

REENTRY PACKET

Your Customized Guide to Support your Successful Transition



National Web-based Reentry Resource Center

www.fairshake.net

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"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>

Working Through Depression

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

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

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

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

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

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

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

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

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

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

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

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

* TIME magazine: July 8, 2013

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Filters of Faith:

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

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

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

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

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

Can you believe

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

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

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

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

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

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

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

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

Inspiration from great thinkers:

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

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

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

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

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

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

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

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

Friedrich Nietzsche, the late 19th century German Philosopher offers some bolstering quotes:

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

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

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

He believed that meaning can be found through:

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

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

P: Positive Emotion

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

E: Engagement

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

R: Positive Relationships

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

M: Meaning

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

A: Accomplishment/Achievement

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

Quotes by Dr. Seligman:

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

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

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

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

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

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

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

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

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

Manufactured Desires

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

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

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

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

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

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

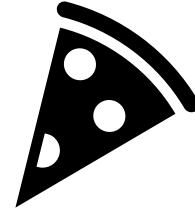
Tips to encourage you during depression:

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

Recommended reading:

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

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

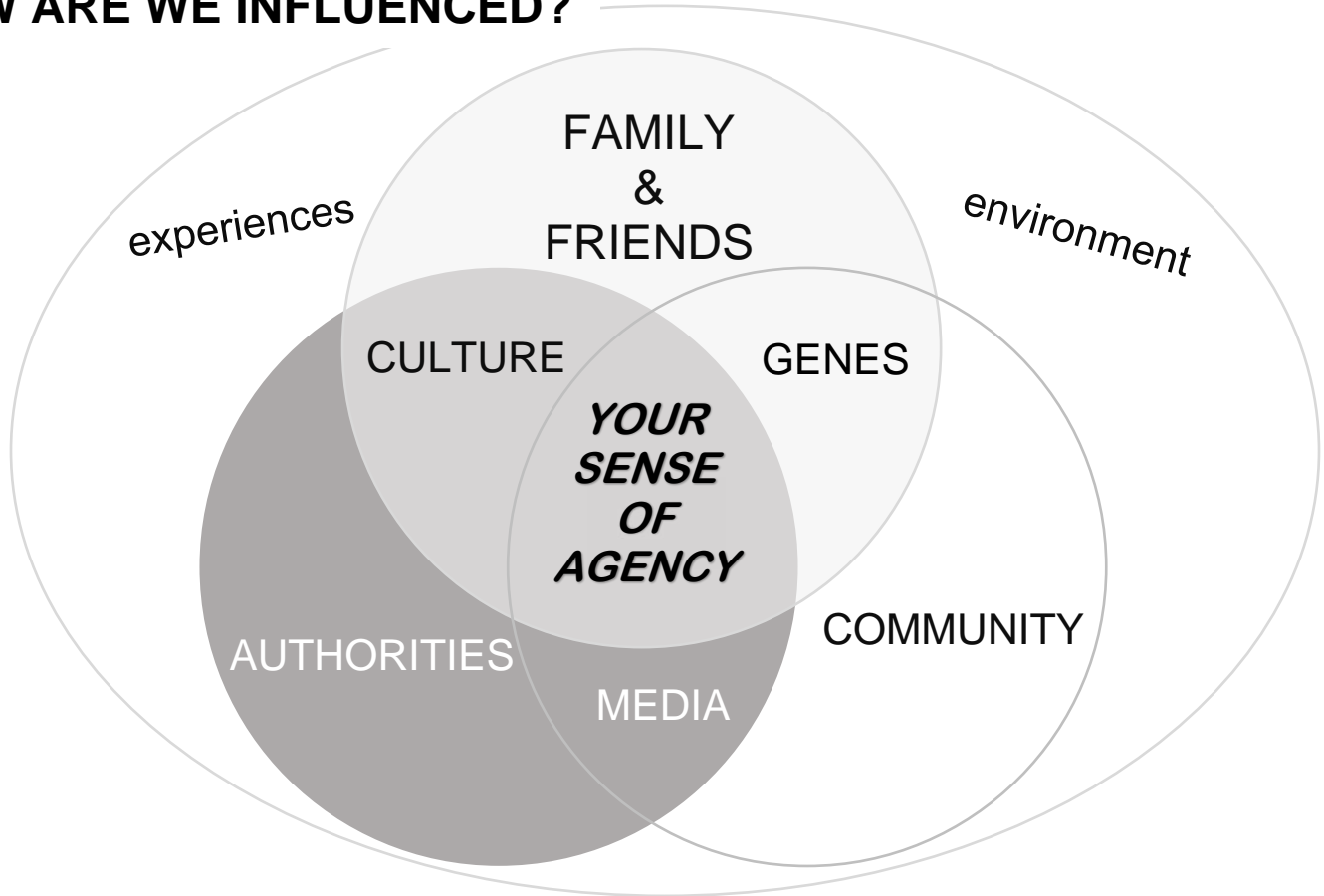
Shortcuts to Remember Cialdini's Principles of Influence (formerly 6, now 7!)

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'.

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!

Attention Budget Worksheet

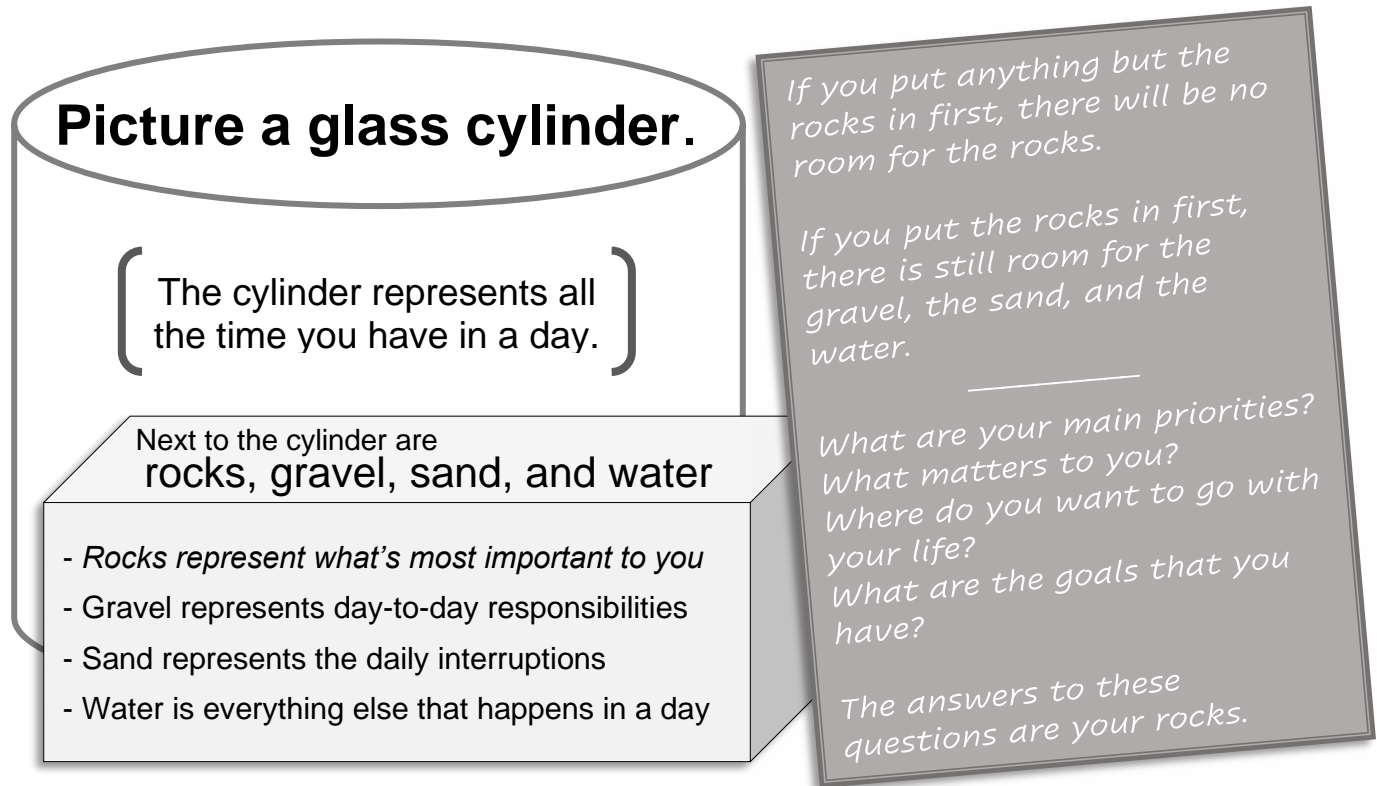
Time Invested in		Planned	Actual Time Spent
Daily	Work		
	Work		
	Travel time to and from everything		
	Other Travel...for errands, etc		
	Food		
	Shopping (perhaps certain days per week?)		
	Meals – cooking		
	Meals – cleaning up		
	Meals – away from home		
	Exercise		
	Walk, stretch		
	Aerobic – elevate your heartbeat!		
	Meditation / Yoga		
	Thinking		
	Planning and Prioritizing		
	Evaluating (how effective was your plan?)		
	Reflecting		
	Meditation / Mindfulness		
	Reading		
	Frequent		
	Family (at home / visiting)		
	Other		
	Friends		
	Possibilities		
	Hobbies		
	Classes and Homework (if in school)		
	Personal care: bathing, dressing, hair, teeth, etc.		
	Media		
	Television, movies, YouTube®, electronic games		
	Social Media, Text		
Weekly	Weekly cleaning		
	Events with Family and Friends		
	Intentionally building your gift, yourself, your world		
	Travel time		
	Paying bills, balancing money		
	Services		
Monthly	Auto care		
	Volunteering		
Surprise Events			
Totals:		Planned	Actual Time Spent
Time alone: doing stuff			
Time alone: thinking, reflecting, reading (books)			
Quiet time with others			
Active time with others			
Time with Gizmos, Electronics and Screens			
Time dedicated to living your life in the fullest sense.			
Time connecting to your own life and all life.			

MANAGE YOUR PRECIOUS TIME!

ATTENTION BUDGET Deeply connected to your financial budget!

THIS IS THE FIRST DRAFT! I've included what this one mind of mine could think of; I'd love to hear from you to provide a more accurate range of options!

Steven Covey's great metaphor for managing our time; from his book First Things First:



The world demands your attention! Everyone tries constantly to get your attention. Set boundaries! Make your goals your priority! Slight changes to your path are like a compound-interest investment in your life!

Commit to goals as if they are appointments with your future self. YOU are important. Your goals are important. Goals are proactive, not reactive. Goals help us determine our "no" and our "yes" for investing our time.

All security experts agree: Trust no-one.

- Stay skeptical.
- Turn off cookies.
- Limit tracking as much as possible.
- Don't say anything stupid; don't use hate speech
- Thou shalt not overshare, or share data about friends.
- If the product is free, it means that you are the product.
- Limit your time on each platform (fb, twitter, instagram, et al.)
- Privacy is a myth. Assume if it's on the phone it'll be published.
- Don't live your life online. Take a walk, play a musical instrument, build furniture, live in the real world.

You have to decide what your highest priorities are and have the courage – pleasantly, smilingly, non-apologetically – to say 'no' to other things. And the way to do that is by having a bigger 'yes' burning inside.

- Steven Covey

"Trying to be "safe" while using a "smart" phone is like trying to keep water out of a submarine with a screen door."

"If you join Facebook, you relinquish your privacy."

"When you receive an email from someone that wants to share their fortune with you, do not reply or click on the links!"

You can turn off media, social media, phone, text: YOU set the boundaries. No communication after 8 pm? Sundays? You choose your limit. With your time managed, you can invest time online...time digging for information, learning new things, listening to guided meditations, music and pontificators.

Financial Budget Worksheet

Category	Item	Amount	Due Date
Home	Rent or House Payments		
	Property Tax		
	Insurance		
Other Home Expenses	Electric		
	Gas or Oil		
	Water and Sewer		
	Repairs		
	Maintenance and Fees		
Technology	Land-Line		
	Cellular		
	Cable / Satellite / Internet		
Transportation	Car Payment		
	Gas		
	Auto Insurance		
	Repairs / Maintenance		
	Other Transportation		
Health Insurance	Insurance		
	Monthly Medical Expenses		
Debt Payments: Loans, Credit Cards,			
Food	Groceries		
	Dining Out		
Family Expenses			
Other Expenses	2 nd car, loan or credit card?		
Surprise Expenses			
<u>MONTHLY SAVINGS:</u>	Total		
	Average Monthly Expense		
	Grand Total		

Annual Expenses	Subscriptions and Memberships		
	Vehicle Registration		
	Dental or Other Medical		
	Donations		
Total Annual Expenses			
Divide total by 12			
Result: Average Monthly Expense			

BUDGET SUCCESS by INTENTION: Break the Paycheck-to-Paycheck Cycle!!

Give Every Dollar A Job. Not just the necessities like bills and groceries. You also assign your money to going out, beers, fun stuff, travel – anything you spend your money on, it goes in the budget.

Embrace Your True Expenses. What are often overlooked are the once every year or once every few months spends. Better to save for an emergency fund right now than pay down credit cards or loans.

Roll With The Punches. Everyone overspends. Oh yes they do. Any budget should be flexible enough to deal with overspend

'Age Your Money': pay your bills with money that's been sitting in your bank account for two weeks.

Buy smarter. Cook: buy fresh and bulk foods and eat better! Work a second job. Make a budget. Be unwilling to accept credit card debt; pay cards in full each month or get rid of them. Be honest about your spending habits and adjust them honestly, too.

NATIONAL FINANCIAL RESOURCES

America's Debt Help Organization: Debt.org
5750 Major Boulevard Suite 350
Orlando, FL 32819 <https://www.debt.org/>



Need Help Now? Call Us (877) 764-5798

Here's what they say about themselves: Debt.org is America's Debt Help Organization, serving the public with thorough, accurate and accessible information online about financial well-being. We strive to help people in all stages of life. The content on Debt.org is designed for anyone who desires a sound financial future, wants to get out of debt or wants to stay out of debt. Our goal is to be the only financial resource you need to deal with your debt.

Financial Literacy



Money Smart for Adults

<https://www.fdic.gov/consumers/consumer/moneysmart/adult.html>

14 Money Smart for Adults Training Modules

Money Smart para Adultos

<https://www.fdic.gov/consumers/consumer/moneysmartsp/adult.html>

14 módulos de capacitación de Money Smart para Adultos

Financial Education for Adults

Tools and Resources. The Consumer Financial Protection Bureau (CFPB), is a government agency that makes sure banks, lenders, and other financial companies treat you fairly.

<https://www.consumerfinance.gov/consumer-tools/educator-tools/adult-financial-education/tools-and-resources/>



Benefits after Incarceration: What You Need To Know

An individual released from incarceration may be eligible for Social Security retirement, survivors, or disability benefits Call to see if you qualify 1-800-772-1213

<https://www.ssa.gov/reentry/benefits.htm>



U.S. Government Services and Information <https://www.usa.gov/#tpcs>

Benefits, Grants, Loans; Consumer Issues, Disability Services, Education Health, Housing, Jobs, Military and Veterans, Taxes, Small Business, Voting and a LOT more.

Fair Shake's

MYTH-BUSTERS



Myth: FALSE DICHOTOMIES – The idea that you must choose between two options: Yes or No. Good or Bad. Right or Wrong. Candidate A or B. Rise or Fall. With Us or Against Us. Science vs Religion. Rational vs. Emotional. Individual vs. Group. and one that I've heard a lot in my life: "That's a man's (sport, job, perspective); it's not for women". (a form of yes or no) Whenever you need to make a choice, see if you can find 4, 5, or even 10 options!



Myth: WE STOP LEARNING – If I had never touched a flame before I turned 58 years old, I would learn to never touch one in the future if I touched one today. We acquire information constantly and we organize it into meaning. We may even care enough to find out how what we learned relates to what we already know and believe. One thing school failed to teach us is how to learn, and how to discern what we learn. The 'information sources' today are louder, strangely influential, and grossly incomplete. To get the full picture, we have to dig for information and ask good questions, while also trying to avoid getting overwhelmed or trapped. We must keep learning, and as we learn, we can learn to live together better! We do not have to accept limitations or acceptable levels of suffering. We are NOT STUCK. We can learn...and then change...whatever we want. "There is no inevitability as long as there is a willingness to contemplate what is happening." - Marshall McLuhan (author of The Medium is the Message)



Myth: MERITOCRACY - The more you learn the more you earn', 'you can make it if you try', 'pull yourself up', etc. Many ways to reinforce the idea that the people who have the money and the stuff are successful because they earned what they have, they got all their money through hard work and a shrewd (including a 100% respectful, environmentally-sound and firearms-free!) investment strategy. If only. Investing is almost never in line with our humanity values...yet it is always in our best interest to invest in humanity. Meritocracy is justified stratification; people above others for their achievements. Michael Sandel said: "We've slid into the assumption that the money people make is the measure of their contribution to the common good." I wonder how the merit idea would work if we increase accolades and 'status' based on care about others?



Myth: INCARCERATION PAYS A 'DEBT TO SOCIETY' - Why do we keep repeating this? Members of society believe that incarceration and the judicial system costs them money; they do not feel that they have been paid in any way. How could they? The only debt that has been paid is the one requested and required by a heartless and hungry punitive system. Society has little faith that 'the system' is providing the information necessary to reengage successfully. Together, we can change this. The 'justice system' is the only group getting paid.



Myth: WE ARE FRAGILE - The "Helping" Industry relies on us being weak. ACE (Adverse Childhood Experiences) scores may describe some aspects of people, but they in no way represent who we are. Many of us with high ACE scores have also become even more than resilient, we are now anti-fragile because of our challenges. This means that the adverse conditions made us stronger than we would have been without them.



Myth: TV NEWS INFORMS YOU OF WHAT IS GOING ON All you get from any single news source is what they want you to see and believe. What they show us is what their sponsors want them to show us. Sponsors demand support, so the advertisements determine the 'news' you'll see on TV. Social Media cannot be counted on to inform us of anything but an opinion. To get more pieces of the whole story, we must consider information offered by many news sources.



Myth: WE NEED AUTHORITY AND MONEY TO 'FIX' OUR CHALLENGES - Why would we ask the institutions, and the people who are complicit in maintaining them, to fix the problems they created? Winona LaDuke says: "You shouldn't let your dealer tell you what you need." Are we frustrated enough yet to work on the solutions together? We've been trained to believe these myths:

- Experts and 'science' have the solutions to our challenges; they will provide the relief for our suffering. Q: What if they are the cause of our suffering?
- Money will fix our problems. Does money build trust, cooperation and feelings of confidence? We have gifts to share with each other. Our focus on money continues to take away our power. Money does not give us power. Feelings of agency, support and capability give us power!



Myth: INDIVIDUALISM – Individualism is said to be a “fundamental American principle” so is authoritarianism, lying, stealing, false superiority and also the myth of the 'self-made' person and "united we stand".

INTERDEPENDENCE, on the other hand, is a fundamental planetary principle. We can easily see our impact on the environment and on each other because of our insatiable pursuit of more stuff; a belief created to fill the hole created by 'individualism'. The Rev. Desmond Tutu reminded us that "the solitary individual" is a contradiction in terms.



Myth: "FREE-MARKET CAPITALISM" - You'll find that file between Easter Bunny and Santa Clause. The game is rigged. Capitalism offers some opportunity, but 'the market' does not **respond to our needs**. Instead, it manufactures our desires and externalizes unhealthy costs.



Myth: NOTHING WORKS: Roger Martinson wrote, "the represent array of correctional treatments has no appreciable effect - positive or negative - on rates of recidivism of convicted offenders." In the magazine Public Interest (1974), he stated, "rehabilitative efforts that have been reported so far have no appreciable effect on recidivism." The way that I read this is: the ineffective 'programs' supplied by the prisons (or whomever else) did not impact the already low (compared to today) recidivism rate. He said that no single thing works because we are unique. We are not robots. One thing that always works is 100% pro-social: it's us working together!



EMPLOYMENT AND EDUCATION REDUCE RECIDIVISM Only YOU "reduce recidivism". You and nothing else. It is up to you to utilize education or employment opportunities to support your reentry success; YOU get full credit for how you apply your gifts. After all, employment and higher education did not keep Jeff Skilling, Bernie Madoff, Martha Stewart, Bill Cosby, Charles Kushner, or several elected representatives, out of prison.



CRIMINOGENIC NEEDS Incarcerated people have basic human needs; the same needs we all have. You are not different. This is yet another attempt to scientize othering.



Myth: EXPERTS KNOW WHAT'S BEST

Experts have agendas. Always consider who is paying the 'expert'. Non-profit status does not automatically indicate integrity. Professional 'fixers' are often poor listeners. Prisons, schools and hospitals tell us what we need, they rarely ask what we think or feel. How can they 'help' if they don't hear? We can learn to listen to ourselves and each other by asking questions. We can work, care, and grow together to build our capacity for complexity, cooperation, constructive learning, critical thinking, and agency! We are the 'experts' we've been waiting for.

ASA J. PETERS

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

AREAS OF RELEVANT SKILL

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

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

EDUCATIONAL BACKGROUND

Linn State Technical College

Heavy Equipment Operator Certificate Course

Welding; Blueprint Interpretation; Surveying; Preventative Maintenance

American Truck Driving School

Over-the-Road Truck Driving Certificate Course

Northwest Missouri Community College

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

EMPLOYMENT HISTORY

TEMPORARY ASSIGNMENTS, Jefferson City & Cameron, MO

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

LINN TECHNICAL COLLEGE, Linn, MO

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

SPRINGFIELD PARKS AND RECREATION DEPARTMENT, Springfield, MO

- Laborer, Park Maintenance

MAZZIO'S PIZZA, Springfield, MO

- Delivery Driver

DRIVEWAY PAVING, Toledo, OH

- Dump Truck Driver/Laborer

NORTH AMERICAN VAN LINES, Ft. Wayne, IN

- Over-The-Road Driver

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

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

ARTHUR F. ECK, JR.

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

OBJECTIVE

BREAKFAST and LUNCH COOK

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

PERSONAL PROFILE

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

COOKING SKILLS

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

RESTAURANT EXPERIENCE

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

Short Order Cook – Rockies Breakfast Bar; Rochester, NY

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

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

MILITARY SERVICE

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



Fair Shake's Guide to TRUCKING OPPORUTNITIES!

American Trucking Associations

ATA Headquarters
950 North Glebe Road, Suite 210
Arlington, VA 22203-4181



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

From their website: American Trucking Associations is the largest and most comprehensive national trade association for the trucking industry. ATA is an 86-year old federation with state trucking association affiliates in all 50 states. We represent every sector of the industry, from LTL to truckload, agriculture and livestock to auto haulers, and from large motor carriers to small mom-and-pop operations.



Owner-Operator Independent Drivers Association

OOIDA HEADQUARTERS
1 NW OOIDA Dr.
Grain Valley, MO 64029
816-229-5791 800-444-5791

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



The mission of the Owner-Operator Independent Drivers Association, Inc. is to serve owner-operators, small fleets and professional truckers; to work for a business climate where truckers are treated equally and fairly; to promote highway safety and responsibility among all highway users; and to promote a better business climate and efficiency for all truck operators. More than 150,000 members of OOIDA are men and women in all 50 states and Canada who collectively own and/or operate more than 240,000 individual heavy-duty trucks and small truck fleets. All OOIDA officers and directors are now, or have been, professional truckers, and are elected from the membership, by the membership. The 22-member board helps define OOIDA's position on all major trucking issues. They offer information and education in all areas of independent truck ownership and responsibility.



Gary's Job Board: www.garysjobboard.com
Truck Drivers wanted! Since 2004.

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

Gary's Job Board was created to help Truck Drivers find Driving Jobs, and to help Dispatchers find Drivers. Gary's Job Board is 100% unaffiliated. We DO NOT recruit for any carriers. Our service will always be FREE to drivers because drivers' rock. Here's how garysjobboard.com works: (this is NOT a run-of-the-mill trucker job board. No one will call you, you have all the power).

- Complete your Driver Profile, it takes 2 minutes.
- Companies will see your first name, type of CDL, and experience level.
- They will not see your email address.
- You will receive a company invite by email and the email will come from our system.
- Check out what they are offering. Answer the email or not. You'll receive another invite down the road.



AllTrucking.com www.alltrucking.com

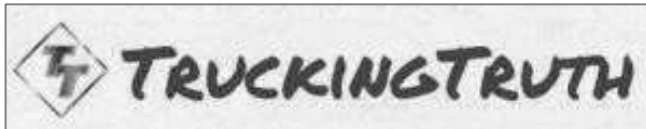
PO Box 26330,
Overland Park, KS, 66213

"Welcome to AllTrucking.com, your source for finding information to become a truck driver and find a trucking

career. Whether you are looking for your next truck driving job or want to learn how to earn your CDL, we have guides for you. We have even organized some of the more common questions that might be found on a CDL exam, and put them into a simple practice test! "

They have a library of guidebooks - from career support and paying for school to helping veterans – "we've got a resource to help anybody." Here are a few of our most frequently requested pages:

- How to Pay for Truck Driving School
- Truck Driving Jobs: Careers in Commercial Truck Driving
- Company-Paid CDL Training Programs: A Comprehensive Guide



Trucking Truth

www.truckingtruth.com

A Positive Yet Honest View Of The Trucking Industry With Friendly Advice From Experienced Drivers

Trucking Truth (TT) was created in 2007 to give new drivers a true picture of what a career as a truck driver is all about and a straightforward strategy for surviving that first year of their career. I wanted people to know that trucking can be an awesome career for the right person and it's totally doable if you work hard, keep a great attitude, and have a solid strategy in place.

A huge informational website that includes:

- Trucker's Forum
- Truck Driver's Career Guide
- Free CDL Practice test
- A list of companies that hire people with a criminal history.
- "The Road Home" podcast
- All things CDL
- Trucking Company Reviews
- Trucking Wiki...where you can find out FAQ's, physical health tests and issues, limitations and opportunities for drivers with a criminal history, driving with pets and much more.



Get Paid While Training For Your CDL?

Upon completion of your paid CDL training, you will sign an agreement to work for the company for a specified amount of time. This is how they recoup the time and money they've invested in your CDL training, which is a very fair deal for both sides.

If you quit working for the company before your obligation is complete, you will owe the company a prorated amount of money for the schooling. At some companies, your training will be free once your obligation is complete. Others may require you to make payments from your paycheck to cover the tuition for the schooling.

TT offers a review of the companies that offer paid CDL training.

Attention Budget Worksheet

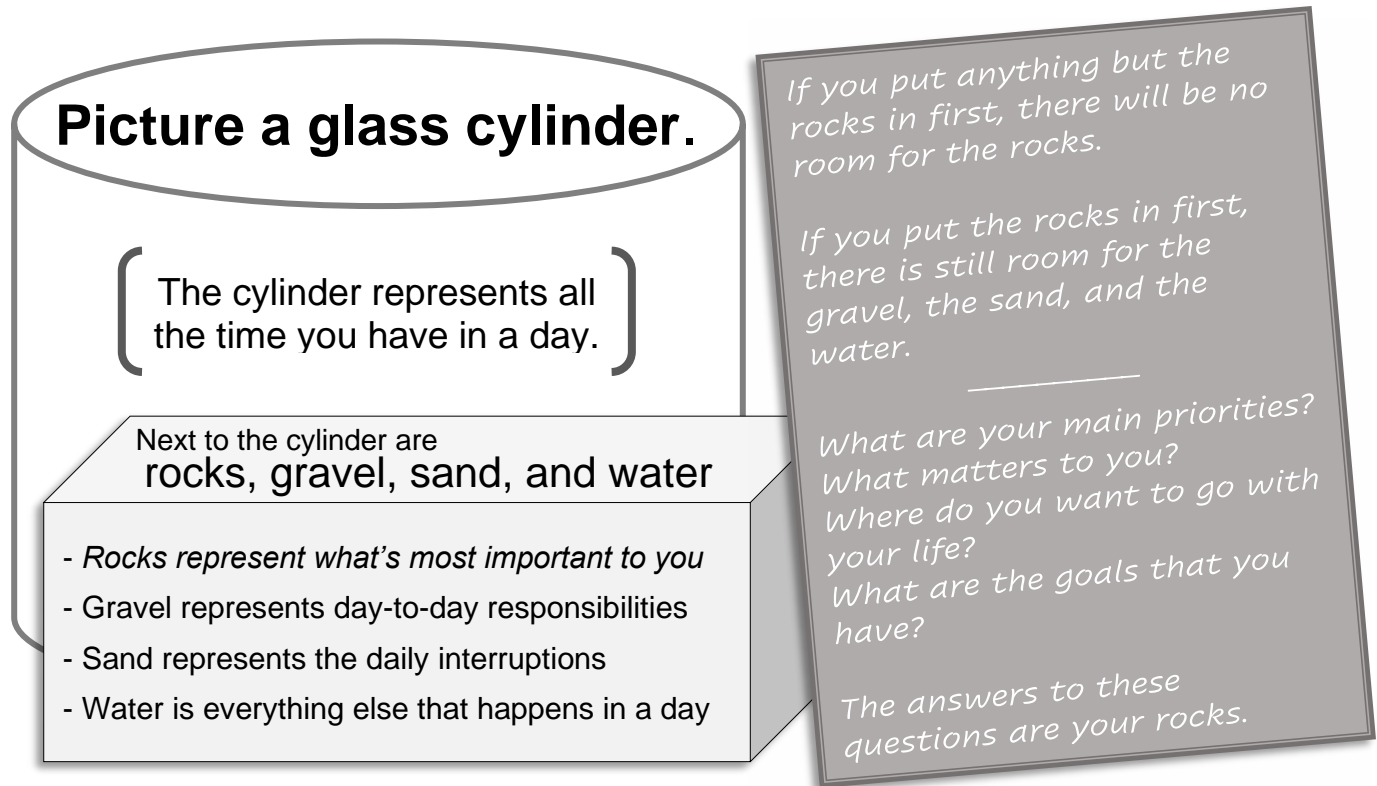
	Time Invested in	Planned	Actual Time Spent
Daily Work	Work		
	Travel time to and from everything		
	Other Travel...for errands, etc		
Food	Shopping (perhaps certain days per week?)		
	Meals – cooking		
	Meals – cleaning up		
	Meals – away from home		
Exercise	Walk, stretch		
	Aerobic – elevate your heartbeat!		
	Meditation / Yoga		
Thinking	Planning and Prioritizing		
	Evaluating (how effective was your plan?)		
	Reflecting		
	Meditation / Mindfulness		
	Reading		
Frequent Other Possibilities	Family (at home / visiting)		
	Friends		
	Hobbies		
	Classes and Homework (if in school)		
	Personal care: bathing, dressing, hair, teeth, etc.		
Media	Television, movies, YouTube®, electronic games		
	Social Media, Text		
Weekly	Weekly cleaning		
	Events with Family and Friends		
	Intentionally building your gift, yourself, your world		
	Travel time		
	Paying bills, balancing money		
	Services		
Monthly	Auto care		
	Volunteering		
Surprise Events			
	Totals:	Planned	Actual Time Spent
	Time alone: doing stuff		
	Time alone: thinking, reflecting, reading (books)		
	Quiet time with others		
	Active time with others		
	Time with Gizmos, Electronics and Screens		
	Time dedicated to living your life in the fullest sense.		
	Time connecting to your own life and all life.		

MANAGE YOUR PRECIOUS TIME!

ATTENTION BUDGET Deeply connected to your financial budget!

THIS IS THE FIRST DRAFT! I've included what this one mind of mine could think of; I'd love to hear from you to provide a more accurate range of options!

Steven Covey's great metaphor for managing our time; from his book First Things First:



The world demands your attention! Everyone tries constantly to get your attention. Set boundaries! Make your goals your priority! Slight changes to your path are like a compound-interest investment in your life!

Commit to goals as if they are appointments with your future self. YOU are important. Your goals are important. Goals are proactive, not reactive. Goals help us determine our "no" and our "yes" for investing our time.

All security experts agree: Trust no-one.

- Stay skeptical.
- Turn off cookies.
- Limit tracking as much as possible.
- Don't say anything stupid; don't use hate speech
- Thou shalt not overshare, or share data about friends.
- If the product is free, it means that you are the product.
- Limit your time on each platform (fb, twitter, instagram, et al.)
- Privacy is a myth. Assume if it's on the phone it'll be published.
- Don't live your life online. Take a walk, play a musical instrument, build furniture, live in the real world.

You have to decide what your highest priorities are and have the courage – pleasantly, smilingly, non-apologetically – to say 'no' to other things. And the way to do that is by having a bigger 'yes' burning inside.

- Steven Covey

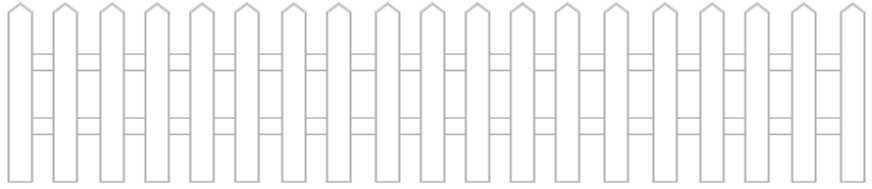
"Trying to be "safe" while using a "smart" phone is like trying to keep water out of a submarine with a screen door."

"If you join Facebook, you relinquish your privacy."

"When you receive an email from someone that wants to share their fortune with you, do not reply or click on the links!"

You can turn off media, social media, phone, text: YOU set the boundaries. No communication after 8 pm? Sundays? You choose your limit. With your time managed, you can invest time online...time digging for information, learning new things, listening to guided meditations, music and pontificators.

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/>



Exploring *IDENTITY*

What Makes You YOU?

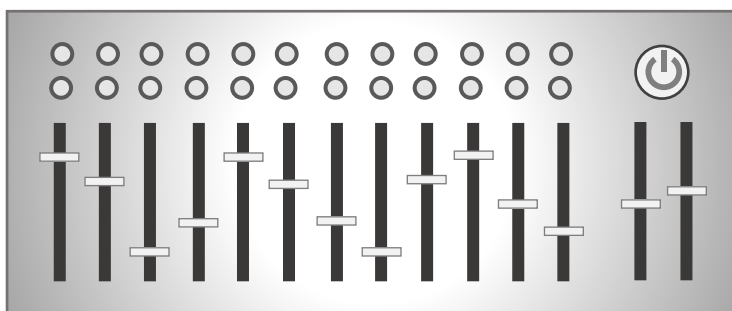
Who we are - at any given time - is a compilation of our experiences, our interests and intentions, our environment, our body, our mind (whatever that is) and our spirit (whatever that is). Mind and spirit are very important to us. They are at the foundation of our values and beliefs, and drive our desires,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

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

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

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

Mixing
Your
Unique
Identity!

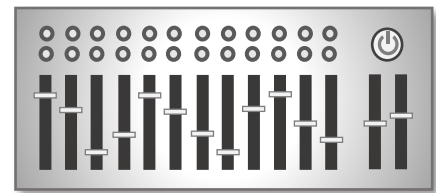


Although it may sometimes feel like other people are shaping us, we are always at the wheel. Our bodies may be directed, controlled, or limited in one way or another, but our minds are free. We can surmount limitations in our minds by questioning some of the beliefs that were given to us when we were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

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

WHAT ARE WE MIXING?

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



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

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

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

PHILOSOPHY:

Let's explore

BELIEF



Belief is at the foundation of our thinking, our feeling, and every aspect of our daily existence. This document will not directly address religion, but much of the content applies to religious beliefs as well. We all believe!

BELIEF is how we steer our ship:

- It influences what we acknowledge, perceive, hear, pay attention to, discover, attribute.
- It guides our values: how we invest in ourselves, how we value and treat others, how we see the value of things (money, cars, etc.), of information (education, news sources).
- It guides our emotions, which guide our thinking and our behaviors. For example: if we are afraid of dogs, we might shake and sweat, and even run away from a sleepy dog.
- It guides our feelings of self-worth, efficacy, and what we are capable of - all of which affect how we see our options, opportunities and potential.
- It can give us strength or make us weak. Belief has brought believers through amazing hardships!
- Belief guides our ability to trust; trust that we can do things, that we are important contributors to civilization, etc., and also how we trust others, and how we can grow our trust in relationships.
- Belief also guides how we make sense of things; our justifications and our logic.
- We tend to believe that others see the world the way we see the world, which is one of the reasons we can't believe that they have different solutions to problems.

***"Whether you think you can, or you think you can't -
you're right."***

- Henry Ford



LENSES TO SEE THE WORLD: Our beliefs 'tint' the lenses we've created to see the world...and to see ourselves. Each of us has a variety of lenses to use, depending on our feelings and the situation. Each of us can decide which lens to use in any situation, but most of the time we simply react, using whatever lens is triggered by our subconscious. We believe our assumptions, and even assume that others see the same things that we see. This is why it is vitally important to ask others how they see a situation! We hope that others will be generous when they view us. Perhaps we could also use our curious, or our 'rose-colored', lenses with them as well.

Tom Asacker, author of *Your Brain on Story*, describes how our beliefs are formed:

"Everyone has been conditioned to think in certain, scripted ways. What you see today as 'you', wasn't consciously crafted by you. It's a product of unquestioned learning and unconscious assimilation - including limiting beliefs which were woven into you by others, especially by people you trusted. Those 'knots of beliefs' are everywhere and most of the time you fail to notice how they affect your emotions and your decisions, and how important they are to maintaining your story. Like our favorite sweaters, our identities are very precious to us."

But we can outgrow beliefs that were given to us. When we reflect on how we became who we are today, we might find beliefs that are inconsistent with who we have become. We can let these beliefs go, and we can adopt new ones. Tom Asacker recommends: *"If you want to change your perspective, change your behavior - and your behavior will change your mind."*

See it to believe it? Not so fast! Here are some common, age-old phrases to ponder:

We see things as we are, not as they are.

Don't believe everything you see.

The absence of evidence is not evidence of absence.

Don't believe everything you think.

BELIEF IN YOURSELF: also known as Self-Efficacy *Affirmation: "I can do this!"*

Your "Agency" is your sense of power to determine - and to drive your life toward - your destiny.

Signs of Self-Determination, Self-Efficacy and Agency:

- You feel like you can handle problems if you are willing to work hard
- You feel confident that you can achieve your goals.
- You feel like you can manage unexpected events when they arise.
- You are able to bounce back fairly quickly after stressful events.
- You feel like you can come up with options when you are facing a problem.
- You keep trying even when things seem difficult.
- You stay calm even in the face of chaos.
- You perform well, even under pressure.
- You can focus on your progress, chipping away, rather than getting overwhelmed by all you still have to do.

Do you need to build your feelings of Self-Efficacy? Here are some things to try:

- + Celebrate your achievements! Reflect on the hurdles you surmounted and how much more you know.
- + Observe others. See how they progress and then see if you can do the same, or in your own style.
- + Have positive affirmations ready when you start something new. Develop a 'positivity bias'.
- + Pay attention to your thoughts, your emotions, and your cues from your body.

"Our belief in our ability to succeed plays a role in how we think, how we act, and how we feel about our place in the world." - Albert Bandura



Bridging Our Beliefs

Have you ever talked with someone who believes things that don't make sense to you? Our mind creates stories to make sense of what we know when new information comes in. It also creates shortcuts to connect

information, save energy and reduce confusion. The mind will create bridges between beliefs that might not clearly connect. Some of these bridges are helpful, some are not good for us or for others. Some of these bridges are called 'magical thinking'. We make 'sense', or meaning, based on our beliefs and the way we connect them.

We also believe in others. We trust them to guide our sensemaking abilities. The level of trust we give them will contribute to the arch of assumptions that connects our beliefs. For instance, if we believe in one type of news source over another, the news source that we trust becomes part of the foundation of our assumptions; the things we believe to be true.

Questioning claims, statements, experts and evidence is not an attack. It is healthy. Questions support critical thinking, wisdom, reflection, dialog and discovery toward the truth.

Obedience is not belief.

Skepticism: Curiosity or questioning of beliefs. It is very important for us to consider building a healthy level of skepticism since our information channels are being flooded with 'fake', and misleading information.

We can't solve problems by using the same kind of thinking we used when we created them. - Albert Einstein

The difficulty lies not so much in developing new ideas as in escaping from old ones. - John Maynard Keynes

She believed in nothing. Only her skepticism kept her from being an atheist. - Jean-Paul Sartre

The repetition of affirmations leads to belief. Once that belief becomes a deep conviction, things begin to happen. - Muhammad Ali

POSSIBILITARIAN BELIEFS: important to build the future

Self-Determination + Self-Efficacy + Self-Reflection + Intention + Opportunity + Agency + Respect

Questions are crucial! Everyone is valuable and important! Yes, We Can! Where there's a will, there's a way.

No super-hero is coming to save us. Together, we can be the superhero we have been hoping for!

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.



MORAL COURAGE

What is the definition of *moral*?

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

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

What is *moral courage*?

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

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

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

- Anonymous

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

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

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

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

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

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

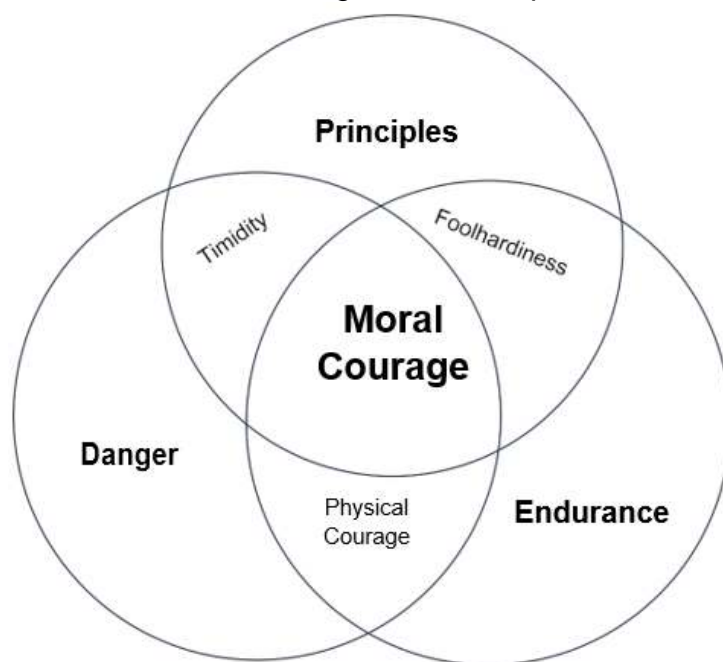
1. **Principles:** Convictions, core values, foundation for beliefs
2. **Danger:** Possibility of suffering physical or emotional harm or injury
3. **Endurance:** Fortitude; ability to last

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

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

Principles + Endurance = Foolhardiness: Rashness, incautious, recklessness

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

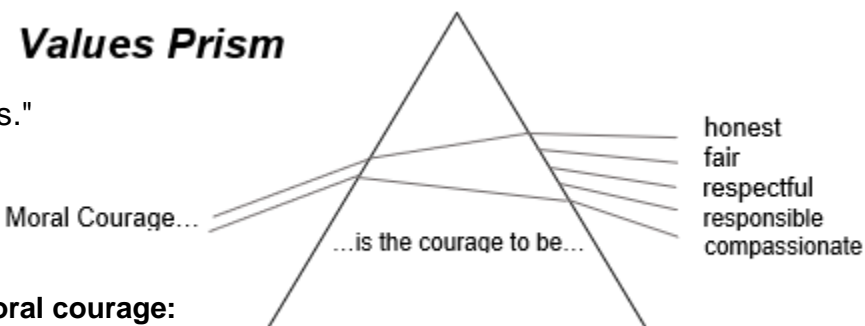


Moral Courage often requires us to take action to defend someone else, such as protecting a child, pushing back on bullies and questioning people who lie. Sometimes moral courage requires us to be honest with ourselves - which becomes increasingly difficult with age. (Yes, the words of experience.) In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

Values Prism

"Sound values raise tough choices."

- Rushworth Kidder



Questions that may bolster our moral courage:

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

Recommended Reading:

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

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

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

Managing Anger

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



Everyone gets angry.

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

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

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

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

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

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

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

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

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

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

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

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

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

When you feel anger building, try to remember to:

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

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

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

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

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

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

Here are a few examples:

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

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

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

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

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

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

Why do I feel angry when I stub my toe?

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

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

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

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

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

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

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

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

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

Sue's Anger Story

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

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

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

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

I wish our discussion would have stopped right there.

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

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

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

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

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

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

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

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

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

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

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

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

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

Spot the Bias:

Fundamental Attribution Error

One of the most common biases!

The fundamental attribution error (FAE) is a cognitive bias which frames positive outcomes and negative outcomes differently, depending on the actor.

It refers to our tendency to attribute our success to our character and ability, and our failures to fate, other people, technical problems - in other words, to blame something or someone else. Not only is this not true, but on the other side of the error, we perceive the problems that others face as flaws in their character, and their success as luck.

For example, if I cut someone off in traffic, it's because I was in a rush or I happened not to see the other driver. But if someone else cuts me off in traffic, it's because they're a bad or selfish driver.

The same goes for positives: if I do well on an exam, it's because I studied hard and earned it. But if someone else does well, maybe the exam was too easy or they happened to guess well.

Of course, as the name implies, this is an error, so it's something we have to be aware of in order to fix it. Since the natural tendency is to be biased, it might be best to lean in the opposite direction. If someone else does something good, we can consider that it's more likely that it is the result of their choices. And if they do something bad, we can keep in mind that it's more likely to be due to circumstances.

Similarly, if you do something well, remember how much good fortune is involved; and if you do something bad or poorly, it may be a signal to look inward, to be more conscientious or careful next time.

The FAE is a foundational bias for many Americans through the lens of meritocracy or the belief that "we can make it if we try" or, in other words, we will "get what we deserve". The thinking error is so common, that it is "at the root of any misunderstanding in which human motivations have the potential to be misinterpreted", according to Patrick Healy.

The fundamental attribution error, like confirmation bias and overconfidence, affects every day behavior.

Cognitive biases shape how an individual interacts with the world around them. Understanding these biases and becoming aware of the ways that they influence your behavior – as well as the thinking and behavior of others - is vital to your self-efficacy and to creating success. It is equally important understand biases to work with others!

Can you see this bias in yourself? In others? On TV, in newspapers (esp. by political parties) or in books?

BIASES and ASSUMPTIONS: our lazy brain relies on assumptions and limited information to make judgments.

We will never overcome our biases or our faulty logic, but if we pay attention to them, we will get much better at seeing them and stopping them....and creating better situations and opportunities by using our wisdom!

SO WHAT CAN WE DO ABOUT IT?

We can build an HONEST BIAS, where we check, repeatedly, to check our assumptions. We can also ask for feedback from people we can trust to help us see ourselves better than we could alone.



The table (below) and much of the writing is by alex petralia

Who did it?

		myself	someone else
Outcome	positive	personality	circumstances
	negative	circumstances	personality

The 3 Conundrums & 13 Strategies That Generate Biases

No matter what we do, we can't escape these conundrums, but 13 strategies help us think within their constraints.

3 CONUNDRUMS

1. There's too much information (so we must filter it).
2. There's not enough meaning (so we use stories to make sense).
3. There's not enough time (so we motivate towards action).

Each of the following strategies helps us compensate for one of the 3 conundrums by overvaluing a certain kind of possibility and undervaluing everything else. Each strategy is a collection of cognitive biases, mental shortcuts, and energy savers that help us filter information, make sense of things and get stuff done.

13 STRATEGIES

1-5 HELP US FILTER INFORMATION

1. We depend on the context to figure out what to notice and remember.
2. We accept what comes to mind, and don't worry much about what doesn't come to mind.
3. We amplify bizarre things.
4. We notice novelty.
5. We seek takeaways to remember and toss the rest.

6-10 HELP US MAKE SENSE OF THINGS

6. We fill in the gaps with stereotypes and generalities.
7. We favor familiar things over the non-familiar.
8. We treat experience as reality.
9. We simplify mental math.
10. We are overconfident in everything we do.

11-13 HELP US GET THINGS DONE

11. We stick with things we've started.
12. We protect existing beliefs.
13. We will opt to do the safe things, all other things being equal.

13 BLIND SPOTS TO QUESTION:

- | | |
|---|---|
| 1. Out of context: What have I missed because options were hidden from my particular circumstances and context in the moment? | 8. Unrelatable: What options have fallen to the wayside because they didn't match my own personal experiences? |
| 2. Out of mind: What have I not considered because they just didn't come to mind at the time? | 9. Ambiguous: What options have I dismissed because they felt less certain or more risky in the moment? |
| 3. Lackluster: What have I missed because something else immediately grabs my attention when I think about this? | 10. Underestimated: What have I ignored or neglected because I overestimated my ability to control certain situations? |
| 4. Expired: What options have I neglected because they didn't present themselves as shiny and new? | 11. Costly: What options have I dismissed because they would require changing course from previous decisions? |
| 5. Irrelevant: What have I undervalued because it didn't fit my expectations as a proper take-away? | 12. Threatening: What have I dismissed because I wasn't ready to accept that I might be wrong? |
| 6. Untypical: What options have I not seen in their true light because I projected stereotypes and generalities onto them? | 13. Unpopular: What options have been pushed aside because I felt gathering consensus would put me at risk in some way? |
| 7. Unfamiliar: What have I passed over simply because it didn't feel familiar to me? | |

For a lot more insight, check out Buster's book *Why Are We Yelling?*

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).¹ 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 website² 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,³ 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 truck⁴ 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."⁵

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

Image credit: National Parole Research Center

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

Criminogenic Need Factors

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

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

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

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

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

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

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

Education for Democracy

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

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

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

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

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

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

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

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

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

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

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

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

The Fair Shake Free School

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

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

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

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

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

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

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

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

Finally, the transformative learning lens (Mezirow, 1990) will equip learners with ways to foster critical self-reflection, challenge social norms, engage in dialog with greater confidence, and consider other perspectives, including changing our own. These tools will support compassion as well as capacity-building in a world of constant change and emerging truth.

Our Opportunity

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

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

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

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

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

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

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

Notes

- ¹ Walden III, Racine, Wisconsin: <https://www.rusd.org/district/walden-iii-middle-high-school>
- ² Fair Shake website: <https://www.fairshake.net/>.
- ³ Fair Shake Reentry Packet: <https://www.fairshake.net/reentry-resources/reentry-packet/>.
- ⁴ 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/>).

- ⁵ 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. 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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Citizenship - Birth Certificate

http://www.idph.state.ia.us/apl/health_statistics.asp

Citizenship - Department of Motor Vehicles

Vehicle registration, drivers licensing information, manuals and resources

<http://www.iowadot.gov/mvd/index.htm>

Citizenship - Department of Motor Vehicles

800 Lincoln Way

Ames, IA 50010

515-244-8725

Driver's license and ID

<https://iowadot.gov/mvd/driverslicense>

Citizenship - Legal Assistance

Provides direct referrals; handles prison litigation conditions on a limited basis.

ACLU of Iowa

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Des Moines, IA 50309-2316

Phone: (515) 243-3576

Fax: (515) 243-8506

<http://www.aclu-ia.org/>

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 - Job Training

Spectrum Resources

Phone: 515-288-1023

1700 Keosauqua Way

Des Moines, Iowa 50314

kabdarrashid.spectrum@yahoo.com

<http://spectrumresourcesdsm.org/home>

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/>

Family - Family Services

All services can be found on the website.

<https://dhs.iowa.gov/node/5>

Food - Food Pantry

Dubuque, Iowa 52001

(319) 557-7474

Steve Jacobs

Food Pantry (M 8:00-5:00; T, W, Th 8:00-12:00)

http://www.worldfoodprize.org/en/events/iowa_hun

Citizenship - Consumer Services

Consumer Services!

http://www.iowa.gov/government/ag/protecting_consumers/index.html

Citizenship - Department of Motor Vehicles

<http://www.iowadot.gov/mvd//>

Citizenship - Legal Assistance

Henderson County Public Library District

110 Hill Crest Drive

Biggsville, IL 61418

Phone: 309.627.2450

<http://www.illinoislegalaid.org/index.cfm?fuseaction=directory.selfHelpCenterList>

Citizenship - Voting Rights

ACLU Voting Rights and Restrictions

<https://www.aclu.org/issues/voting-rights/voter-registration/felony-disenfranchisement-laws-map?redirect=maps/map-state-criminal-disfranchisement-laws>

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 - 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

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

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

Family - Child Support

Child Support Recovery Unit (CSRU) is responsible for assisting families to achieve and maintain economic self-sufficiency by establishing and enforcing child and medical support orders and processing support payments.

If you have questions, call your local CSRU office.

ger summit/the_iowa_hunger_directory/organizations_fighting_hunger/?action=list&letter=&name=&c_1=&c_2=1854

Food - Free Meals

Get or donate food.
<http://www.foodbankiowa.org/>

Free - Free Phone

Assurance Wireless
P.O. Box 5040
Charleston, IL 61920-9907
1-888-321-5880
Assurance Wireless provides eligible consumers with free monthly data, unlimited texting, free monthly minutes plus a free Smartphone. Lifeline enrollment is available to individuals who qualify based on federal or state-specific eligibility criteria. Residents of homeless shelters, nursing homes and temporary addresses may also be eligible.
<https://www.assurancewireless.com/lifeline-service/s/what-lifeline>

Free - Free Stuff

We are a grassroots and entirely nonprofit movement of people who are giving and getting stuff for free in their own Towns. It's all about reuse and keeping good stuff out of landfills. Membership is free.
<https://www.freecycle.org/>

Health - Alcoholics Anonymous

Welcome to AA Iowa, a state-wide recovery resource devoted to supporting the men and women of Iowa. AA Iowa helps individuals struggling with alcoholism find the help they need on a local basis. Discover Iowa Alcoholics Anonymous meetings per county or city, and take the next step to overcome alcohol addiction.
<https://alcoholicsanonymous.com/aa-meetings/iowa/>

Health - Free/Sliding Scale Clinic with Dental

Listings that can help low-income and uninsured people connect with a clinic or community health center in their area. These clinics offer free and discounted rates for medical and dental care. Our county listings include contact information, a listing of services and any further remarks that may be pertinent to our users, such as free services provided, discounted services provided and clinic operating hours.
https://freeclinicdirectory.org/iowa_care.html

Health - Reduced Cost Medication

Iowa Health and Wellness Plan: Beginning on January 1, 2014, Medicaid will provide health care coverage to adults age 19-64 with income up to and including 133 percent of the Federal Poverty Level. To learn more about Iowa Health and Wellness Plan view the Iowa Health and Wellness Plan plan comparison.
Medically Needy: If your income is too high for Medicaid but your medical costs are so high that it uses up most of your income. You may qualify for some payment help through the Medically Needy plan. If you qualify you are responsible for paying some of the costs of your medical expenses.
Medicare Assistance: If your income is low and you

Our local CSRU offices are open 8:00 a.m. to 4:30 p.m. central time Monday - Friday, except state holidays. You can also call the child support automated information line 24 hours a day, 7 days a week at 1-888-229-9223 (toll free nationwide) for additional information.
<http://dhs.iowa.gov/>

Food - Food Pantry

Bernard, Iowa 52032
(319) 879-3496
Rita McCarthy
Food Pantry (every 2 weeks, 6:30PM-7:30PM)

Food - Food Pantry

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

Food - Meals

205 15th Street
Des Moines, 50309
Ph: (515) 284-5719
Fax: (515) 883-1692
<http://www.centraliowashelter.org/>

Free - Free Phone

Bureau of Health Statistics
Lucas State Office Building, 1st Floor
321 E. 12th Street
Des Moines, Iowa 50319-0075
How to request a certified record by phone: Call VitalChek toll-free at (866) 809-0290 from 6:00 a.m. CST through 7:00 p.m. CST, Monday through Friday, except holidays.
<https://idph.iowa.gov/health-statistics/request-record>

Health - Addiction Recovery

SMART Recovery is the leading self-empowering addiction recovery support group. Our participants

learn tools for addiction recovery based on the latest scientific research and participate in a world-wide community which includes free, self-empowering, science-based mutual help groups.

The SMART Recovery 4-Point Program helps people recover from all types of addiction and addictive behaviors, including: drug abuse, drug addiction, substance abuse, alcohol abuse, gambling addiction, cocaine addiction, prescription drug abuse, sexual addiction, and problem addiction to other substances and activities. SMART Recovery sponsors face-to-face meetings around the world, and daily online meetings. In addition, our online message board and 24/7 chat room are excellent forums to learn about SMART Recovery and obtain addiction recovery support. If you're new to SMART Recovery, get started with our introduction on the website.
<http://www.smartrecovery.org/>

Health - Free/Sliding Scale Clinic

The largest network of free medical clinics in the state of Iowa, Free Clinics of Iowa is a donor-supported, not-for-profit organization, consisting of an administrative office and over 30 member free clinics

have a hard time paying Medicare premiums, Medicaid may be able to help pay the premiums. Iowa.

Medicaid Enterprise
100 Army Post Road
Des Moines, Iowa 50315
Phone Number 515-256-4600
Operating Hours are Monday through Friday 8:00 AM to 4:30 PM
<http://dhs.iowa.gov/ime/members/who-receives-medicaid>

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

Reentry Resource - Multiple Resources Available

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

Shelter - Shelters

205 15th Street
Des Moines, 50309
Ph: (515) 284-5719
Fax: (515) 883-1692
<http://www.centraliowashelter.org/>

Volunteer - Volunteer Opportunities

At JustServe, we believe that nothing should get in the way of organizations and volunteers coming together to do good things for the community.
<https://www.justserve.org/>

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

Health - Health Department

The Iowa Departments of Public Health (IDPH) and Human Services (DHS) are one step closer to becoming a single agency. All services can be found on the website.
<https://idph.iowa.gov/>

Money - Finances/Budgeting

GreenPath will work with you to build a personalized plan of action for regaining control of your debt. We assess your household budget, find places for you to save, and help you prioritize your payments to creditors and plan a lifestyle that you can afford. It all works toward helping you achieve your financial goals, better manage debt and avoid problems in the future. Available in Spanish.
<http://www.greenpath.com/>

Money - Social Security Benefits after Incarceration

Social Security and Supplemental Security Income Benefits
Individuals released from incarceration may be eligible for Social Security retirement, survivors, or disability benefits if you have worked or paid into Social Security enough years or Supplemental Security Income benefits if you are 65 or older, or are blind, or have a disability and have little or no income and resources.
If you believe you qualify, call our toll-free telephone number, 1-800-772-1213.
If you are deaf or hard of hearing, call TTY 1-800-325-0778.
<https://www.ssa.gov/reentry/benefits.htm>

Reentry Resource - Multiple Resources Available

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/>

Shelter - Transitional Housing

Homeless shelter and halfway house
1521 6th Avenue
Des Moines, IA
515-282-0549
Website: www.hansenhouseofhospitality.com

Volunteer - Volunteer Opportunities

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

Employment Tips

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

Start by asking yourself:

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

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

The most frequently requested documents are:

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

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

Next, ask yourself the following questions

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

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

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

Considerations and Preparation

What are your employment resources?

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

Skills Assessment and Personal Strengths Evaluation

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

Do you need clothes for your interview or new job?

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

(www.dressforsuccess.org)

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?

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* ***