

# 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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# 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?**

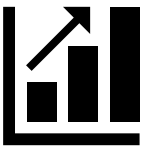
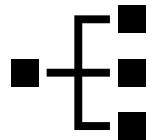
A business plan describes the strategy that the creators of an organization plan to follow as they build a new business...for instance, what steps will you take to start the business, and then what steps will you take to grow the business? The plan includes a description of the products or services that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



Your Name  
Milwaukee, WI  
Your email  
111-222-3333

**EXAMPLE of a  
Letter of Explanation**

Re: Letter of Explanation

Insert Date Here.

Dear Sir or Madam,

The things I value most are honesty, integrity and directness. Therefore, in anticipation of the criminal background check, you will find that in October of 2006 I was convicted of the offense of Armed Robbery - Use of Force. I served 24 months in prison for my crime. Upon release in 2008, I unfortunately, returned to the same negative influences and the same circle of negative associations and as a result, I re-offended in 2009. The charge was again, Armed Robbery this time as a Party to a Crime. I know that what I did was wrong. It was a result of poor decision making on my part and it hurt a lot of people. I've learned a great lesson and won't repeat those past mistakes.

While incarcerated, I completed my HSED through the Warren Young School. In addition, after a period of careful self-examination, I began working on ME. I successfully completed coursework in **Walking the Line - the Vow to Succeed Program, Cognitive Intervention Phases I and II, and Re-Entry bridge to Success programs**. I then continued my education, gaining **certifications in Telecommunications Technologies as a Network Cabling Specialist in Copper Based Systems**. Since my release I have done some full time work as laborer in a tannery and volunteered my time at my 11 year old son's school. However, I am looking forward to getting back to work full-time in the field of Telecommunications as an installer so I may further demonstrate the changes in my life and be a responsible member of society.

I can understand why you may be hesitant to hire someone with my background. However, I am eligible for **The Fidelity Bonding Program which can insure you for up to \$25,000** against any act of dishonesty on my part. Additionally, when you hire me, you will be eligible for **Work Opportunity Tax Credits to save you up to \$9,000 this year**. I will be happy to provide you more information about those programs during our interview. Lastly, I recently successfully completed the **Pipeline to Employment Training Program for Former Offenders** sponsored by the **State of Wisconsin Department of Workforce Development** and I can provide a letter of recommendation from them at your request.

I am eager to pursue this or other opportunities with your company because I am confident my skills and experiences will dovetail with the needs of your business.

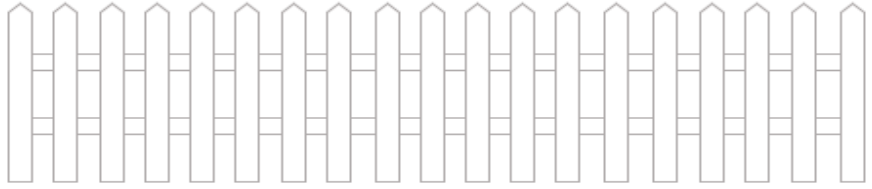
Thank you for your time and consideration.

Sincerely,

Your name here

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

# Boundaries



*I didn't set this boundary to offend you or to please you.*

*I set boundaries to manage the priorities and goals that I have set for my life. - Unknown*

If I can't say "no", then my "yes" has no meaning. – Peter Block

Boundaries define us. They define what is me and what is not me. – Dr. Henry Cloud

Good boundaries protect you; they protect and preserve your goals, your time, your health and your identity.

I explore this crucial topic here with the help of several guides, including The School of Life, Mark Manson and Dr. Henry Cloud, who have written careful and thoughtful articles that illuminate tricky aspects of boundary setting.

From The School of Life: *because most of us have not been educated in this byway of emotional maturity, (our) boundaries are either non-existent or else get thrown up in a jerky and destructive manner. It takes a little self-confidence and courage to be able to notice just how bad we may be at the art of boundary-laying. We may have spent a large chunk of our lives already in an essentially passive relationship to everyday infringements by people close to us. But we aren't a piece of helpless flotsam on the river of others' wishes; we have agency, direction and – as it were – a rudder. The price to pay for affection isn't compliance. We can prove loveable and worthy of respect and at the same time, utter a warm-sounding and definitive 'no'.*

Mark Manson reminds us: taking responsibility for your own actions and not blaming others are two of the pillars in *Nathaniel Branden's Six Pillars of Self Esteem*. People with high self-esteem have strong personal boundaries. And practicing strong personal boundaries is one way to build self-esteem.

Boundaries protect and preserve our time for thinking (or not thinking) and doing for ourselves. Time that we need to work toward our own unique goals, including meeting with new people, outside our usual circles!

We also need to create healthy boundaries around our learning, our growth and our change. Once we start to make changes in our lives, we will find that some people do not support our growth and will try to convince us to stop, or to once again do what we used to do when we did not have the knowledge we have now. They are afraid of change, but we can't let their fears hold us back. We can politely let them know we respect and understand them, but we are on our own path, and we hope they can respect and understand us, too.

Boundaries liberate you to continue to become your unique, authentic self! (We are always becoming...)

Let's clarify a few words and concepts before we continue:

**Autonomy** - Humans have a deep need for autonomy. From the Stanford Philosophy website, the definition of autonomy is: to govern oneself, to be directed by considerations, desires, conditions, and characteristics that are not simply imposed externally upon one, but are part of what can somehow *be considered one's authentic self*. (plato.stanford.edu) Our AGENCY is our ability to ACT on our decisions.

**Belonging** - Humans have deep need for belonging, too. To be a part of a group, a family, to feel we contribute; in other words: the feeling of being accepted and approved of by a group or by society as a whole, according to the American Psychological Association.

**Boundaries** - Our boundaries are shaped in the balance between our need for autonomy and our need for belonging. It is up to each one of us to determine where to draw our lines. We move the line as we learn new things, reflect on our values, make decisions and create goals. Dr. Henry Cloud and Dr. John Thompson share this description: Boundaries define us. They define what is me and what is not me. A boundary shows me where I end and someone else begins, leading me to a sense of ownership. Knowing what I am to own and take responsibility for gives me freedom.

Healthy personal boundaries (includes) taking responsibility for your own actions and emotions, while NOT taking responsibility for the actions or emotions of others. - Mark Manson

*Laying down a boundary involves informing those around us – colleagues, parents, children, lovers – of a set of reasonable things that we require to feel respected and happy.* - The School of Life

Your personal boundaries protect the inner core of your identity and your right to your choices.

– Gerard Manley Hopkins

## Boundaries and Our Health



Healthy boundaries increase our mental and physical health! Boundaries are determined by our core values. If you have not taken inventory of your values lately, there's no better time than now. It's good to check in on your values now and then because we're always changing, always becoming. As we change, our perspective changes and our values change. Reflecting on our changes, and then checking on our boundaries, helps us stay clear and consistent, even during our changes.

The Health Affiliates of Maine share this on their website: *Being consistent with implementing external and internal boundaries will increase your self-esteem, conserve emotional energy, and create more independence in your life. Once you've made your boundaries known in your life, it's natural for people to test them. We all have different values and boundaries and we all deserve to have them respected. What matters most to you? What are you unwilling to compromise on? Use meditation, prayer, journaling or time outside to allow for a space of self-awareness. These realizations may not all come immediately. That's okay—have patience and continue showing up for yourself.* (www.healthaffiliatesmaine.com)

- + Look to your core values
- + Follow your instincts
- + Be assertive and consistent
- + Learn to say “no”
- + Communicate clearly

"No" is a complete sentence.  
- Annie Lamott

Build your 'courage' muscle. Brush up on the "delicate art of graceful objection"!

### Unhealthy Boundaries

“When we have unhealthy boundaries, we end up feeling like we have to hold everyone else’s feelings but our own, and that leads to resentment, anger, anxiety, depression, and stress,” says Babita Spinelli. People find it empowering to make decisions for themselves and experience their feelings rather than being told how they should feel. (www.thehealthy.com)

Boundary Maintenance: Based on your core values, reassess your boundaries as you learn new things. Pay attention to your feelings and needs so you know when to protect and when to expand. How can we support others to explore their boundaries while maintaining our own?

From MindBodyGreen: "Boundaries are about honoring your needs, not about judging other people's wants. For example: I set boundaries around phone time because I get overstimulated by tech. This boundary is to decrease my stress level and not about avoiding others' phone calls."

Clearly communicate your boundaries! Unclear proclamations will ensure greater difficulty later on.

## Our Boundaries and Others



From Mark Manson: *A person with strong boundaries is not afraid of a temper tantrum, an argument or getting hurt. A person with weak boundaries is terrified of it. A person with strong boundaries understands that a healthy relationship is not controlling one another's emotions, but rather each partner supporting each other in their growth and path to self-actualization.*



*Sometimes you have to make sacrifices for the people you love. If you make a sacrifice for someone you care about, it needs to be because you want to, not because you feel obligated or because you fear the consequences of not doing it. Acts of affection are only valid if they're performed without expectations. It can be difficult for people to recognize whether they're doing something out of perceived obligation or out of voluntary sacrifice. Here's the litmus test: ask yourself, "If I stopped doing this, how would the relationship change?"*

People will tell you that they applaud your boundaries while they privately, or perhaps not-so-privately, hope that you will bend your boundaries in their favor. A little extra pressure, another chance to prove your devotion to them. But everyone is important. And it is important that you are able to recharge your own battery, so you can have good energy to share in the future, in an even more supportive way.

According to the School of Life: *three powerful anxieties bedevil the boundary-less person:*

- If I speak up, they will hate me.*
- If I speak up, I will become a target for retribution.*
- If I speak up, I will feel like a horrible person.*

## A Note on Co-Dependency

Mark Manson writes: *In codependent relationships "victims" and "savers" both get kind of an emotional high off one another. The victim creates problems not because there are real problems, but because they believe it will cause them to feel loved. The saver doesn't save the victim because they actually care about the problem, but because they believe if they fix the problem, they will feel loved. In both cases, the intentions are self-sabotaging.*

*If the saver really wanted to save the victim, the saver would say, "Look, you're blaming others for your own problems. Deal with them yourself."*

*The victim, if they really loved the saver, would say, "Look, this is my problem. Don't fix it for me."*

*For the victim, the hardest thing to do is to hold themselves accountable for their feelings and their life. They've spent their whole existence believing they must blame others in order to feel any intimacy or love; letting that go is terrifying.*

*For the saver, the hardest thing to do is to stop fixing other people's problems and trying to force them to be happy and satisfied. They've spent their whole lives only feeling valued and loved when they were fixing a problem or providing a use to someone; letting go of this need is terrifying to them as well.*

*People who blame others for their own emotions and actions do so because they believe that if they put the responsibility on those around them, they'll receive the love they've always wanted and needed. If they constantly paint themselves as a victim, eventually someone will come save them.*

*People who take the blame for other people's emotions and actions are always looking to save someone. They believe that if they can "fix" their partner, then they will receive the love and appreciation they've always wanted.*

Co-dependency can take other forms as well:

We find it in the relationships where each party holds something the other wants, and they use it for manipulation: sex, money, children, access, etc.

And we also find it in relationships where one person is the authority (the parent, the controller), and the other is subservient, or the follower. We see this not only in personal relationships, but also in cultures.

Erich Fromm describes this in *Escape From Freedom*: *Is there not also, perhaps, besides an innate desire for freedom, an instinctive wish for submission? If there is not, how can we account for the attraction which submission to a leader has for so many today? Is submission always to an overt authority, or is there also submission to internalized...anonymous authorities like public opinion?*

## Prepare for Challenges



Not everyone will appreciate your boundaries. Some will even insist that they get to plow right inside your boundaries to 'should' on you. I've seen it all aspects of my life: casual, personal and business. I tend to believe people 'should' on women more than men, but that's just my perspective...because I'm a woman! After figuring out my own unique approach to life and work, I find it very hard to not to be offended when other people want to tell me how to live according to their world view. (I share an example of this in "Sue's Anger Story" within the Managing Anger document found in this publication): Anger may be evoked as a response to a perceived provocation when



one's personal boundaries are violated; and anger may be utilized effectively by setting firm boundaries and avoiding unhealthy situations in the future. Power dynamics often add a complex level of difficulty to the situation.

**Problem:** When you show you are strong, capable, and operating with intent, people will want you to do even more for them, claiming they do not possess your abilities.

I know that my commitment to my boundaries demonstrates my dependability, tenacity and care so I get asked to manage things, run things, or follow up on things all the time. I'm grateful that others trust me. I get to help them build their own skills in those areas by politely saying 'no'. In asking me to do something, they say they cannot do that thing, so they want me to do it. I tell them "I had to learn to do it, too!" I am, first and foremost, an "Agent of Agency", so I must give them (back) the power they had hoped to give to me.

If you are thinking of starting your own business, clear, well-maintained boundaries is a must!

## **We Are All Teachers**



Teach others about healthy boundaries by enforcing yours. – Bryant McGill

We teach each other many things simply by doing them. We can teach our family and friends about boundaries. We can help them fortify their boundaries by demonstrating courage and strength as we define ours.

Wouldn't it be helpful today if we would have studied how our minds work when we were younger? Thankfully, it is never too late to reach out to the young people coming behind us. We can make sure they are not denied the education we all deserve: primarily the education about ourselves as individuals and as community members.

Do you want to help our youth make better decisions? There is no better way to teach than by showing: model boundary setting with courage and compassion. Where do we learn to build and maintain boundaries? Where do we learn to assess our values and build courage? School, television, and most adults will not model boundaries. We are encouraged to be acquiescent to authorities, professionals and experts.

"Very few of us were modeled the delicate art of "graceful objection" - School of Life

Children today deserve to learn how to protect themselves from predators of all kinds, including marketers. They need to learn how to say 'no', and how to recognize and avoid unhealthy situations and relationships. We can, and we must, show them how. Not by telling, but by doing.

Model courage! Model strength! And model the "graceful art" of saying "no".

Can you find one person, or a small group, to discuss the many challenges that arise from declaring and maintaining boundaries? Perhaps each person can research the topic, and then share what you find? Constructive learning increases our access to knowledge and widens our perspective, to ponder other viewpoints!

### **Primary References:**

Dr. Henry Cloud - Boundaries Guidance website

<https://www.boundaries.me/blog/how-freedom-and-responsibility-can-transform-a-relationship>

Dr. Henry Cloud – How to Set Boundaries (6 min video) <https://www.youtube.com/watch?v=zjcPkKHZRCg>

Dr. Henry Cloud and Dr. John Townsend - Define Boundaries

<https://www.cloudtownsend.com/what-do-you-mean-boundaries-by-dr-henry-cloud-and-dr-john-townsend/>

Mark Manson <https://markmanson.net/boundaries>

School of Life <https://www.theschooloflife.com/thebookoflife/learning-to-lay-down-boundaries/>



# 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 anticriminal 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 anticriminal 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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## 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.

## Motivation Tips

From the Fair Shake Ownership Manual:

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

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

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

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

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

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

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

### Motivation Tips:

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

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

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

## Find A Job

Finding employment is one of the top priorities of most people in society. Finding employment after incarceration is not only pivotal for reentry success, it can also be a requirement for parole or a halfway house.

It is important to find satisfaction in our jobs, but sometimes we must temper our wishes with our needs.

When we have to take a job that we are not excited about now, we can leverage the feelings of dissatisfaction to push us toward whatever it is that we need to do to find satisfaction. These things may include: submitting applications for jobs that we really want but may not be available now, or trying to work in an organization that has a similar philosophy to our own so we can move within the organization to a job that is more fulfilling, or perhaps we need to get the education required for certain positions, or maybe what we really want is to start our own business but need to work a 'day job' until our idea provides enough income for us to thrive.

Knowing there are many avenues to employment, Fair Shake offers several ways for you to engage within our website.

**Remember: most jobs get filled without ever being listed on a website!**

When searching for employment, remember to consider what it is you want to do. What type of business would you like to work in, and in which positions do you think you would dowell? What kind of jobs might you enjoy doing? Keep your eyes on the prize! Even if you must work in a job you don't care for now, remember that you are building character, patience, tolerance and REFERENCES. The image to the right is what our "Get A Job" page looks like today. This page, like all pages on the Fair Shake website, is constantly evolving. Please let us know what you think!


## Fair Shake Employment Pages

Find a Job

### Find a Job (or Start Your Own Business)

#### Job Search Engines

All search engines available online only


[job-applications.com](http://www.job-applications.com)


#1 Independent Online Job Application Website

We offer links to online application pages and printable job application forms from our comprehensive database. We feature information on 1,500 popular companies in major industries such as fast food, retail, grocery stores, hotels and restaurants. Each company listed has a page which includes company history, service offered and common job opportunities. <https://www.job-applications.com/>

#### Way Up

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

We feel strongly that opportunity belongs to all, and that an individual should never be limited by their economic status, race, sexual orientation, gender, who you know, where you went to school, or where you're from.



#### glassdoor


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

Glassdoor is one of the fastest growing jobs and recruiting sites. It holds a growing database of millions of company reviews, CEO approval ratings, salary reports, interview reviews and questions, benefits reviews, office photos and more. No other site allows you to see which employers are hiring, what it's really like to work or interview there according to employees, and how much you could earn.

#### Jobs for Felons Hub

<http://jobsforfelonshub.com/>


A resource website created by a few folks who have personally watched their loved ones struggle to get a job due to having a felony. They share their free reentry employment guide here. Check out their website or their Facebook page for more information! <http://jobsforfelonshub.com/start-here/> or Facebook: <https://www.facebook.com/jobsforfelonshub>



#### Successful Release


We have personally contacted each company for information regarding jobs for felons. <https://successfulrelease.com/jobs-for-felons/>

Guide to Finding a Job Through Networking <https://successfulrelease.com/who-hires-felons-where-to-network-to-find-jobs-for-felons/>



#### Formerly Incarcerated College Graduate Network

<https://www.ficgn.org/job-leads> Discover career-related jobs that welcome formerly incarcerated applicants and see the value in your lived experience.




#### Jobline

Toll-Free Number: 1-800-414-6748 If you are looking for employment, Jobline is a free public service available on the telephone 24 hours a day, 7 days a week. New jobs are listed on the system each day, and jobs that are filled are removed. All that is required is a touch-tone telephone to establish your personalized job-search profile. The system is designed for you to use each day during your job search.

#### USA Jobs

An official website of the United States government <https://www.usajobs.gov/>



O\*Net  
Occupation Search! <https://www.onetonline.org>


All of these websites have thousands of jobs available at different employability levels:

Indeed.com Simplyhired.com Monster.com Linkedup.com

#### Non-profit Job Search Engines:

##### Idealist

[www.idealst.org](http://www.idealst.org) Jobs, Internships and Volunteer Opportunities (that can sometimes turn in to jobs...)



##### Jobs That Help


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

WISCONSIN JOB SEEKERS! Looking for a meaningful career that makes a positive difference in your community? Whether you are an experienced professional or an enthusiastic newcomer, you have come to the right place!

##### Encore


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

Jobs for people 50+ yrs of age



##### Philanthropy News Digest

Philanthropy News Digest: all levels of non-profit jobs.




<http://philanthropynewsdigest.org/jobs>

##### GIGS: Single or multiple day opportunities

For an interesting temp option, you can check out the Craigslist in your area under 'Gigs'. You'll find opportunities that include moving furniture, doing yard work for a few hours, car dismantling, CDL temporary jobs, staff for weekend events, handyman, cleaning, carpentry, welding, electrical, plumbing, painting, brand ambassadors (reps) and much more. Many of these gigs have opportunities that can turn into jobs.

Keep the author's intent in mind when searching on Craig's list. Beware that some listings are quite sketchy...

<https://newyork.craigslist.org/>



##### Start Your Own Business

It's not easy, but for the creative, courageous and tenacious, it's often the right thing to do. Here are a few documents to help you get started.

From the Small Business Administration  
Business Plan Template

#### Gary's Job Board: Truck Drivers wanted!

Gary can find you a better truck driving job, with or without a CDL.

Website: <http://www.garysjobboard.com/>

More information about trucking / driving jobs:  
<https://www.fairshake.net/employment-trucking-driving-jobs/>


#### Prepare For Work!

[www.fairshake.net/prepare-for-work/](http://www.fairshake.net/prepare-for-work/)

- Resume Writing Ideas
- Letter of Explanation
- Prepare For Your Interview
- ... and much more!

#### Employer Support

Give employers tools and information to help them hire you.



Share this document with your potential employers to help them hire you.


#### Bonding, WOTC, and EEOC fliers

- You are bondable
- Federal Bonding Flier
- Work Opportunity Tax Credit Flier
- Equal Employment Opportunity Commission: Background Checks
- More on Background Checks: What Applicants Need to Know
- Formerly Incarcerated Individuals' Job Restrictions (US and Wisconsin) Created by the WI-DDC

#### US Department of Labor CareerOneStop

Formerly Incarcerated Reemployment

<http://www.careeronestop.org/ExOffender/index.aspx>



Watch The Video!

1-877-348-0502 TTY: 1-877-348-0501

Career OneStop Locations:

Alabama Louisiana Ohio



## Prepare For Work

There are many ways to approach employment. Some people 'know somebody', sometimes we get lucky and meet our new boss or coworkers where we volunteer or through a recreational activity...but most of us will write resumes, find available jobs online or through an employment agency, fill out applications and then endure one or many job interviews.

Thanks to the generosity of several resume' writing professionals and job readiness coaches, we've assembled what we've found to support you as you build your resume', your interview skills, and your confidence!


While the information here addresses several of the concerns of job seekers, we want to encourage you to also consider topics from the "Free School" section of this book, the website or the software, to support you through the inevitable challenges that will occur as you create desirable outcomes.

Please remember: many employers want to hear more about how you built yourself up while you were incarcerated than they do about your past. Keep the conversation positive!

They want to know that you care. That you will be a good listener and team member, if you can embrace the company culture, learn, follow through and get things done. They want to know that you are interested and motivated.

### Prepare for Work

Everyone prepares for work in a different way. Fair Shake offers many tools for you to use in the way that you choose to prepare for temporary jobs or long-term careers.



**O\*Net**  
Occupation Search! <https://www.onetonline.org>

#### The Resume Writing Academy

[www.resumewritingacademy.com](http://www.resumewritingacademy.com)

**Resume Writing** This document generously shared with Fair Shake by The Resume Writing Academy thanks to: Wendy Enelow, MRW, CCM, CPRW, JCTC and Louise Kursmark, MRW, CCM, CPRW, JCTC

- Resume Examples
- Top Tips & Techniques for Writing Best-in-Class Resumes
- Free 78-minute resume writing audio webcast with printable handouts.
- Best Resumes and Letters for Ex-Offenders

A resume guide that addresses special employment issues facing ex-offenders.

**Raw Resume**

<http://www.rawresume.com/write-resume-definitive-guide>

**How to Write a Great Resume: The Definitive Guide** This guide will take you from start to finish through all the aspects of a great resume and help you transform your current one into an interview-winning resume. Written for beginner and intermediate job seekers. Print or read The Complete Guide to A Winning Resume - Cheat Sheet to get started. Here I am - Resume Writing That Gets Noticed. The Complete Guide to a Winning Resume Cheat-Sheet

Discussing Your History in the Interview

- Discussing Criminal History in the Interview

#### Other Employment Support

**Jails to Jobs**

[http://www.jailstojobs.org/html/help\\_with\\_new\\_entry.html](http://www.jailstojobs.org/html/help_with_new_entry.html)

Jails to Jobs is an organization that gives ex-offenders the tools they need to find employment. On this website you'll find a step-by-step plan to follow as you carry out your job search.

**Livecareer.com**

Livecareer.com offers great tools and resources for exploring careers, whether you're searching for a new job or considering a career change. - See more at:

<https://www.livecareer.com/quintessential/career-exploration>

**how2become.com**

How2become.com offers a resource guide that provides detailed insight into how to answer certain questions, body language and more.

<https://www.how2become.com/resources/interview-skills/>

#### Fair Shake Employment Documents

Available Offline and Online

- Employment Tips
- Resume Guide
- Interview Tips
- Interview Questions for You to Ask
- Sample Interview Questions
- Computer and Internet Tips
- Letter of Explanation
- Functional Resume Example
- Accomplishments and Skills Worksheet
- Employer Support
- Resume Examples
- Favorite Verbs for Your Resume
- Sample Employment Application
- Cover Letter | Thank You Letter
- Self Employment

**Employer Support!**

Share this document with your potential employers to help them hire you.

#### Bonding, WOTC, and EEOC fliers

- You are bondable | Federal Bonding Flier
- Work Opportunity Tax Credit Flier
- Equal Employment Opportunity Commission: Background Checks
- More on Background Checks: What Applicants Need to Know
- Formerly Incarcerated Individuals' Job Restrictions (US and Wisconsin) Created by the WI-DOG

#### Start Your Own Business

It's not easy, but for the creative, courageous and tenacious, it's often the right thing to do. Here are a few documents to help you get started.

- From the Small Business Administration
- Small Business Administration: Start A Business!
- From the Consumer Information Center: Planning and Goal Setting for A Small Business
- Minding Your Own Business
- How to Write a Business Plan
- From the Fair Shake Reentry Packet
- Self Employment

#### US Department of Labor Career Onestop

**Formerly Incarcerated Reemployment**

<http://www.careeronestop.org/ExOffender/index.aspx>

**careeronestop**

Watch The Video!

1-877-348-0502 TTY: 1-877-348-0501

**Career Onestop - Locations:**

Alabama	Louisiana	Ohio
Alaska	Maine	Oklahoma
Arizona	Maryland	Oregon
Arkansas	Massachusetts	Pennsylvania
California	Michigan	Rhode Island
Colorado	Minnesota	South Carolina
Connecticut	Mississippi	South Dakota
Delaware	Missouri	Tennessee
Florida	Montana	Texas
Georgia	Nevada	Vermont
Hawaii	New Hampshire	Virginia
Idaho	New Jersey	Washington
Illinois	New Mexico	West Virginia
Indiana	New York	Wisconsin
Iowa	North Carolina	Wyoming
Kansas	North Dakota	
Kentucky		

**Career Onestop**

Put together a successful job search with resources on resumes, interviewing, networking and finding job openings.

<https://www.careeronestop.org/JobSearch/job-search.aspx>

Everything in this section available Online Only

- America's Service Locator** connects individuals to employment and training opportunities available at local American Job Centers. [www.ServiceLocator.org](http://www.ServiceLocator.org)
- America's Career InfoNet** occupation and industry information, salary data and career exploration assistance. [www.CareerInfoNet.org](http://www.CareerInfoNet.org)
- mySkills myFuture** helps career changers find new occupations to explore. [www.mySkillsmyFuture.org](http://www.mySkillsmyFuture.org)
- Veterans ReEmployment** is a one-stop website for employment, training, and financial help after military service. [www.CareerOneStop.org/ReEmployment/Veterans](http://www.CareerOneStop.org/ReEmployment/Veterans)

#### About The Fair Shake Personal Web Page

**Personal Web Page Example**

- Members differentiate themselves from other applicants!
- Members share information easily. No need to carry documents; they are stored in their account.
- Shows dedication to reentry success and provides a place to demonstrate interest in taking a proactive approach by sharing skills, character traits, and intentions.
- Employers and property managers can get to know members comfortably, reducing likelihood of auto-dismissal based on felony history.
- Fair Shake Member Card provides member information, url and password to the member's page.
- Member Web Page password is changeable! Access only given to current password holders.
- Fair Shake can verify references, even for volunteer work. Check out our example Personal Web Page | Personal Web Page Flyer | Fair Shake Brochure

Also available to Fair Shake members is a free email account, data storage and tutorials to learn to use electronic tools.

#### National Resources and Information

Advice from a Senior U.S. Probation Officer Workforce Development Coordinator

<http://community.ncdo.gov/forums/p/46711/85165>

- Federal Bureau of Prisons Employment Information Handbook
- Background Checks - EEOC

**Veterans Employment Assistance: The Transition Assistance Program (TAP)** was established to meet the needs of veterans during their period of transition into civilian life by offering job-search assistance and related services. The guide books below were created specifically to support you by applying

# 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*



## **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:

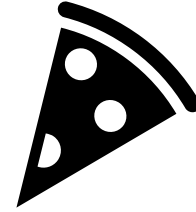
- Even when those conditions involve unfair assumptions prejudices and customs. If similarity breeds liking, then dissimilarity can breed disdain.
- Find commonalities! Social distance can make it easier to treat members of an 'out-group' with contempt.

**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.

# INFLUENCE



Mmmmm...I can almost taste the steamy, hot pizza slice on the television screen. I know that what I see is just an image, but my mouth still waters. My mind and body have been influenced by advertising which, hopefully, will be short-lived.

Throughout our lives, and often unconsciously, we are influenced. Events, experiences and ideas can change our life without our permission (especially throughout our early years!). As we get older, we start to learn that we have some power to decide how things influence us. We still mostly react to what comes at us from friends, family, co-workers, other people in the world, movies, advertising, television, social media, weather, animals, history, our projections (including fear, expectations and overconfidence) and much, much more...but by our teens we learn that we can call BS on something we don't think is right.

We influence others, too, of course: we smile, we say a kind word or a cruel word, we try to convince others to see our point of view.

Popular culture encourages us to believe we are easily influenced. We are pummeled with TV advertisements telling us to 'ask our doctor' to give us drugs...but then the newscasters tell us that the Sackler family is responsible for our addiction. What no one says is that we can say 'no' to the whole game. You won't see an ad or a news story telling you that you don't need to buy one product or service to share your unique and awesome power and gifts with the world!

We are persuadable, certainly, but we can push back on at least some of what we don't like. We can be stubborn and immovable when we feel it's important. We can learn to include our intentions in our response, reducing the likelihood that these powerful attempts to influence us will distract us from our goals.

In our early years we were not able to choose the impact of the influencers. We were shaped by them. In our early teens, we were told that our choices were limited and we should just comply with the status quo: to believe authorities and experts know what's best.

But we're fickle. We may hear, we may comply, and play the part, but many of us today find ways to be our authentic selves. Sometimes we are accepted for being different, but often we are encouraged to fit into a group. Our boundaries are useful here; we can be open to ideas – even when they are delivered by a powerful persuader, but then we can stop...and think! We can 'hear them' and then – if we wish – we can defend our perspective, our ideas, our choices.

Influencers only have the power that we give them.

"Between stimulus and response there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom."

- Viktor Frankl

"No one can make you feel inferior without your consent."

- Eleanor Roosevelt

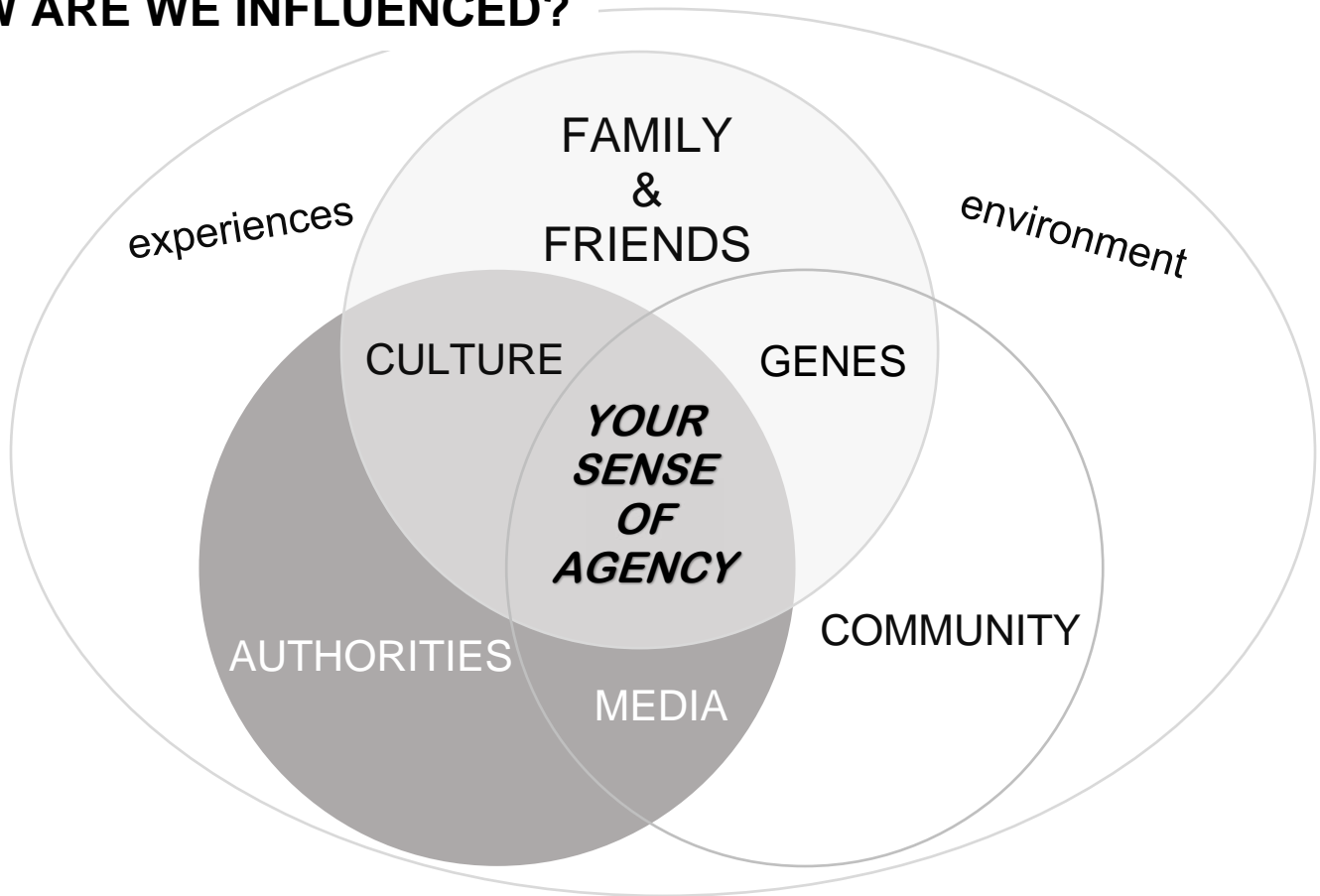
## Shortcuts to Remember Cialdini's Principles of Influence (formerly 6, now 7!)

1. **Reciprocity:** We feel obligated to return favors. For instance, if a sales person gives us something, we are more likely to say 'yes' to them.
2. **Scarcity:** We value things more if they seem scarce: this includes objects, information, food and opportunities.
3. **Authority:** We believe what experts say (the experts that we believe are 'trustworthy and credible').
4. **Commitment & Consistency:** People want to be consistent with what we've said or done in public.  
We are most likely to do what is consistent with what we've done in the past.
5. **Social Proof:** We trust the power of the crowd and like to be associated with popular things.
6. **Likability:** We like those who are like us. We say yes to people that we like by how they act or how they look.  
We are also more likely to say yes to people when we have things in common with them, receive complements from them, or share a cooperative endeavor with them.
7. **Unity:** What people have in common. "Inclusion fitness." Increased oneness and shared aspects of identity which reduces 'otherness' (Sue: one way to interpret our ubuntu nature ~ : )

Based on Robert Cialdini's **Influence: The Psychology of Persuasion - New and Expanded** (2021)

For more information on this topic, see Resisting Influence on page **xx**.

# HOW ARE WE INFLUENCED?



## YOUR SENSE OF AGENCY and FEELINGS OF SELF-EFFICACY

Your belief in your ability to control your destiny. This includes creating and maintaining clear boundaries.

**FAMILY & FRIENDS:** Love and acceptance are influential. Alongside these important feelings, we may also feel a great deal of pressure to conform to the group, including traditions.

**CULTURE:** What society accepts as 'normal', status, roles: examples can include parenthood, age, physical abilities, gender, race, religion, character, employment, etc., and stuff: money, bling, cars, clothes, et al.

**GENES:** Clearly they influence us, but how much? And can we still write a new script for ourselves?

**AUTHORITIES:** Can include family and friends, teachers/classroom settings, employers, legal agents (lawyers, police, judges, elected and appointed politicians), and – recently – entertainers can fall into this category!

**MEDIA:** All forms of video: movies, news, commercials, games, All forms of audio: music, podcasts, advertising, talk radio, All forms of print: newspapers, magazines, books, ads and All social media.

**COMMUNITY:** Norms, language, 'word of mouth' information sharing, power of the group.

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

1. Let go of illusions of 'personal invulnerability'.
2. Engage in life and think critically!
3. Be aware of Cialdini's principles. Look for attempts to persuade you.
4. Be okay with saying: 'I was wrong' and 'I've changed my mind.'

5. Separate your ego from your actions; laugh at yourself each day.
6. Be aware of wanting simple answers or short cuts!
7. Develop and learn to understand the vague feelings called intuition.
8. Play devil's advocate!

9. Think hard.
10. Reflect on when, where and why we have rules.
11. Insist on a second opinion
12. Consider possible situational forces before judging behavior as 'character'.

## 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/>



# "Champion of Change" Sue Kastensen is On a Mission to Help People Succeed After Release

by [JD MacBean](#) | May 2, 2021 | [Life After Prison](#)

<https://livedreamblog.org/2021/05/02/champion-of-change-sue-kastensen-is-on-a-mission-to-help-offenders-succeed-after-release/>



**LtD: Sue, first thank-you for taking the time to speak to us at the Livin' the Dream Prison Blog and thank-you for Fair Shake. I want to start by asking you to explain your personal journey and what you learned from it?**

At 57, my personal journey is long, and I am mid-stream in my learning! A few characteristics stand out, however, and also a few events:

- I never stopped asking why...or why not
- I have never allowed myself to be limited by what someone else said.
- Thanks to Billie Jean King, I knew I could be whatever I wanted to be.

A few major events:

\* I was kicked out of my parent's home at age 12. For the next 5 years I was deemed an 'uncontrollable child' and sent to group homes, foster homes, jails, and a reform school 200 miles from home. Ran away a lot. On Christmas eve, 1979 (age 16), I hitchhiked to a hospital in GA, bent over in pain, to get appendix removed.

\* In my small WI town of 2000, I built a popular, national hemp-based personal care company in 1993. In 1999, an employee asked if I'd hire her friend who was coming back from prison soon. I did...and the seed was planted for Fair Shake.

\* In 2005, I sold that business, received my bachelor's degree (age 42) in 2007, and started Fair Shake in 2009. In 2016, I was recognized by the Obama White House as a Champion of Change and in 2019 I received a Master's in Education. Next, I plan to add a Free School to Fair Shake.

**LtD: Where did the idea for Fair Shake come from and what were**

**your first steps to creating Fair Shake?**

I decided on that name because I kept hearing that all people wanted was a fair shake. As a kid who had spent several formative years 'in the system', I knew what that meant and how that felt. That was all I wanted, too.

I also knew that to get a fair shake people would need a way to differentiate themselves from the media portrayal of a person who has committed a crime. The only way to do that is to demonstrate volition, skills, intention, commitment and one's unique characteristics. But first, people had to find the things they need to exist! So, first I created a huge national [Resource Directory](#), next I built the stakeholder pages, and the last, but not least-important, came the page that holds the [Choose Your Perspective](#) documents.

**LtD: What are the features of the Fair Shake website and software? How does each help the Returning Citizen?**

Fair Shake is like a huge reentry Do-It-Yourself building center. I've pulled together resources, information, tutorials and lots of links to offer to people to use in the way that makes sense to them. Everyone's successful reentry project is different, so – like a hardware store – there is a lot of diverse information!

The website and software are identical, except – of course – that the software is offline, meaning it functions without the internet. There are several benefits to using the software prior to release:

\* The individual can learn to find things in the website. Fair Shake is huge! They can explore the 'website' on their own time and in their own way. Then,

when the person gains access to the internet, they will know where to go to click on links to the resources and information that is most relevant to them.

\* Some people have never used a computer or the internet, or maybe they have just been away from them for a long time. Learning how to navigate the website through our simulation will be beneficial to navigating all websites...without pop-ups, advertisements or other 'shiny' distractions. Also, we created a tutorial for learners to gain computer and internet knowledge regardless of their previous experience; one which does not require them to start at the beginning unless they want to. We offer email tutorials, as well.

\* Progressive institutions can send people home with their digital property! Documents, spreadsheets and images can be uploaded into a personal account which can then be accessed online after release. Resume's, reflections and other writings can then be accessed from any computer!

**LtD: Fair Shake must be a ton of work. How do you keep it going, and more importantly, how do you fund it?**

It is a ton of work. I don't understand why large organizations with many staff members don't accomplish more, when I am doing all this by myself. But then again, I don't waste time at the water cooler, or arguing with people about the best way to do things...

Fair Shake is 100% community supported, funded only by donors who believe that what I've pulled together, to freely share, has value. Most of Fair

Shake's donors are incarcerated, where they earn around 13 cents per hour. Since the donations have yet to start really rolling in, Fair Shake's HQ is in my home.

**LtD: Lets discuss re-entry more broadly. You've called mass incarceration a "Wicked Problem", a term coined by Horst Rittel. First, tell our readers what a "Wicked Problem" is and then please explain why re-entry is a wicked problem.**

The way I used the term, it means that a problem has many dimensions, it is complex to solve, it contains many moving parts, and relies on a large number of stakeholders who do not work in concert.

A proper response to this question would require a book-length examination, but I will offer a few examples of the dimensions of the problem:

Television pretends to inform us but it mostly just numbs us, conditions us, and leaves us feeling overwhelmed and unable to think deeply about crime, justice, or the power and responsibility of citizens in a democracy.

Schools crush our full humanity (which includes others; not just ourselves). It conditions us to only care about ourselves and our individual goals; it also embeds the idea that we must see others as competitors for jobs, and that jobs provide the key to a life worth living. I believe this is at the root of our crisis of care today.

The 'justice system' is focused on 'othering' people based on the idea that the incarcerated possess "criminogenic needs", which are different from the deep human needs we all share. They 'manage' people through behaviorism instead of personal development. By failing to offer people resources and personal development information before release (job training is grossly insufficient for human development), they guarantee that many people will come back. We can see ample evidence for their "evidence-based" approach in the 83% recidivism rate\*.

We've been lulled into thinking that government grants and philanthropy

have 'got this' so we don't need to think or take action. But we've been hearing that same story for so very many years...

This is just the tip of what I see of the "wicked problem" iceberg. There are many more dimensions to explore.

**LtD: In your experience, what is the biggest hurdle men and women face as they leave prison? Are their unique challenges for each gender? How does Fair Shake help?**

The biggest problem that I see is that prisons do not offer the incarcerated the skills that we all need to face the world each day: confidence about the gifts that we have to offer to our communities and to employers, critical thinking and problem-solving skills, the ability to use a computer efficiently and wisely to find information without getting pulled into the vortex of distraction, and a deep understanding of our needs - and the way we satisfy them - to foster both autonomy and interdependence.

Limiting stories create a huge hurdle. We know that stories can bolster us and help us feel confident, but they can also be used to justify fear, self-doubt and inaction. For example, even though I constantly share stories about employment opportunities all around the country, and employers who are looking toward prisons to find their future employees, I must constantly address the old claims that employers won't hire people who have been released from prison.

I believe there are far fewer employers in that category today. Employers want references, however, so a person may have to work in a setting that is not their ideal position until they can demonstrate that they are tenacious, convivial, caring and dependable. People can move to a more desirable position once they have a reference for 6 – 12 months of work.

Since I'm a kid from the system, and a female and a mother, I can see that women have an extra-tough hurdle to surmount to fully engage their powerful self-determination. I'm shocked and saddened that we have slid back from the liberation that was growing from the 60's to the early 80's. Media in every form wants to convince us that

we must focus first on how attractive we are; and second, our duty to others (children, men, elders). Very rarely are we provided with images or support for being agents of our destiny and success. In prison, for instance, we are mainly offered employment training opportunities for the occupations that women have traditionally held for the past 100 years, rather than giving us the opportunity to earn much higher wages in occupations such as construction, welding, or coding.

**LtD: Many of the resources provided by Fair Shake appear to address Re-entry as a process. For example, you recommend re-reading the Working Through Depression information a few weeks after release and the Educate Yourself! resources six-months later. Is re-entry a process? Does thinking of it this way help Returning Citizens succeed?**

I've been fortunate to stay in touch with quite a few people after release. Most, if not all, have said that it was much different than they expected, and that they were over-confident (a bias that afflicts most of us!) about their ability to address gnawing issues. Even after a year or two of relative freedom, they were still learning about themselves and their true needs and goals.

This is true for all of us. When we move to a different state or city, we are often unable to anticipate the psychological and emotional challenges that will face as we settle in to the new environment. The challenges are exponentially exacerbated for the person coming from an environment of such complete deprivation to one with an overload of information, misinformation, fake information...and overwhelming possibility.

One of my new friends, who was released from prison just over 2 years ago, shared his "process" in the most recent edition of the Fair Shake [newsletter](#) (sent to 3500+ incarcerated subscribers each month). He felt it was important to reach back and remind the readers to take care of themselves, or they would be faced with challenges they have not prepared for.

**LtD: The information you provide in the Fair Shake Reentry Packet is very comprehensive and extensive in many different categories - including tips on watching TV, for example! Why are these topics so important for Returning Citizens to understand?**

Where can we learn to watch TV defensively? It has such a huge influence on society, yet we are most often passive recipients of its pervasive and controlling messaging. Anxiety and depression are increasing! We can refuse to see ourselves as inadequate. We can question the media with its constant promotion of drugs, fear mongering and consumerism.

Besides critically thinking about the impact television has on us, what school teaches about all of the other influences that have shaped us - and the status quo? Where do we turn to foster self-determination in ourselves and our youth? Why are we taught to turn to authority for answers, rather than how construct knowledge with others? Who helps us to bravely set boundaries, or consider the biases that play havoc with our thinking?

I feel it is my duty to not only offer physical resources but also emotional and psychological resources! We have a right to ask questions, to reflect, and to think for ourselves. These documents form the foundation of the Free School I'm building: a free and open study center where people can explore the education that we were denied in our formative years.

**LtD: Proponents of the term "Prison Industrial Complex" see the system as one that intentionally sets Returning Citizens up to fail in order to maintain a revolving door of imprisonment. What is your opinion on this? Are felons set-up to fail? Why or why not?**

We are all set up to fail each other, starting with public school. Since we are starved of the opportunity to learn about ourselves as persons in the world, we are stripped of fundamental inclinations toward care, creativity, cooperation and critical thinking. The result is that we fail to care about one another - which is against our nature.

Many of my other responses provide examples of how prisons fail to prepare people for release.

I want to remind readers here to keep their scope very wide: the prison industrial complex does not stand alone. It is as pernicious and pervasive - and deeply connected to - the medical industrial complex, the education industrial complex, the military industrial complex (Eisenhower coined this term in 1961) and even the charitable industrial complex, which has been created to give us the illusion that society's shortcomings are being tended to by caring souls; rather than "foundations" and grants that may be bent on making sure things stay the same.

These writings will help you see the controlling power behind philanthropic funding and government grants: [The Revolution Will Not Be Funded](#) written by INCITE!, [Winners Take All](#) by Anand Giridharadas, and Peter Buffet's article [The Charitable Industrial Complex](#). Philanthropists, and the science that supports their perspective, circumnavigate democracy, create a comforting illusion, and continue to generate "solutions" that perpetually fail to solve problems.

I don't want to disparage non-profits! Many, like Fair Shake, are committed to a mission to reduce suffering and improve lives.

The industrial complexes, however, are about control: control of the people, control of the economy, and control of the future.

**LtD: What industries or companies seem more open or willing to hire felons in your observation?**

I believe the field of employment is wide open. Many of the newsletter readers are interested in trucking, entrepreneurship and building maintenance. I learned that more than a few thought they would like to share their gifts in the non-profit sector. I think this is a great idea, so I added a non-profit employment search engine link to the Fair Shake [Find A Job](#) page.

One of the most interesting aspects of Fair Shake is that it can be responsive to the interests of those who are preparing for release and those who

have made the transition. Real-time data!

**LtD: What should current prisoners do, right now, to prepare for release and success upon re-entry?**

Learn to recognize the conditioning that we've all been subjected to throughout our lives and decide, with intention, which beliefs are still serving you, and which ones you can let go.

In addition to your regular studies and job training and preparation, consider perusing user-friendly books on functional philosophy, psychology, sociology, citizenship and physical and mental wellness.

If you are interested in higher education, start your studies now! You can test out of many courses for just \$90 by utilizing the [CLEP](#) test, and you will likely even qualify to get your [Freshman Year Free](#).

Finally, read while you can, because taking the time to read a book will become very difficult once you get busy ~

**LtD: Do prisons provide appropriate rehabilitative programs and/or job skill training for inmates?**

It is impossible to answer a question about "appropriate rehabilitative programs" with a yes or no response since we have nearly 2000 prisons in the US and they function like independent communities.

I believe all institutions offer some sort of job skill training that can be considered appropriate, but I would doubt they are universally adequate.

**LtD: What could prisons do better? Or, put differently, how should prisons help prepare inmates for our current economy?**

I hope you don't mind if I skip this question. I've written, and scratched and rewritten responses and I have so many problems with 'the current economy', which I believe is in the process of pivoting anyway, that I don't think I could provide a response that is anything but confusing. (side note: I was deeply involved in Fair Trade for a decade, so my view of 'the economy' includes high regard for the workers

and deep thinking about extraction and externalizing costs...including pollution, toxins, etc.)

**LtD: Has COVID affected the employment opportunities for Returning Citizens over the last 14-months?**

Yes. It has been more difficult to get documents, in-person training and hands-on support, but - from what I've heard - jobs have been relatively easy to obtain.

**LtD: You believe in, and promote, the concept of Ubuntu. Please define that concept for us and explain how and why you've adopted it in your life.**

Desmond Tutu sums it up so well when he says "the solitary individual is a contradiction in terms".

Ubuntu, roughly translated, means: I am who I am because of who we all are. We learned how to be a person through other persons, and the culture and the environment in which we have lived. We are interdependent, and authenticity is of paramount importance because, as Desmond Tutu also says "I need you to be all that you can be, so that I can be all that I can be."

One of our deep human needs is belonging. We have a powerful, innate desire to give to our community, and we have many gifts to give! But we are taught to focus on our needs, and to address our problems as individuals, rather than within a community.

I learned about Ubuntu because I was frustrated (and still am!) by how we are controlled by Microsoft, et al. My son told me to try the Ubuntu operating system (which I now use), but when I

searched the term, I found the philosophy instead. I felt like I struck gold! I realized it is how I see the world, and how Fair Shake was created and continues to develop.

**LtD: What about Fair Shake makes you the most proud? What are you still working to improve? Most proud: (I live in the midwest; this is very difficult to say out loud)**

That my efforts are recognized and valued by the stakeholder groups I have tried to reach out to. Below please find a powerful, unsolicited 'performance review'; one I take very seriously. I see the acknowledgement and accolade not only as a compliment, but also as a fortunate responsibility.

I received this unsolicited comment just last week: Please know how much I remain grateful for all that you do. Despite the recent cold blast, I am given tremendous warmth from the hope and passion you exhibit. During moments of adversity, I will reread your newsletters and your encouraging words.

Working to improve: I'm always working my listening skills, widening my scope, my metaphors, and my understanding. The website and software are constantly being improved upon, and I'm writing new personal development documents in the hopes to improve the new Reentry Ownership Manual, as well!

LtD: What is the best advice you can offer a soon-to-be-released person? Hold on to your values, and try to not worry too much about unsettled feelings; they will settle in time. Breathe. Take an inventory of your gifts, your skills, your unique qualities. Think of ways you will share them with

those around you. Feel your confidence, and try to remember that feeling when you need to tap into it. Believe in yourself. Remember that Fair Shake is here, and I am here. Feel free to reach out if and when you need support. Congratulate yourself for getting through what could be the most difficult time in your life!

**LtD: If Fair Shake is not available in an inmate's specific prison, how can they bring the software or information into the prison?**

They may find an interested person in education, reentry and even in the library. Case managers have brought Fair Shake in, too! Let them know I will be happy to send a copy of the Reentry Ownership Manual and a DVD. The best way to reach me is sue@fairshake.net. Other options are in development, too. We're creating a 'secure' website, that acts like the software but is accessed through the chrome books now in circulation. We're also working with a tablet supplier. Fair Shake will remain free through all access points.

**LtD: I always end these interviews by giving our guest an opportunity to address any area I may have missed or share information or ideas important to you. What would you like to leave our audience with today?**

We've allowed our imaginations to be limited by external influences. We do not need models to build a powerful and satisfying future; we need gumption, determination and curiosity! We need to learn to listen, and we need to support one another. We must shatter the old models that no longer work. We have to make it up as we go; and to do this we will need to learn to trust ourselves and one another.

Rosie The Riveter said "We Can Do It!"

Candidate Barack Obama said "Yes We Can."

Sue Kastensen says "What Are We Waiting For? Let's Go!"

\* Alper, M., Durose, M. R., & Markman, J. (2018, May 23). 2018 update on prisoner recidivism: A 9-Year follow-up period (2005–2014). Retrieved from <https://www.bjs.gov/content/pub/pdf/18upr9yfup0514.pdf>

# Culture Shock!

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

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

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

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

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

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

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

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

### Persona

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

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

### Trust

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

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

### Choices

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

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

## **Gizmos**

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

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

## **Social Media**

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

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

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

## **Quiet Time**

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

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

## **Care-giving**

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

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

## **Humanness**

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

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

## **Physical Contact**

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

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

## **Information**

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

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

## **Patience**

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

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

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

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

# ASA J. PETERS

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

## **AREAS OF RELEVANT SKILL**

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

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

## **EDUCATIONAL BACKGROUND**

Linn State Technical College

Heavy Equipment Operator Certificate Course

Welding; Blueprint Interpretation; Surveying; Preventative Maintenance

American Truck Driving School

Over-the-Road Truck Driving Certificate Course

Northwest Missouri Community College

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

## **EMPLOYMENT HISTORY**

TEMPORARY ASSIGNMENTS, Jefferson City & Cameron, MO

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

LINN TECHNICAL COLLEGE, Linn, MO

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

SPRINGFIELD PARKS AND RECREATION DEPARTMENT, Springfield, MO

- Laborer, Park Maintenance

MAZZIO'S PIZZA, Springfield, MO

- Delivery Driver

DRIVEWAY PAVING, Toledo, OH

- Dump Truck Driver/Laborer

NORTH AMERICAN VAN LINES, Ft. Wayne, IN

- Over-The-Road Driver

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

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



# ARTHUR F. ECK, JR.

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

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## OBJECTIVE

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### *BREAKFAST and LUNCH COOK*

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

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## PERSONAL PROFILE

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

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## COOKING SKILLS

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

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## RESTAURANT EXPERIENCE

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

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

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

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

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## MILITARY SERVICE

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

### **Employment - Employment Services**

Information about State Department of Labor resources may be of interest to potential employers looking for incentives to hire individuals with criminal histories and to service providers and individuals with criminal histories who are looking for assistance in finding employment.

Administrative Offices:

Iowa Workforce Development

1000 East Grand Avenue

Des Moines, Iowa 50319-0209

Telephone: (515) 281-5387 or (800) JOB-IOWA

<http://www.iowaworkforce.org/files/contiwd.htm>

### **Employment - Employment Services**

2478 E. Euclid Ave

Des Moines, IA 50317

Contact This Branch

Branch Hours

8am - 5pm Monday - Friday

Phone: (515) 254-9026

Fax: (515) 254-9038

<http://www.spartanstaffing.com>

### **Employment - Job Training**

Spectrum Resources

Phone: 515-288-1023

1700 Keosauqua Way

Des Moines, Iowa 50314

[kabdarrashid.spectrum@yahoo.com](mailto:kabdarrashid.spectrum@yahoo.com)

<http://spectrumresourcesdsm.org/home>

### **Employment - Temporary Staffing Agency**

2415 Ingersoll Ave

Des Moines, IA 50312

Phone: (515) 266-6700

<http://www.qpsemployment.com>

### **Employment - Workforce Development**

Iowa manufacturers are the driving force behind the states labor market. Fueled by heavy expansion in durable goods production, during the past decade, the number of Iowa manufacturing jobs grew by 3.4 percent and accounted for nearly three-fourths of the states employment increase.

Today, more than 200,000 Iowans are employed by the 4,000 manufacturers throughout the state.

Please visit the website for more information!

Iowa Economic Development Authority

200 East Grand Avenue

Des Moines, Iowa 50309 USA

Call: 1.515.725.3000

e-mail: [info@iowa.gov](mailto:info@iowa.gov)

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

### **Food - Food Pantry**

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

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

### **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 people overcome financial challenges at nearly

### **Employment - Employment Services**

We are dedicated to helping you find your next career! The National Urban League is a historic civil rights organization dedicated to elevating the standard of living in historically underserved urban communities. Founded in 1910, the National Urban League spearheads the effort of its local affiliates through the development of programs, public policy research and advocacy.

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

### **Employment - Employment Services**

America Works includes work readiness training, vocational training, career placement, career advancement, and employment retention services. Our mission is to equip each individual who comes to our offices with the right tools so that they are able to provide for themselves and their loved ones. People find employment, and employers find talent! Due to the Coronavirus Pandemic, you must contact the office first before you can engage in in-person services. Click on the link above to find the location nearest to you.

<https://americaworks.com/virtual-contact-info/>

### **Employment - Licensing Information**

Iowa Workforce Development contributes to the economic security of Iowas workers, businesses and communities through a comprehensive statewide system of employment services, education and regulation of health, safety and employment laws.

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

### **Employment - Workforce Development**

Labor services, unemployment, workers comp. and more

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

### **Employment - Workforce Development**

All services for employment and training can be found on the website.

<https://www.iowaworkforcedevelopment.gov/>

### **Food - Free Meals**

Get or donate food.

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

### **Money - Free Credit Report**

Free credit reports authorized by federal law.

Federal law allows you to get a free copy of your credit report every 12 months from each credit reporting company.

<https://www.annualcreditreport.com/index.action>

### **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/iowa>

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

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every stage of life.  
<https://www.nfcc.org/>

**Reentry Resource - Multiple Resources Available**

Search for benefits in Education, Grants, Loans, Social Security, Housing and Utilities, Employment and Career Development, Financial Assistance and more.

<https://www.benefits.gov/categories>

**Reentry Resource - Multiple Resources Available**

Scroll down the page to find your state. Titles in the left column will lead you to resources available nationwide.

If you scroll down the page to find your state name, you can click on that for statewide resources.

<https://www.needhelppayingbills.com/index.html>

211 connects you with thousands of nonprofit and government services in your area. If you want personal assistance call the three-digit number 211 or 877-947-2211. A friendly voice to talk with you 24/7/365.

<https://www.211iowa.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?

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

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

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

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

# Employment Application

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

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

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

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

I AM SEEKING A PERMANENT POSITION: ☐ Yes ☐ No

IF NECESSARY FOR THE JOB I AM ABLE TO:

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

☐ Yes ☐ No

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

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

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

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

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

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

MILITARY SERVICE: ☐ Yes ☐ No

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

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

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

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

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

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

## EMPLOYMENT CONTINUED...

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

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

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

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

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

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

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

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

Daytime phone: \_\_\_\_\_

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

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

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

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

I understand and agree to the information shown above:

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

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

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

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

## 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

## **Favorite Verbs For Your Resume**

Originally "Our Favorite Resume Verbs" by Wendy Enelow

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



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

## **Favorite Verbs For Your Resume**

Originally "Our Favorite Resume Verbs" by Wendy Enelow

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

## 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.

## Thank You Letter

Writing a thank you letter allows you the opportunity to share your reflections from interview including topics that were discussed and your decision to accept the job if it is offered to you. If you do not want the job you can write a short thank you letter stating that you wish to withdraw your application. If you do want the job, restate the qualifications and social skills you possess related to the requirements of the position and culture of the company. Be sure to send your thank you letter within a day of your interview.

Sue Kastensen  
PO Box 63  
Westby, WI 54667  
608-634-6363  
sue@gmail.com

January 20, 2012

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

Dear Mr. Wikstrom:

Thank you for taking the time to meet with me about the Shipping Manager job opening yesterday. I appreciate the opportunity to interview for this position.

Upon reflection, I believe I am a good fit for the Shipping Manager position and also for the company. I bring four years experience in shipping and receiving and I am familiar with nearly all of the tools you showed me. I learn quickly and will be able to master each of the computer shipping programs easily. My personality is well-suited to accommodate the variety of employees who will bring items to be shipped, and also the freight handlers that I will interface with.

Thank you for listening to me describe my past and what I have learned from my incarceration. Be assured that I have reflected upon, learned from, and moved beyond all types of criminal behavior. I am ready and willing to be a reliable benefit to Sun Dog Manufacturing.

I'm very interested in working with you and your team. I am a dedicated worker and can commit to supporting Sun Dog Manufacturing well into the future. Please feel free to contact me if you would like further information. My cell phone number is 608-634-1234

Thank you again for your time and consideration.

I'm looking forward to hearing from you.

Sincerely,

**Signature Here**

Sue Kastensen

\*\*\* For many more examples, Search the Internet for *Thank You Letter Examples* \*\*\*