooking utensils, food, and beverages.
- ✓ Received and checked the content of deliveries and evaluated the quality of meats, poultry, fish, vegetables, and baked goods.
- ✓ Oversaw food preparation and cooking.

---

## RESTAURANT EXPERIENCE

---

**Kitchen Worker** – State of New York (Coxsackie Correctional Facility); Coxsackie, NY

**Short Order Cook** – Rockies Breakfast Bar; Rochester, NY

**Prep Cook/Laborer** – New World Diner; Rochester, NY

**Lunch and Dinner Cook** – Albany's Italian American Restaurant; Albany, NY

---

## MILITARY SERVICE

---

**U.S. Navy** – Machinist Mate E-3 – *Honorable Discharge*  
*GED obtained*

# Write Your Business Plan!

This text is from the Small Business Administration website:

<https://www.sba.gov/business-guide/plan-your-business/write-your-business-plan>

**Traditional business plan format:** When you write your business plan, you don't have to stick to the exact business plan outline, but it would be wise to use the sections that make the most sense for your business and your needs. Traditional business plans use some combination of these nine sections.

**Executive summary:** Briefly tell the reader what your company does and why it will be successful. Include your mission statement, your product or service, and basic information about your leadership team, employees, market and location. Include a brief financial summary and plans for growth, especially if you plan to ask for financing.

**Company description:** This is where you will share detailed information about your company. Be specific. Describe the problems your business solves. Describe the consumers, organizations, and businesses your company plans to serve. Explain your competitive advantages. Are there experts on your team? Have you found the perfect location for your store? Why are you so passionate about the product or service to see the project through to become a solvent business? This is the place to extol your strengths.

**Market analysis** You'll need a good understanding of your industry, what is in store for the future, and your target market. Competitive research will show you what other businesses are doing and what their strengths are. In your market research, look for trends and themes. What do your competitors do? Why does, or doesn't it work? Can you do it better?

**Organization and management:** Describe how your company will be structured, who will run it and how it will be managed. What is the legal structure of your business? A C corporation, S corporation, B corporation, a non-profit corporation? Will you have a partnership? If not, will you simply be a sole proprietor or possibly a limited liability company (LLC)? Consider all options before you file with the IRS or state regulators.

Use an organizational chart to lay out who's in charge of what. Describe the qualities each team member will bring to contribute to the success of your venture. Consider including resumes of key team members.

**Service or product line:** Describe what you sell or what service you offer. Explain how the product or

service benefits your customers and what the product lifecycle looks like. Share your plans for owning your intellectual property, like trademark, copyright or patent filings. If you're doing research and development for your service or product, explain it in detail.

**Marketing and sales:** There's no single way to approach a marketing strategy. Your strategy should include the reception for your audience and your advertising outlets. It should also include flexibility should your product, service or messaging need to change slightly. How will you attract and retain customers? Where and how will you sell your products or services? Be clear! You'll need to refer to this section later when you share your financial projections.

You'll refer to this section later when you make financial projections, so make sure to thoroughly describe your complete marketing and sales strategies.

**Funding request:** Your goal here is to clearly explain your funding needs for the next 5 years. How much will you need? What will you use it for? Demonstrate how your profits will keep your business fluid while you're able to pay off a loan. Or would you prefer to take on investors? Give a detailed description of how you'll use your funds. Specify if you need funds to buy equipment, materials, cover payroll or other specific bills. Include your strategy for paying off debt or selling the business.

**Financial projections:** Here you want to convince the reader that your business plan is stable, will remain solvent and will be a financial success. List the collateral you will put up against a loan. Provide a prospective financial outlook for the next five years. Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be very specific. Use monthly projections if possible. Make sure to clearly explain your projections, and match them to your funding requests. This is a great place to use graphs and charts to tell the financial story of your business.

**Appendix:** Use your appendix to provide supporting documents or other materials were specially requested. Common items to include are credit histories, resumes, product pictures, letters of reference, licenses, permits, patents, legal documents, advertisements from competitors, trade news about your product, materials, or services, any contracts you may have now or which are on the table.

# Tips for Writing a Business Plan



## **What is a business plan and why do I need one?**

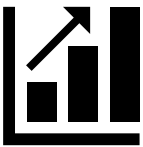
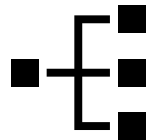
A business plan describes the strategy that the creators of an organization plan to follow as they build a new business...for instance, what steps will you take to start the business, and then what steps will you take to grow the business? The plan includes a description of the products or services that will be offered by the business, the customers, location, competitors, anticipated expenses, profit margin, plan to bring in employees, licensing or other special requirements and details specific to each industry, such as product shelf life and or cost of training staff. It should be written as a 3-to-5-year plan that includes short term and long-term goals. A business plan includes the mission statement and the vision for the organization. Use them to guide your structure and strategy. Business owners who need funding from another source to start the business – whether loans, grants or investors – will need a business plan to convince the grantors, lenders or investors that the business is a good investment.

## **A BUSINESS PLAN IS USUALLY REQUIRED TO OBTAIN FUNDING OR ATTRACT BUSINESS PARTNERS.**

## **Is a business plan good for anything besides applying for funding?**

Certainly. A business plan will guide you through the beginnings of your business. It will serve as a guide to get started, a measuring tool to keep you on track and a tool box notice problems and address them when they arise.

A business plan helps you monitor your cash flow, time and production rate to help you capture all of the aspect of creating your goods or services. It can be helpful in securing employees so you can attract a team that clearly sees and embraces your vision. It also provides a vision for potential partners or complementary business relationships, which can grow your business, or improve the environment for your business category.



If you can, incorporate graphs, charts, and visual displays of research, statistics and projections. They help readers stay engaged and visual descriptions appeal to different learning styles. They can also provide quick references.

Be prepared to make changes as the business develops!

## **Business Plan Basics:**

- 1. Executive summary**
- 2. Company description**
- 3. Market analysis**
- 4. Organization and management**
- 5. Describe your services or products**
- 6. Marketing and sales goals**
- 7. Request funding**
- 8. Financial projections**
- 9. Appendix**





# MORAL COURAGE

## What is the definition of *moral*?

**Oxford English Dictionary:** Adj: 1.a.) Of or relating to human character or behavior considered as good or bad; of or relating to the distinction between right and wrong, in relation to the actions, desires, or character of responsible human beings; ethical.

**Stanford Encyclopedia of Philosophy:** A code of conduct. Morality and religion are not the same thing, morality is only a guide to conduct.

## What is *moral courage*?

Rushworth Kidder: "Moral courage is the bridge between talking ethics and doing ethics." He goes on to say it is "a readiness to endure danger for the sake of principle, he explains that the courage to act is found at the intersection of three elements: action based on core values, awareness of the risks, and a willingness to endure necessary perceived hardship."

Irshad Manji: "Moral courage equips you to do the right thing in the face of your fear." She also says "Most people who show moral courage do so because the intimate voice of individual conscience drowns out the groupthink that produces passivity."

**"In order for things to get better, we're going to have to be a little more virtuous."**

- Anonymous

ALL AROUND US, we see increasing polarization, fakeness, gaming, and desire for control. It's happening in groups, political parties, schools (including higher education), the medical industry, prisons, and work places. Rather than increasing listening skills, understanding, care or knowledge, we have been willing to accept more laws, rules, restrictions and authoritarian measures, hoping to shape and manage behavior.

MORAL COURAGE offers a different approach to increasing safety, cooperation and social engagement. Moral courage offers us the opportunity to demonstrate our most deeply held values: equality, freedom, authenticity, autonomy, democracy, ownership and more...as we willingly offer them; each of us in our unique ways. Moral courage offers us the chance to offer understanding, rather than demand acquiescence; to listen and care, rather than enforce conformity. It provides us the opportunity to be ourselves, and also to be citizens-of-the-world.

But, as the quotes above show us, moral courage is not easy, especially since we have not been encouraged to be courageous or moral. Courage requires risk, and we are powerfully discouraged from taking any risks. Morality requires thinking about right and wrong, and we are strongly encouraged to just 'follow rules' and not worry about moral issues. We have to be morally courageous simply to talk about morality! Yet we all have our own perspectives of the thick complexity surrounding 'right and wrong' and 'good and bad'. As with many cases of the Fundamental Attribution Error (please look for the page dedicated to this topic), however, the 'good and bad' is easily defined regarding others, and only gets complex when we need to apply them to ourselves.

Moral Courage is the willingness to give to others these things that we all want ourselves:

**Care \* Attention \* Consideration \* Respect \* A fair shake \* Opportunity \* Honesty**

According to Rushworth Kidder, author of the 2006 book *Moral Courage*, three components must be present for moral courage to occur:

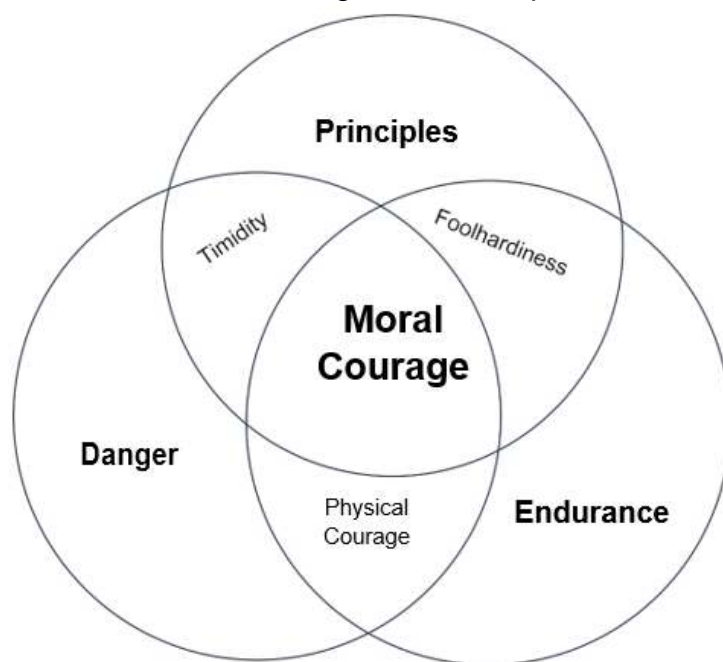
1. **Principles:** Convictions, core values, foundation for beliefs
2. **Danger:** Possibility of suffering physical or emotional harm or injury
3. **Endurance:** Fortitude; ability to last

If two of the elements are present, the result will be:

**Danger + Principles = Timidity:** Lack of self-confidence, boldness, or determination

**Principles + Endurance = Foolhardiness:** Rashness, incautious, recklessness

**Endurance + Danger = Physical Courage:** Bravery in the face of pain, hardship, even death

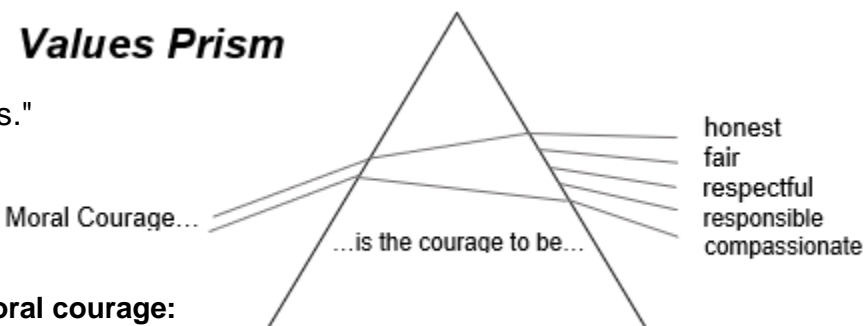


Moral Courage often requires us to take action to defend someone else, such as protecting a child, pushing back on bullies and questioning people who lie. Sometimes moral courage requires us to be honest with ourselves - which becomes increasingly difficult with age. (Yes, the words of experience.) In our current climate of polarization, sometimes it can be incredibly difficult to simply ask "why?" (Americans are becoming increasingly threatened by that small question, which is at the heart of the scientific method!) Moral courage is necessary when we are required to declare our boundaries, protecting our values and care for humanity.

### **Values Prism**

"Sound values raise tough choices."

- Rushworth Kidder



### **Questions that may bolster our moral courage:**

- Motives: why do I feel like I need to take a stand?
- Inhibitions: what might stop me? what are some deep fears I have about taking a stand? These fears might include: not wanting to accept ownership, indecisiveness, lack of commitment to the principle, sensitivity, desire for acceptance and many more...
- Risk challenges could include: disapproval, lack of support, suffering, shocking conventional opinion, shame, humiliation, ostracism, loss of status, loss of job and more.

### **Recommended Reading:**

Haidt, Jonathan (2012). *The Righteous Mind: Why Good People Are Divided by Politics and Religion*. Pantheon

Kidder, Rushworth M. (2005). *Moral Courage*. Wm. Morrow

Manji, Irshad (2020). *Don't Label Me: How to Do Diversity Without Inflaming the Culture Wars*. St. Martin's Griffin (also visit Manji's Moral Courage website: [www.moralcourage.com](http://www.moralcourage.com))



**Advocacy - Justice Involved Organizations**

122 Commerce Street  
Montgomery, AL 36104  
(334) 269-1803

EJI is committed to ending mass incarceration and excessive punishment in the U.S., challenging racial and economic injustice, and protecting basic human rights for the most vulnerable people in American society. EJI is working to end our misguided reliance on over-incarceration.

<https://eji.org/criminal-justice-reform/>

**Computers and Technology - Equipment Internet and Training**

Everyone On helps unlock social and economic opportunity by connecting low-income people to affordable internet service and computers, and delivering digital skills trainings. Find Low-Cost Internet Service, Computers and Free Training in Your Area!

<https://www.everyoneon.org/find-offers>

**Employment - Staffing Agency**

PeopleReady has re-imagined and simplified the path that connects people and work. Whether you need workers or you're looking for new job opportunities, we're ready to deliver results for you today.

<https://www.peopleready.com/>

**Employment - Temporary Staffing Agency**

2611 SW 17th Street  
Topeka, KS 66604

phone: 785-234-5626

fax: 785-235-6531

<http://www.topekastaffing.com/>

**Employment - Workforce Development**

401 SW Topeka Boulevard  
Topeka, KS 66603-3182

(785) 296-5000

<http://www.dol.ks.gov/Default.aspx>

**Food - Food Pantry**

Find local pantries, soup kitchens, food shelves, food banks and other food help.

<https://www.foodpantries.org/st/kansas>

**Free - Free Stuff**

We are a grassroots and entirely nonprofit movement of people who are giving and getting stuff for free in their own Towns. It's all about reuse and keeping good stuff out of landfills.

Membership is free.

<https://www.freecycle.org/>

**Health - Free/Sliding Scale Clinic**

1534 Southwest Clay

Topeka, KS, 66604

785-354-4314

**Health - Free/Sliding Scale Clinic**

1315 SW Arrowhead Road

Post Office Box 4188

Topeka, KS, 66604

785-273-4804

<http://www.unitedway.org/>

**Clothing - Interview and Career Clothing**

The mission of Dress for Success is to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

<https://dressforsuccess.org/affiliate-list/>

**Employment - Licensing Information**

professional licensing, tax information and more

<http://www.ksrevenue.org/>

**Employment - Staffing Agency**

Manpower is dedicated to enriching people's lives with meaningful employment and development opportunities, as we have done for more than 60 years.

<https://www.manpower.com/ManpowerUSA/home>

**Employment - Workforce Development**

For employees, employers, job fairs and more!

<https://www.kansasworks.com/ada/r/>

**Employment - Workforce Development**

The Workforce Development unit focuses efforts and resources to prepare workers for careers in Kansas highest-priority fields, such as health care, advanced manufacturing/aviation, energy, and health sciences. Education and training in these critical industries will help ensure a strong Kansas economy long into the future. Successful workforce development programs improve our learners employability and earnings potential and continued profitability for employers.

[https://www.kansasregents.org/workforce\\_development](https://www.kansasregents.org/workforce_development)

**Free - Free Phone**

Assurance Wireless

P.O. Box 5040

Charleston, IL 61920-9907

1-888-321-5880

Assurance Wireless provides eligible consumers with free monthly data, unlimited texting, free monthly minutes plus a free Smartphone. Lifeline enrollment is available to individuals who qualify based on federal or state-specific eligibility criteria. Residents of homeless shelters, nursing homes and temporary addresses may also be eligible.

<https://www.assurancewireless.com/lifeline-service/s/what-lifeline>

**Health - Free/Sliding Scale Clinic**

1001 SW Garfield Avenue

Topeka KS 66604

785-233-8081

<http://marianclinic.org/>

**Health - Free/Sliding Scale Clinic**

1129 SW Kansas Ave. B

Topeka KS 66612

785-233-8483

**Money - Finances/Budgeting**

800.388.2227

Free Credit Counseling! Our mission is to help all Americans gain control over their finances. For over 60 years, NFCC and its member agencies have helped people just like you pay off debt and

---

**Shelter - Homeless Shelter**

600 N. Kansas  
Topeka, Kansas 66608  
(913)354-1744  
Emergency Shelter Families/Singles  
<http://www.trmonline.org/index.php>

**Shelter - Salvation Army**

Major Teri Martsolf  
785-354-1744  
[http://centralusa.salvationarmy.org/usc/plugins/gd-osCenterSearch?mode=query\\_2&lat=39.056&lng=-95.689&code=US&query=Topeka](http://centralusa.salvationarmy.org/usc/plugins/gd-osCenterSearch?mode=query_2&lat=39.056&lng=-95.689&code=US&query=Topeka)

grow in their financial capability. Our services help people overcome financial challenges at nearly every stage of life.

<https://www.nfcc.org/>

**Shelter - Low Income Housing**

2627 SW Arrowhead Rd.  
Topeka, KS 66614-2458  
Phone: 785-272-1761  
<http://www.shelteredliving.org/>

**Shelter - Transitional Housing**

1-855-860-3119  
Transitional, sober housing provides supportive housing along with drug and alcohol treatment for selective locations  
<https://www.transitionalhousing.org/state/kansas>

## **Employment Tips**

We often have to work our way up to the job we want; either because it is not available when we go to find it or we need more experience, education, preparation or time to get ready. Although we will spend time working at jobs that are not our preference, we can enjoy the interim more when we stay focused on our goals.

### **Start by asking yourself:**

- What kind of job or career do I want?
- What am I willing to do, learn or sacrifice to get that job or career?

Before venturing out into the world of work you will have to obtain necessary documents.

The most frequently requested documents are:

- Birth Certificate
- Driver's license or Basic Identification
- Social Security Card

The birth certificate and driver's license forms offered in our Employment Documents are samples. You can find links to the applications that you need in our Resource Directory!

### **Next, ask yourself the following questions**

- What occupations or industries in your area are in need of employees?
- What are your employment limitations due to your particular crime?
- What is the income you need in order to pay for housing, food, energy, phone, child support, restitution, transportation, etc? (check out our [Build a Budget Worksheet](#))
- Which strategies do you think would be most effective for "selling" your attributes?

### **To prepare to apply for a job you may want to create the following worksheets:**

- Inventory your work history in and out of prison
- List your training, skills, limitations, and health considerations
- Gather all the information you will need to fill out employment applications. Are you ready to fill them out online? (Several companies only accept online applications.)

### **Considerations and Preparation**

What are your employment resources?

- Classified ads (in the paper or locally found on-line)
- Applying for jobs with companies you want to work for
- Job Assistance and Job Training centers
- Craigslist, Monster.com, other job-search websites

### **Skills Assessment and Personal Strengths Evaluation**

Consider taking a free online self-assessment test help us see what careers we are suited for. If you type the phrase 'self-assessment test' into any search engine, several options will be available for you to check out.

### **Do you need clothes for your interview or new job?**

Check out Dress for Success, a global program that may have a location near you!

([www.dressforsuccess.org](http://www.dressforsuccess.org))

**Resume' and Interview tips:**

Two good places where you get the chance to show a company why they cannot afford NOT to hire you. Keep these tips in mind as you write your application or resume', and prepare for job interviews:

- Be cheerful in your in-person or telephone job interviews.
- Talk about the benefits of your experience and the relevant expertise you offer.
- Speak about the value you would bring to the company.
- Share stories in the job interview about success in prior assignments.
- Talk about your ability to work with a diverse group of people.

**Typical Barriers to Employment:**

- Lack of updated resume
- Appropriate clothing for job search
- Transportation
- Stable housing
- Substance abuse
- Poor interview skills
- Poor job search skills
- Not a high school graduate
- No documentation (ID, Social Security card)

**SMART: What is your strategy for overcoming barriers and creating success?**

You can create a clear strategy by following SMART guidelines:

*Specific Measurable Attainable Realistic Timely (or Tangible)*

**Specific** – what is the specific goal you wish to achieve?

Can you answer these questions?

- Who do you need to be involved?
- What do you really want to accomplish?
- When do you want to accomplish it?
- Where do you need to be to accomplish it?
- Why do you want to achieve this goal?
- Which things do you need to get in order and which are the constraints to achieving your goal?

**Measurable** – How will you know when you've achieved your goal? What criteria have you set up to measure your progress and reach your target dates?

**Attainable** – Can you see yourself achieving this goal? Can you see the path to get there and then see yourself in that place of having reached the goal?

**Realistic** – Are you willing and able to achieve the goal?

**Timely** – How long do you need to achieve your goal? Work out your goal date and then the smaller goals that must be met to meet that goal date?

**Tangible** – Imagine: can you taste, touch, smell, see or hear the results of achieving your goal?

COMPANY OR  
EMPLOYER NAME: \_\_\_\_\_

POSITION APPLIED FOR: \_\_\_\_\_

APPLICANT TELEPHONE: \_\_\_\_\_

SOCIAL SECURITY NUMBER: \_\_\_\_\_

# Employment Application

YOUR NAME: \_\_\_\_\_  
Last First Middle

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ARE YOU LEGALLY ELIGIBLE FOR EMPLOYMENT IN THE U.S.A.?

☐ Yes ☐ No (If yes, verification will be required.)

I AM SEEKING A PERMANENT POSITION: ☐ Yes ☐ No

IF NECESSARY FOR THE JOB I AM ABLE TO:

Are you able to perform the essential functions  
of the position with or without accommodations?

☐ Yes ☐ No

Work (which shifts)? \_\_\_\_\_

Work overtime? \_\_\_\_\_

Provide a valid Alaska Drivers License? \_\_\_\_\_

IF NECESSARY FOR THE JOB, ARE YOU OVER (Please mark one) 14\_\_ 15\_\_ 16\_\_ 18\_\_ 19\_\_ 21\_\_

I WILL BE ABLE TO REPORT TO WORK \_\_\_\_ DAYS AFTER BEING NOTIFIED THAT I AM HIRED.

EDUCATION:	Yrs. Completed	Field of Study	Graduate or Degree
High School _____			
College/University _____			
Business/Technical _____			
Other (May include grammar school) _____			

MILITARY SERVICE: ☐ Yes ☐ No

Duty/Specialized Training: \_\_\_\_\_

REFERENCES: List two personal references who are not relatives or former supervisors.

Name	Address	Telephone	Occupation	Years known
_____	_____	_____	_____	_____
Name	Address	Telephone	Occupation	Years known
_____	_____	_____	_____	_____

EMPLOYMENT: List last employment first. Include summer or temporary jobs. Be sure all your experience or employers related to this job are listed here, in the summary (following this section), or use an extra sheet of paper if necessary.

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to
_____		
_____		
_____		
_____	Supervisor's Name: Telephone:	Reason for leaving

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to
_____		
_____		
_____		
_____	Supervisor's Name: Telephone:	Reason for leaving

## EMPLOYMENT CONTINUED...

Employer Name and Address	Position Title/Duties Skills	Dates Employed from                      to
		Reason for leaving
	Supervisor's Name:                      Telephone:	

Employer Name and Address	Position Title/Duties Skills	Dates Employed from                      to
		Reason for leaving
	Supervisor's Name:                      Telephone:	

Summarize other employment related to this job: \_\_\_\_\_

Types of computers, other electronic or mechanical equipment that you are qualified to operate or repair: \_\_\_\_\_

Typing speed: \_\_\_\_\_ per minute.

Professional Licenses, Certifications or Registrations: \_\_\_\_\_

Additional skills including supervision skills, other languages, or information regarding the career/occupation you wish to bring to the employer's attention: \_\_\_\_\_

In case of accident or illness please contact: Name: \_\_\_\_\_ Daytime phone: \_\_\_\_\_

Address: \_\_\_\_\_ Relationship: \_\_\_\_\_

**Information to the applicant:** As part of our procedure for processing your employment application, your personal and employment references may be checked. If you have misrepresented or omitted any facts on this application, and are subsequently hired, you may be discharged from your job. You may make a written request for information derived from the checking of your references.

If necessary for employment, you may be required to: supply your birth certificate or other proof of authorization to work in the US, have a physical examination and/or a drug test, or to sign a conflict of interest agreement and abide by its terms.

I understand and agree to the information shown above:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Equal Employment Opportunity:** While many employers are required by federal law to have an Affirmative Action Program, all employers are required to provide equal employment opportunity and may ask your national origin, race and sex for planning and reporting purposes only. This information is optional and failure to provide it will have no affect on your application for employment.

Employer Section: \_\_\_\_\_

## **Sample Interview Questions**

The interview is your chance to show an employer your unique qualities and it is also the time you can ask more about the employer, the company culture and the job you are applying for. Before you interview be sure to find out all you can about the company so you understand who they are, and also so the interviewer knows you care.

Interviews can be stressful; the best way to manage that stress is to be prepared. If you are ready to answer the questions below you will be prepared for most of the questions that might come up.

There are many variables that make finding a job even more complicated if you have a criminal record. How much should you disclose and when should you disclose it? How do you explain your criminal record and still land a job? How do you address it during an interview? We explore these questions and more at the end of this document.

### **Possible Interview Questions: About the Job and the Company**

- Why did you apply for this job?
- What experience, skills and characteristics do you possess to do the job?
- Why do you think you are the best person for this job?
- Why should we hire you?
- What have you learned about our company?
- How do you see your role in joining this or any company?
- Describe good customer service.
- Describe handling a challenge with a co-worker
- Are you willing to travel?
- Do you have any limitations that would inhibit you from doing this job?
- How long do you think you would like to be employed by this company?

### **Possible Interview Questions: About You**

- Tell me about yourself.
- What are you passionate about?
- What is your greatest strength? What is your greatest weakness?
- What do you do when you're angry?
- If you know your supervisor is wrong about something, how would you handle it?
- Describe a difficult work situation and how you dealt with it.
- Describe your work style.
- How would you describe the pace at which you work?
- How do you handle stress and pressure?
- Tell me about how you worked effectively under pressure.
- What motivates you? Are you self-motivated?
- What are your salary expectations? (if it is not listed with the job posting)
- What types of decisions are difficult for you? What types are easy?
- If you could relive the last 10 years of your life, what would you do differently?
- If the people who know you were asked why you should be hired, what would they say?
- Do you prefer to work independently or with others?
- Tell me about your ideal work environment.
- How do you evaluate success?
- What are your career goals? How do you plan to achieve these goals?
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- Give an example of how you set goals and achieve them.
- How do you handle a challenge?

**Possible Interview Questions: Your Work History**

- Tell me about \_\_\_\_ company listed on your resume.
- What were your duties, responsibilities, expectations...for the position and as an employee?
- What challenges did you face? How did you handle them?
- What did you like about this job? What did you dislike about this job?
- What was your biggest accomplishment at this job? At any job?
- What were your favorite and least favorite aspects about the people you worked with, including supervisors?
- What attributes to you like to see in a supervisor?
- What do you expect from a supervisor?
- Tell me a little about your favorite and least favorite supervisor.
- Why did you leave this job? (why did you quit or why were you fired?)
- Have you been in a position when you did not have enough work to do? What did you do with your time?
- Have you made a mistake? How did you handle it?
- Have you ever dealt with company policy you weren't in agreement with? How?
- Have you gone above and beyond the call of duty? If so, how?
- When you worked on multiple projects how did you prioritize?
- How did you handle meeting a tight deadline?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Tell me about a difficult situation with a co-worker? How did you handle it?
- Tell me about your experience working with a team.
- Have you motivated employees or co-workers? Tell me about it.
- Give me an example of when you did and when you didn't listen.
- Have you handled a difficult situation with a co-worker? How?
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?

**Possible Interview Questions: Incarceration**

- Why were you incarcerated?
- What did you learn from that experience?
- Do you have challenges or limitations that could affect your work schedule?
- What have you been doing to prepare for employment since you came home?
- Were you employed or in school when you were incarcerated? If so, tell me about your work. Tell me about your education.

**Illegal questions:**

- What is your age?
- How many children do you have? Are you pregnant?
- How much do you weigh? How tall are you?
- Do you live with anyone? Who?
- Are you married or in a relationship?

**Legal alternatives:**

- Are you over 18 years old?
- Can you lift 60 pounds?
- Is there anything that might interfere with your work schedule?



## Related to Your Criminal Record

An employer may not ask questions about a previous arrest or conviction. They may ask if you have been convicted of specific crimes if they are relevant to the position being applied for. An employer may not refuse employment to someone just because they have a criminal record.

Lisa Pollan, site coordinator at LIFT-DC, says they encourage formerly incarcerated clients to collect "evidence of rehabilitation." This evidence should prove to employers that the client has changed since their offense and is now a responsible member of society. Evidence of rehabilitation can include:

- letters of recommendation from employers or advocates
- proof of training program completion/certificates (including during incarceration)
- participation in a mentoring or support group

For Job Applications, LIFT-DC counsels clients to do the following:

- **Only answer what is asked:** If a question asks if you have been convicted of a felony, you can say no if you only have misdemeanors. If a question asks if you have been convicted of a felony in the last seven years, and you were convicted 10 years ago, answer no.
- **Answer truthfully:** A company may hire ex-offenders but have a policy of terminating anyone who lies on an application.
- **Demonstrate change:** If you answer a question about your record by writing, "Yes, but I got my GED while I was incarcerated," you show that you are educated, focused and want to make positive changes in your life. You can also attach a written explanation of your situation, and proof of your rehabilitation.

Check out LIFT-DC for more tips on interviewing! <http://www.liftcommunities.org/>

## From the National Reentry Resource Center:

<http://www.nationalreentryresourcecenter.org/faqs/employment-and-education#Q8>

## How should job-seekers respond to questions regarding past convictions?

- Acknowledge the previous mistakes in a concise and businesslike way
- mention any relevant skills or interests developed while in prison or prior to entering prison
- reinforce a commitment and an interest in the new job, by stating, for example, "I'm more mature now and my top priority is to work at [company] to use my abilities, focus on the work, and make a fresh start."

Applicants should be familiar with their criminal history to answer accurately specific questions on job applications and in interviews.

## Race/Religion

An employer may not ask you about your religion but it may come up if they ask you what days/times you are available. An employer may not judge you for being a part of any race or religion but may decide not to hire you if you are unavailable for any crucial time for the position you are applying.

## **Interview Questions for You to Ask**

In an interview both you and the employer are finding out about each other. Asking these questions will show general interest in the business, and the team you are applying to work with. These questions show you care about the position and how you might fit. Asking questions will also help you understand if you think the environment is suitable for you.

Please tell me important information I should consider about working with this company:

- On average, how long do people keep the position for which I am applying?
- What strengths and skills do you think I should have to best fill this position?
- What employee qualities are encouraged here?
- Is this a friendly environment or are people pretty serious?
- Would you tell me about the challenges I might find working here?
- Which companies, products or services are our competitors?
- Is there an opportunity for promotion from this position?
- How often will I be evaluated?
- What are the businesses strengths? What aspects need improvement?
- What will be expected of me in the first 3 months? 6 months? Year?
- Are we encouraged to participate in things outside of work, like a softball league?
- In what ways does the company recognize and honor work that has been done?
- Will I have an employment agreement?
- Will I work with alone or with a group?
- Who will I report to? What kind of person are they?
- Are we anticipating any major changes in the workplace?
- How many applicants do you have for this position?
- What training do you provide?
- Does the company provide or support higher education or advanced training for employees?
- Is there anything else I can provide you to help you make a decision?
- How soon can I expect to hear from you?

Not all of these questions would apply to any one position. These questions are just examples to either pick from or open your mind to asking questions that will help you make sure the job is acceptable for you!

## **Favorite Verbs For Your Resume**

Originally "Our Favorite Resume Verbs" by Wendy Enelow

Accelerate	Collaborate	Differentiate	Expand
Accentuate	Collect	Diminish	Expedite
Accomplish	Command	Direct	Experiment
Accommodate	Commercialize	Discern	Explode
Achieve	Communicate	Discover	Explore
Acquire	Compare	Dispense	Export
Adapt	Compel	Display	Facilitate
Address	Compile	Distinguish	Finalize
Advance	Complete	Distribute	Finance
Advise	Compute	Diversify	Forge
Advocate	Conceive	Divert	Form
Align	Conceptualize	Document	Formalize
Alter	Conclude	Dominate	Formulate
Analyze	Conduct	Double	Foster
Anchor	Conserve	Draft	Found
Apply	Consolidate	Drive	Gain
Appoint	Construct	Earn	Generate
Appreciate	Consult	Edit	Govern
Architect	Continue	Educate	Graduate
Arrange	Contract	Effect	Guide
Articulate	Control	Elect	Halt
Ascertain	Convert	Elevate	Handle
Assemble	Convey	Eliminate	Head
Assess	Coordinate	Emphasize	Hire
Assist	Correct	Empower	Honor
Augment	Counsel	Enact	Hypothesize
Author	Craft	Encourage	Identify
Authorize	Create	Endeavor	Illustrate
Balance	Critique	Endorse	Imagine
Believe	Crystallize	Endure	Implement
Brainstorm	Curtail	Energize	Import
Brief	Cut	Enforce	Improve
Budget	Decipher	Engineer	Improvise
Build	Decrease	Enhance	Increase
Calculate	Define	Enlist	Influence
Capitalize	Delegate	Enliven	Inform
Capture	Deliver	Ensure	Initiate
Catalog	Demonstrate	Equalize	Innovate
Centralize	Deploy	Eradicate	Inspect
Champion	Derive	Establish	Inspire
Change	Design	Estimate	Install
Chart	Detail	Evaluate	Instruct
Clarify	Detect	Examine	Integrate
Classify	Determine	Exceed	Intensify
Close	Develop	Execute	Interpret
Coach	Devise	Exhibit	Interview

These verbs have been generously provided by Wendy Enelow and Louise Kursmark  
Founders of The Resume Writing Academy [www.resumewritingacademy.com](http://www.resumewritingacademy.com)

## **Favorite Verbs For Your Resume**

Originally "Our Favorite Resume Verbs" by Wendy Enelow

Introduce	Organize	Recapture	Solve
Invent	Orient	Receive	Spark
Inventory	Originate	Recognize	Speak
Investigate	Outsource	Recommend	Spearhead
Judge	Overcome	Reconcile	Specify
Justify	Overhaul	Record	Standardize
Launch	Oversee	Recruit	Steer
Lead	Participate	Recycle	Stimulate
Lecture	Partner	Redesign	Strategize
Leverage	Perceive	Reduce	Streamline
License	Perfect	Regain	Strengthen
Listen	Perform	Regulate	Structure
Locate	Persuade	Rehabilitate	Study
Lower	Pilot	Reinforce	Substantiate
Maintain	Pinpoint	Rejuvenate	Succeed
Manage	Pioneer	Remedy	Suggest
Manipulate	Plan	Render	Summarize
Manufacture	Position	Renegotiate	Supervise
Map	Predict	Renew	Supplement
Market	Prepare	Renovate	Supply
Master	Prescribe	Reorganize	Support
Mastermind	Present	Report	Surpass
Maximize	Preside	Represent	Synthesize
Measure	Process	Research	Target
Mediate	Procure	Resolve	Teach
Mentor	Produce	Respond	Terminate
Merge	Program	Restore	Test
Minimize	Progress	Restructure	Thwart
Model	Project	Retain	Train
Moderate	Promote	Retrieve	Transcribe
Modify	Propel	Reuse	Transfer
Monitor	Propose	Review	Transform
Motivate	Prospect	Revise	Transition
Navigate	Prove	Revitalize	Translate
Negotiate	Provide	Satisfy	Trim
Network	Publicize	Schedule	Troubleshoot
Nominate	Purchase	Secure	Unify
Normalize	Purify	Select	Unite
Obfuscate	Qualify	Separate	Update
Obliterate	Quantify	Serve	Upgrade
Observe	Question	Service	Utilize
Obtain	Raise	Shepherd	Verbalize
Offer	Rate	Simplify	Verify
Operate	Ratify	Slash	Win
Optimize	Realign	Sold	Work
Orchestrate	Rebuild	Solidify	Write