

# REENTRY PACKET

Your Customized Guide to Support your Successful Transition



National Web-based Reentry Resource Center

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

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# PRE-RELEASE INVENTORY

Additional items to add to your list!

## 1. List the gifts that you bring with you!

- Include your courage, determination and authenticity.
- Your ability to listen well and offer the greatest gift a person can give: your attention.
- The special tools and skills you've developed to share with employers, coworkers, customers and clients.
- Expanded knowledge, compassion and commitment to those who are close to you.
- The unique perspective, and pro-social community-building skills that you have to construct the future with others!



## 2. Prepare for tough times. Write down book titles, articles, names of friends and family, and community resources you can turn to when things are tough; or when you feel down or vulnerable. When it's difficult to reach out to people; books may be a good place to start.

## 3. Check for "Over-Confidence". It's crucial to be confident...but foolish to be over-confident! Here are a couple of ideas to locate and address possible points of overconfidence:

- + Play "Devil's Advocate". Be critical and pessimistic. If possible, solicit the help of a friend or a young person. (In general, the young are better at this than adults.)
- + Resist comparing yourself to others. Everyone does things differently!
- + Listen to, and address, concerns or criticisms from others. This doesn't mean you need to argue with them or change course. Just check to see if you are fully considering their perspective.
- + Mix modesty and humility with enthusiasm.

## 4. Remember: you've got a lot of choices ahead! There's always more than one option, and almost always more than two. Try to find at least 4 options from which you can build or blend options to create your best opportunities!

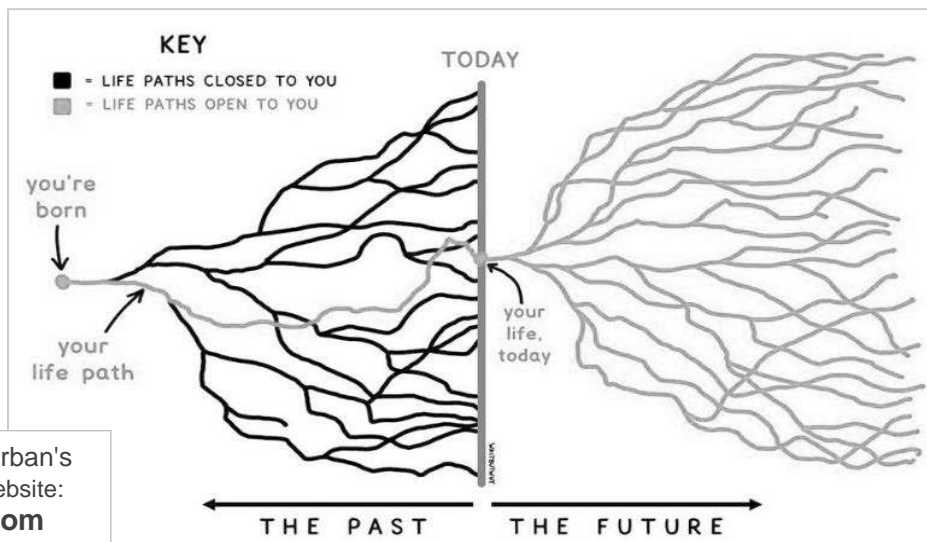


Image from Tim Urban's  
**Wait But Why** website:  
[waitbutwhy.com](http://waitbutwhy.com)

# AGENCY and ACTION

What can we do,  
with what we have,  
where we are,  
right now ?

\*\*\* We can get ready for change; ready to build what comes next; ready for the unknown! We can read, write, plan, draw, and think – as a strategic problem solver and community building collaborator.

\*\*\* We can stay flexible...mentally and physically...so that whatever comes, we will be ready and able to adjust and contribute.

\*\*\* We can reflect, and deepen our understanding and compassion.

\*\*\* We can consider the things that we would most love to give our deep attention to and consider how our unique gifts could bring strength to the areas we are most passionate about.

\*\*\* We can gather tools and build skills that we will need such as attending to issues with anxiety, depression, loneliness, self-doubt; or deepening skills we already have and which are so hard to find such as listening and caring.

\*\*\* We could learn something important for community building, so we can share it with any community we join.

\*\*\* Feel free to reach out to Fair Shake to see if we can connect you with a group of people who are working in the area where you would like to invest your efforts: [outreach@fairshake.net](mailto:outreach@fairshake.net).

Wishing you all the best through your transitions to come! Your success is important to me...and to our future together. **Ubuntu!**

## Fair Shake Technology Tools

Do you need to learn to use a computer? How to navigate websites? Or just brush up on your skills?

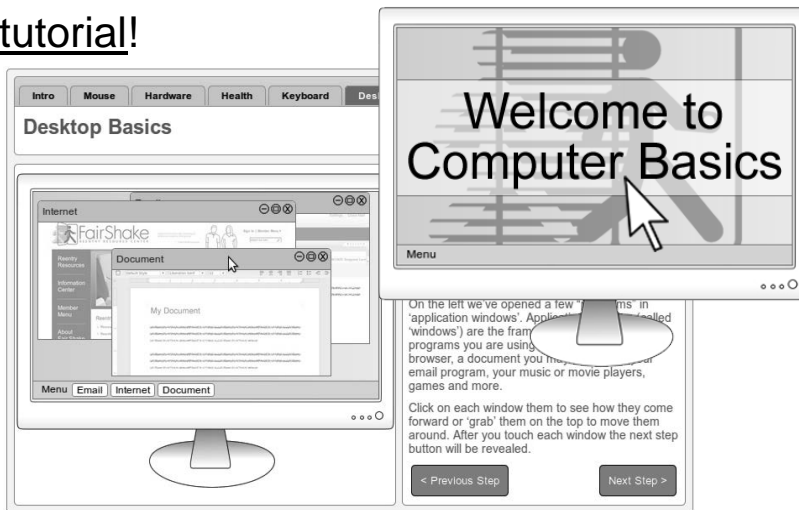
### Check out our Computer Basics tutorial!

We cover these topics:

- Mouse
- Keyboard
- Hardware
- Computers and Your Health
- Desktop Environment

And you will learn these skills:

- Mouse Articulation
- Keyboard Hand Placement
- Creating Files and Folders
- Storing Data
- Healthy Computer Use



### Ready to expand on the basics? We offer more information in these areas:

**Using computers:** Desktop, Program Menus, Recycle/Trash, Keyboard Short Cuts and Printer information.

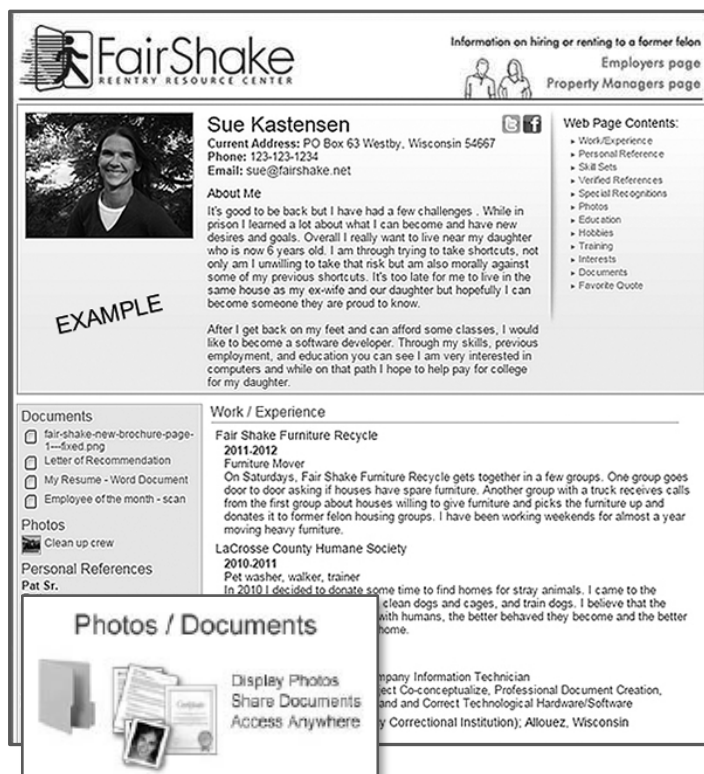
#### **Internet / Storage:**

Internet: Web Browsers, Internet Connection, Fair Shake Technical Tools

Storage: Hard Drive, Internet Storage, Flash Drive

**Software:** Software, Word Processor Programs (to write documents), Spreadsheet Editors (for making a calendar, schedule, budget), In The Cloud Programs, Email Software (including our Shake web mail)

**Be Careful:** Save Your Work, Internet, Downloading, Updating and Uploading



## FREE Personal Web Page!

**Personal Web Page:** Your Personal Web Page is a comfortable environment to disclose the information you would like to share with people you permit to visit. Here you can introduce yourself, list your skills, your education and work history, show your photograph, link to your documents and provide relevant and important information not requested in many job applications.

- ✓ Members differentiate themselves from other applicants!
- ✓ Members share information easily. No need to carry documents; they can be located, downloaded and/or printed from the page.
- ✓ Shows dedication to reentry success and provides a place to demonstrate interest in taking a proactive approach by sharing skills, character traits, and intentions.

# WHERE CAN WE LEARN HOW TO DRIVE A CELL PHONE?!

**wikiHow**



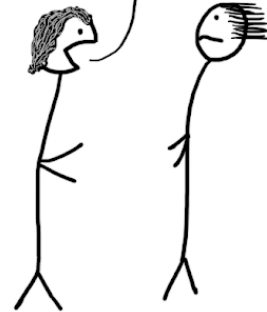
Search: How to Use a Cell Phone

*Don't fall in the  
"Rabbit Hole".  
Use the search bar!*

Search this site



I ENJOYED THAT ARTICLE  
THANKS FOR SENDING



waitbutwhy.com

(When we write in ALL CAPS)

Looking for Guidance? How-To videos?  
You might want to check out

**SUPREME GURU TECH**

[www.youtube.com/c/SupremeGuru/videos](http://www.youtube.com/c/SupremeGuru/videos)

How-To Mania! She'll help you add apps of all kinds! Delete apps of all kinds! iPhone and Android! Plus how to email, change font size, find music, tips and tricks & lots more.

## FAIR SHAKE ON YOUR PHONE

It's an application, but it's not an APP (That's right...you get info while we don't take your iinfo! ~ : )

Search for Fair Shake

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

1

SEARCH

FairShake  
.net

2

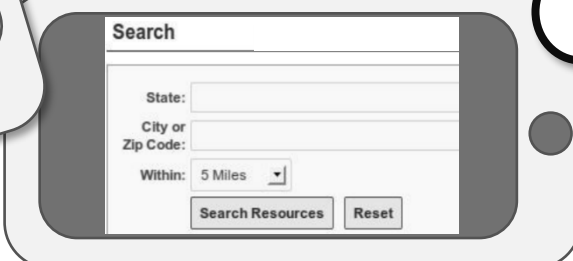
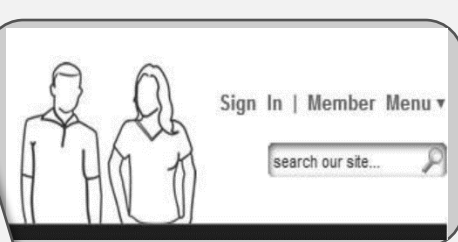
Zoom In

Search  
Through  
Fair Shake

3

4

Discover  
Resources  
& Information!





# 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:

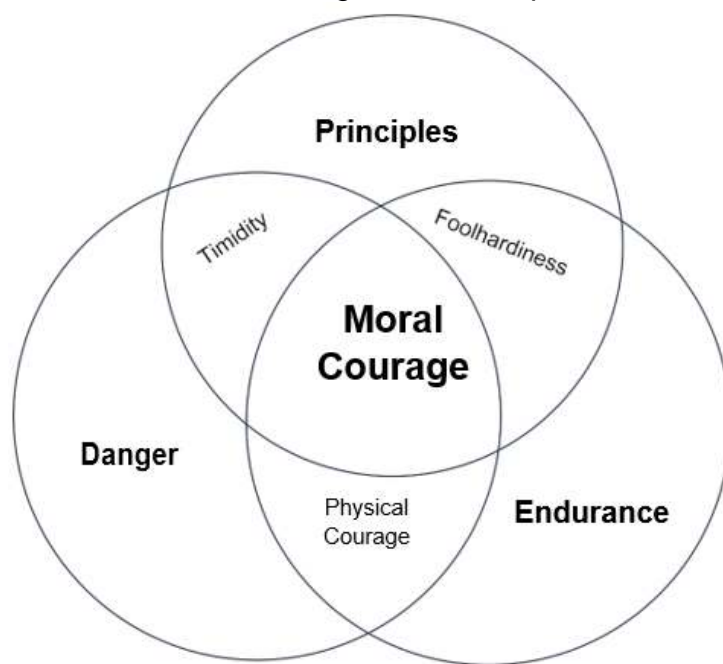
1. **Principles:** Convictions, core values, foundation for beliefs
2. **Danger:** Possibility of suffering physical or emotional harm or injury
3. **Endurance:** Fortitude; ability to last

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

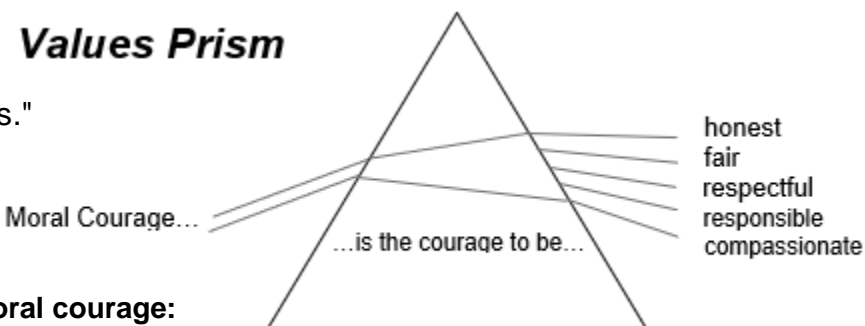


Moral Courage often requires us to take action to defend someone else, such as protecting a child, pushing back on bullies and questioning people who lie. Sometimes moral courage requires us to be honest with ourselves - which becomes increasingly difficult with age. (Yes, the words of experience.) In 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))



## Resisting Influence

*This is a shortened version of the original which was prepared by Dr. Philip Zimbardo and Cindy X. Wang*  
*You can view the full Resisting Influence Guide here: <http://www.lucifereffect.com/guide.htm>*

Our daily lives are wrought with compelling social tensions. Many of us hope that we are immune to compliance tactics, have the courage to resist unjust authority, and would never abandon our core beliefs and principles in the face of social pressures.

This document was created for learning how unwanted and unjust influence can impact your daily life and to better equip you to resist these forces. By understanding the contexts of influence and social compliance, we hope you will be able to identify the principles and strategies that professional agents of influence may use to gain your compliance.

We will look at frameworks to understand social influence and identify how you can apply these ideas to your own life, we will discuss ways to utilize your new understanding of the principles of social influence for positive social change, and finally we provide hints from Dr. Z on how to resist unwanted influences.

### Varieties of Influence

We listen to a debate with each side presenting seemingly compelling reasons to endorse one or another point of view. We get messages from advertisers, from the government, from assorted authorities to take particular actions, like buy a product, vote for a candidate, give blood, avoid impending disasters, and more. Such attempts to influence our attitudes, values or actions are considered forms of persuasive communication. **"Do as I say,"** is the persuasive motto.

Other times the influence comes not dressed up in words in persuasive messages or visually appealing ads, but simply when the members of a group you are in, or want to belong to, act in a particular way. They don't have to tell you what to do; they simply exhibit the behavior or the style of action that is expected of "good team members." That form of social influence is known as conformity. **"Do as we do,"** is the conformity motto.

Go along with the majority and be accepted. Refuse to dress as they do, talk like they do, value what they value, or act in ways that are the accepted social norm for this group, and you are rejected, isolated, expelled, ridiculed. The power of groups in our lives to influence our thoughts and actions can be enormous, especially when we desperately want to be accepted by the group. But you don't need a group to put pressure on you to act as they expect you to do; in fact, much social influence comes from a singular source - another person.

Compliance is a form of influence in which direct pressure is put on individuals to take some specific action, such as doing a favor or buying a product. The influence agent doesn't want to change your mind, only to get you to act on his or her request. Sometimes the request is pro-social, like donating blood, but more often than not, the request is to get people to purchase products that they might not need or even want initially.

All of these sources of social influence are external; they are imposed from the outside of you through influence agents (people who work hard to convince you to think a certain way).

One of the most powerful forms of influence is self-persuasion, which encourages individuals to engage in personal thought and decision processes. One tactic for inducing self-persuasion comes from role-playing positions that are contrary to one's beliefs and values. When we engage in public behavior that does not follow from our personal beliefs, cognitive dissonance is created. To the extent that we come to believe we made that commitment freely, without (awareness of) external situational pressures, we rationalize it and convince ourselves that it was the right action and the right position to hold.

What can you do to weaken or counter each of these varieties of social influence? Knowledge of how these influence settings work and what you can do to resist them is the first step in becoming a wiser consumer of social influence. You have to be continually vigilant and continually put into operation these resistance tactics for you to inoculate yourself against their insidious power.

### How We Are Persuaded

Communicators are most effective if they are perceived as Credible, meaning they have both expertise relevant to their message and are trustworthy - honest, and unbiased.

Communications come in many forms: some rational, some hit at our emotions, some inform us of the action we should take, and others leave the action hidden. Some messages are simple, others complicated, some lead with the request, others build up to it. Ideally, we need to process communications systematically, that means taking the time to figure out what is being requested, what evidence is being presented, and how contrary views are dealt with. Too often, we take short cuts and process the information only peripherally: too focused on the packaging and not the product. We may give excessive value to the speaker's tone of voice, or his or her good looks; and too little to what they are actually hawking. Always try to figure out who the message is intended for and what action are they requesting.

### Why We Conform: The Power of Groups

Whenever we change our behavior, views, and attitudes in response to the real or imagined presence of others, we are experiencing conformity. Two main types of conformity have been studied: *informational* and *normative*. **Informative conformity** often occurs in unfamiliar situations when we are likely to shape our behavior to match that of others. The actions of others inform us of the customs and accepted practices in a situation: what is right to do, how to behave.

**Normative conformity** occurs when we want to be liked or approved of by the group. This is the dominant form of social conformity. Though we may disagree secretly with the group opinion, we may verbally adopt the group stance so that we seem like a team player rather than a deviant.

Both of these pressures impact us everyday. A staple of a functioning society is that people follow social norms such as obeying traffic laws, respecting others' property, and diffusing aggression in non-violent ways. However, conformity can have deleterious effects if one conforms automatically without questioning of the validity of social norms. In Nazi Germany, many ordinary people did not dissent to the ongoing atrocities because few other people resisted.

In our daily decisions, we should also examine whether our reasons justify our actions. In an unfamiliar situation, first ask yourself whether the actions you observe others performing are rational, warranted, and consistent with your own principles before thoughtlessly and automatically adopting them.

Similarly, in a situation in which you want to impress and be accepted by others, ask yourself whether the action conflicts with your moral code, and consider whether you would be willing to compromise your own opinion of yourself just so others would have a higher one of you. Ultimately, you are the only one who has to live with your actions. Be sure to take a time out to find out the correct information.

### Cialdini's Principles of Social Influence

Having begun to understand the strength of social influence, we now move on to the principles of influence studied by social psychologist Robert Cialdini; a renowned social psychologist that has done extensive research on the domains in which social influence is most powerful. The following principles play on fundamental human instincts and can be exploited both intentionally and unintentionally.

Many of these may seem like obvious tactics that advertisers and influence agents will utilize to sway our opinion. However, when we are not prepared to scrutinize and resist them, these principles will often work subliminally and quite powerfully. An important part of resisting these influence tactics is awareness of their operating principles, contexts in which they are provoked, and methods to avoid falling prey to them.

We hope that by learning about these principles of persuasion, you will be better able to recognize the situations you are in that may lead to act against your will and then to have the tools to resist unwanted social influence. There are six basic principles, and each one is set in a specific Context. When you are aware of the Context, or the behavioral Setting, you will better recognize the principal at work, when you see the principal operating, you will understand the Context in which it is embedded

### **Reciprocity [Context: Obligation]**

The rule of reciprocity requires that one person try to repay, in kind, what another person has provided. Supports the giving of favors since repayment is expected from the recipient

#### *The Basics*

- Sense of future obligation makes it possible to develop continuing relationships and exchanges
- We are trained from childhood to abide by the reciprocity rule or suffer social disapproval

#### *How It's Exploited*

- Rule can spur unequal exchanges
- "Door-in-the-face" – relies on persuader making an outrageous, extreme request first, then conceding to a comparatively small request (one desired all along) that will likely be accepted because it appears to make a concession

#### *Best Defense*

Reject initial offers, favors, concessions; redefine them as tricks and refuse to feel obligated to respond reciprocally

### **Consistency [Context: Commitments]**

#### *The Basics*

- People desire to look consistent within their words, beliefs, attitudes, and deeds
- Consistent conduct provides a beneficial approach to daily life and is highly valued by society
- Shortcut through complex decision-making reduces processing time in future decisions

#### *How It's Exploited*

- Profiteers exploit the principle by inducing people to make an initial commitment, take a stand or position that is consistent with requests that they will later ask of them
- Commitments are most effective when they are active, public, effortful, and internally motivated.
- If they are successful, abiding by this rule may lead to actions contrary to one's best interests

#### *Best Defense*

- Do not be pressured into accepting requests that you do not want to perform.
- Be sensitive to situational variables operating on your decision

### **Social Proof [Context: Consensus]**

#### *The Basics*

- A means to determine what is correct by finding out what other people think is correct
- Principle can be used to stimulate a person's compliance by informing the individual that many other individuals have been complying (compliance by famous or authoritative people is very effective)
- A shortcut for determining how to behave – while making us vulnerable to persuasion experts
- Most influential under two conditions:
  - Uncertainty – situation is ambiguous; more likely to accept the actions of others as correct
  - Similarity – people are inclined to follow the lead of similar others

#### *How It's Exploited*

- The Bandwagon effect – everyone who is anyone is doing it, why not YOU?
- The "In Crowd" has it right, do you want them to accept you or not? So act like them

#### *Best Defense*

- Develop counterarguments for what people are doing; their actions should not form yours
- Be aware that the others may have a biased reason for the action they are advocating
- Be aware that the others may be misinformed
- Remember the entire group might be wrong-headed because the leader has biased their opinions

## **Liking [Context: Friendship]**

### *The Basics*

- People prefer to say “yes” to individuals they know and like
- We want people to like us and we like those who show that they like us

### *How It's Exploited*

- Persuasion experts manipulate factors that influence their likeability.
- Features that influence liking:
  - Physical attractiveness – attractive people are more successful in getting requests granted
  - Similarity – we like people who are like us; we more willing to say “yes” without thinking
  - Praise – compliments generally enhance liking and compliance
  - Familiarity – repeated contact with a person or thing normally facilitates liking
  - Association – making connections to positive things
  - Shadowing - persuader exhibits behaviors that match those of the target individual

### *Best Defense*

- Developing a special sensitivity to suspicious and undue liking from the requester
- Separate the requester from the request, and make decisions based solely on the merits of the offer – not your feelings about the requester.

## **Scarcity [Context: Competition]**

### *The Basics*

- People assign more value to opportunities when they are less available—if there are fewer resources and less time to get them, we want them more
- Principle holds true for two reasons:
  - Things that are difficult to attain are typically more valuable
  - As things become less accessible, we lose freedoms and want them more than before
- Optimizing conditions for scarcity principle:
  - Value newly scarce items more than items that have been restricted all along
  - Most attracted to scarce resources when we must compete with others for them

### *How It's Exploited*

- Use of this principle can be seen in compliance techniques as ‘limited number’ and ‘deadline’ tactics

### *Best Defense*

- Step back and assess the merits of the opportunity, the value of the item, and why/if we want it
- Give an objective evaluation of its personal value; not overvalue it because it appears to be scarce

## **The Science of Social Influence – Anthony Pratkanis**

Anthony Pratkanis has meticulously studied social influence tactics and classified numerous methods that humans utilize to manipulate and change the attitudes and beliefs of others.

### **Landscaping (Pre-persuasion tactics)**

The following methods are some of the ways influence agents can have contexts working for them even before you know you're being influenced.

- |   |  |
|---|--|
| 1. Define and label issue in a favorable manner | 5. Establish a favorable comparison point or set |
| 2. Association                                  | 6. Control the flow of information               |
| 3. Set expectations                             | 7. Limit and control the number of choices and   |
| 4. Agenda setting                               | options  |

### **Tactics that rely on social relationship (Social credibility and social rules)**

One of the most important elements of convincing arguments is a reputable source. We are constantly bombarded by commercials that report experts such as dentists support a brand of toothpaste or professional athletes eat certain breakfast cereals. These tactics are surprisingly effective! By utilizing the following traits and characteristics, people can play on social relationships in order to persuade.

### Tactics that rely on social relationship (continued)

1. Authority
2. Attractiveness
3. High Status
4. Similarity – “just plain folks like you”
5. Role-play
6. Social modeling
7. Social reinforcement
8. Multiple sources
9. Arguing against one’s own self-interest
10. Draw on well-being of friends and family

### Effective message tactics

Effective communication depends on the strength and logic of the message. Here, we cite a few examples of how messages can induce the target to generate reasons for adopting recommended action:

1. Self-generated persuasion – give the target a chance to persuade themselves
2. Vivid appeals – emotionally interesting or compelling
3. Let the message recipient draw his or her conclusion
4. Rhetorical questions
5. Pique interest in message
6. Message fit with pre-existing beliefs, experiences, knowledge
7. Placebic reasons – arguments that appear to make sense but actually lack information
8. Defusing objections – acknowledging objections and refuting them before a target can raise them
9. Asking for small contributions initially
10. Message length = message strength
11. Repetition of message
12. Primacy effect – order of presentation

### Emotional tactics

Emotions are often thought to infringe on our rationality and better judgment. Pratkanis presents this set of emotional tactics that take advantage of our subjective feelings, arousal, and tensions as the basis for securing influence.

1. Fear
2. Guilt
3. Embarrassment
4. Threat of insult
5. Flattery
6. Empathy
7. Reciprocity
8. That’s not all – sweetening the deal
9. Commitment trap
10. Low-balling
11. Bait-and-switch
12. Scarcity
13. Anticipatory regret
14. Door-in-face – ask for a large favor, retreat and ask for a much smaller favor
15. Foot-in-the-door – ask a small request than ask for a larger request

## Defensive and Offensive Tactics for Resisting Influence

Defensive – learn how to detect propaganda

1. Play devil’s advocate
2. Generate questions to ask

Offensive – steps that will identify common propaganda forms and stop them at their source

1. Know the ways of persuasion and know that you personally may be the victim of propaganda
  - o Distinguish source credibility
  - o Realize your level of personal vulnerability
2. Monitor your emotions
  - o If you’re having an emotional response to a communication, ask yourself why
  - o Look for things that induce false emotions of fear, guilt, reciprocity
3. Explore the motivation and credibility of the source: what does the source have to gain and is it an overly manufactured image?
4. Think rationally about any proposal or issue: What is the issue? Arguments for and against?

### Defensive and Offensive Tactics for Resisting Influence (continued)

5. Attempt to understand the full range of options before making a decision; relate to your values.
6. If you hear something repeatedly, ask why it is being repeated.
7. If the deal looks too good to be true, it probably is such as free gifts and time-sensitive offers.
8. Develop counterarguments to propaganda and compare performance with advertising.
9. Support efforts to prevent vulnerable groups against exploitative persuasion.
10. Avoid being dependent on a single source of information.
11. Separate news from entertainment (FS note: The 'news' often consists of entertainment 'news'.)
12. Use 'communication style' as one criteria in making decisions and judgments.
13. Increase your personal involvement, knowledge, and awareness in important issues; take some time to find out more on your own.

### Positive Social Influence and Civic Virtue

While most psychological research is focused on the negative aspects of social influence, principles of social influence can be used for good, to enhance basic social and political values. Making sensible adjustments and achievable objectives can help us reach goals that improve on our lives and those near us. Moral behavior can be cultivated by rewarding positive behavior. Government, education, and social institutions can be re-designed to facilitate critical thinking and responsible conduct. The following highlights some ideas that we can bring into our own lives and those of our children.

1. Supporting critical thinking abilities. Asking Why? How does this relate to my values? Resist living on mindless "auto-pilot" and instead reflect on details of the immediate situation; think before acting!
2. Rewarding moral behavior: Social recognition for good deeds; acknowledge bravery.
3. Encouraging respect and appreciation for diversity and human variability reduces biases and discrimination.
4. Not allowing stereotyping and dehumanization of other people.
5. Changing social conditions that make people feel anonymous; support conditions that encourage people to feel valuable, special and worthy.
6. Encouraging admission of mistakes, accepting error in judgments – to reduce justification for continuing wrong, immoral behavior and motivation to minimize dissonance.
7. Promoting personal responsibility and accountability of one's actions. Blaming others is a disguise for one's own role in the consequences of actions.
8. Supporting independence over group conformity; recognize when conformity to the group norm is counter-productive and when independence should take precedence despite possible rejection.
9. Reducing poverty, inequities, and entitlements of the privileged.
10. Never sacrificing freedom for promised security.
11. Discouraging even small transgressions: cheating, gossiping, lying, teasing, bullying.

### Dr. Z's Hints About Resisting Unwanted Influences On You

1. Let go of illusions of "personal invulnerability". If it can happen to them, it can happen to you.
2. Be modest in self-estimates – it's better to perceive yourself as vulnerable and take precautions.
3. Engage in life as fully as possible, yet be prepared to disengage and think critically when necessary.
4. Be aware of Cialdini's contexts and principles of compliance; look to the relevant context being manipulated on you and pull back.
5. Be ready to say the three most difficult phrases in the world: *"I was wrong"*, *"I made a mistake"*, and *"I've changed my mind."* Dissonance and consistency go limp in the face of self-honesty.
6. Separate your ego from your actions; maintain a sense of positive self-esteem, that is independent from the occasional failure and your stupid actions at times (Laugh at yourself once a day.)
7. Separate the messenger from message in your mind, be aware of mental fatigue, wanting simple answers or short cuts, and giving in to non-verbal tricks. There are no free lunches and no quick paths to anything worthwhile – sloth and greed breed gullibility.
8. Insist on a second opinion; think about opportunities, contracts, proposals and requests for commitments away from the situation; never immediately sign on the dotted line.

9. Develop mental and intuition systems that acknowledge your vague feelings of something wrong.
10. Try playing devil's advocate; be the deviant in a positive way! Assess the reactions against you when the influence agent says he/she is only doing this for your good.
11. In all authority confrontations: be polite, individuate yourself, describe the problem objectively, do not get emotional, state clearly the remedy sought, and the positive consequences expected.
12. Never allow yourself to be cut off emotionally from your familiar and trusted reference groups of family, friends, neighbors, co-workers – do not accept putdowns against them.
13. Remember all ideologies are abstractions used for particular political, religious, social, economic purposes – always relate these to your values and question if the means justify the ends.
14. Think hard before putting abstract principles before real people in following others' advice to act in specific ways.
15. Trust your intuition and gut feelings. When you sense you are becoming a target of influence, put up your counter-arguing mentality and dig down for sources of resistance.
16. Rules are abstractions for controlling behavior and eliciting compliance and conformity - consider when, where and why we have rules. Ask: who made the rule? What purpose does it serve? Who maintains it? Does it make sense in this specific situation? What happens if it is violated?
17. When trying to figure out reasons for unusual behavior - yours or others - start by considering possible situational forces and variables vs. judging the behavior as "character".
18. Imagine Dr. Z as your conscience, your personal Jiminy Cricket (from Pinocchio) sitting on your shoulder and saying be cool, be confident, be collected - to avoid becoming a Jack Ass.

## A Ten-Step Program to Build Resistance and Resilience

Here is my 10-step program toward resisting the impact of undesirable social influences, and at the same time promoting personal resilience and civic virtue. It uses ideas that cut across various influence strategies and provides simple, effective modes of dealing with them. The key to resistance lies in development of the three S's-- **Self-Awareness, Situational Sensitivity, and Street Smarts**. You will see how they are central to many of these general strategies of resistance.

### **"I made a mistake!"**

Let's start out by encouraging admission of our mistakes, first to ourselves then to others. Accept the dictum that to err is human. You have made an error in judgment; your decision was wrong. You had every reason to believe it was right when you made it, but now you know you were wrong. Say the six Magic words: "I'm sorry"; "I apologize"; "Forgive me." Say to yourself that you will learn from your mistakes; grow better from them. Don't continue to put your money, time, and resources into bad investments. Move on. Doing so openly reduces the need to justify or rationalize our mistakes, and thereby to continue to give support to bad or immoral actions.

Consider how many years the Vietnam War continued long after officials knew that the war could not be won. How many thousands of lives were lost, when acknowledging failure and error could have saved them? It is more than a political decision to 'save face' - it is a moral imperative to do the right thing.

### **"I am mindful."**

In many settings smart people do dumb things because they fail to attend to key features in the words or actions of influence agents and fail to notice obvious situational clues. Too often we function on automatic pilot, using outworn scripts that have worked for us in the past, never stopping to evaluate whether they are appropriate in the here and now. We need to be reminded not to live our

lives on automatic pilot, but always to take a Zen moment to reflect on the meaning of the immediate situation, to think before acting. For the best result add "critical thinking" to mindfulness in your resistance. Ask for evidence to support assertions; demand that ideologies be sufficiently elaborated to allow you to separate rhetoric from substance. Imagine scenarios of future consequences of current practices. Reject simple solutions as quick fixes for complex personal or social problems. Support critical thinking and become vigilant about deceptive ads, biased claims, and distorted perspectives. Become wiser and warier knowledge consumers.

### **"I am responsible."**

Taking responsibility for one's decisions and actions puts the actor in the driver's seat, for better or for worse. Allowing others to determine our actions or opinions makes them powerful back-seat drivers, and makes the car move recklessly ahead without a responsible driver. We become more resistant to undesirable social influence by always maintaining a sense of personal responsibility and by being willing to be held accountable for our actions. Always imagine a future time when today's deed will be on trial and the judge and jury will not accept your pleas of 'only following orders', or 'everyone else was doing it'.

**"I am Me, the best I can be."**

Do not allow others to deindividuate you, to put you into a category, in a box, a slot, to turn you into an object. Assert your individuality; politely state your name and your credentials, loud and clear. Insist on the same behavior in others. Make eye contact (remove all eye-concealing sun glasses), and offer information about yourself that reinforces your unique identity. Find common ground with dominant others and use it to enhance similarities. Anonymity and secrecy conceals wrongdoing and undermines the human connection. It can become the breeding ground that generates dehumanization. Go a step beyond self-individuation. Work to change whatever social conditions make people feel anonymous. Instead, support practices that make others feel special, so that they too have a sense of personal value and self worth. Never allow or practice negative stereotyping—words and labels can be destructive.

**"I respect just authority; I question unjust authority."**

In every situation, work to distinguish between those in authority who, because of their expertise, wisdom, seniority, or special status, deserve respect, and those unjust authority figures who demand our obedience without having any substance. Many who assume the mantle of authority are pseudo-leaders, false prophets, confidence men and women, self-promoters, who should not be respected, but rather openly exposed to critical evaluation. We must play more active roles in critical differentiation. We should be polite and courteous when such a stance is justified, yet be wise by resisting those authorities that do not deserve respect. Doing so, will reduce mindless obedience to self-proclaimed authorities whose priorities are not in our best interests.

**"I will balance my Time Perspective."**

We can be led to do things that are not within our values when we allow ourselves to become trapped in an expanded present moment. By developing a balanced time perspective in which past, present and future can be called into action depending on the situation and task at hand, you are in a better position to act responsibly and wisely. Situational power is weakened when past and future combine to contain the excesses of the present.

**"I can oppose unjust Systems."**

Individuals falter in the face of the intensity of some systems and resistance may involve physically removing one's self from a situation in which all information and reward/ punishments are controlled. It may involve challenging the "groupthink" mentality, and being able to document all allegations of wrongdoing. Systems have enormous power to resist change and withstand even righteous assault. Here is one place where individual acts of heroism to challenge unjust systems, and their bad barrel makers, are best taken by soliciting others to join one's cause.

**"I will not sacrifice personal or civic freedoms for the illusion of security."**

The need for security is a powerful determinant of human behavior. We can be manipulated into engaging in actions that are alien to us when faced with alleged threats to our security or the promise of security from danger. More often than not, influence peddlers gain power over us by offering the Faustian contract: You will be safe from harm if you will just surrender some of your freedom, either personal or civic, to that authority. Reject that deal. Never sacrifice basic personal freedoms for the promise of security because the sacrifices are real and immediate and the security is a distant illusion.

**"I want group acceptance, but value independence."**

The power of the desire for acceptance will make some people do almost anything to be accepted, and go to even further extremes to avoid rejection by The Group. We are indeed social animals, and usually our social connections benefit us and help us to achieve important goals that we could not achieve alone. However, there are times when conformity to a group norm is counter-productive to the social good. It is imperative to determine when to follow the norm and when to reject it. Ultimately, we live within our own minds, in solitary splendor, and therefore we must be willing and ready to declare our independence regardless of the social rejection it may elicit. Pressure to be a "team player," to sacrifice personal morality for the good of the team, are nearly irresistible. We must step back, get outside opinions, and find new groups that will support our independence and promote our values. There will always be another, different, better group for us.

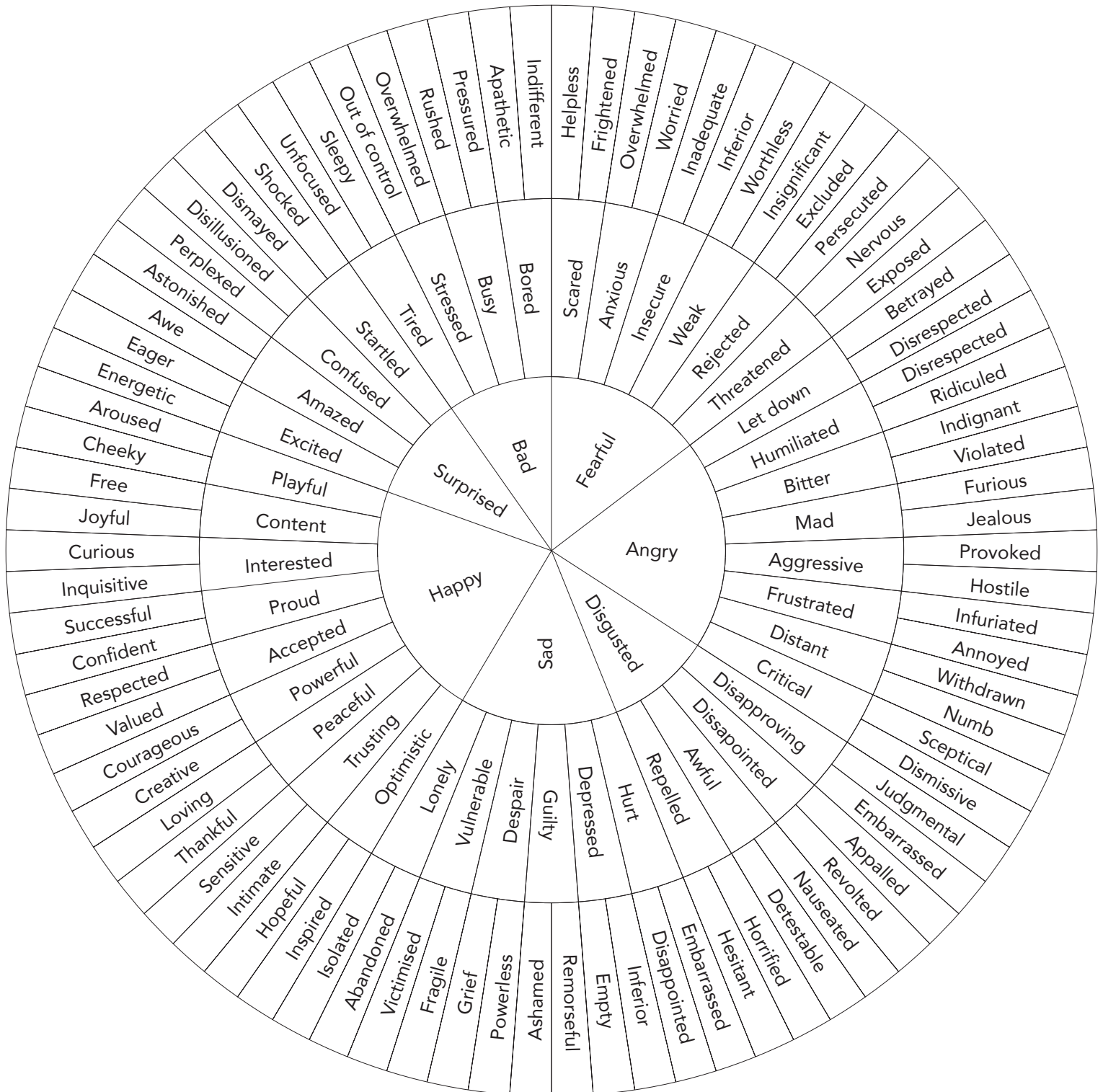
**"I will be more Frame Vigilant."**

The way issues are framed influence us without our being conscious of them, and they shape our orientation toward the ideas or issues they promote. We desire things that are framed as being "scarce," even when they are plentiful. We are averse to things that are framed as potential losses, and prefer what is presented to us as a gain, even when the ratio of positive to negative prognoses is the same. We don't want a 40% chance of losing X over Y, but do want the 60% chance of gaining Y over X. Linguist George Lakoff clearly shows in his writings that it is crucial to be aware of frame power and to be vigilant to offset its insidious influence on our emotions, thoughts, and votes.

This 10-step program is really only a starter kit toward building resistance and resilience against undesirable influences and illegitimate attempts at persuasion. It takes your awareness and sensitivity to such influence settings, and a willingness to think for yourself, as you practice being independent and as autonomous as is possible.

Created by Dr. Gloria Wilcox

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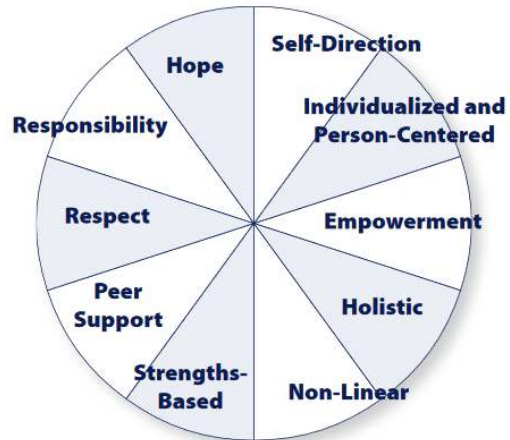


# Mental Health Recovery

Created by the:  
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
(The text has been revised for greater self-determination.)

*Mental health recovery is a journey of healing and transformation as we strive toward our full potential.*

## The 10 Fundamental Components of Recovery



**Self-Direction:** Lead, control and exercise your power of choice. Discover your path of recovery through autonomy and agency, and determine the resources that will support you to achieve a self-determined life. Define your life goals and design your unique path toward them!

**Individualized and Person-Centered:** There are multiple pathways to recovery based on your strengths and resiliencies; as well as your needs, preferences, experiences (including past trauma), and background.

**Empowerment:** Choose from a range of options. Discuss your needs, wants, desires, and aspirations! Gain control of your identity, destiny and influences and build your life.

**Holistic:** Recovery encompasses mind, body, spirit, and community. Recovery embraces all aspects of life, including housing, employment, and education. It also impacts spirituality, creativity, community participation, friendships and family relations.

**Non-Linear:** Recovery is not a step-by-step process. Instead, it is based on continual growth, occasional setbacks, and learning from experience. Recovery begins with awareness that positive change is possible and we learn even when we make mistakes. (Or especially when we make mistakes!)

**Strengths-Based:** Recovery “tools” include your resilience, talents, coping abilities, capacity and your inherent worth. YOU are important and valuable! By building on your strengths, you can engage in new roles, opportunities and trust-based relationships.

**Peer Support:** Sharing experiential knowledge, skills and social learning plays an invaluable role in recovery. People encourage each other and can feel a sense of belonging, support, value, and community.

**Respect:** Acceptance and appreciation are crucial to reinforce recovery. Self-acceptance, agency, and regaining belief in expanding your capacity and capabilities is particularly vital.

**Responsibility:** You know what works for you! Taking responsibility for your self-care strengthens your determination and agency. Progressing toward your goals may require great courage. Strive to understand and give meaning to your experiences as you identify coping strategies and healing processes. One day at a time, one moment at a time. Inch by inch. You can do it. (And only you can do it.)

**Hope:** Include essential and motivating messages of a better future in your day. Other people have been, and many are now, in the middle of difficult time. Hope can be fostered by friends, families, colleagues and even quotes from people who are no longer with us. Hope provides motivation to persevere!

## 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

## Managing Anger

*Flying off the handle sometimes causes hammers and humans to lose their heads...as well as their effectiveness.* ~ William Arthur Ward



Everyone gets angry.

We are all familiar with anger; we see it demonstrated frequently. We see angry people in TV shows and movies; we hear angry politicians and radio hosts. Sometimes we experience anger with others around us, and we also experience anger in ourselves.

People sometimes try to use anger to solve problems or to relieve stress...but that often creates more problems, more stress and even more anger.

We can't eliminate anger, but we can manage it. We can make it a useful tool instead of one that demolishes relationships and other things.

Anger is often glorified as a key to unlock hidden strength and passion. Anger *feels* powerful.

Power alone is not good or bad. We need to feel powerful to feel capable. Feeling powerful is an important element of our American cultural self-image. But power alone...without caring emotions such as reflection, kindness, and humility...can cloud our perception of situations, others, and ourselves.

When we feel painful emotions such as sorrow, or hurt, because we've been rejected, disrespected, offended, forgotten, etc., we can find ourselves feeling like we have a loss of power. To try to reduce our discomfort, sometimes we respond with a powerful emotion like anger.

It's hard for us to feel pain! We are 'wired' to go toward pleasure and away from pain. Anger feels like it stops pain - at least momentarily.

The process of dealing with painful emotions is very hard and requires a great deal of strength and self-control. We become more powerful, capable and intuitive as we develop deeper problem-solving skills and tools for life's constantly challenging situations. Used positively, anger can help us realize deeper feelings about things so we can construct ways to avoid anger in the future.

Processing anger-energy through 'venting' (to ourselves; not others!) can be beneficial for focusing on and clarifying a problem. If we can be critical and clear about what is going wrong, we can then drive ourselves to go deeper to get the picture of what it would look like to go 'right', and then we can make changes to turn the situation around. Once we deeply reflect on the situation, other people's points of view (if applicable), and our deeper feelings, then we can see what we can do to make things better. We can then show others how we'd like to be treated!

Many of us experience a great deal of discomfort when we disagree with others. Many of us were not taught the value of listening or engaging in friendly arguments or debates. We say we believe that another person's opinion can be as valid and 'right' as our own, but do we mean it? For *every* person? Believe it or not, it's possible for people with opposing view points to work together to create the best possible solutions!

Anger needs to be expressed, yet aggressive displays of anger can result in violent eruptions that further hurt us socially, mentally, and physically. We need to find ways to process our emotions effectively. An out-of-control outburst could cost us a job. Or worse.

A hammer is a great symbol for anger because hammers can demolish....and they can build!

When we feel our anger building we need to stop and recognize triggers that can seize control of our power.

**When you feel anger building, try to remember to:**

- Take a breath (or many!)
- Identify
  - o your TRIGGER (what upset you? And then look again...was it something deeper?)
  - o your FEELING (how do you feel about what is upsetting you?)
  - o your REASON (why does it bother you and what is the best way to resolve this?)

Then ask yourself some questions about how and when you get angry. Questions like:

- Do I always get angry about this issue?
- Could I have seen this coming?
- Could I have avoided feeling angry by taking a different approach to this situation?
- What is my goal here? What do I hope to achieve?

Blaming others for our anger or frustration seems like an easy way to solve our problem: we want to say that someone or something "did this to me". But blaming leaves us powerless and ineffective! How can we expect a situation to improve - in the way we would like to see it improve - if we put the task on someone else?

Did you know that no one else can *make* us feel angry? We choose to respond with blame and/or anger...and we can choose a different response. We are FREE to improve our relationships and live without rage when we decide to deal with our feelings in effective and purposeful ways.

**Consider deeply what makes you angry and why. DIG for the answer that will transform anger!**

Here are a few examples:

Why do I feel angry when others try to tell me what to do?

- Do I feel disrespected? As if they think I haven't thought about something carefully?

Why do I feel angry when it feels like others don't listen to or acknowledge me?

- Do I believe they think that my opinion is not valid or important?

Why do I feel angry when others are not respectful of an agreement we made?

- Do I feel like they think I am less important than they are?

Why do I feel angry when I stub my toe?

- Am I embarrassed because I missed something right in front of me?

Why do I feel angry when other drivers make travel difficult?

- Do I feel they are selfish, dangerous, disrespectful, and not paying attention?

Can you find the solutions you are looking for in your answers?

**Be aware of your temper: your 'anger energy'.**

Here are some ideas to help you keep your temper under control:

- **Try the Thermometer Technique** - Imagine your temper is red mercury in a large thermometer. When you're HOT, don't react! Wait until you are 'cool' to respond.
- **Count to 10, or 100!** – Count...and think of a time when you were calm and relaxed....to take your mind out of the immediate situation. Counting is an anger management tip that has worked for centuries! The Roman poet Horace (65 - 8 BCE) said, "When angry, count ten before you speak; if very angry, one hundred."
- **Inhale deeply** - Can you breathe so deeply that you get clean air deep down into your belly? Walk outdoors if possible! Your brain and your body work better with fresh air and plenty of water. Be sure to communicate with anyone you might be in a confrontation with that you are not leaving the problem; you're just clearing your head.
- **Exercise!** - Daily exercise allows you to work out stress. When you have less stress, you will feel angry less often. Regular exercise, including yoga and meditation, help you stay centered and keep things in perspective.
- **Vent** - Finding a safe spot to articulate your feelings...and maybe even yell (I find this particularly effective when I hammer my finger) can relieve enough stress to see the problem - and the solution - more clearly. Do not 'blow off steam' when anyone is nearby. Instead, go to the basement alone, or ride your bike and talk to the wind, or even stomp on a few aluminum cans to relieve frustration.

Our best way of dealing with anger is to find ways to make it useful. A powerful example is when someone uses the energy from anger to find the courage they need to protect someone who is being harmed!

**Be Careful - When anger turns into poison:** Sometimes we think that being angry and bitter all the time means we are smart, savvy and aware of the ways in which people and the media want to persuade us; as if it shows we are 'on to them'. Soon we are cynical, crabby people and, although people may think we are smart, they also think we are 'haters' and don't want to hang out with us. It's hard to have fun with angry people.

**Sue's Anger Story**

I live in a small town. We see our neighbors out and about and everyone knows I frequently ride my bike on the nearby bike trail. My dentist has an office just across the street from our bike trail and sees me on it all the time. He also likes to exercise outdoors; he runs.

One day I went to see my dentist for a routine check up. I enjoy talking with the staff when I'm there. When he checks my teeth we often 'catch up' for a minute, too.

After one of these friendly little chats, my dentist stood up and told me that his white coat identifies him as a health authority and said: "in the interest of health I have to tell you that I think you should wear a helmet".

I told him that I consider wearing a helmet sometimes, but most of the time I am comfortable - and prefer riding – without one.

I wish our discussion would have stopped right there.

Instead, he continued by saying "It's not like you're going to find a date out there." *WHAT?* I sat there, stunned, and thought: *Did you just say that? To a paying customer??? Is that sexist, or just stupid?*

Apparently he did not think that was enough because he went on to say: "My wife just broke her pelvis riding her bike. Of course, the helmet did not protect her, but if she would have hit her head it would have." *REALLY???* Well, now I was outraged!!! I yelled at him in my mind: *Your wife's injury has NOTHING to do with wearing a helmet! You don't even know what kind of a rider I am! You don't know that I have fallen a lot and I know HOW to fall!*

Out loud I said "I know that you think you are showing me that you care..." but in my mind I thought: *but I will never sacrifice my ability, confidence or strength to pander to your controlling and unjustified fears.*

Even though I was piping mad, I held my tongue and went out for a bike ride. I talked sternly to myself - out loud - in to the wind. I may have cussed. I talked and talked ...to him...to me...to really work through my frustrations to understand WHY I was so angry and upset.

It all came flooding in: I was disrespected! I was treated like I was stupid! Like somehow being a dentist makes him a 'health authority' over me? Like I've never considered wearing a helmet before. Looking for a date? Really? He did not ask what I thought, he just told what he thought and expected me to comply.

So...what did I do? Well, it took me until my next appointment to decide.

I considered going in and talking with him. I also considered sending a letter stating that I was so offended that I will no longer be a patient. I considered making a point to have a talk with him the next time I go in for a check up. And then I considered saying nothing and just letting it go.

But wait! That answer was clearly *not* an option. I realized I needed to tell him that I want to be respected.

I mean, if I really want to resolve my anger - to eliminate this frustration of disrespect - well, then I must talk with him; to help him realize how to understand that 'caring' can feel an awful lot like 'controlling'. How could he know if he didn't hear my point of view? I realized he needed to hear how thin and lame his arguments were so he could see things differently, *and* respect that I am also a health authority...of me! I have been healthy for nearly all of my 50 years. So I resolved to discuss this with him during my next appointment.

I have also realized that the *KA-BAM* burst of 'anger energy' from my frustration would be best reserved for bike rides, walks and other forms of physical release.

I've been working on using my "angry energy" appropriately for most of my life. Every year my new year's goals are 'be kinder and more patient'. I will not need another resolution; I still have a long way to go. This is big, tough, complicated work!

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The first step to managing your anger is to decide that your anger will no longer be used for demolition; that your feelings of anger will only be used to construct new, better alternatives to challenges! Then you're ready to fully utilize the many great anger management resources available to you.

I wonder if my dentist would have told me I needed a helmet if I rode to his office on a Harley.

# How Do You Solve a Problem Like Reentry?

Sue Kastensen, Founder and Director, Fair Shake

Imagine, if you can, being snugly stuck in a building with 1,600 other people, all of whom share your physical gender; never leaving, eating in the cafeteria that offers no choices, and sleeping in a room that is the size of your current bathroom, which, by the way, you share with one or two “roommates” not of your choosing. Imagine, also, that you have no internet access, no cell phone, and no computer. Your phone calls, on an old-school pay phone, will be conducted in a large room filled with boisterous people. You are restricted to one 15-minute call after which you must wait one hour before you are permitted to make another. Finally, you are only offered short intervals of time in the exercise room and library, and you receive few, if any, very short visits from family or friends. Oh, and you’ll share the bathroom with 50 people.

Can you imagine this for even one full day? How about one week? A month? A year? People in U.S. prisons are serving sentences that exceed 1 year ... so let’s imagine five, 10, 20 or even 30 years.

The crowded picture in your head, however, doesn’t come close to the reality of life in prison. I have omitted the suffering, the sadness, and the loss of loved ones; the manipulations, the disrespect, and lack of trust; the fear, the censorship, and the razor-wire fence. And the heavy gates with electronic locks.

Today there is an added threat of a potentially deadly virus running wild within the building. The virus, by the way, can only enter the building with the people who come and go for work, but who do not live there.

Finally, I want you to imagine how anyone who does not have personal experience in this process could possibly

guide people to build successful lives in a busy world once the exit door is opened to them. Where does one start to offer information about an ever-changing society when it is difficult to keep up, even for those who are fully engaged?

At least one building, full of the people in the thought exercise, opens its doors to release the inhabitants each day; 7 days per week (Carson, 2020). There are approximately 1.4 million prisoners currently serving time in state and federal prisons (Carson, 2020), and 95% of them will be returning to society (Hughes & Wilson, 2020). They are all excited to experience freedom again, but many are also extremely fearful of failure.

Very few prisons offer resources, support, or information to the incarcerated that will help them make vital connections for housing, medical support, or clothing prior to release. No prisons allow those who have recently come home to share their experience with those who are preparing for the transition.

Incarcerated people, when they can work, make less than 30 cents per hour, on average (Sawyer, 2017). It’s nearly impossible to save up for today’s cost of living on that wage, and the difficulty is exacerbated when landlords or employers refuse to consider leasing to or hiring formerly incarcerated applicants after running a background check.

With such a steep hill to climb, it should come as no surprise that less than 10 years after release from prison, 83% of those who have been released will find themselves back in prison (Alper, Durose, & Markman, 2018).



Photo credit: Federal Bureau of Prisons

*Sue Kastensen presenting Fair Shake in a federal prison.*

But it is a surprise. It’s shocking. A 17% success rate for an organization of any kind is ridiculous! How is this even possible? It’s embarrassing, unacceptable, maddening, and, for me, motivating.

## Minding My Own Business

Prior to 1999, I — like most of my fellow Americans — was not aware of the formidable and terrifying gauntlet of challenges waiting for those who are returning to society from prison.

I was also not aware of the extremely long sentences and collateral consequences imposed by our war on drugs, or that people convicted of committing burglary were much more likely to commit another crime than people convicted of committing murder, or that many people convicted of sex offenses would be listed on a national registry for the rest of their lives.

I had never thought about the psychological hurdles to reengagement: building the courage and confidence to apply for a job, the frustrations of learning to use technology, needing strong boundaries to resist the

lure of using shortcuts to acquire money, finding and building healthy relationships (including reconnecting with children, parents and partners); or the intense tenacity and dedication to stay committed to goals made while incarcerated.

I never thought about any of that because in 1999, I — like most Americans — was focused on myself and my future. I was an enthusiastic 36-year-old business owner, manufacturing products that were in high demand in a rapidly growing market. I needed machines, and the employees to build and run them. Amid the growth and excitement, an employee took me aside one day and quietly asked if I might consider hiring her friend who would be coming home from prison soon.

Entrepreneurs are often courageous to try new and different things, but this question put me in a difficult position. I wanted to protect the loyal team that was cranking out our products every day, and I also wanted to give this person a “second chance.” Besides, if I did not say I’d consider this question in my small community of 2,000 people, who do I think should?

I said “yes.”

I learned a lot about reentry challenges from Rick, the applicant who became our new employee. He and I continued our conversation while I brainstormed on building a tool that could help people find needed resources. I knew that, at the very least, I could contribute an online reentry resource library! I called it “Fair Shake.”

Wanting to connect with professionals who help prisoners prepare for release, in 2002 I joined the Correctional Education Association and started searching for a mentor. I found one, and by 2005, I had sold my business, eager to create a nonprofit that would help people transition from prison to life after prison.

### Unique Qualifications

Since before I can remember, I have been a risk-tolerant, extremely curious, self-determined, anti-fragile, and somewhat courageous individual. My approach to life did not bode well with authorities and by 8th grade, I felt I was being developmentally stunted at home and in school. In order to survive my teens, I had to find my own path.

After getting kicked out of my parents’ home at 13 — and after five high schools, four foster homes, several stays in group homes, a couple of jail visits and a few years in a Catholic reform school — in 1979, when I was 16 years old, I wanted to drop out of school and become an emancipated adult. I felt I was serving a sentence that had no end and no purpose. Authorities wanted me to stay in school, so I said I would continue with high school if I could attend Walden III, an alternative high school (which still exists today).<sup>1</sup> This was my last opportunity for a formal education and, thankfully, I flourished.

The school engaged in very little top-down pedagogy and primarily worked from a framework of student-centered, constructive, and problem-solving perspectives. Even the students were teaching classes! Some of my most cherished and important lessons were not taught in the classrooms; they were felt within the care of the community, for which I had yearned for so many years. The comradery, respect, interactions, support, and cooperative learning — unheard of in public or private schools in 1979 — gave me a deep understanding of authenticity, freedom, ownership, agency, interdependence, and even the importance of history.

At the start of my junior year, I detested school but at the end of the year, I found myself deeply in love with learning. I know now that we can find this love no matter where, or when, we find ourselves.

### Lifewide Learning

Between selling my business and organizing a nonprofit, I worked in fair trade for a few years. During that time, I learned about stakeholders in the food chain: the farmworkers, farmers, processors, distributors, retailers, and consumers (we did not include the waste process at that time). My mind opened; I realized that the onus for reentry success did not solely fall on the person coming home from prison — that person also needed to be accepted for employment, housing, higher education, in places of worship, and more. In short, their success depended on all of us! I realized that I had to offer support to other stakeholders, too. I started thinking about ways to support and encourage family and friends, employers, landlords, corrections, and citizens to participate in this common goal for reintegration.

By creating, and listening, and creating some more, amazing things started to happen.

In 2014, I received a call from a reentry affairs coordinator in a federal prison in Colorado. She contacted me because the resource-selection tool on the Fair Shake website<sup>2</sup> was not working properly. After we talked for some time, she invited me to present Fair Shake at the prison complex. She said I would speak with hundreds of men in institutions that covered three levels of security. This would be my first opportunity to present Fair Shake to the incarcerated!

After I nervously introduced myself and provided an overview of Fair Shake, I asked the group if they would tell me what information and resources they were looking for that would help them find success after release. Once we started talking, I relaxed and they, too, became increasingly comfortable with our conversation. By the end of the presentation, I felt like we had an energizing reentry brainstorming session!

In addition to gaining insight from the responses to my question, I also discovered that most of the people in that room were corresponding with family and friends through a secure email server called CorrLinks and that I could continue to communicate with them through that service by creating a newsletter and sharing best practices.

I also learned an even more important lesson: A lot of incarcerated people go to great lengths to help one another.

In early 2016, I started writing a monthly newsletter and by the end of the year, 250 readers had signed on. (Today there are more than 4,000 subscribers.) It is not a broadcast newsletter, either. It is a place to share and build ideas. The readers know more than I do, so we advise and inform one another.

Once that door was opened, I committed myself to spend as much time as I could to engage in in-person conversations with incarcerated people. For the next three years, I traveled all around the country: north to south and coast to coast, presenting Fair Shake in many types of prisons and all levels of security.

For each trip, I created a route that put me on the road for up to one month. I had to drive to the institutions because it made no sense to fly. Prisons are mostly located far away from airports and amenities and can get locked down without notice. I learned to be very flexible!

When I would arrive at an institution where the myriad of presentation participants — incarcerated people, prison staff, and public servant visitors — had seen the Fair Shake Reentry Packet,<sup>3</sup> or the free Fair Shake software application or even the website (in a staff office; prisoners do not have access to the internet), someone would inevitably ask me how my bubble truck<sup>4</sup> was running and if I had new stories from meeting people along the way (I always did).



Sue Kastensen with her bubble truck.

My truck, with a camper on the back, made my travels possible. It was vital to have my kitchen, office, and bedroom with me at all times.

My travels are on hold for now, but prison reentry and education staff around the country have been staying in touch. Some check-in to make sure I will still be coming to their institutions when they open their doors again to volunteers, and others contact me to ask when the new software will be released. Robert Cialdini's (1984) "Scarcity Principle" is working in my favor, and suddenly Fair Shake is in high demand!

So, who comes to the presentations, and who signs up for the newsletters?

One can make almost no assumptions at all about who is in prison. As you have likely seen in the news, lawyers, CEOs, entertainers, and elected officials can be found in prisons; along with mothers, fathers, young people, and elders — many of whom have been in prison most of their lives and may have entered prison before they turned 18. The people serving time inside prison are as diverse as the people outside of prison, and many who have been convicted of committing crimes have also been victims themselves.

Criminologists, correctional administrators, elected officials, many academics, and, of course, the media, attempt to impress upon us that there is a specific type of person who commits a crime. They want us to believe that this "type" has "needs" that are unlike our usual human needs and they call them "criminogenic needs." They believe that these needs are like an addiction

and that most people who commit a crime must vigilantly "desist" from crime for many years, and possibly the rest of their lives because the needs are so strong. These people are put into groups according to their "risk of recidivism," their propensity to commit a new crime and return to prison.

To ensure that most prisoners from powerful and influential backgrounds will not be included in medium- or high-risk groups, the criminologists have devised a way for the majority of white-collar criminals to be excluded from having these "needs" (e.g., Jeffrey Epstein, Martha Stewart). The high-profile prisoners can often skip the dehumanizing, behaviorism-based programming and lengthy stretches of time in higher security prisons, where "assigning low-risk offenders to intensive programs designed for high-risk offenders" ... "can make things worse," according to the National Institute of Justice (2012, p. 109).

Considering the amount of time, effort, money, and research invested, I find it very disappointing that the criminologists have not created instruments that allow them to observe how people change. Many people grow, learn, feel deep remorse, and develop a world view that will lead to a law-abiding life, even without programming.

It is no wonder people are mystified about corrections, reentry, and how they can get involved to improve the corrections system or support the lives of those who have been released. National corrections associations, academics and elected representatives — the self-proclaimed "experts" — discourage others from getting involved in attending to the "broken system," as President Obama referred to it. They want us to trust them and leave the "reform" to them. After all, they will assert, they are informed by "evidence."<sup>5</sup>

These experts have been asking the question "What works?" to reduce recidivism for 50 years. In 1974, Robert Martinson answered their question.

After visiting many prisons and looking at the programming available in each one, he concluded that not one program worked for everyone. He found that some people benefited from one type, and others benefited from another, but no perfect program that applies to all had been created; there was no silver bullet. His findings liberated corrections from their duty of rehabilitation, creating a gap for the criminologists, with their medical model of interventions, dosages, and programming, to step in.

After more than 20 years of their studies, “evidence” and best practices, the criminogenic approach has only increased recidivism and failed to address the issues that it accuses the incarcerated population of engaging in in the first place: anti-social thinking and behavior. (See the Criminogenic Need Factors chart [National Parole Resource Center, 2014].)

have the opportunity to demonstrate their knowledge of, and commitment to, them! In fact, many of our incarcerated have become far more prosocial than the people who determine them to be a high-risk for recidivism.

### What You Focus on Grows

Since I have been presenting in several institutions annually, the prisons that have reentry councils, or think tanks, or other groups dedicated to problem-solving, often invite me to join their groups for an hour or two of conversation after my presentation. Over the course of a few meetings, we gain a deeper understanding of the unique qualities that each of us brings separately — and together — to the solution of the reentry problem.

It was through one of these opportunities that I was able to create a workshop for a National Conference on

It was a crazy idea that was fairly difficult to execute but we pulled it off. We were even able to include recorded presentations by Mike, the incarcerated member, and also the voices of the Fair Shake newsletter subscribers who shared their thoughts in writing.

The conference organizers greatly underestimated the interest in this topic: they gave us a small room for our presentation that we filled to more than 250% of capacity, while we had to watch many interested attendees walk away. Unfortunately, like so many things, the conference has been canceled this year, so we will not be able to rekindle and continue the conversation in person. The idea, however, will persist.

### The Fair Shake Operating System

Creating a web and technology-based prisoner-reentry nonprofit organization that serves millions of people, on-demand, is a huge undertaking.

Many of my toughest lessons were learned simply by deciding to take this on! I had to learn to manage the daily website development by myself, to communicate with several stakeholders using a variety of tools, and to grasp several software tricks and tools involving Office, Adobe and Windows OS. And I have to keep on learning those tricks and tools, too, because software makers often change them when they update.

It was during one of these updates that I became very frustrated. I felt that no matter how hard I tried to keep up, Microsoft et al., were not interested in having me get my work done, they were mainly interested in making me learn things that served their interests. I felt like I was working for them!

My son calmly offered me an alternative to the commercial “matrix.” He asked me to consider learning to use an operating system called Ubuntu, which was constantly and seamlessly updated and improved by developers who ask for input from the users. He said it

Antisocial attitudes, beliefs and values	Attitudes, values, beliefs, and rationalizations supportive of crime; cognitive emotional states of anger, resentment, and defiance
Antisocial behavior patterns	Early and continuing involvement in a number and variety of antisocial acts and a variety of settings
Antisocial peers and associates	Close association with criminal others and relative isolation from antirriminal others; immediate social support for crime
Antisocial personality and temperamental factors	Adventurous, pleasure seeking, weak self-control, restlessly aggressive
Family/marital stressors	Two key elements are 1) nurturance and/or caring, and 2) monitoring and/or supervision
Substance abuse	Abuse of alcohol and/or other drugs
Lack of education, employment stability or achievement	Low levels of performance and satisfaction in school and/or work
Lack of pro-social activities in leisure time	Low levels of involvement and satisfaction in antirriminal leisure pursuits

### Criminogenic Need Factors

Fancy (and expensive!) assessments, algorithms, and programming have been built to disregard the attributes, characteristics, and qualities they say criminals lack, which include building capabilities, perspective change, prosocial studies, engagements (such as mentoring), ownership, self-determination, critical thinking, and commitment to community. We want our nation's citizens — as parents, employees, friends, and community members — to embrace these empowering and liberating qualities; and incarcerated people would like to

Higher Education in Prison with three men; two of whom I had met several times in the same prison and had been released; and one I met in a different prison and was still incarcerated. We wanted to find out if the academic attendees would help us think about how we could switch the reentry goal from being a negative one (reducing recidivism) to a positive one (building a satisfying and successful life) since it is far easier (and much more sensible!) to pursue a positive goal.

was a little harder to get started, but he assured me that once I got the hang of it — like driving with a manual transmission — it would become easy.

I wasn't ready for it when he offered, but I very much liked the idea of the operating system and how it was created. It reminded me of what I was doing with Fair Shake. Fair Shake, too, was a little harder, and people had to "do it themselves," but in the end they would be more informed, and Fair Shake would continue to become more relevant and supportive. I promised to look it up later.

Later came hard. It was when I was being forced to abandon Windows XP, which I loved so much, that I decided I'd had enough; it was time to try Ubuntu. I searched online to download it and the search results provided not only the computer operating system, but more importantly, they provided a link to a vital philosophy for our human operating system!

I was like a kid in a candy store as I explored the information online about Ubuntu! I was so excited to read and hear and learn about this traditional, sub-Saharan African philosophy, founded on the idea of interdependence. Ubuntu can be understood through the Zulu maxim, "umuntu ngumuntu ngabantu," or "a person is a person through other persons." It means, according to Desmond Tutu (2015), that it is the very essence of being human that we belong in a bundle of life, and that the solitary individual is a contradiction in terms.

I couldn't believe my eyes. I recognized this as Fair Shake's operating system and since then I have been weaving the philosophy into all of the information I share. I also close the newsletter with "Ubuntu" to remind the subscribers that we are in this together.

## Education for Democracy

Understanding and effectively running a large democracy is an enormous undertaking and proper preparation should begin at an early age. We must nurture care in our youth and demonstrate ways they can think about themselves as individuals-within-community. Their education must include how to express — and listen to — a wide variety of perspectives in problem-solving debates about how to achieve social goals. It will take all of the formative years of schooling to develop these crucial and necessary thinking, reflection, communication, and feeling skills.

Rather than provide powerful tools for ownership, engagement, and intellectual expansion in a vibrant democracy, however, today's foundational pedagogy, with its attendant testing and comparisons, conditions our children to passively receive and believe information. The unspoken argument (unless you ask, like I always have) is that if we just rely on experts, follow the rules, and pursue employment, we will create the means to achieve happiness, security, and satisfaction in our lives.

We need not look further than the front page of the newspaper on any given day to see the devastating suffering and failure of this approach: increased polarization and authoritarianism across civil society, increased mental illness, suicide, anxiety, depression, addiction and opiate use in individuals; and the enormous loss of meaning and control in our lives.

Our citizens are waiting for a courageous and benevolent leader to do the heavy lifting of leading civil society. We want to believe that reform is happening and that infusing money into bad systems is making them better. We are waiting for the white knight to come and save us, but we can't yet see her on the horizon. The education system we count on to properly prepare our youth to recognize and solve social, regional, and global problems is failing our

future leaders by withholding the very tools they must use to develop their capabilities, at our nation's collective peril.

In 2007, just one month after receiving my bachelor's degree (at 44 years of age), I read an article in the *Journal of Correctional Education* that offered a new lens for me to use as I think about "correctional education." In it the author, Cormac Behan (2007), argued: "[T]he current penal orthodoxy must be challenged and alternative discourses explored within and without of correctional settings" (p. 158). I agreed! I read on, and found myself weaving these considerations into my perspective:

Educators need to create an alternative discourse about how we define our progress. It could shift the focus of the argument from a defensive position to a positive one. This might be achieved by arguing for a different approach to education than what the prison authorities or politicians may want. Mezirow's theory of Transformative Learning has a lot to offer prison educators. It encourages individuals to challenge the way they make meaning in the world. This requires transforming frames of reference which begins with critical reflection, i.e., assessing one's assumptions and presuppositions. It begins with encouraging students to engage in critical thinking which, according to Stephen Brookfield, is what one should strive for in an adult education process. ...This is the beginning of liberating learning. (Behan, 2007, p. 160)

I had just finished school, but I wanted to head straight back to the library to find out more about transformative learning theory! After all, wouldn't we all benefit from taking the time to think critically, reflect, question our assumptions, biases and beliefs, and discuss our thoughts with others?

After 10 years of self-study, I gathered all my savings and returned to school to pursue a master's degree in education. I needed to learn about education theory, curriculum-building and evaluation, so I could build a place where all people — regardless of their educational attainment or relationship — could freely learn how to learn. We have the right, as citizens and humans, to know how to think deeply, how to find information that is not offered through the “news,” to consider other perspectives, build agency, and expand our capacity for complexity, caring, and knowledge. We deserve to have a place to break free from the limitations of other people's educational norms, goals and expectations, and think outside of the social or tribal bubble. A place where learners of any age and any educational attainment level could continue freely on their personal path of acquiring wisdom.

Where I once thought a certificate was the answer, I grew to understand that employers et al. were understandably cynical about the value of certificates that cannot show commitment, moral fortitude, team building or critical thinking. They want to judge the person for themselves, which makes sense. After all, a driver's license does not verify a willingness to use turn signals, only that the driver knows how to use them.

It takes courage to face an employer in an interview following many years of incarceration. It also takes courage to say “no” to a powerfully persuasive family member or close friend. It takes great bravery to do the right thing when our group is doing the wrong thing. We can muster the strength that we need to create good boundaries, expand our capabilities, and reduce our suffering. From there, we can feel strong enough to reach out to help others .... and discover that helping them helps us even more. No certificate shows this level of growth, determination, or commitment.

I was extremely fortunate to have been diverted from dropping out of school to finding a reason to love learning. In the halls of Walden III, at the age of 16, I was able to experience the process and value of transformative learning. I am deeply grateful and, like many believers, I feel a responsibility to offer this opportunity to others.

### **The Fair Shake Free School**

So now, while I am not able to get into the prisons to talk with people face-to-face, but while the interest rises in newsletter subscriptions, creating think tanks, exploring biases, and more, I am pushing the creative side of my mind to its limits (which will, thankfully, expand even more) to figure out how one person can maintain and even build a lifelong learning “community center” that not only offers information, but asks visitors to contribute.

The Fair Shake Free School will more deeply investigate these areas:

- Philosophy — to explore epistemology, purpose, morality, care for humanity, values, etc.
- Psychology — to explore the feeling/thinking problem, our needs and wants, uniqueness, dropping unwanted baggage, motivation, etc.
- Sociology — to explore TV and media and its impacts, how authority impacts groups, how being in groups impacts individuals, etc.
- Citizenship — building community and capabilities together, education, democracy, global village, etc.
- “Swellness” — where our physical health meets our mental health.

We now live in a world of constant change; where lifelong learning is no longer just a good idea, it is vital for security, satisfaction, meaning-making, and building trust.

Fair Shake will not engage in top-down pedagogy but will, instead, rely on a learning foundation based in

heutagogy (self-determined learning), ubuntu (teaching and learning undergirded by humanity toward others), and transformative learning theory (critical reflection and potential for perspective change).

Looking through the heutagogical lens (Glassner & Back, 2020), learners will understand that they are the captains of their learning adventure and they will “make the road by walking” (Machado, 1912). They will learn how they can discern the value of the information they entertain, ask relevant questions for proper reflection, and construct knowledge to build their life to its fullest.

By applying the lens of ubuntu (Bangura, 2005), learners will be able to think deeply about what is at the core of being a human: relationship! They will be able to remember that we learned how to be human from other humans, and that we can build information in a way that honors, accepts, and encourages others. Ubuntu is such an important philosophy for democracy that, in 1997, the South African Department of Welfare stated that Ubuntu “acknowledges both the rights and the responsibilities of every citizen in promoting individual and societal well-being” (p. 12).

Finally, the transformative learning lens (Mezirow, 1990) 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 our own. These tools will support compassion as well as capacity-building in a world of constant change and emerging truth.

### **Our Opportunity**

Let us think again about those who are stuck in the building:

The monolith of correctional bureaucracy and its supporters — the current managers of the building — have no incentive or desire to improve their performance. In accordance with

our current contract, they can keep us out, but they cannot stop us from reaching in to connect, to listen, and to share time, learning opportunities, and humanity. They can also not stop us from changing our contract with them in the future.

We can change the building; for instance, we can create a campus with choices. We can continue to include limitations and restrictions, while we also include decency, respect, and opportunities. We can remind those inside that we know they are bringing unique and important contributions to our communities.

The management of the building, and the welfare of those being held within it, is OUR business; we have a right and a duty to build possibilities with our fellow citizens. As we now properly recognize ourselves as the owners, and see our neighbors inside as co-creators, we can experiment with new ways of thinking about how to help them prepare to leave the building and find success in our dynamic, technology-based world.

Remember, more than 1,600 of our fellow citizens will walk out of those doors full of hope and determination each day. With our eyes and hearts open, I am certain that we can switch the 83% failure rate to an 83% success rate.

What works to improve reentry success? We do. Together.

## Notes

- <sup>1</sup> Walden III, Racine, Wisconsin: <https://www.rusd.org/district/walden-iii-middle-high-school>
- <sup>2</sup> Fair Shake website: <https://www.fairshake.net/>.
- <sup>3</sup> Fair Shake Reentry Packet: <https://www.fairshake.net/reentry-resources/reentry-packet/>.
- <sup>4</sup> If you'd like to learn about the philosophy behind the bubbles, please check out the "On Sue's

Desk" page of the website and scroll down until you see Bubble Truck Philosophy (<https://www.fairshake.net/suesdesk/>).

- <sup>5</sup> To see the survey that the Federal Bureau of Prisons use to assess the "risk of recidivism," please find the Measures of Criminal Attitudes and Associates (MCAA) survey on the Fair Shake website: (<https://www.fairshake.net/risk-assessments/>), or on the Research and Practice in Corrections Lab website: [https://sites.google.com/a/siu.edu/corrections-and-research\\_lab/Downloads](https://sites.google.com/a/siu.edu/corrections-and-research_lab/Downloads). See the "Measures of Criminal Attitudes and Associates (MCAA)" questionnaire (please scroll down to find it) and the "Measures of Criminal and Antisocial Desistance (MCAD)" survey — worth a moment while you're there!

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# 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?**

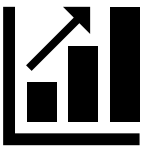
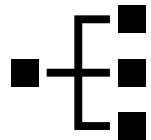
A business plan describes the strategy that the creators of an organization plan to follow as they build a new business...for instance, what steps will you take to start the business, and then what steps will you take to grow the business? The plan includes a description of the products or services that 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**



## **Relationships – Proceed With Caution**

The Mental Health Foundation defines relationships as ‘the way in which two or more people are connected, or the state of being connected’. Relationships include the intimate relationships we have with our partners, ties that we form with our parents, siblings and grandparents; and the bonds that we form socially with our friends, work colleagues, teachers, healthcare professionals and community.

*If you don't trust people, people will not trust you. – Lao Tzu*

*You don't see things as they are. You see them as you are. – Talmud*

*More from the Mental Health Foundation:*

Relationships are one of the most important aspects of our lives, yet we can often forget just how crucial our connections with other people are for our physical and mental health and wellbeing. People who are more socially connected to family, friends, or their community are happier, physically healthier and live longer, with fewer mental health problems than people who are less well connected.

It's not the number of friends you have, and it's not whether or not you're in a committed relationship; it's the quality of your close relationships that matters. Living in conflict or within a toxic relationship is more damaging than being alone. As a society and as individuals, we must invest in building and maintaining good relationships and tackling the barriers to forming them.

Having close, positive relationships can give us a purpose and sense of belonging. Loneliness and isolation remain the key predictors for poor psychological and physical health. Having a lack of good relationships and long-term feelings of loneliness have been shown by a range of studies to be associated with higher rates of mortality, poor physical health outcomes and lower life satisfaction. In seeking to combat loneliness and isolation, however, we need to be aware that poor-quality relationships can be toxic and worse for our mental health than being alone. Research shows that people in unhappy or negative relationships have significantly worse outcomes than those who are isolated or have no relationships.

Longer working hours, money problems and less time to spend with family have been reported as some of the most important stress factors for relationships. Having few close relationships has been linked to higher rates of depression and stress in older adults.

Engaging in community helps us feel connected, supported and gives us a sense of belonging. Involvement in local activities, such as volunteering or playing sports as part of a team, has been shown to improve mental health and wellbeing.

When it comes to keeping physically well, we recognize that exercise and eating well require commitment and dedication. We need to adopt a similar approach to building and maintaining good relationships! For many of us, our approach to building and maintaining relationships is passive – it is something we do subconsciously and without deliberate effort. We often overlook that it requires an investment of time to maintain good relationships.

Five things we can do to build our feelings of connection:

1. Put more time aside to connect with friends and family.
2. Try to be present in the moment and be there for your loved ones.
3. Actively listen to what others are saying and concentrate on their needs in that moment.
4. Share how you are feeling, honestly, and allow yourself to be listened to and supported.
5. Foster healthy relationships: being around positive people can increase our mental and our physical health!

### Tips for building relationships and learning to trust:

- Be honest with yourself. If you are honest with yourself, you can be honest with other people
- Express your concerns
- Go slowly! Do not idealize the situation; consider the relationship clearly and thoughtfully
- Build trust step by step. Start trusting each other in small matters
- Trust is a perception of honesty; competence and value similarly are essential
- We creatively build our reality through social interaction using social structure as our guiding behavior
- Remember: The judgments we make about others depend not only on their behavior but on our interpretation of the social situation

### Love and Relationships

Regardless of how old we are, if we can think, we have thought about love. We know the definition is very broad, but we often allow ourselves to be duped into thinking "love" means "romantic relationship". Love certainly includes romantic relationships, but it is really so much more.

#### **Almost everyone wants:**

- To feel valued / valuable.
- To love and feel loved.
- To feel safe.
- To make sense of our life.
- To share joys and sorrows with close friends or family.

### Why do we lie?

- To look good. We choose to present an image of ourselves as attractive and desirable. We are afraid to share information that may make us look bad.
- To avoid unpleasantness. We conceal information that we believe may cause conflict. We go to great lengths to create false, superficial harmony. We get to know ourselves and each other better as we reveal and negotiate our differences.
- To avoid hurting feelings. We don't want to upset people by saying something that might hurt or make them angry.

Detecting lies can be difficult. Scrutinize three elements: voice, body language, and facial expression. Other possible signs of loss of trust: withholding information, mixed messages, refusing to negotiate.

## Basic Sociological and Relationship Concepts

### Uncertainty Reduction Theory:

Uncertainty is unpleasant and therefore motivational; people communicate to reduce it.

Strangers, upon meeting, go through certain steps and checkpoints in order to reduce uncertainty about each other and form an idea of whether one likes or dislikes the other. The contents of the exchanges are often demographic and transactional. Where are you from? Do you have any pets? Demographic information is obtained: sex, age, economic, or social status.

When the new acquaintances are ready to get to know each other better, they begin to explore the attitudes and beliefs of the other by asking questions about values, morals, and personal issues. They feel less constrained by rules and norms and tend to communicate more freely with each other. One factor which reduces uncertainty between communicators is the degree of similarity individuals perceive in each other (in background, attitudes, and appearance).

### Three basic ways people seek information about another person:

- Passive – observation only, no contact
- Active – ask others about the person in question
- Interactive – communicate directly with the person

The primary determinant of individual behavior is the social situation in which that behavior occurs. Social roles, competition, or the mere presence of others can profoundly influence how we behave. We usually adapt our behavior to the demands of the social situation, and in ambiguous situations we take our cues from the behavior of others.

## Terms

**Social Construction of Reality:** Refers to the process by which individuals build reality through social interaction. While statuses and roles structure our lives, we shape our patterns of interaction with others. People build reality from the surrounding culture. Therefore, perceptions of reality vary both within a single society and among societies the world over.

**Social Norms:** “Unwritten rules.” Adjustment to a group typically involves discovering its social norms. Two ways: Noticing uniformities and observing negative consequences.

**Social Reality:** Subjective interpretations of other people and of our relationships. Social Reality determines whom we find attractive, whom we find threatening, whom we seek out and whom we avoid. The judgments we make about others depend not only on their behavior but on our interpretations of the social situation.

**Principle of Proximity:** Frequent contact best predicts our closest relationships.

**Self-Disclosure:** Sends signals of trust. “Here is a piece of information that I want you to know about me, and I trust you not to hurt me with it.”

**Nonverbal Communication:** This concept refers to communication using, not speech, but body movements, gestures, and facial expressions. Types of body language – smiles, eye contact, and hand movements. Most nonverbal communication is culture-specific. Three ways in which emotional life differs cross-culturally include: (1) what triggers an emotion, (2) how people display emotions according to the norms of culture, and (3) how people cope with emotions.

**Similarity:** People usually find it more rewarding to strike up a friendship with someone who shares their attitudes, interests, values, and experiences. If we have just discovered that we share tastes in music, politics, and attitudes toward education, we will probably hit it off because we have, in effect, exchanged compliments that reward each other for our tastes and attitudes. Most people find marriage partners of the same age, race, social status, attitudes, and values.

## Terms Continued...

**Expectancy-Value Theory:** People usually decide whether to pursue a relationship by weighing the value they see in another person against their expectation of success in the relationship (Will the other person be attracted to me?). People with low opinions of themselves tend to establish relationships with people who share their views, that is, with people who devalue them. On the other hand, individuals who appear to be extremely competent can be intimidating; we fear they will reject our approaches. When highly competent individuals commit minor blunders, however, we like them better.

**Cognitive Dissonance Theory:** Mental adjustments that account for people who voluntarily undergo unpleasant experiences. When people's cognitions and actions are in conflict (dissonance) they often reduce the conflict by changing their thinking (cognition) to fit their behavior. This explains why smokers rationalize their habit.

**Becoming an Ex:** This experience is common to most people in modern society. Unlike individuals in earlier cultures who usually spent their entire lives in one career, one marriage, one religion, or one geographic locality; people living in today's world tend to move in and out of many roles in the course of a lifetime. It's hard to shake former roles, however, so the 'ex' must repeatedly demonstrate the behaviors of the new roles they are in.

**Cooperation can change people:** Working with diverse people we learn all people are just people, not objects to be hated and/or loved for their perceived and distant media or culture-derived social value. We share a small country and a small planet! We are mutually interdependent on each other. Whether we recognize this or not, we have a working relationship based on shared goals.

**Power of the Situation:** Can have a strong influence! What happens when you put good people in an evil place? Check out this simulation study of the psychology of imprisonment, called the Stanford Prison Experiment, conducted in 1971:  
<http://www.prisonexp.org/>

**Discrimination:** A negative behavior, an action taken against an individual as a result of her or his group membership.

The source of discrimination and prejudice that is perhaps the most pervasive is an unthinking tendency to maintain conditions the way they are:

- Even when those conditions involve unfair assumptions prejudices and customs. If similarity breeds liking, then dissimilarity can breed disdain.
- Find commonalities! Social distance can make it easier to treat members of an 'out-group' with contempt.

**Fundamental Attribution Error:** We tend to attribute other peoples actions and misfortunes to their personal traits rather than to situational forces. This helps explain why we often hear attribution of laziness or low intelligence to people who aren't wildly financially successful.

For ourselves, however, we attribute our success to internal factors, such as motivation, talent or skill. We attribute our failures to external factors beyond our control, called a self-serving bias; probably rooted in the need for self-esteem due to social pressures to excel.

**Prejudice:** A negative attitude toward an individual based solely on his or her membership in a particular group. Prejudiced attitudes serve as filters that influence the way others are perceived and treated. Discrimination is a negative behavior, an action taken against an individual as a result of her or his group membership.

## Transition Tips

Reentry can be both exciting and frustrating! Our attitude toward release from prison is that it should be a simple matter of getting resettled, resuming routines, and reestablishing your relationships; but reality proves there is much more to it than that. Here is a list of tips to consider that can help you go through the transition process:

1. **Mentally prepare for the adjustment process.** Be prepared for anything... especially the most challenging things like rejection, depression, anger and disappointment. Also, be prepared for things to be NOT as you expect them to be.
2. **Give yourself permission to ease into the transition.** Allow yourself the space and time to acclimate to your new environment. Don't worry if it takes you a little while to get used to things again. You'll need time to reflect upon what is going on around you.
3. **Understand that the familiar will seem different.** You have changed; home has changed. You will see familiar people, places, and behaviors from new perspectives.
4. **Expect to do some 'cultural catching up'.** Clothes, trends, language, and more have changed!
5. **Reserve judgments.** Reserve all judgments of others, but especially negative judgments; just as you would like to have others reserve judgments of you. Resist the impulse to make snap decisions.
6. **Expect mood swings.** It is entirely possible for you to feel ecstatic one moment and completely defeated a short time later. It's okay; it is a part of the process.
7. **Allow sufficient time for reflection and self-analysis.** Your most valid and valuable analysis of an event is likely to take place after allowing time for reflection. Consider your core values and determine how you can live within them.
8. **Respond to inquiries thoughtfully and carefully.** Prepare to greet surprise questions with a calm, thoughtful approach. If you find yourself being overly defensive or aggressive, take a deep breath and relax.
9. **Seek support networks.** Don't isolate yourself! There are people who want to help you through your transition. You will find them if you look...
10. **Volunteer.** A great way to connect to community, build references and network with people and possibilities is to volunteer.

To prepare yourself for upcoming challenges, it is safe to expect the following:

- You will have to prove yourself (over and over and over).
- People will make many assumptions about who you are now.
- You will be different than when you left; your family and friends will be different, too!
- People will expect a lot from you.
- The way you'd hoped things would be will be different from the way they are.
- You will feel down or depressed after the initial return 'honeymoon' period. Please refer to our Culture Shock! page for further transition considerations.

# Maurice Sprewer

414.874.1657 (list the BEST contact number you have)

[Maurice.sprewer@dwd.wisconsin.gov](mailto:Maurice.sprewer@dwd.wisconsin.gov)

*(be sure that your email address is professional)*

## EXAMPLE of a FUNCTIONAL Resume'

### Production Worker and General Laborer Committed to Safety and Quality

*(personal branding statement - describes position and a quality that makes you great at it)*

#### Summary of Skills: *(make sure the skills are relevant to the job you are applying for - usually found in the job description)*

- Sorting, grading, weighing, and inspecting products, verifying and adjusting product weight or measurement to meet specifications.
- Observing machine operations to ensure quality and conformity of filled or packaged products to standards.
- Monitoring the production line, watching for problems such as pile-ups, jams, or glue that isn't sticking properly.
- Attaching identification labels to finished packaged items, or cut stencils and stencil information on containers, such as lot numbers or shipping destinations.
- Stocking and sorting product for packaging or filling machine operation, and replenishing packaging supplies, such as wrapping paper, plastic sheet, boxes, cartons, glue, ink, or labels.
- Packaging the product in the form in which it will be sent out, for example, filling bags with flour from a chute or spout.
- Inspecting and removing defective products and packaging material.
- Starting machine by engaging controls.
- Removing finished packaged items from machine and separate rejected items.
- Counting and recording finished and rejected packaged items.
- Stopping or resetting machines when malfunctions occur, clearing machine jams, and reporting malfunctions to a supervisor.
- Removing products, machine attachments, or waste material from machines.
- Transferring finished products, raw materials, tools, or equipment between storage and work areas of plants and warehouses, by hand or using hand trucks.
- Packing and storing materials and products.
- Helping production workers by performing duties of lesser skill, such as supplying or holding materials or tools, or cleaning work areas and equipment.
- Counting finished products to determine if product orders are complete.
- Measuring amounts of products, lengths of extruded articles, or weights of filled containers to ensure conformance to specifications.
- Following procedures for the use of chemical cleaners and power equipment to prevent damage to floors and fixtures.
- Mixing water and detergents or acids in containers to prepare cleaning solutions, according to specifications.
- Loading and unloading items from machines, conveyors, and conveyances.
- Operate machinery used in the production process, or assist machine operators.
- Placing products in equipment or on work surfaces for further processing, inspecting, or wrapping.

#### Relevant Production and General Labor Experience

##### General Laborer (Position while incarcerated)

State of Wisconsin / Badger State Industries / FBOP *(whichever applies)*

year - year

City, State

##### Previous Relevant Employment

Previous Employer

year - year

City, State

##### Other Experience

##### Previous Relevant Employment

Previous Employer

year - year

City, State

#### Education

Relevant Education

*(Relevant Degree / Diploma)*

*Created by Maurice Sprewer Employment & Training Specialist / Reentry Coordinator  
DWD / Job Service 4201 N. 27<sup>th</sup> Street Suite 602 Milwaukee, WI 53216*

## Ownership Manual



**Locus of Control** - Do you see that you create your life or do you feel that fate is in control? If you want to be the master of your experiences and success, you will not be able to play the role of victim. Create your luck and design your success; you (and only you) can do it!  
"The only way to predict the future is to have power to shape the future." – Eric Hoffer

**Self Motivation** - While managers continue to 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, the more easily we can find the necessary motivation to carry out our tasks.  
"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



**Change** - We cannot change change; we must change with change. Change we invite is exciting and change we have pressed upon us is challenging. We are always changing, whether we initiate the change or fight against it. Even when we cannot change a situation, we can still change the way we look at it.  
"The only constant is change." - Heraclites

"Life is change. Growth is optional. Choose wisely." - Karen Kaiser Clark

"They say that time changes things, but you actually have to change them yourself" – Andy Warhol

**Satisfaction** - Reduce stress and physical illness by achieving satisfaction in your life! When you take responsibility for your own satisfaction at home and on the job, you will cease to blame and start to create the life you desire. With all relationships, be yourself and state your boundaries. Remember this when it's time to interview! By interviewing your interviewer you ensure your own satisfaction at work.

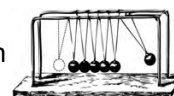
**100%**  
**SATISFACTION**

"One day your life will flash before your eyes. Make sure its worth watching." – Soren Kierkegaard



**Fear** - Fear is a healthy emotion for threatening situations. We also use fear to hide behind when we are challenged, which keeps us from learning, growing and trying new things. Fear can be physically and emotionally paralyzing. To break the chains that keep you from realizing your dreams, you must confront your fears. You will learn and grow, which can not happen without taking action.  
"Courage is resistance to fear, mastery of fear - not absence of fear." -Mark Twain

**Cause and Effect** - Every action and intention has an effect - on ourselves as well as others. Through negative feelings we radiate negativity, and in this way the negative energy grows. When we choose to feel great we radiate love and positivity. When we offer encouraging vibes we receive them...and the positive energy grows! Smile!



"Everything you are against weakens you. Everything you are for empowers you." - Dr. Wayne Dyer



**Freedom** - What is your definition of freedom? At Fair Shake, we define freedom by exercising the rights and responsibilities of being a world citizen. You are free to make decisions that influence your relationship to all beings. You are free to make decisions that make your life miserable and you are free to make decisions that make your life wonderful and successful. We are free to be human and make mistakes; and we are also free to forgive others, and to ask for forgiveness.

"While we are free to choose our actions, we are not free to choose the consequences of our actions."  
- Stephen Covey

**Accept Yourself** - First you must see yourself for who you really are. Only then you can accept yourself with all your virtues and your weaknesses and see yourself as worthy of success, a good life, and quality relationships,. When you acknowledge and accept yourself, you are you are free to make the necessary changes in your life that will get you on the path to your dreams.

"Growth begins when we start to accept our own weakness." - Jean Vanier





**Work** - Evaluate your skills, assess the careers that are best suited to your talents, critique your communication style and then set a course to create the work life you desire! Career development is in your hands. Often we must do work we do not favor as we gain the experience we need to find or create the career we want. Sometimes we find that it is not a particular job we are after but an environment we want to work in, tasks we like to do or experiences we want to gain. "Find something you love to do and you'll never have to work a day in your life." – Harvey MacKay

**Boundaries** - Do you say "yes" when you want to say "no"? Do you refuse to take "no" for an answer? To reduce stress, burnout and conflict, we need to establish boundaries early in any relationship. When you speak from clear boundaries you simply state "what is". Setting healthy boundaries gives you a sense of control and power in your life, which means you know yourself and the things that are good or bad for you. "Those who stand for nothing fall for anything." - Alexander Hamilton.



**Degree of Agreeability** - Do you find you get along with people in social situations (family, friends, work, sports) or do you feel you are often 'at odds' or not quite fitting in? You have the power to make relationships wonderful, exciting and fun! Take a minute to consider: do you try to really listen and understand others? What do you contribute to make situations enjoyable? Do you make it easy for others to work with or communicate with you? "Those people who are uncomfortable in themselves are disagreeable to others." - William Hazlitt

**Equality** - As Americans, we agree that all people are equal. Still, we find we sometimes feel less valuable than others, confusing superiority with authority. This can happen with professionals such as professors, lawyers or doctors; and sometimes we even feel like we are worth less than people with great material wealth. We need to remember that, while some folks can have authority in an area where they have great knowledge or expertise, they are still equals with similar goals, desires and struggles. "No one can make you feel inferior without your consent." - Eleanor Roosevelt



**Communication** - Using accurate terminology and body language to illustrate our ideas is only half of the communication equation. We must also interpret words and body language of others as they are offered to us. We must try to resist letting our own personal history decipher their meaning so we can truly listen.

"Listening to both sides of a story will convince you that there is more to a story than both sides." - Frank Tyger

**O.A.R.S.** - Careful communication is critical in situations of conflict or opposing points of view. Remember these tools to find ways to work through problems: ask Open-ended questions, offer Affirmations, participate in Reflective Listening and provide Support. This can be difficult in tense situations, but will reap priceless benefits.



"When you find yourself in deep water, use your OARS." - Ron Schafer

*Open-ended questions:* What do you think? *Affirmations:* I can make this situation better.

*Reflective listening:* What I hear you say is.... *Support:* It is important to me that we sort this out.



**Value** - Value and worth are relative to the degree of importance something has in our life. Our perception of value affects our desires, our morals, and our possessions. How do you value things? Based on money? Based on importance or sentiment? How about people? Do you share things with others, preferring to strengthen relationships; or do you keep things to yourself to keep them close and in good shape? We protect that which we value, and we must understand and honor that each of us values objects, people, commitments, and life in general differently.

"Every man stamps his value on himself... man is made great or small by his own will." - J.C.F. von Schiller

**Relationships** - We often think of family or romantic involvement when we discuss relationships, but we are actually relating whenever we interact with others. From the neighbor that bangs on the wall when we play the music too loud to the homeless person that we give a meal to, we share space and affect one another. Long-lasting relationships are the most valuable to us because in them we learn a great deal about ourselves and others. A commitment to long-term relationships shows our character, integrity, tenacity and worth.



"The value of a relationship is in direct proportion to the time that you invest in the relationship." - Brian Track



**Dependency** - Unhealthy dependencies come in many forms; the most obvious is substance abuse. Other, more subtle dependencies include: people, gambling, cigarettes, treatment, television and video games. If you hide behind any dependency you will not be able to realize freedom. When you can see that you encourage a dependency, you have the power to master it.

"There is no dependence that can be sure but a dependence upon one's self." - John Gay

**Tenacity** - Stick to it!! Hard work pays off. Learning this discipline is challenging, but will be a valuable attribute all of your life. Tenacity is one of the essential ingredients to success.

"Let me tell you the secret that has led me to my goal: my strength lies solely in my tenacity"

- Louis Pasteur



**Denial** - Denial is an unconscious defense mechanism characterized by refusal to acknowledge painful realities, thoughts, or feelings. It is hard to recognize when we are in denial. If we listen to others when they tell us we are daydreaming, or when they say we should look at some aspect of ourselves they see as inconsistent with who we say we are, sometimes we can see that we have been covering up a challenge or justifying our behavior to suit our wishes.

"More people would learn from their mistakes if they weren't so busy denying them." - Harold J. Smith

**Commitment** - We are often afraid of committing, yet we appreciate a commitment from others. Commitment does not have to be frightening! Start by making a pledge that you will take care of yourself as well as you possibly can. Once you are comfortable with this, commit to small things and then grow into larger and longer- term commitments, very much like trust.

"Unless commitment is made, there are only promises and hopes; but no plans." - Peter F. Drucker



**Time Control** - Can you set a schedule and stick to it? We can get a lot of things done in a day if we make time to do them all. If we don't make time, the clock ticks while we watch TV, mope, look for excuses for why we can't or don't act. While it is hard to initiate the motions, once you are up and running, it's hard to stop! Remember: we need to make time to relax, too!!

"Lost time is never found again."

"You may delay, but time will not." - Benjamin Franklin

**Reality check** - How do you know you are being realistic? Do you have anyone to check in with? When making decisions, consider these three ideas: 1. check in with a friend or family member 2. Can you see each step of the process from start to finish? 3. Is this goal / desire inline with your long-range goals and personal philosophy?

How many legs does a dog have if you call the tail a leg? Four. Calling a tail a leg doesn't make it a leg  
~Abraham Lincoln

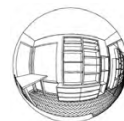


**Education** - What do you consider knowledge and how do you know what you know? What about when others know something that is different from what you know? If we remember that what we know is only true for us, it becomes easier to see how people have many different perspectives on any given subject. Through conversation we can learn to see things a new way and reinforce or increasingly appreciate our own beliefs.

"Education is what remains after one has forgotten everything one learned in school." Albert Einstein

**Point of View** - Every situation can be viewed from several perspectives. Folks who want to see problems will certainly find and create them. Folks who want to feel good most of the time will create and be drawn to positive work and making positive situations.

"In the middle of every difficulty lies opportunity". Albert Einstein



**Understanding** - When we understand that other people seek to satisfy the same needs as we do, we can see that often we have more in common with each other than differences. This is an important consideration whether we are in a managerial or a subordinate position.

"When you judge another, you do not define them, you define yourself." - Wayne Dyer

**Permission** - Sometimes we need permission to proceed, but many times we look for permission just to validate our wishes (like advice) or get out of an uncomfortable position. When permission is not required, why wait? Dare to Think for Yourself! (quote) Do you actually need permission, or are you really looking for approval?



"Care about people's approval and you will be their prisoner." Tao Te Ching



**Success** - What is your definition of success? Happiness? Being a good parent? Financial gain? Possessions? Staying out of prison for 3 years? You must define this for yourself, and create your goals accordingly.

"No one can cheat you out of ultimate success but yourself." - Ralph Waldo Emerson

**sWellness** - Good physical and mental health are necessary for success. It is easier and less expensive to maintain good health than to treat disease. When we are in good health we think clearly and reduce risk of disease. Eat well, exercise, get enough sleep, and keep negative stress to a minimum.



"You can set yourself up to be sick, or you can choose to stay well." - Wayne Dyer



**Stress** - Not all stress is bad! There is good stress (excited for future) and bad stress (worry). We all handle good and bad stress differently. Some people embrace change, problems and conflict and some prefer to keep life safe, predictable and amiable. Regardless of our choice, however, we will all experience stress, and the bad side of stress can manifest itself in physically damaging ways. When we identify our stress causers and learn about our stress tolerance, we can become more comfortable in a variety of situations and reduce, eliminate or accept reasonable levels of stress in our lives.

"You don't get ulcers from what you eat. You get them from what's eating you." -Vicki Baum

**Anger** - Conflict is neither good nor bad. Like stress, it can be useful if engaged in appropriately, and it can damage us if handled poorly. One out of control outburst can cost you your job. When you feel anger building, remember to take a breath, own your feelings and remember to identify your Trigger (what upset you?) your Feeling (how does that make you feel?) and Reason (what is the best way to resolve this?)



"Flying off the handle sometimes causes hammers and humans to lose their heads, as well as their effectiveness." - William Arthur Ward



**Diet** - Although you may be on a constricted diet due to limited funds, fresh foods such as fruit and vegetables are relatively inexpensive and are the best source of nutrition for your money. While they may appear cheap on the shelf, foods with extensive processing, that are full of sugars (including corn syrup) and preservatives, can do more harm than good in the long run and cost you a great deal more later - in medical expenses. Our bodies are between 55% and 75% water, so be sure to drink between ½ and 1 gallon of water every day!

"Did you ever stop to taste a carrot? Not just eat it, but taste it? You can't taste the beauty and energy of the earth in a Twinkie." - Astrid Alauda

**Exercise** - As important as food, exercise keeps vital nutrients circulating to the places that need them most. Exercise is also important for mental clarity, keeping our vital organs in good working order and helping to reduce blood pressure. Physical activity can improve flexibility, build muscular strength and increase endurance.



"Movement is a medicine for creating change in a person's physical, emotional, and mental states."

- Carol Welch



**Flexibility** - Often it takes great flexibility to keep our desires and commitments under control. Sometimes the burden is too heavy and we have to put some of it down. Sometimes we have to expand our capabilities temporarily, which is when we find out we can handle more than we ever thought possible. Life is unpredictable and we have to be ready for everything!

"If one does not wish bonds broken, one should make them elastic and thereby strengthen them."

- Ardant du Picq

## Educate Yourself!

The Internet can be used as a powerful tool for growth; you can teach and learn many things by yourself! Education serves many purposes, among them: to help us understand things and also to understand ourselves, to help us make connections and decisions, to show others we are capable; to name but a few.

Basic academic education is not the key to knowledge. Knowledge involves many facets to learning: academic, experience, learning about yourself and your values, listening, learning to live in society, and more. The key to knowledge works when we integrate all of the aspects to make decisions and set goals.

Fair Shake brings together many free, online self-directed education resources for you to engage in education!

*Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.* ~ Kofi Annan

### Traditional Education

#### Education Basics

Free support for learners through High School or GED

#### Higher Education

Free university level or professional development resources.

### Non-Traditional

#### Life Skills

Tools for daily living, including finances, cooking, and creativity!

#### Employment Skills

Support from resume' building to professional development

**Khan Academy:** offers a library of over 3,500 videos which covers K-12 math, biology, chemistry, physics, the humanities, finance and history. Each video is approximately 10 minutes long. All materials and resources are free.



**GCF Learn Free:** Provides quality, innovative online learning opportunities to anyone who wants to be successful in both work and life. They believe there's freedom in the ability to learn what you want, when you want, regardless of your circumstances



**Massachusetts Institute of Technology's** free courses include materials from more than 2,000 courses, presenting virtually the entire curriculum of the Institute.



**Coursera** is an education platform that partners with top universities and organizations worldwide, to offer courses online for anyone to take, for free.



**Academic Earth** provides access to a world-class education and includes curated links to over 750 online courses and 8,500 individual online lectures, giving students of all ages unparalleled access to college courses they may otherwise never experience.



**Codecademy** is a great place to get started with programming! The lessons are very rewarding as your progress can encourage you with medals or allow you to post your progress on social media websites. The lessons are free; tests that offer certificates are available for purchase.



**Acámica** es el futuro de la educación superior en línea. A través de lo que llamamos microaprendizaje ramificado, ofrecemos cursos de calidad, accesibles, dinámicos e interactivos, que pueden ser tomados en cualquier lugar, en cualquier momento.



**CLEP** offers 33 Internet-Based Testing exams in five subject areas at over 1,800 college test centers, covering material taught in courses that you may generally take in your first two years of college. By passing a CLEP exam, you can earn 3 to 12 college credits. Exams cost \$80. There are text exams for you to use to prepare.



## **List of CLEP Exams: Match with OpenCourseWare Classes!**

American Literature	Western Civilization I: Ancient Near East to 1648
Analyzing and Interpreting Literature	
College Composition and Modular English Literature	Western Civilization II: 1648 to the Present
Humanities Foreign Languages	Science and Mathematics
French Language (Levels 1 and 2)	Biology
German Language (Levels 1 and 2)	Calculus
Spanish Language (Levels 1 and 2)	Chemistry
History and Social Sciences	College Algebra
American Government	College Mathematics
Human Growth and Development	Natural Sciences
Intro to Educational Psychology	Pre-calculus
Introduction to Psychology	Business
Introduction to Sociology	Financial Accounting
Principles of Macroeconomics	Introductory Business Law
Principles of Microeconomics	Information Systems and Computer Applications
Social Sciences and History	Principles of Management
History of the United States I: Early Colonization to 1877	Principles of Marketing
History of the United States II: 1865 to the Present	

## Handling Frustration

### Dealing with frustration

Life is full of frustrations. From the minor irritations of losing your car keys to the major anxieties of continued failure towards a goal, frustration is not a pleasant emotion in any magnitude. Because of the unpleasantness of this emotion, people will often avoid anything that might lead to it. Unfortunately, many of the things we truly want to experience such as triumph, joy, victory and purpose require a great deal of frustration. Being able to manage frustration allows us to remain happy and positive even in trying circumstances.

In order to successfully manage frustration, you need to first understand what causes it. Frustration is simply caused whenever the results you are experiencing do not seem to fit the effort and action you are applying. Usually frustration is caused by a narrow focus on a problem that isn't resolving itself as you had hoped. This is a very simple concept, but it is an important step to solving frustrating problems.

### Frustration is Energy Consuming

Our energy as human beings is our primary currency we use to do anything. Physical, mental, emotional and spiritual energies all fuel discipline, creativity, courage and motivation. Anthony Robbins includes energy as the first key to success in any area of life. Stress in excessive doses is a negative emotional state that weakens the immune system and raises blood pressure as the direct result from a lack of energy. When we run out of energy we become useless.

Frustrating problems are incredibly energy consuming. Because these problems consume our energy in such great quantities, we need to be extremely careful that we don't try to keep running with an empty energy reserve. When this happens we burnout and require a long time to recover. The initial reaction of most people is to work harder when they encounter frustration. Although the intention to work harder makes sense, it often results in trying to spend more energy than we have available.

Why are frustrating problems more energy consuming than normal tasks? The answer to this is relatively simple. Because your action is not producing the results you expect, your brain naturally goes into full gear, rapidly consuming mental energy to solve the problem at hand. In this time it is very easy to run out of energy. When your energy stores are depleted this is when you become irritable, tired, stressed and sometimes even angry.

To get a little perspective on your issue, try broadening your focus from your current problem outwards. Try thinking about how the problem looks when you view it from a few weeks, a year, or ten years from now or compared to your lifetime?

Go outside and look up at the sky. Viewing the incredible expanse of space and time will ultimately make your problems look very small indeed.

Getting perspective when you are frustrated isn't a particularly difficult practice; the difficulty is in remembering to do it. It will be difficult to do this at first, but after diligent practice it will become a habit and happen automatically.

Nobody likes to feel frustrated. Unfortunately, frustrations are part of life. Learn to manage your frustrations so they don't leave you stressed, burned-out or depressed. Take breaks from your frustrations to recover your mental and creative energies. Reward your actions, not just your results and remember to gain a little perspective when you begin to feel overwhelmed. Don't let your frustrations prevent you from setting goals and living your life to the maximum.

Thank you Scott Young! Find more about this information here:  
<http://www.scotthyoung.com/blog/2006/06/10/dealing-with-frustration/>

# Welcome to the Wonderful World of Mathematics!

By Jason O'Malley <https://bridgegap.biz/>

Buckle up...because on this journey you will experience thrilling feats of mental acrobatics; you will endeavor to go to places no human has ever gone before; and you will discover a world that you create!

While we know that the language of math includes relationships in nature through science and income through business ventures, did you know that mathematics, and specifically algebra, will help you reason your way through life? Yes, mathematics is a lens through which you can view the world.

**Count** on math to help you identify when an argument is on the right

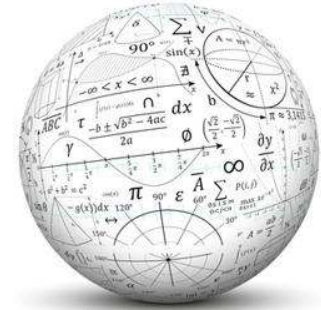
A few examples of math for **everyday living**:

- Budgeting
- Manage and grow savings
- Manage credit
- Carpentry and hobby projects
- Vehicle modification

path, or when you need to call bull\$#!t when it doesn't **add up!**

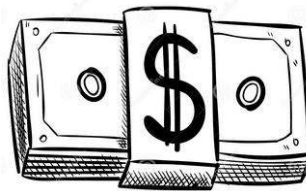
You can pursue a math-based career in a **Science, Technology, Engineering, or Mathematics (S.T.E.M.)** field.

With your mathematics and life experiences, you can hone your intuition to investigate and develop the world around you. If you can imagine it, you can use your math tools to create the infrastructure for the new tomorrow. Envision yourself being the next human being to see the world differently than anyone before you! Through programming, you can literally create the cyber



world, while a strong math base will also help you to develop the mindset needed to examine complex social issues through economics, psychology, and other social sciences.

And with the power of mathematics at your disposal, you may be the one to invent the next society-changing technology or design a architectural feat of engineering!



Many of us know someone who is very good at staying ahead of bills, with extra money to spend. What we might not have realized is that underlying their uncanny ability to seem "rich", their mathematical thinking helped them navigate through budgeting and saving. They continuously add to, and subtract from, a running total that they hold in their mind - or in a ledger. Every financial decision they make has this total in mind.

If your goal is to learn math well enough to make great decisions

about money, then go get it: first, the math training; then, the \$\$\$! Ok, **entrepreneurs**, I know y'all are definitely thinking about them numbers! It is literally your business to think mathematically. Everything from your start-up costs, to your break-even point, to your profit and loss, has you thinking in terms of math. Mathematics will help you make decisions to be more effective and efficient in your organization. Your strength in mathematics will help you to create your marketing budget and increase your profits. It will help you determine how many employees you should hire and how

much you should invest in equipment to help your business flourish! These examples only scratch the surface of the numerous ways in which this powerful tool can be utilized. If you want to delve deeper into the power of math, try to find instructors proficient in the "coach approach" – or learning through questioning to draw forth deep level epiphanies - to help you become fluent in thinking and speaking mathematics. You will never regret knowing something as essential to the economy that we operate in. In fact, you will thrive in navigating the great maze of today's world!

## About the Author - Jason O'Malley:

With over 20 years of experience teaching mathematics – many within a prison setting - Jason has honed his craft using the "coach approach". His experience started at the age of 15, when he helped his mother get her G.E.D. He has experience with university-level mathematics, also: college algebra, calculus, and statistics.

Jason holds a number of certifications: As a Life Coach through the Institute for Life Coach Training; as a teacher's aide through the US Department of Labor; as a facilitator through the Facilitator Awareness and Competency Training System, Alternatives to Violence Project (AVP) and Offender Workforce Development Specialist (OWDS).

Finally, Jason believes that by embodying optimism and hope, he can help others see that circumstances do not have to define who we are: "We define who we are by the choices we make. So, be intentional and choose well."



## Improve Your Credit Score!

It's amazing how many things today rely on our credit scores. We expect a bank to be interested in our credit when we are looking to borrow money, or credit card companies when we are looking for credit, but did you know all of these organizations can look at your credit information?

- Lenders
- Insurance companies
- Landlords
- Credit card companies
- Employers (only with your written consent)
- Organizations considering your application for a government license or benefit
- State or local child support enforcement agencies
- Government agencies
- Other organizations you've initiated business with

If your credit score is not where you would like it to be, here is one way to build credit:

### **Secured Credit Cards**

Secured Credit Cards can help you build credit by helping you learn to feel comfortable using a credit card while you carefully manage your spending. They require a cash deposit which becomes the credit line for your account. You will probably need at least \$200 to open a secure credit card account.

By making your payments on time, and meeting the minimum payment requirements, you begin to build credit history. Your monthly statements are then reported to consumer credit reporting agencies and in this way you begin to shape your credit profile.

It may take a while to build your credit back to a place where you can borrow money, but with patience, dedication and perseverance, it is possible!

## Dealing With Rejection

When we put ourselves in a position to be vulnerable to another person's opinion, we risk rejection.

Sometimes the risk is very small. Example: I tell a joke but my audience doesn't laugh. They look at me like I am speaking a language they don't understand. What does this mean? Do they reject my joke? Do they reject me? Maybe they don't share my sense of humor. Maybe they don't understand the joke. Maybe it's just not a good joke or maybe I need to learn how to deliver jokes. There are so many variables!

When I'm standing there in the silence, however, I find it hard to think of anything but "I'm not funny." or "I failed." I may even internalize these words and start to feel pretty rotten, as if I am incapable or unappealing. I told the joke to have fun and win approval; instead I feel deflated and rejected.

When I take a much larger risk, such as applying for a job, an apartment or a loan - where I've invested so much more of myself (time, information, hope, dedication) - the stakes are much higher. I may become discouraged when I hear 'we've chosen another applicant', 'we've rented the apartment to another person', or just plain 'no'. Again, it's hard for me to not internalize it. But just as in the case of the joke, there may be many variables that I am not considering. At this crucial time, I must remember to believe in myself and continue to pursue my goal.

It is hard to stay positive when we internalize rejection, and yet that is exactly what we need to do to persevere toward what we want. When we feel defeated, we would be wise to remember that we have taken many risks in the past and we have been successful. We must risk failure and rejection to feel the power of success. It is both scary and exhilarating!

Consider using these tools to keep your perspective as favorable as possible:

- First, remember you are important! Do not let rejection from any person or group lead you to believe you are not important, valuable, creative and necessary to the well-being of everyone.
- Be open to the possibility of rejection or criticism as the push you need to improve your approach, consider making other changes. Find ways to be positive. Positivity is magnetic!
- Consider the source. If you are doing what you believe is the right and best thing for you, keep doing it. It's okay to be rejected by people or groups that we do not wish to be a part of. Perhaps it's not a good fit and our view is clouded by a fog of unrealistic hopefulness. Try to remember to not take feedback or rejection personally.
- Keep focused on the big picture! Don't let minor set backs keep you from achieving your goals.
- Persevere! Keep doing what you are doing. Remember that you are the pilot of your goal, challenge, or position and you will not let rejection hold you back.
- Believe in yourself! If you don't believe in yourself, how can you expect others to believe in you? There are so many things that are special and incredible about you; don't forget what they are!
- This is an opportunity to build resilience. Getting through difficult challenges makes you stronger and more capable for your next challenges. Summon your fighting spirit that says "I will not quit"!
- Find your gratitude. Be grateful for the opportunity. Be grateful for allowing yourself to FEEL. Be grateful for the freedom to create your life, even though it may be very challenging. Be grateful for your critics. If it wasn't for them, we would not learn about ourselves.

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### **Employment - Employment Services**

PA CareerLink is a free, one-stop shop with highly trained staff ready to assist you with your job search, whether you're looking for your first job or to advance your career. Their services include: resume workshops, career counseling, job search assistance, interview skills training, skills assessment, job fairs, computer training, free access to a computer lab, and career exploration. Please visit the website to find your local office.  
<https://www.pacareerlink.pa.gov/jponline/individual>

### **Family - Child Support**

access information such as your payment information, upcoming scheduled events, relevant forms, frequently asked questions, and program information.  
[https://www.humanservices.state.pa.us/CSWS/home\\_controller.aspx?PageId=General/PayeeHome.aspx&l=E](https://www.humanservices.state.pa.us/CSWS/home_controller.aspx?PageId=General/PayeeHome.aspx&l=E)

### **Family - Family Services**

NRCCFI at RutgersCamden  
405-7 Cooper St.  
Room 103  
Camden, NJ 08102  
(856) 225-2718  
<http://nrccfi.camden.rutgers.edu/>

### **Food - Food Pantry**

Find local pantries, soup kitchens, food shelves, food banks and other food help.  
<https://www.foodpantries.org/st/pennsylvania>

### **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 - Department of Human Services**

800-692-7462  
COMPASS is an online application for Pennsylvanians to apply for health and human services programs. The application includes Health Care benefits such as Medical Assistance, CHIP, and Medicaid for Former Foster Care Youth. The application also includes Home and Community Based Services Referrals such as Early Intervention Services, Intellectual Disability Services, and Autism Services. Additionally, COMPASS includes Home and Community Based Living Services, Cash Assistance, Low Income Home Energy Assistance Program (LIHEAP), SNAP (food stamps), and other benefits.

<https://www.compass.state.pa.us/compass.web/Public/CMPHome>

### **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 grow in their financial capability. Our services help

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people overcome financial challenges at nearly every stage of life.  
<https://www.nfcc.org/>

### **Reentry Resource - Multiple Resources Available**

Our findhelp technology powers Americas leading social care network. Our network features more than 300,000 free and reduced-cost programs in all 50 U.S. states, territories, and Puerto Rico, powering social care systems for hundreds of customers nationwide.  
<https://www.findhelp.org/find-social-services/pennsylvania>

### **Shelter - Low Income Housing**

Find low income apartments in Pennsylvania along with non profit organizations that help with low income housing along with HUD apartments, public housing apartments, public housing authorities, and housing assistance agencies.  
<https://www.lowincomehousing.us/PA.html>

### **Special Considerations - Veteran Support**

The Office for Veterans Affairs mission is to provide advice and assistance to Pennsylvania's one million veterans and their families and to provide quality care to aging veterans. It is our intention to offer prompt and professional service for the sacrifices and service of our veterans.  
Please visit the website for more information.  
[http://www.dmva.state.pa.us/portal/server.pt/community/veterans\\_affairs/7179](http://www.dmva.state.pa.us/portal/server.pt/community/veterans_affairs/7179)

### **Volunteer - Volunteer Opportunities**

We make it easy for good people and good causes to connect. We are a community that believes in the power of volunteering to enrich our lives and the world around us. Find locations to volunteer near you!  
Virtual volunteer opportunities are also available -  
<https://www.volunteermatch.org/virtual-volunteering>  
<https://www.volunteermatch.org/>

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





## **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?

## Interview Tips

Before you head to your interview, ask yourself these questions:

- Do you really want this job?
- Are you qualified for the job?
- Do you believe you can get the job?
- What attitude and information must you deliver to the employer to get the job?
- Are you ready for your interview?

If you decide you really want to get this job, consider these tips:

1. Keep your answers short yet full of information, unless you are asked to clarify. Try to put yourself in the interviewer's shoes; asking the same questions of many applicants! Fine tune your answers to the Sample Interview Questions and bring your authenticity and vitality to the interview.
2. Determine what your key strengths and assets are. Be sure to state them confidently a couple of times throughout the interview.
3. Prepare for a variety of interview questions. Consider the challenges you have overcome, the difficult interpersonal situations that you resolved with others, and several success stories.
4. Describe specific situations and accomplishments. Generalities fail to show the interviewer your strengths and assets and how they can benefit the company and the position that is available.
5. Put yourself on their team. Show how you fit in with the existing work environment and company culture. During the interview, align your language with the language of the team.
6. Observe your non-verbal communication. Are you saying what you mean to say? Practice answering some of the Sample Interview Questions in front of a mirror to see if your eyes and your gestures agree with your words.
7. Ask questions. Is this where you want to work? Find out what you need to know to accept the job. Also, the interviewer will see that you are taking interest in the company and work environment. That is an important quality in a team player.
8. Be sure to talk WITH the interviewer and not AT the interviewer. Interviews are stressful enough for both parties. Keep it human.
9. Research the company. Is it a right fit for you? Can you get behind the mission of the company? How much can you know about the work and the work environment before the interview?
10. Apply for jobs that you are skilled for and that you can appreciate...even if only as a stepping stone to your next job. If you truly want the job, you must be able to compete successfully with your competition. Authenticity shines through your words and your non-verbal communication.

## **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!

## **Resume Guide**

A good resume will open the door for an interview. But do you need a resume? Some employers prefer a resume and others require an application form. That depends on the kind of job you're applying for.

### **RESUME REQUIRED**

- Professional, technical, administrative and managerial jobs.
- Sales positions.
- Secretarial, clerical, and other office jobs.

### **RESUME SOMETIMES REQUIRED**

Professional positions: Baker, Hotel Clerk, Electrician, Drafter, Welder

### **RESUME NOT REQUIRED**

Unskilled, quick turnover jobs: Fast Food Server, Laborers, Machine Loader, Cannery Worker

**The Rockport Institute** has generously donated the resume guide below. It is a shortened version of their full resume guide ***How to Write a Masterpiece of a Resume*** which can be found here:

<http://www.rockportinstitute.com/resumes>

## **WRITE A RESUME THAT GENERATES RESULTS**

Before you begin, ask yourself: Why do you have a resume in the first place? What is it supposed to do for you? How can you differentiate yourself from hundreds of other applicants with qualified resumes? The prospective employer has the overwhelming task of looking over many resumes to find the special person that is right for the position and a great fit for the culture of the company. You are facing a great deal of competition.

The resume is a tool with one specific purpose: to win an interview. If it doesn't, it isn't an effective resume. A resume is an advertisement; nothing more, nothing less. A great resume doesn't just tell them what you have done but makes the same assertion that all good ads do: If you buy this product, you will get these specific, direct benefits. It presents you in the best light. It convinces the employer that you have what it takes to be successful in this new position or career.

Other reasons to have a resume:

- To pass the employer's screening process (requisite educational level, number years' experience, etc.), to give basic facts which might favorably influence the employer
- To establish yourself as a professional person with high standards and excellent writing skills, based on the fact that your resume is so well done (clear, well-organized, well-written, well-designed, of the highest professional grades of printing and paper).
- To use as a covering piece or addendum to another form of job application
- To put in an employer's personnel files. (which they may check out later for other openings)
- To help you clarify your direction, qualifications, and strengths, boost your confidence, or to start the process of committing to a job or career change.

It is a mistake to think of your resume as your work history, a personal statement or some sort of self expression. Sure, most of the content of any resume is focused on your job history. But write from the intention to create interest, to persuade the employer to call you. If you write with that goal, your final product will be very different than if you write it just to catalog your job history.

Most resumes are quickly scanned, rather than read. Ten to twenty seconds is all the time you have to persuade a prospective employer to read further and the decision to interview a candidate is usually based on an overall first impression of the resume, a quick screening that so impresses the reader and convinces them of the candidate's qualifications that an interview results. The top half of the first page of your resume will either make you or break you. You hope it will have the same result as a well-written ad: to get the reader to respond. You are selling a product in which you have a large personal investment: you.

The person who is doing the hiring often cares deeply how well the job will be done. You need to write your resume to appeal directly to them. Ask yourself: What does the employer really want? What special abilities would this person have? What would set a truly exceptional candidate apart from a merely good one? How can I demonstrate that I am the perfect candidate? Put yourself in their shoes.

Loosen up your thinking enough so that you will be able to see some new connections between what you have done and what the employer is looking for. You need not confine yourself to work-related accomplishments! Use your entire life as evidence of your character, skills and talents. If Sunday school or your former gang are the only places you have had a chance to demonstrate your special gifts for leadership, fine. What are the talents you have to offer the prospective employer? A great resume has two sections. In the first, you make assertions about your abilities, qualities and achievements. You write powerful, but honest, advertising copy that makes the reader immediately perk up and realize that you are someone special.

The second section, the evidence section, is where you back up your assertions with evidence that you actually did what you said you did. This is where you list and describe the jobs you have held, your education, etc. This is all the stuff you are obliged to include.

Most resumes are just the evidence section, with no assertions. The 'juice' is in the assertions section. When a prospective employer finishes reading your resume, you want them to reach for the phone to invite you in to interview. The resumes you have written in the past have probably been a gallant effort to inform the reader. You don't want them informed. You want them interested and excited.

## THE OBJECTIVE SECTION

Ideally, your resume should be pointed toward conveying why you are the perfect candidate for one specific job or job title. Good advertising is directed toward a very specific target audience.

Targeting your resume requires that you be absolutely clear about your career direction—or at least that you appear to be clear. You would be wise to use this time of change to design your future career so you have a clear target that will meet your goals and be personally fulfilling. With a nonexistent, vague or overly broad objective, the first statement you make to a prospective employer says you are not sure this is the job for you.

Imagine the position of a software manufacturer looking at a sea of resumes. They all look so much alike until they come across a resume in the pile that starts with the following: "OBJECTIVE - a software sales position in an organization seeking an extraordinary record of generating new accounts, exceeding sales targets and enthusiastic customer relations". They are immediately interested! This first sentence conveys some very important and powerful messages: "I want exactly the job you are offering. I am a superior candidate because I recognize the qualities that are most important to you, and I have them. I want to make a contribution to your company." This works well because the employer is smart enough to know that

someone who wants to do exactly what they are offering will be much more likely to succeed than someone who doesn't. And that person will probably be a lot more pleasant to work with as well.

Secondly, this candidate has done a good job of establishing why they are the perfect candidate in their first sentence. They have thought about what qualities would make a candidate stand out. They have started communicating that they are that person immediately. What's more, they are communicating from the point of view of making a contribution to the employer.

Here's how to write your objective. First of all, decide on a specific job title for your objective. Go back to your list of answers to the question "How can I demonstrate that I am the perfect candidate?" What are the two or three qualities, abilities or achievements that would make a candidate stand out as truly exceptional for that specific job? Having an objective statement that really sizzles is highly effective. And it's simple to do. One format is:

**OBJECTIVE:** An xxx position in an organization where yyy and zzz would be needed (or, in an organization seeking yyy and zzz).

Xxx is the name of the position you are applying for. Yyy and zzz are the most compelling qualities, abilities or achievements that will really make you stand out above the crowd of applicants.

If you are applying for several different positions, you should adapt your resume to each one. Have an objective that is perfectly matched with the job you are applying for. Remember, you are writing advertising copy, not your life story.

If you have a limited work history, you want the employer to immediately focus on where you are going, rather than where you have been.

### **Examples of an Objective section:**

**OBJECTIVE:** An entry-level position in the hospitality industry where a background in advertising and public relations would be needed.

**OBJECTIVE:** A position teaching English as a second language where a special ability to motivate and communicate effectively with students would be needed.

## **THE SUMMARY OF QUALIFICATIONS**

The "Summary of Qualifications" consists of several concise statements that focus the reader's attention on the most important qualities, achievements and abilities you have to offer. Those qualities should be the most compelling demonstrations of why they should hire you instead of the other candidates.

This may be the only section fully read by the employer, so it should be very strong and convincing. Include professional characteristics (extremely energetic, a gift for solving complex problems in a fast-paced environment, exceptional interpersonal skills, committed to excellence, etc.) helpful in winning the interview.

How should you write to write a Summary of Qualifications? Look for the qualities the employer will care about most. Then look at what you wrote about why you are the perfect person to fill their need. Pick your qualities that best demonstrate why they should hire you. Assemble it into your Summary section.

The most common ingredients of a well-written Summary are as follows. Do not use all these ingredients in one Summary - use the ones that highlight you best.

- A short phrase describing your profession
- Followed by a statement of broad or specialized expertise
- Followed by two or three additional statements related to any of the following:
  - breadth or depth of skills
  - unique mix of skills
  - range of environments in which you have experience
  - a special or well-documented accomplishment
  - a history of awards, promotions, or superior performance commendations
- One or more professional or appropriate personal characteristics
- A sentence describing professional objective or interest.

Notice that the examples below show how to include your objective in the Summary section. If you are making a career change, your Summary section should show how what you have done in the past prepares you to do what you seek to do in the future.

#### **A few examples of Summary sections:**

- Highly motivated, creative and versatile real estate executive with seven years of experience in development and construction. Especially skilled at building effective, productive working relationships with clients and staff. Excellent management, negotiation and public relations skills. Seeking a challenging management position in the real estate field that offers extensive contact with the public.
- Health Care Professional experienced in management, program development and policy making in the United States as well as in several developing countries. A talent for analyzing problems, developing and simplifying procedures, and finding innovative solutions. Proven ability to motivate and work effectively with persons from other cultures and all walks of life. Skilled in working within a foreign environment with limited resources.
- Performing artist with a rich baritone voice and unusual range, specializing in classical, spiritual, gospel and rap music. Featured soloist for two nationally televised events. Accomplished pianist. Extensive performance experience includes television, concert tours and club acts. Available for commercial recording and live performances.

## **SKILLS AND ACCOMPLISHMENTS**

In this final part of the assertions section of your resume, you do exactly what you did in the previous section, except that you go into more detail.

In the summary, you focused on your most special highlights. Now you tell the rest of the best of your story. Let them know what results you produced, what happened as a result of your efforts, what you are especially gifted or experienced at doing. Flesh out the most important highlights in your summary.

**Here are a few ways you could structure your "Skills and Accomplishments" section:**

#### **SELECTED SKILLS AND ACCOMPLISHMENTS**

- Raised \$1900 in 21 days in canvassing and advocacy on environmental, health and consumer issues.
- Conducted legal research for four Assistant U.S. Attorneys, for the U.S. Attorney's office
- Coordinated Board of Directors and Community Advisory Board of community mental health center. Later commended as "the best thing that ever happened to that job."

## FUNCTIONAL RESUME FORMAT

The functional resume highlights your major skills and accomplishments. It helps the reader see clearly what you can do for them. It helps target the resume into a new direction by lifting up from all past jobs the key skills and qualifications to help prove you will be successful. The functional resume is a must for career changers and for those returning to the job market.

## THE EVIDENCE SECTION - YOUR WORK HISTORY, EDUCATION, ETC.

Most resumes are not much more than a collection of "evidence," various facts about your past. By evidence, we mean all the mandatory information you must include on your resume: work history with descriptions, dates, education, affiliations, list of software mastered, etc. If you put this toward the top of your resume, anyone reading it will feel like they are reading an income tax form.

## EXPERIENCE

List jobs in reverse chronological order. Don't go into detail on the jobs early in your career; focus on the most recent and/or relevant jobs. (Summarize a number of the earliest jobs in one line or very short paragraph. Put dates in italics at the end of the job; don't include months, unless the job was held less than a year. Include military service, internships, and major volunteer roles if desired! Because the section is labeled "Experience," it does not need to mean that you were paid.

## EDUCATION

List education in reverse chronological order, degrees or licenses first, followed by certificates and advanced training. Set degrees apart so they are easily seen. Put in boldface whatever will be most impressive. Don't include any details about college except your major and distinctions or awards you have won.

- Do include advanced training, but be selective with the information.
- If you are working on an uncompleted degree, include the degree and afterwards, in parentheses, the expected date of completion.
- If you didn't finish college, start with a phrase describing the field studied, then the school, then the dates (the fact that there was no degree may be missed).

Other headings might be "Education and Training" or "Education and Licenses".

And then add your Awards, Civic and Community Recognition and Comments from Supervisors.

## PERSONAL INTERESTS

Only list these if your personal interests indicate a skill or knowledge that is related to the goal, such as photography for someone in public relations, or carpentry and wood-working for someone in construction management. This section can create common ground in an interview.

## REFERENCES

You may put "References available upon request" at the end of your resume, if you wish. This is a standard close (centered at bottom in italics), but is not necessary. You can bring a separate sheet of references to the interview, to be given to the employer upon request.

## A FEW GUIDELINES FOR A BETTER PRESENTATION

**The resume is visually enticing, a work of art.** Simple clean structure. Very easy to read. Symmetrical. Balanced. Uncrowded. As much white space between sections of writing as possible; sections of writing that are no longer than six lines, and shorter if possible.

**There are absolutely no errors.** No typographical errors. No spelling errors. No grammar, syntax, or punctuation errors. No errors of fact.

**All the basic, expected information is included.** A resume must have the following key information: your name, address, phone number, and your email address at the top of the first page, a listing of jobs held, in reverse chronological order, educational degrees, in reverse chronological order.

**Jobs listed include a title, the name of the firm, the city and state of the firm, and the years employed.** Jobs earlier in a career can be summarized and extra part-time jobs can be omitted. If no educational degrees have been completed, it is still expected to include some mention of education (professional study or training, partial study toward a degree, etc.) acquired after high school.

**It is targeted.** First you should get clear what your job goal is, what the ideal position would be. Then you should figure out what key skills, areas of expertise or body of experience the employer will be looking for in the candidate. Gear the resume structure and content around this target, proving these key qualifications.

**Strengths are highlighted / weaknesses de-emphasized.** Focus on whatever is strongest and most impressive. Make careful and strategic choices as to how to organize, order, and convey your skills and background.

**Use power words.** For every skill, accomplishment, or job described, use the most active impressive verb you can think of (which is also accurate). Begin the sentence with this verb, except when you must vary the sentence structure to avoid repetitious writing.

**Show you are results-oriented.** Wherever possible, prove that you have the desired qualifications through clear strong statement of accomplishments

**Writing is concise and to the point.** Keep sentences as short and direct as possible.

**Make it look great.** Use a laser printer or an ink jet printer that produces high-quality results. A laser is best because the ink won't run if it gets wet. It should look typeset. Use a standard conservative typeface (font) in 11 or 12 point. Use off-white, ivory or bright white 8 1/2 x 11-inch paper, in the highest quality affordable. Use absolutely clean paper without smudges, without staples and with a generous border.

**Shorter is usually better.** Your resume should be just long enough to keep the reader's interest, and create psychological excitement that leads prospective employers to pick up the phone and call you.

**Telephone number that will be answered.** Be sure the phone number on the resume will, without exception, be answered by a person or an answering machine Monday through Friday 8-5pm.

## WHAT NOT TO PUT ON A RESUME

- The word "Resume" at the top of the resume
- Fluffy rambling "objective" statements
- Salary information
- Full addresses of former employers or names of supervisors
- Reasons for leaving jobs
- References

## Accomplishments and Skills Worksheet

Use this worksheet as a spring board to organize your work history and personal interests for your resume. Include all successes in your life! You have valuable talent, skills and traits to share. Remember: there are no wrong answers.

Examples--

- Shipped an average of 40 packages per day for 4 years with fewer than 3% damage in shipping.
- Volunteered at the Humane Society every Tuesday evening for 2.5 years. Walked, bathed and groomed dogs.
- Organized a fund-raising event for Fair Shake, generating over \$8300. Organized silent auction donations, secured entertainment and food and assembled volunteers.
- Managed a household of four on \$900 per month.
- Restored a 1961 Volkswagen Beetle to original condition.
- Successfully planted, nurtured and harvested an annual garden (8 years running!) and canned, froze or dried the harvest to provide nearly half of our family's dietary requirements.

### Occupational Titles

Job titles to start your brainstorming when considering job goals.

Accountant	Graphic Designer	Manufacturer
Assembler	Grounds Keeper	Operations Manager
Carpenter	Inspector	Painter
Cashier	Lab Technician	Programmer
Chef / Cook	Librarian	Salesperson
Clerk	Machine Operator	Secretary
Data Entry	Mail Carrier	Snow-maker
Director	Maintenance	Teacher
Editor	Massage Therapist	Tree Trimmer
Engineer	Manager	Veterinarian
Firefighter	Mason	Welder

### Job Skills

The following is a short list of job skills. (There are literally thousands of job-specific skills.) You will have to research the job skills specific to your occupation

Accounting	Drill Press Operation	Payroll / Accounting
Advertising	Driving	Planning
Auditing	Editing	Public Speaking
Brake Alignments	Electronic Repair	Researching
Building Maintenance	Filing	Sign Language
Carpet Laying	Hammering	Scheduling
Cleaning	Interviewing	Soldering
Cooking	Keyboarding	Technical Writing
Correspondence	Management	Telemarketing
Counseling	Marketing	Typing
Customer Service	Mechanical Drafting	Welding
Detailing	Metal Fabrication	Writing

## Self-Management Skills

Follow instructions  
Get along well

Get things done  
Honest

Punctual  
Responsible

## Personality traits

Articulate  
Assertive  
Assume responsibility  
Communicative  
Competitive  
Creative  
Decisive  
Dependable  
Detail-oriented  
Diplomatic

Enthusiastic  
Emotionally strong  
Flexible  
Friendly  
Highly motivated  
Integrity  
Quick thinker  
Self-motivated  
Sense of direction  
Sense of humor

Sensitive  
Sincere  
Sociable  
Tactful  
Tolerant  
Tough  
Trusting  
Understanding  
Willing to learn

## Physical skills

Agile  
Assembling  
Balancing, juggling  
Crafts  
Counting  
Drawing, painting  
Driving (CDL?)  
Endurance  
Finishing, refinishing

Flexible  
Grinding  
Hammering  
Keyboarding, Typing  
Manual dexterity  
Mechanical  
Modeling, remodeling  
Observing, inspecting  
Operating machines

Precise  
Set standards  
Strong  
Thorough  
Restoring  
Sandblasting  
Sewing  
Sorting  
Weaving

## People Skills

Caring  
Comforting  
Communicating  
Conflict Management  
Conflict Resolution  
Counseling  
Consulting  
Developing Rapport  
Diplomacy  
Diversity

Empathy  
Encouraging  
Group Facilitating  
Helping Others  
Inspiring Trust  
Inquiry  
Instructing  
Interviewing  
Listening  
Mediating

Mentoring  
Motivating  
Negotiating  
Outgoing  
Problem Solving  
Respect  
Responsive  
Sensitive  
Sympathy  
Tolerance

## Data Sorting Skills

Analyzing  
Auditing  
Averaging  
Budgeting  
Calculating, Computing  
Checking for accuracy  
Classifying  
Comparing  
Compiling

Cost Analysis  
Counting  
Detail-oriented  
Evaluating  
Examining  
Financial or fiscal  
Analysis  
Financial management  
Financial records

Following instructions  
Investigating  
Inventory  
Interrelate  
Logical  
Organizing  
Recording facts  
Research  
Surveying

## Leadership Skills

Brainstorm  
Competitive  
Coordinating  
Decisive  
Delegate  
Direct others  
Evaluate  
Goal setter  
Influential  
Initiate new tasks

Integrity  
Judgment  
Manage, Direct Others  
Mediate Problems  
Motivate People  
Multitasking  
Negotiate Agreements  
Organization  
Planning  
Results-Oriented

Risk Taker  
Run Meetings  
Self-Confident  
Self-Directed  
Self-Motivated  
Sets an Example  
Solve Problems  
Strategic Planning  
Supervision  
Work Schedules

## Artistic Skills

Artistic ideas  
Dance, Aerobic  
Designing  
Drawing, Painting  
Handicrafts  
Illustrating, Sketching

Imaginative  
Inventive  
Mechanical drawing  
Model-making  
Perform  
Photography

Play an instrument  
Rendering  
Singing  
Visualize shapes  
Visualizing  
Writer / Editor

## Descriptive Words to Use in Your Resume

Able  
Accurate  
Active  
Adaptable  
Adept  
Administrative  
Advantageous  
Aggressive  
Alert  
Ambitious  
Analytical  
Articulate  
Assertive  
Astute  
Attentive  
Authoritative  
Bilingual  
Broad minded  
Calm  
Candid  
Capable  
Cheerful  
Committed  
Competent  
Comprehensive  
Confident  
Conscientious

Considerate  
Consistent  
Constructive  
Continuous  
Contributions  
Cooperative  
Creative  
Curious  
Decisive  
Dedicated  
Deliberate  
Dependable  
Detailed  
Detail-oriented  
Determined  
Diligent  
Diplomatic  
Disciplined  
Discreet  
Diversified  
Driven  
Dynamic  
Eager  
Easily  
Easygoing  
Economical  
Effective

Efficient  
Effortlessly  
Empathetic  
Energetic  
Enterprising  
Enthusiastic  
Excellent  
Exceptional  
Experienced  
Expert  
Expertly  
Extensive  
Fair  
Farsighted  
Fast learner  
Flexible  
Forceful  
Friendly  
Generalist  
Hard-working  
Honest  
Imaginative  
Increasingly  
Independent  
In-depth  
Initiative  
Innovative

## Descriptive Words (Continued)

Insightful  
 Instrumental  
 Inventive  
 Knowledgeable  
 Leadership  
 Logical  
 Loyal  
 Major  
 Mature  
 Meaningful  
 Methodical  
 Meticulous  
 Motivated  
 Multilingual  
 Objective  
 Open-minded  
 Optimistic  
 Orderly  
 Organized  
 Outstanding  
 Patient  
 Perceptive  
 Persistent  
 Personable  
 Personally  
 Persuasive  
 Pertinent  
 Pleasant  
 Positive  
 Practical

Precise  
 Problem-solver  
 Productive  
 Professional  
 Proficient  
 Profitable  
 Progressive  
 Proven  
 Punctual  
 Qualified  
 Quality conscious  
 Quick learner  
 Realistic  
 Recent  
 Reliable  
 Repeatedly  
 Resilient  
 Resourceful  
 Respectful  
 Responsible  
 Responsive  
 Risk-taker  
 Routinely  
 Satisfactorily  
 Scope  
 Self-confident  
 Self-controlled  
 Self-reliant  
 Self-starter  
 Sharp

Significantly  
 Sincere  
 Skilled  
 Skillful  
 Solid  
 Sound  
 Specialized  
 Specialist  
 Stable  
 Strategically  
 Strong  
 Substantial  
 Successful  
 Superior  
 Systematic  
 Tactful  
 Talented  
 Team player  
 Technical  
 Thorough  
 Timely  
 Uniform  
 Universal  
 Up-to-date  
 Valuable  
 Varied  
 Versatile  
 Vigorous  
 Well-educated  
 Well-rounded

## Cover Letter

Many employers today want to read a letter of introduction, or cover letter, when they review a resume. A cover letter should tell the employer which position you are interested in, why you think you are qualified for the position. Some information in your cover letter may also be on your resume; overlapping information emphasizes skills and characteristics. Read your cover letter carefully, check for spelling, grammar, and punctuation errors, then have another person proofread it one more time before you print it or press 'send'.

January 5, 2012

Alex Wikstrom  
Sun Dog Manufacturing  
123 Swiggum St.  
Westby, WI 54667

Dear Mr. Wikstrom:

I am interested in the Shipping Manager position advertised in the Westby Times this week. I believe I would be a great fit for this position and welcome the opportunity to talk with you to find out more about the job and your company.

Your Requirements:

- Computer literate; able to learn software programs
- Compare multiple shipping criteria
- Self-motivated
- Friendly; work well with others

My Qualifications:

- I am experienced in shipping with USPS, Fed Ex and UPS and their software programs.
- I understand that each shipper offers different services. I can learn what I need to know for the safe delivery of products to the customer and the most cost-efficient route for the company.
- I enjoy my work and take pride in a job well done. I find this very motivating.
- I encourage you to follow up on my references as I am sure you will see that I am a 'team player' and understand how to recognize company culture and enhance the work environment.

I enjoy playing an important role in enhancing a customers' experience. I also enjoy balancing the technical skills, physical skills and social skills that are required to do a great job in this position. I take pride and ownership in my work and consider the perspective of the customer when packing an order.

My resume is attached for your review. I'm interested in talking with you and learning more about the position and Sun Dog. I read the mission statement and feel I really can get behind it.

Thank you for your time and consideration. I'm looking forward to hearing from you.

Sincerely,

**Signature Here**

Sue Kastensen

For more examples, check out ***Best Resume's & Letters for Ex-Offenders*** by Wendy Enelow and Ronald Krannich, or simply search for 'cover letter examples' in your favorite search engine.

**The goals and objectives below are meant to serve as a guide for individuals or groups working with the Fair Shake Reentry Packet; please adjust as needed according to your group or individual needs.**

**Goals and Objectives:** The goals and objectives of this section are to provide tips that will assist the participants with the challenges of being rejected or excluded as they transition back into society. The participants will have a comprehensive understanding of the importance of addressing these feelings effectively.

**Discussion:** You may use the paragraphs and questions below for discussion, but we encourage you to develop your own questions that correlate to the Dealing With Rejection section of the Reentry Packet. This is to provoke personalized thoughts and experiences so that the material is as effective as possible for each participant.

### **Terrell's Experience:**

Being rejected is not a good feeling and it is easy to be negatively affected when we're faced with it. It is a part of the human experience from early childhood throughout the course of our adult lives and it is important to find ways to address those feelings in a constructive way. Whenever we relate with other people, pursue our desires or compete with others we risk being rejected. If we don't learn how to deal with this feeling in a manner that will serve us, it could easily become a toxic experience.

In my past, I found myself so set on avoiding rejection that I missed valuable opportunities. Although it is still something I struggle with at times, understanding that I am a work in progress, and accepting that regardless of how protective I am of my feelings, there will always be situations where I'm vulnerable to rejection.

Once I decided to intentionally allow myself to be vulnerable and practice effective responses to being rejected, I began to grow. I found value in analyzing the pain of rejection, my interpretation of the meaning, and, wherever possible, getting a clear understanding of why I was rejected. This was especially helpful in my personal relationship because it provided opportunities for growth for both me and my partner. I could get feedback on why I was being rejected and give her feedback on her style, including the language or tone she used. With every experience I found that I felt increasingly comfortable.

### **Sue's View:**

It is good to be discerning. We cannot allow everything. We go to the fruit stand and reject many apples before we pick the one we want. Employers want just the right person for the job; they know their organization depends not only on the skills and knowledge required to do the job, but the bonds between the employees which play an equally vital role in the success of the business. Plays and movies require just the right actor to tell the story powerfully; many actors are rejected searching for the right one. We can avoid some rejection by getting better at assessing if a relationship - employer, romantic, backgammon game - is the right 'fit'. Don't be afraid to differentiate yourself! You **will** pay a price...in rejection, being alone, standing out in a crowd; but you will be rewarded for your authenticity and honesty in the long run, and you will find the 'best fits' are the ones that nourish your soul *and* grow your network.

**Quotes:** Quotes are *Fire Starters*. We suggest asking the group to provide a quote for dealing with frustration and discussing it. Examples:

*When you give yourself permission to communicate what matters to you in every situation you will have peace despite rejection or disapproval. Putting a voice to your soul helps you to let go of the negative energy of fear and regret.* - Shannon L. Alder

*Sometimes I feel my whole life has been one big rejection.* - Marilyn Monroe

*I am good at walking away. Rejection teaches you how to reject.* - Jeanette Winterson

**Discussion Questions:** We provided these examples as guides. Consider breaking up in to groups to answer the questions, or share individual responses and see if a larger answer can be created that includes many voices.

**Examples:**

- What are some effective ways that rejection can influence a person's life?
- What are some examples of rejection you may face upon reentry?
- What are some effective ways to handle those rejections?
- Must we risk failure and rejection to feel the power of success?

**Worksheet**

**This worksheet is to serve as an example and may be used by individuals or groups. It is designed to assist learners in understanding how they currently deal with rejection and how to consider different perspectives to create better outcomes**

1. Think back to a situation where you felt rejected and write it in the space provided below.

2. What emotions did you experience?

3. How did those emotions affect your judgement?

4. Do you think the overall outcome for the situation would have been different if you would have considered a different perspective and/or processed your feelings differently?

5. Do you feel it is important to consider the source of the rejection? (For example: being rejected as a finalist in a poetry contest vs being rejected by a person with whom you'd hoped to develop a deeper romantic relationship) Why or why not?

6. Do you think that learning why you were rejected is important? Why or why not?

7. If the same situation you identified above occurred today would you do things differently? Why or why not?

8. Can you remember or imagine a situation where you were rejected and, although it felt crummy at first, you soon (or eventually) realized that it was the best decision for everyone? Explain.

9. Now remember a situation where you had to reject something someone offered you, or someone for a particular role or responsibility you were looking for. How did you feel being the person who had to choose one and reject many?

10. Were you willing and able to understand the impact your decision had on those who were rejected? Did you supply reasons for rejecting things or people?

11. Explore how rejection is not about the quality or character of the individual, but about the ability to fill the role, take on the responsibility or address specific qualities needed for the position, relationship or duty.

12. Consider and discuss how you can set yourself up for rejection by not seeing a situation clearly enough.

13. Consider and discuss how people who are and have been rejected must explore their level of sensitivity when they are rejected, and how they can become less hurt by understanding more about their feelings.

**The goals and objectives below are meant to be a guide for individuals or groups working with the Fair Shake Reentry Packet; please adjust according to your group or individual needs.**

**Goals and Objectives:** The goals and objectives of this section are to provide insights and ideas that may help frustrated people understand themselves and other frustrated people, learn some tips to cope with feeling frustrated, and create options to relieve frustration. The learners will have an understanding why it is important to try to manage frustration.

**Possible discussion points:**

We have provided the following discussion points as a guide. Use them if you wish or create your own.

- Please share your thoughts about the text provided in the Reentry Packet by Scott Young.
- How do you see frustration? (Similarly? Differently?)
- What types of things frustrate you? Can you recognize them?
- Is frustration energy-draining? If so, how could this affect your transition? What happens to you when your energy stores are depleted?
- Why are frustrating problems more energy-consuming than normal tasks?
- Consider some frustrating situations. Do you have a personal strategy such as walking away? Imagining yourself sitting on the edge of a calm lake? Using meditation, breathing or yoga to lift yourself out of the situation for a moment to get perspective?

**Quotes:**

Quotes are Fire Starters. They are thought-provoking and effective for making a point or setting the stage for an open discussion. We suggest asking the group if they can provide a quote for dealing with frustration and discuss it.

**Example:**

*To conquer frustration, one must remain intensely focused on the outcome, not the obstacles.*  
- T.F. Hodge

### Handling Frustration Worksheet

An important key to handling frustration is identifying our triggers! Frustration can impact every facet of life and if it's not recognized or handled appropriately, it can have potentially dangerous results. When you start feeling like it's getting harder to breathe and the walls are getting a little closer, if possible, take a moment to calm yourself and reflect before continuing on your task.

Practice a brief moment of deep breathing. Sometimes taking a few deep breaths and releasing them slowly, while focusing on nothing...or a calming image...is enough to keep the frustration

## Handling Frustration Workshop Guide

from taking a turn toward anger. Can you see identify the trigger for your frustration? Your friends, children, spouses, family members and roommates can help you see your triggers! The table below is a tool to help you recognize your triggers and frustration levels.

**Directions:** Write down the frustrations you experience throughout the week in the appropriate box, according to the level of frustration and the day of the week. Think about how you handled the frustration and circle whether the outcome was effective or ineffective. We have provided an example to get you started. This will enable you to become proactive in creating effective ways to deal with your frustration.

	Minor Irritation	Irritating but Manageable	Extremely Irritating
Examples:	Someone scuffed my new shoes accidentally Effective / Ineffective	My neighbor was playing loud music while I studied Effective / Ineffective	Someone spoke to me in a disrespectful tone Effective / Ineffective
Monday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Tuesday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Wednesday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Thursday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Friday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Saturday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective
Sunday	Effective / Ineffective	Effective / Ineffective	Effective / Ineffective

The table will become a helpful tool for you to recognize your triggers. Once you see yourself more clearly, you may be able to tailor your responses to the outcomes you desire. The more honest and specific you are with yourself, the better your overall chances are of channeling that energy into something positive.

*A helpful excerpt by Eric Ravenscraft:*

### Use the ABCD Method to Deal with Frustration

Location: <http://lifehacker.com/use-the-abcd-method-to-deal-with-frustration-1695919429>

We get frustrated by a lot of things. Some make sense like our car breaking down. Others, less so, like everyday traffic. To deal with everyday frustrations like these, employ the ABCD method.

The problem with many of our frustrations is that we irrationally expect that totally normal things won't happen to *us*. The phone call we weren't expecting. The person in front of us at the checkout line who's writing a *check*. How dare they? The problem isn't really those other people. It's our expectations. You can adjust your expectation with what notable psychotherapist and researcher Albert Ellis calls the ABCD method. As tips blog Barking Up the Wrong Tree explains:

**A is Activating Event.** *Bumper-to-bumper traffic.*

**B is your beliefs.** Often they're irrational. *"This shouldn't happen to me."* Well, guess what? It is happening.

**C is emotional consequences of A and B.** You get angry, frustrated or depressed. You can't change A very often, but you can change B. And changing B will change C.

**D: Dispute your irrational thoughts and beliefs.** *"Wait a second. When did the universe guarantee me a trouble-free existence? It didn't. Traffic has happened before. It will happen again. And I will survive."* Look for the beliefs that hold the words "should", "ought" or "must." Don't 'should' on yourself! Try to replace irrational thoughts and fears with a calmer, more reasonable assessment that can shift your mood.

Not every problem you ever have is going to be something you can make disappear with a simple attitude adjustment. Losing your job or an unexpected medical expense is always gonna cause some stress. But you can save yourself some trouble by not already being worked up over the little things. The less you internalize the trivial problems that you can already expect, the more prepared you'll be to handle the big problems.

- What do you think of the chart, or the ABCD method, or of trying to get 'out of your head' for a moment?
- Have you tried any of these methods and if so, can you share your experience with the group?
- What kinds of feelings can be experienced when we are frustrated?
- Describe the meaning of: *Don't make a mountain out a mole hill*...and how it relates to this topic.

### Terrell's Frustration Story

Since my release to the halfway house, I've had problems getting my state Identification.

It started when I left the facility that I was released from without the original copy of my birth certificate, although I had had an original sent into the facility. *(Be sure to check your documents!)*

No problem, I figured; I'd just order another, so I ordered my birth certificate to be shipped overnight. 'Overnight' turned into over a week, so I called the office. I was told that I would have to wait until the end of the second week to 'give it more time'. *(More time for an overnight request?!)*

Not having the ID hindered me from starting my new job. Even though my employer insisted that they didn't need it, the halfway house required me to have it to get a job.

I felt stranded; lost in the Office of Vital Statistics. We called back and forth for three months and in the end I spent over \$200 to get my \$15 birth certificate.

I was finally able to go down to the DMV and get a non-driver ID. I was issued a temporary card that allowed me to start working. The card was good for three months.

I could finally start my routine, or so I thought.

Like the birth certificate, I was told that I'd have the official ID card in 14 business days. Nearly three months later, with my temporary ID about to expire, it was still not in my possession.

By this time I was in the process of beginning college. Fortunately, I was able use my veteran's ID card to get through the initial round of admissions, but they informed me that I would need the official state ID in order to take the admission exams.

I inquired about the ID to find out that it had been sent, but was sent back to the DMV. In order for me to have it in time for the exams I would have to spend another \$20 and hope that I'd get in time.

Just when I thought it was over, here I was again...with my plans to start college about to derail.

Though extremely frustrating, I realize that these experiences will to prepare me for other frustrations that are sure to come.

The little issue with ID didn't get the best of me, in fact, it prepared me to give my best. Friedrich Nietzsche said: *What does not kill me, makes me stronger*. Thanks to these experiences, and clear intentions for reentry success, I am getting stronger every day.

**The goals and objectives below are meant to serve as a guide for individuals or groups working with the Fair Shake Reentry Packet; please adjust as needed according to your group or individual needs.**

## **Goals and Objectives:**

The goals and objectives of this section are to provide motivational ideas and suggestions that will assist participants with their transition back into society. The participants will have a full understanding why it is necessary to be able to motivate themselves.

Ask students to define motivation. Write their responses on the board, then read the text from the Reentry Packet and combine the definitions into a single concept. After the group has agreed on a working definition of motivation, begin a discussion on the role of motivation. Be sure to clearly explain the difference between Intrinsic and Extrinsic motivation.

*From the Oxford University Press:*

### **INTRINSIC MOTIVATION**

*An incentive to do something that arises from factors within the individual, such as a need to feel useful or to seek self-actualization.*

### **EXTRINSIC MOTIVATION**

*An incentive to do something that arises from factors outside the individual, such as rewards or penalties. The promise of a bonus if one meets agreed performance targets is an obvious example of such motivation.*

## **Questions:**

What is your personal definition of motivation?

Is it feasible for a person to be both intrinsically and extrinsically motivated at the same time?

## **Select Discussion Points (the group should decide):**

**Discussion Points:** The following discussion points correlate with the Motivation Tips document in the Reentry Packet. We suggest reading Motivation Tips and then refer to the corresponding discussion point shared below or one that the group has agreed on.

1. Decision-making starts with seeing a situation clearly and knowing what you want. It gives you impetus and direction. Seeing the situation clearly gives you the perspective you need to determine where you are, plan where you want to go and figure out how you will get there. When you create your plan be meticulous, and be sure to include the hurdles because they will be there! Expect the unexpected. The more detailed your plans are, the greater the possibility of accomplishing your goals. Likelihood of success is motivating!



2. Effective people make plans, not excuses. Count on discouraging events; they will happen. See your hurdles...see paths through them and know you will be stronger and more capable after you get over them! Where one person may wish to give up their power by blaming others, fate, circumstances or even God, an effective person becomes more powerful and more capable because they learn from every challenge. When you're stuck, think of at least 3 ways you can get unstuck.
3. Procrastination is a slayer of dreams. What are you waiting for? The most effective way to overcome bad habits is to replace them with good ones. If you're not progressing towards your goals, you're either regressing or stagnant, which is counter-productive and leaves no room for success. Replace procrastination with action steps toward your goals.
4. Attempting to do too much at once can almost be the same as not doing anything at all; we can get frustrated and overwhelmed and end up doing our work poorly...which is demotivating. A task may seem overwhelming when viewed in its totality, however when it's broken into parts it becomes manageable, which relieves pressure and allows for a systematic approach to carrying out the task out completely.
5. For most people, creative and committed energy levels usually peak by early afternoon. Tackling the more undesirable tasks when your energy level is high makes them less difficult. As your energy level begins to decline later in the day you can pursue more pleasant activities that will re-energize you.
6. Self-discipline is one of the most important keys to success. Without it you will find yourself continuously straying from your path, making it more difficult to reach your intended destination. Self-discipline is among your most effective tools; learn to use it!
7. *The journey of a thousand miles begins with one step.* ~ Lao Tzu. People sometimes procrastinate on starting things because they feel overwhelmed before they begin. The fear of failure, and also the fear of success, are sneaky, self-defeating feelings that can destroy hopes and dreams. Good habits start with intentional repetition and at some point switch over to 'how you do things'. Let continuous progress toward your goals, no matter how small, become 'how you do things'.
8. Rewarding yourself is important. It's your acknowledgment of progress made, which inspires further progression. It's important, however, to keep things in perspective. Celebrate your accomplishments! And use that great feeling to take the next steps toward your ultimate goal.

9. The mind is constantly at work. If you do not maintain a balance of concerted effort with enjoyable stress-relieving activities, enthusiasm and motivation for the things you need to do can taper off. Be sure to add exercise, meditation, relaxation or book-reading time into your schedule so that you can maintain your enthusiasm and motivation where it is needed most.
10. Keeping your end goal in mind also keeps things in perspective. The most daunting task becomes a reasonable task - and may even be embraced - because it becomes the means to the end (success!) instead of appearing to be an end itself.
11. Share your goals with someone who will encourage you and hold you accountable. They can support you! They can ask how you're doing and show genuine interest. These are extrinsic and intrinsic motivators: we 'prove' to someone, and we also reflect and feel good about our accomplishments.
12. Taking an objective look at your habits will allow you to see where you may hold yourself back. By taking a big view, you can make adjustments and replace bad habits with good ones that may feel awkward at first, but become second-nature when done often.
13. Every successful person has had to endure something they didn't want to do or experience in order to reach a goal. Consider the challenges as building your character the way hard work and exercise build muscle and stamina!
14. Having a "To Do" list enables you to prioritize and systematically complete the small tasks that lead to the large goal. Seeing your progress is a reward that can motivate you to continue to down the list!

### Motivation Tips Worksheets

**We have taken one of the topics from the Motivation Tips portion of the reentry packet and developed comprehensible worksheets to serve as a guide. The group or individual may use the worksheet provided or develop their own.**

**Circle your answer to the following questions. Identify your answer as Intrinsic or Extrinsic. Can you identify the other possibilities as both Intrinsic and Extrinsic? Discuss. Add more ideas! (Then share them with us so we can share them with others!)**

1. Several people have invited you out to dinner. Which would you choose to go with?
  - a) The most fashionable or good-looking person
  - b) The most interesting person
  - c) The person that cares the most about you
  - d) The smartest person



2. Which feels better to you?
  - a) Helping someone because you will be rewarded
  - b) Helping someone because that person needs your help
  - c) Helping someone because you know you will enjoy feeling connected to them
  
3. What is more important to your decision-making?
  - a) How the decision will look to others
  - b) What the decision means to your life
  - c) If the decision meets your role requirements as a citizen, parent, employee, spouse, sibling, child, etc.
  
4. You have several job offers. Which would you choose?
  - a) The one that pays the most
  - b) The one that you really love doing, but pays less
  - c) The one that offers opportunities to move up or grow in both the organization and yourself
  - d) The one that has the most time off
  
5. In general what is more important to you?
  - a) Competition
  - b) Having fun
  - c) Feeling like you have power over your destiny.

**Participants should be given 15 minutes to answer the questions. The facilitator will then ask for volunteers to share at least one of their answers and openly discuss whether it is Intrinsic or Extrinsic or both.**



## Managing Anger Workshop Guide

**The goals and objectives below are meant to serve as a guide for individuals or groups working with the Fair Shake Reentry Packet; please adjust as needed according to your group or individual needs.**

**Goals and Objectives:** The goals and objectives of this section are to provide tips that will assist the participants with managing anger now and in the future. The participants will understand why it is beneficial to deal with anger effectively. Participants will learn multiple ways of dealing with anger including learning that feeling anger doesn't mean you have to demonstrate anger, and also how to deal with someone else's anger.

**Discussion:** You may use the paragraphs and questions below for discussion, but we encourage you to develop your own questions that correlate to the Managing Anger section of the Reentry Packet. This is to provoke personalized thoughts and experiences so that the material is as effective as possible for each participant.

### What is Anger?

Anger is a normal emotion with a wide range of intensity, from mild irritation, and frustration to rage. It is a reaction to a perceived threat to us, our loved ones, our property, our self-image, or some part of our identity. Anger is a warning bell that tells us that something is wrong.

### Anger has Three Components:

Sources: *Anger Research Consortium; American Psychological Association*

**Physical Reactions:** usually starting with a rush of adrenaline and responses such as an increased heart rate, blood pressure, and tightening muscles

**Cognitive Responses:** or how we perceive and think about what is making us angry. For example, we might think something that happened to us is wrong, unfair, and undeserved.

**Behavior:** or the way we express our anger. There is a wide range of behavior that signals anger. For instance, we may turn red, raise our voice, clam up, slam doors or stomp our feet when we walk away. We may also state that we are angry and why, ask for a time-out, request an apology, or ask for something to change.

Everyone experiences anger, and it can be healthy. It can motivate us to stand up for ourselves and correct injustices. When we manage anger well, it prompts us to make positive changes in our lives and in our world.

Mismanaged anger, on the other hand, is counter-productive and can be unhealthy. When anger is too intense; out of control, misdirected and overly aggressive, it can lead to poor decision making and problem solving, create problems in relationships at home, school and work, and can even affect your health.

When anger is out of control, it can cause you to make poor decisions. These decisions can create problems in all aspects of your life including driving. People may begin to feel fearful and anxious around you. Anger can cause high blood pressure, headaches and sleeping problems.

### **Anger is harmful when**

- You get angrier than the situation calls for.
- You stay angry after the situation is over and can't move on.
- You feel angry all the time or many times a day.
- You're not always sure why you're angry.
- You get angry with those very close to you for very little reason.
- You use physical or verbal aggression.
- You lose jobs, friends, or relationships because of your anger.
- You turn to drugs or alcohol to cope with your anger.

Despite the potential problems that not managing your anger can cause some anger can be beneficial. Because anger is such a strong emotion, it can be a motivating factor for change in your life - one of the best ways to manage anger is to channel what is making you angry into creating lasting, positive change. Consistent anger can also be a warning sign of a lack of job fulfillment or an unsatisfying relationship. By understanding what makes you angry you can work on managing anger to improve your life.

### **Discussion Questions:**

- How can anger be an effective emotion?
- How can unmanaged anger derail your journey towards positive re- entry?
- How would you normally react to someone flying off the handle?
- What is the best way to deal with someone else's anger?

### **Anger Triggers**

The situations that cause you to get angry are called triggers. These might include being ignored or failing at something new. Sometimes they are situations that remind you of painful situations from your past.

Your anger triggers are unique and based on your life experiences. If you can predict your anger triggers, you can be ready to react appropriately.

### **Recognizing Feelings Related to Anger**

Anger is not always just anger. You may react with anger when what you really feel is embarrassment, fear, or hurt. One reason you might react with anger is because you think being angry makes you look strong and showing those other feelings makes you look weak. Feeling angry may seem safe. It may just be a habit you've had for a long time.



## Managing Anger Workshop Guide

When your anger is triggered, pay attention to the other feelings that come up. If you can name the feelings underneath your anger, you can start to resolve them in a healthy way. Here are some feelings that can be caused by anger triggers.

Disrespect

Impatience

Sadness

Embarrassment

Frustration

Boredom

Shame

Hurt

Disappointment

Loneliness

Fear

Impatience

### Managing Anger Worksheet

There are no right or wrong answers this worksheet is a tool to help you better understand the ways you manage your anger.

1. Give an example of a time when your anger was unhealthy. What effects did it have?
2. Give an example of a time when your anger was healthy. What effects did it have?
3. Read a list of signs of harmful and helpful anger on the previous page. Are any of the signs true for you? Which ones?
4. Do you think you have a problem with anger? Explain why or why not
5. Write three of your personal anger triggers, then think about what feelings might be beneath your anger in each of those situations.
6. What are Sue's anger triggers? What are some effective ways to resolve her issues? Do you think her issues will come up in other situations? If so, when or where?

### Anger Cues

Another way to recognize anger is by paying attention to your body. Anger cues are physical signs that you are getting angry. It is important to recognize these physical signs before the anger get out of control. Then, you can pause and try to figure out what other emotions you are feeling underneath the anger.

## Managing Anger Workshop Guide

Once you are honest with yourself about your feelings, you can be honest with others. This is a healthy way to deal with anger. Anger cues can include the following:

Racing or pounding heart  
Clenched teeth  
Clenched fist  
Feeling hot  
Feeling cold  
Sweating  
Loud voice

Breathing faster and harder  
Red face  
Tensed muscles  
Trembling or shaking  
Upset stomach  
Dry mouth  
Lots of energy

Think about the last time you got angry. How did your body feel? Discuss.

### Dealing with Anger

Even though everyone experiences anger, the way people deal with anger are as different as we are. Lots of things affected how you learned to express anger. You learned how to respond to anger from your culture and the society you grew up in.

You also learned how to express anger from your family. If your parents yelled at you or at each other, you probably yell when you are angry at someone. If your family never talked about how they felt, you probably don't tell people when you are angry at them.

There are three main ways people deal with anger. As you read through the list, think about your past experiences and how your family and friends generally deal with anger.

**Expressing it.** Some people will express their anger verbally or physically. If their anger is uncontrolled, they may yell, throw a tantrum, destroy property, or physically hurt someone when they are angry. If they are in control of their anger, they communicate their anger and take action to solve the problem.

**Suppressing it.** Some people will hold in their anger or direct it themselves. While it's okay to suppress anger for a short period of time, people need to deal with their anger eventually. When people always suppress their anger, they can suffer from depression or health problems, such as high blood pressure. Some people may also try to escape their anger by turning to drugs and alcohol or, other self- destructive habits.

**Managing it.** Some people will take steps to manage their anger and calm themselves down. Deep breathing exercise and positive self-talk are a few ways people manage their anger and calm themselves. Once calm, people can express their anger in a controlled way.

**Finally,** in our society, we often see anger expressed with violence, which causes more violence. We see violence in movies, on television, and in video games. We hear about it in the lyrics of popular music. We witness violence in our communities.

Violence can ruin lives. Anger often causes violence, and violence causes more anger. To break the cycle of violence we must learn to deal with and express our anger in a controlled, assertive way. Discuss.