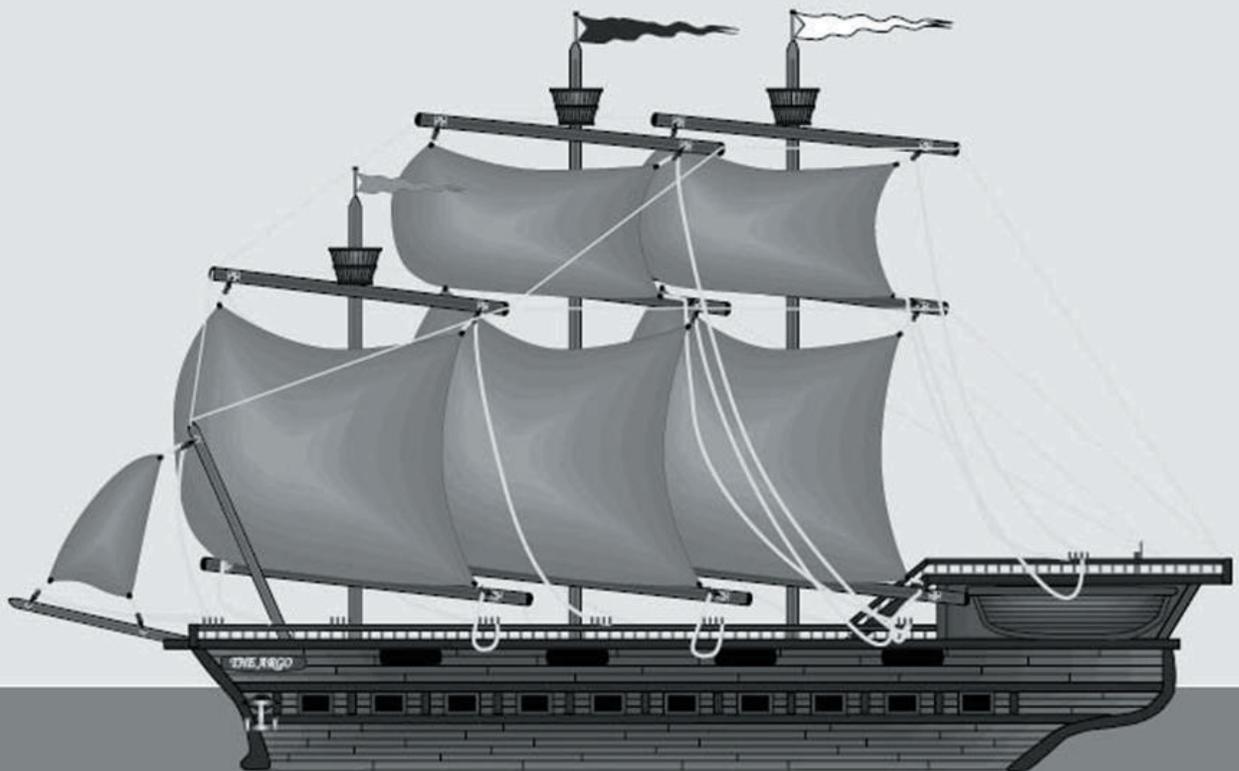




REALIZING
EDUCATIONAL
EMOTIONAL and
FINANCIAL
SMARTS

LIFE MAPPING INSTRUCTORS MANUAL





Pre-Class Introduction

“Welcome to Life Mapping before we begin I would like to go over a few things with you....”

Attendance:

- ✓ Don't miss class, you will be dropped for any un-excused absence
- ✓ If you are late, make sure you sign in and get checked off on the attendance sheet
- ✓ All attendance is check monthly by Tallahassee
- ✓ Your class meets (insert day and time). If the call-out is not posted in your dorm, go to center-gate anyway, we will get a call out to center gate ASAP.
- ✓ If you wish to sign out, do so today. If you wait to drop later, per the Education Director, you will have to wait one year to take any other REEFS class.

General Rules:

- ✓ Bring your own toilet paper
- ✓ We come as a group we leave as a group unless you have a legitimate callout
- ✓ Do not wander the hallways or go into other classrooms
- ✓ Raise your hand to speak. Do not interrupt speaker.
- ✓ Try to surpress negativity.

Funding and Books:

- ✓ This is a REEFS (Realizing Educational Emotional and Financial Smarts) class which means it was designed by inmates for inmates [BIFI (bye-phi)]
- ✓ You get one book, write your name and DC# in the space on the front
- ✓ Everything we have here is donated by (family, friends and volunteers)
We have scrap paper and pencils for your use

THANK THE CLASS AND INTRODUCE THE INSTRUCTOR OR YOURSELF--
LOOK AND SOUND LIKE YOU ARE EXCITED ABOUT THIS NEW CLASS!!!



Life Mapping Instructor's Manual

Attention Instructors

The following manual contains all of the text from the Life Mapping manual along with instructor notes, comments, board presentations, stories and skits.

Life Mapping is designed to be interactive and evoke responses from the students, therefore questions are certainly encouraged. However, it should be noted that personal experiences and stories shared in class should be brief and appropriate to allow a maximum efficiency of time.

This manual will note where the instructor notes are with a specialized heading and it will also denote where the student pages can be found. The notes given in this book enable the instructor to enhance the message of certain sections in the book.

The instructor's manual has been formatted to highlight the different sections. The different sections contain specific suggested activities, and possible talking points added to the original book and can be distinguished from the Life Mapping book by the size of the text. The instructor notes are in size 15 pt. font Garamond and the original Life Mapping manual text is in 10 pt. font Garamond.

This manual was composed of several stories used by the original writers of the Life Mapping Program and also later instructors.

The instructors manual was written and compiled by:

Jason R. West
B.S. Exercise Science
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Welcome

Background of the Class:

This class was developed by two inmates, Jeff Botsford and Mark Brackmann, they came up with the idea for Life Mapping after meeting with classification. Around this period of time, Tallahassee was pushing for release and re-entry programs and personalized re-entry plans. Jeff and Mark were excited about what this possibly meant and how they might get some direction and recommendations on what to do while incarcerated. Mark went to classification and met his classification officer who informed him that he should be getting his GED and become involved with some programs. Mark was a college graduate whose job was a GED tutor at education and was very involved with the chapel programs. Because of the sheer case-load of classification they could not effectively go through everyones file and read every piece of information that would help them develop a plan for each inmate individually. The classification officer could help compile a personalized plan for Mark, all Mark received was a standard response that was used multiple times. Jeff had a similar experience as well. After their meetings with classification Mark was walking around the track talking to Jeff, they discussed the meeting with classification. They came to the conclusion that classification would not help them establish their own personalized re-entry and release plans. They realized that the best person to develop a plan for their life would be themselves. Jeff and Mark began to kick around the idea of classes that would allow inmates to teach themselves and others. They wrote the first class that would focus on goals and orienting a person's life based on those goals, that class would become Life Mapping. Life Mapping encourages a man to set a primary goal for his life and to develop his own personalized strategy for achieving that goal. That strategy encompasses time in prison and beyond. A life directed towards a goal empowers men to do time in prison productively and to leave prison with a course clearly mapped out.

Rules of the class:

Show up to class everyday that you have the callout if class wasn't important you wouldn't be on the callout.

Confidentiality- What happens in Life Mapping stays in Life Mapping. You have no reason to spread another person's business out on the yard. This class is about uplifting people to greater heights not dragging them down in the mud.

Listen- When someone is talking, listen to what they are saying and actually hear the message they are conveying. You never know when someone may hold the secret to life that you have been looking for.



Cross-Talk- If two people are having a sidebar conversation while the whole class is listening to someone, those two people are being disruptive to everyone else. If you want to have a discussion on a subject raise your hand and discuss it with the class so everyone may benefit from what you have to say.

Respect- As said before this class is about uplifting everyone involved to new heights and constructing a positive goal for our lives. Although people may not have matching opinions or views respect that everyone has their own way of interpreting the world and there are multiple solutions to a problem.

Participation- The only way you will benefit from this class is to provide your input and to listen to others. Without participation you will not derive any positive growth from this class.

Explanation of the Motif of the class:

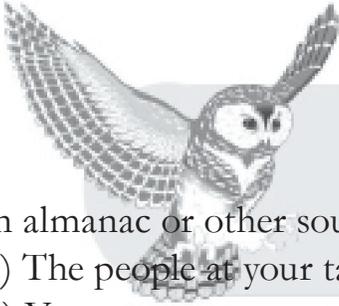
Life Mapping is based on the idea of old world sailing ships, using this theme the book was written. This course also uses this idea when it comes to the group names, on each table is a name (Corona Borealis, Casiopeia, Andromeda, Pegasus, Draco, Tucana) these names are stars or star constellations. Sailors on old sailing ships used to navigate by these stars, but in here they will be the name of the team you are in. Also on the table is a “flashlight” this flashlight has a very specific purpose;

“Do you know that guy who always wants the center of attention on him...well the flashlight is for him, when he doesn’t shut up you simple lift the flashlight and point it at him, and now the spotlight is on him.”

It is a much more subtle way of letting a person know that they are talking way too much and people would like them to be quiet.

Explanation of Trivia contests and the Wand:

In Life Mapping it is not uncommon to have intense discussions and periods of time where the energy is drawn out of the class by the material, so to combat fatigue and hold the interest of the class Trivia contests are held approximately half way through the class period. These contests typically happen at least once a week but they can occur more frequently if needed. The questions originate from trivia already selected, but spontaneity can occur using



an almanac or other source of information. The trivia contest has the following rule:

- 1.) The people at your table are your team and you cannot switch teams
- 2.) You must put your team name at the top of your answer sheet (Corona Borealis, Casiopeia, etc.)
- 3.) There is no walking around once trivia has begun
- 4.) Keep your voices down so you don't give answers away to other groups
- 5.) In the event of a tie the winner will be the team that turned their answers in first

When a team wins the trivia contest they will receive the Life Mapping trophy, the trophy at WCI main unit is a cardboard and construction paper the closely resembles the ship found in the life mapping book. A secondary award is given to last place and is known as the "DUH" award, it is used to spur groups to try harder, adds competition, and also adds humor to the contest. The goal of the contest is to keep students awake, interested, build a team atmosphere that allows class members to associate with each other, and give the students a break from having 2 hours of an intense discussion about tough subjects.

Bunkwork:

In this class you will have bunkwork; what is bunkwork? Bunkwork is work that you will have to do back in the dorm on your bunk, a clever way of saying homework but since we are not home we will call it bunkwork. Bunkwork is essential for this class it keeps you from being burried in a mountain of work at the end of the class, keep up with it or you will find yourself rushing to complete your life map at the end of the class.

A Review of Important facts:

When does the class meet? (Insert class time and days of week)

What do you do if there is no callout? (Show up at center gate)

If you have another callout or were held up in the dorm what do you do? (Tell the instructor or someone in the class)

Whose responsibility is it for your attendance? (You/ the student)

“Life Mapping – Developing an Individualized Re-Entry Plan” is a program built with the conscious effort to reduce the Florida Department of Corrections statewide recidivism rate. It specifically addresses recommendations #9, 11, and 12 of the Governors Ex-offender Task Force final report, November 2006.

- Recommendation #9
-A call for pre-release planning, starting from the first day of incarceration.
- Recommendation #11 and 12
-A call for coordinated and seamless planning processes to facilitate each inmates successful re-entry into the work place and into their communities.

The primary advantage of “Life Mapping- Developing an Individualized Re-Entry Plan” is its emphasis on helping the inmate to recognize his past decision process, his current resulting position and the opportunity to improve and sustain his pro-social behavior. The road best followed maps a life goal and establishes milestone guides.

We hope to reflect the same paradigm shift in the goals, dreams, and attitudes of ex-offenders that the former Chairman Vicki Lopes Lukis called for in the Florida Department of Corrections.

We recognize that some people believe that inmate facilitated programs are not optimal; however, we propose that inmate facilitated programs, if well designed, can offer unique benefits.

- untapped human resources
- unique perspective
- dynamic alignment
- effective and efficient cost structure

The purpose of this program is to help inmates, like ourselves, visualize and begin structuring an individualized re-entry plan. Their goal is tested, shaped, and adapted to ensure it is meritorious. Our purpose is to provide knowledge tools that will enable inmates to structure their lives, while in prison, moving through the difficult period following release, and marching toward a definite point and goal 30 days, one year and five years post release.

Hallmarks of the Life Mapping Program

1. Responsibility

We will aggressively hold each other accountable to be responsible for the position we are in

today and for our life's current direction.

2. Integrity

We realize that honesty is fundamental in assessing our shortcomings and it is necessary for us to grasp hold of a future that is the American Dream rather than live on the fringes of a community.

3. Knowledge

While all inmates have been convicted of a crime; collectively, we are also a rich source of information and skills. We will share knowledge with each other from a broad range of experience and professional backgrounds.

4. Dignity

We will refrain from telling men what goals to pursue or issuing moral imperatives. We never assume to teach "the only right way." Rather, we encourage creative solutions that each man can test against standards he has set. We simply encourage, challenge, and assist him on his own discovery.

Finally, our hope is to provide information, strategies and pathways that offer new direction, responsibilities and possibilities. We believe that we can stand together and help each other to achieve the pride found in self-accomplishment.

Simply concluded, self-accomplishment will reduce recidivism.

Sincerely,

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Acknowledgements

This manuscript was written for the REEFS (Realizing Educational, Emotional, and Financial Smarts) Program, which was created by inmates, following three guiding principles:

1. To empower inmates to assume responsibility for their own recovery and pursuit of a pro-social life.
2. To reduce recidivism by providing a practical education in fundamental life skills.
3. To provide for the cost effective delivery of quality education by taking advantage of inmate skills and specialized training.

Thank you to Horizon Communities in Prison for making positive changes in the culture of prisons and for your long standing support and encouragement. Thank you to the staff and leadership at Wakulla Correctional Institution for allowing inmates to seek growth and rehabilitation.

Preface

“Prisons are no more than warehouses which store criminals until they return to society to re-offend.” That was yesterday’s answer, and it failed society, justice and inmates. Today, more is possible as society and justice take a fresh look at the problem of crime in America and recidivism. Recently, new leadership in the Florida Department of Corrections has begun to challenge the old model by providing pre-release planning for inmates, beginning the moment of incarceration. The authors of Life Mapping applaud that effort but believe success will ultimately be achieved when inmates take full ownership of and participate in their own rehabilitation.

The Life Mapping Program invites each inmate to take a hard look at his life and assume responsibility for his resulting position of incarceration and brokenness. The next step is to visualize the “good life” after prison. What is the “good life” for an inmate? It’s the same as every other American’s: a house to live in, good quality employment, a safe environment for himself and his family, to love and be loved, and to feel that he has a meaningful and worthwhile place in the community. Life Mapping posits that the “good life” is not an entitlement; rather, the “good life” is the result of achieving a series of goals and objectives, earned with hard work, education, discipline, and good character.

Finally, we hope to provide information, strategies, and pathways that offer new direction, responsibilities, and possibilities. We believe, as inmates, that we can stand together to help each other achieve our objectives and dreams.

Simply concluded, self-accomplishment will reduce recidivism.

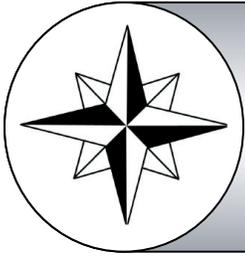
Sincerely,

Mark O. Brackmann

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Co-Author

Jeffrey P. Botsford

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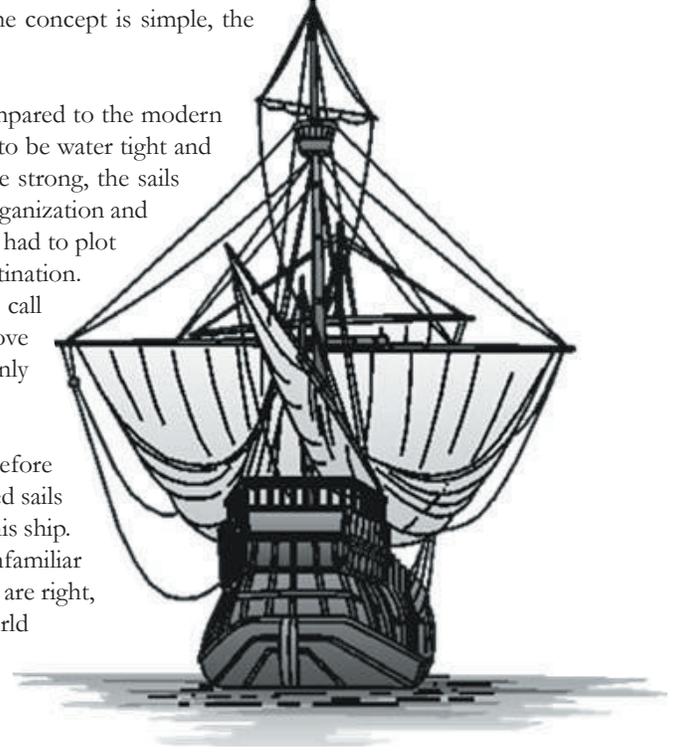


Introduction

Life Mapping, conceptually, is plotting a course for our life. Although the concept is simple, the actual process is far from easy.

The tall sailing ships of years gone by were relatively simple in design, compared to the modern marvels of the sea. Still, the old ships required well-crafted wooden hulls to be water tight and efficiently shaped to displace water as the ship sailed. The mast had to be strong, the sails well crafted, properly hoisted, and trimmed. The cargo needed sufficient organization and weight; the food and water supplies required proper planning. The captain had to plot his course, man the wheel to control the rudder, and chart the ship's destination. Storms had to be weathered, waypoints observed, and dangerous ports of call properly navigated. If all things were in order, these old ships could move thousands of pounds of freight and many people around the world, using only the wind for power.

If an ex-offender is the ship and his life is the journey, he has much to do before he can sail the world. His hull may be leaky, his mast cracked, and his trusted sails in need of mending. He may need to make both small and large repairs to his ship. He may also need to develop new skills in order to pilot his vessel in unfamiliar waters. Our ship must be sound and our course clearly defined. When we are right, strong, and certain of the path we are traveling, we can enter the free world and achieve our highest dream.



The Voyage Ahead

One of the purposes of The Life Mapping Program is to help us evaluate our lives. We will encourage taking a close look at the broken parts of our lives and the resulting damage. We will also offer knowledge for healing and progress as we learn how to nurture and build positive character traits that are useful for living healthy, positive, and productive lives. Finally, we will learn how to take our dreams, or even vague ideas, and turn them into goals laced with power and positive energy that will transform our very lives.

Our approach will be holistic. We will deal with alcohol addiction and how it undermines great marketable work skills; poor personal financial management and how it can undermine deep religious conviction, and unstable romantic relationships and how they can sabotage a well-financed, outstanding business plan. Our goal is to thrive, elevating every area of our lives.

As our journey continues, we will rebuild from the inside out, forming our success team to help us grow, mature, and develop into pro-social men who are willing, prepared, and able to contribute to our families, community and country. To do this, we will first look at where we wish to go with our lives (Primary Goal). Next, we will take a hard look at where we are and what went wrong that brought us to this point. Then, we will examine the areas of our lives (our thinking and our actions) that need to change to ensure smooth sailing. This will be a difficult but very necessary part of the journey. We must spend considerable time learning how to change, wrestling with practical ideas and reasonable solutions that are tailored to our individual circumstances.

Finally, we will chart a course well into our future that will include our incarceration time, probation, productive years, and even our retirement. If we loathe the way we are treated in prison, rather than complain, grieve, and grow bitter, let's work to become men deserving of respect. Respect comes from within, which is the precise point from which this journey will begin. Bon Voyage!

Date of Death Activity pg.14



(Instructor Reading - Optional)

Basic Training

If you join the military, you will go through basic training. The military uses basic training to tear down and then reconstruct a disciplined soldier and member of a team. The principle has proven itself effective over time in many different nations and empires of history. Your individuality is broken down and something new and more powerful built in its place. Your team rests, trains, fights, endures pain and eats together. Your team becomes something far greater as a whole than you, as an individual, could ever become.

Think about your personal experience as a prisoner. In what ways is it similar and in what ways does it differ from the basic training experience of the military? Traditionally, the corrections process has involved breaking down a criminal. The similarity perhaps ends there, in that historically there has not been intent to reconstruct something better out of the broken criminal. Time change and perhaps in Florida the corrections philosophy is beginning to recognize there may be a need to help inmates rebuild their lives, or at least their basic life skills. With that said, the real question is not what corrections policies are going to do for you; it is, in fact, what are you going to do to rebuild a better you.

One of the purposes of The Life Mapping Program is to help you rebuild and form your success team to help you grow, mature, and develop into a pro-social man that is willing, prepared, and able to contribute to your family, community and country.

To do this you will first look at where you wish to go with your life (Primary Goal). Next, you will take a hard look at where you are, and what went wrong that brought you to this point. Then you will look at what areas of your life (your thinking and actions) need to change to improve your path. You will spend considerable time learning how to change. You will be asked to consider practical ideas and reasonable solutions tailored to your individual circumstance. Finally, you will chart a course well into your future that includes your time in prison, probation, productive years and retirement. If you do not like the way they treat you in prison, rather than complain, grieve, and grow embittered, you will work to become a man deserving of respect. Respect comes from within and within is where you will begin.



Instructor lead activity
(Date of Death Activity)

Before beginning Chapter 1 (Time) it is important to illustrate the importance of utilizing time wisely. An excellent way to do this is by using the “Date of Death Activity”. In this activity the students will be convinced that for the purposes of our “database” we need some information from them primarily:



- Name
- *Age*
- Zip Code (last address or place of birth)
- (Some other piece of personal data)

After each person gives their information they will be given a two-digit number that corresponds to the year in which they are estimated to expire. They will not be told this number is their estimated date of death, they will be told it is their “student number”. Here is an example:

A man named B.O. Fantana stands up says his name (B.O. Fantana), his age (32), his zip code (30458), and that he has an impressive toenail collection. The important fact is that he is 32, which means he has 44 years remaining (according to the Social Security Administration actuarial table on the next page). So the “student number” given to Mr. Fantana will be the year he is taking Life Mapping plus 44. Therefore if he takes the class in 2013 Mr. Fantana’s number will be 57, meaning he is estimated to die in 2057.
(Years remaining + current year = estimated year of death)

After giving the whole class their “student numbers” ask them what they think it means. When they understand that it is their date of death, ask them how they feel about that. Then poll the youngest and oldest guy in the class. **Utilize this activity to highlight the necessity to use time wisely and how Life Mapping is aiming to give a plan that will ensure time is spent accordingly.**

Chapter 1

Time

Time is Limited

What will we do with the time we have left on this earth? How much longer can we reasonably expect to live? Take a look at the actuarial table to see what the Social Security Administration estimates are the number of years of life each of us has left.

How will we spend our remaining years? What will our life look like over the next decade? How much more time will we spend behind bars on our current sentence? Where will we live when we get out? What kind of work will we do? Who will love us? What will we accomplish? When will we retire? Will there be another prison stint in our future? Before we haughtily proclaim that we will never come back to prison, stop and look around. Pick out nine men that are near you. Of the ten (including you), three will be back in prison within three years of their release. Five will be back within five years.

Only three of the ten will never come back. What makes you one of the select few? The Life Mapping Program is about planning our lives, not just making an active decision not to come back to prison. It's about delving into the specifics of how we can be assured that we end up where we desire rather than where fate takes us.

Before we start making future plans, let's take a moment to reflect back on our past. How would we subdivide our lives, can we see major segments? Those major segments of our life might include: grade school, Jr. High, our parents divorce, relocating, getting married, having children. Looking back we should be able to see segments that give definition to our life. Right now we are living in that chapter of our book titled "Prison". What do we see when we look to the future? Is it possible to predict what the major segments of our lives to come will look like? Certainly, some things cannot be predicted, such as whether we will get married, and, if so, to whom. Will we have kids? How many? Will our children be boys or girls? The future holds many mysteries that will only be revealed with time; but a reasonable person can sketch some parts of that future. We can sketch our prison release date. We can sketch our probation terms. We can sketch how long we intend to work and when we plan to retire. Ultimately, we know that one day we will die. Our exact date of departure cannot be known, but we can look at how long others tend to live and come fairly close to speculating the year that we might pass on.

Age		Years		Age		Years		Age		Years	
21	54	22	54	39	38	40	37	57	22	58	22
23	53	24	52	41	36	42	35	59	21	60	20
25	51	26	50	43	34	44	33	61	19	62	19
27	49	28	48	45	32	46	32	63	18	64	17
29	47	30	46	47	31	48	30	65	16	66	16
31	45	32	44	49	29	50	28	67	15	68	14
33	43	33	43	51	27	52	26	69	14	70	13
34	42	35	41	53	26	54	25				
36	41	37	40	55	24	56	23				
38	39										

Now let's take some time to complete the chart to the right with the important dates in our own lives. For this class, we will identify a point in our lives that is five years after we leave prison. We will tie that date to a major accomplishment that will be labeled a Primary Goal.

Important Dates	Age	Year
End of Sentence		
Primary Goal		
End of Probation		
Retirement		
Estimated Date of Death		



Turn to chapter 16 for an example of a life map. Then turn to chapter 17 and start with the current year. Fill in your age today and up until you turn 80. Use heavy black lines to score the major segments of your future.

Directions for Building Your Life Map

Looking back over our lives, we may see very clear segments of time. Each segment of our life is an era in our personal life history. Can you think of specific benchmarks that separate one era from another? For instance, elementary school, middle school, high school and college may be measuring points in your life. It may be your parents divorced, you got married, moved to a different city, were injured or came to prison. What major events do you think might measure your future? Who knows what your future may hold? There are certain dates that usher in new eras. Let us start with some big ones:

- The date you are released from prison
- The date your probation ends
- The date you plan to retire
- The date you can expect to die

These major benchmarks in your life signal the beginning of a new era in your life. Look at the life map and draw in the lines for these major benchmarks. You may wish to shade in the eras of your life. Take some time to reflect on the eras in your future. How many years left in prison? What will you use that time to achieve? How many years do you have to work before you hope to retire? What will your career look like? How much money do you need to save to be able to retire? Where will you live during the remaining eras of your life? Will you be ready for death when that day comes to call?

These questions are sobering and thought provoking. The remainder of this program will be dedicated to exploring these type questions, searching for your own unique answers, and using those answers to chart a course to live through these eras in a manner that best directs you daily towards your goal.

Chapter 2

Primary Goal

The Mr. B. Story

Mark was 25 years old and working for a company that sold and installed security systems. He started working in the sales department in Tampa, Florida. After several months, he moved to the installation department. He completed two weeks of training and went to work installing security systems. After the second week, doing installations on his own, Mark's boss ordered him to drive to Jacksonville to meet the owner of the company.

On Monday morning, Mark arrived in Jacksonville and walked into the corporate headquarters of the company. The receptionist quickly ushered him in to the owner's suite. The owner, known as Mr. B., was charismatic and had a reputation for being eccentric, harsh, and generous. Mr. B. welcomed Mark and invited him to take a seat. Mr. B. made small talk for only a short time and then asked Mark how many installations he had completed in the first week. Mark could not recall. Mr. B. informed him that, according to his research, it was 13 the first week and 14 the second week. Mark was not sure where this was heading and feared reprimand for only improving by one installation.

Mr. B. asked Mark if he had any idea what the company record was for an installer for one week of work. Mark indicated he did not. Mr. B. said that 14 was the new record. The week before that, the record was 13. In addition, before that, the record that had been standing for over three years was seven installations. Mr. B. said the average installer only set up 5 in one week.

Mark was quite pleased with this recognition of his work and was shocked when Mr. B. reached into his pocket and pulled out a huge roll of one hundred dollar bills. Mr. B. counted out 10 bills and handed them to Mark. Before Mark could speak, Mr. B. said, "Do not thank me for this. You earned this money many times over. I am increasing your base salary by 100 dollars per week." Of course, Mark did thank him and was thrilled beyond words.

"Oh, and one more thing," said Mr. B., "I have your application here and have noticed that one of your goals was to become financially independent. That is great! And how is the process coming along?" Mark smiled, patted his bulging pocket, and said, "It's much better now." Mr. B. clarified himself by saying, "No, I meant, specifically, how is your progress on such a noble and worthwhile goal?" Mark had no idea how to respond. The goal he had written on the application was just something that sounded good at the time.

Finally, he said, somewhat uncomfortably, "It's going okay, but I still have numerous college loans to pay off. "How much have you invested in the stock market?" Mr. B. asked. "Nothing yet, sir," Mark exclaimed. "I am working on getting rid of my debt first." "I understand you are probably more conservative at this point and have put your money in mutual funds. How much have you invested thus far?" Mr. B. asked. "Nothing, sir," Mark stated. "Unthinkable," Mr. B. exclaimed. "You must be one of those ultra conservative guys who place his money in CD's. So, how much do you have in CD's? "Mr. B., I do not have any CD's." By this time, Mr. B. was clearly agitated. In addition, it showed when he said, "I bet I can guess how much you have in a stinking savings account. Nothing! What you have is a big goose egg, right? Let me ask you one more question, Mark. How much money do you need to be financially independent and when do you plan on reaching that?" "I am not sure exactly how much I need or the exact age I need it by, but..." Mr. B. interjected, "Let me see if I understand this. You have not saved one dime, you do not know how much you need to save, and you do not know when you need to save it by. You do not know where you are, you do not know where you are going, and you have no idea how to get there. You don't have a life goal, you have a freaking' pipe dream. Get out of my office and stop wasting my time!" Mark, with his head hung low, decided to head to the door. As he was near the doorway, Mr. B. said, "Mark! Come back next Monday, give me a net worth statement, and let me know how you are investing. You won't have the excuse that you don't have enough money to open an account." On that day, Mark's pipe dream began to grow into a goal.





(Instructor talking points):

The primary goal is the most important part of Life Mapping.

In the example just given, Mark was simply living, doing his job, collecting a paycheck. He had no real goals other than just to do well. Most of us in this room have done that haven't we? We get stuck in the day to day pace of life and just try to get to tomorrow, no direction except forward. Mark was given a wake up call with Mr. B. and after his encounter he began moving toward a goal.

A good primary goal is not easily found and we are attempting to find a goal in this class that speaks to us, a goal that will keep us awake at night thinking about ways to accomplish it. The search for a primary goal is not easy we want a goal that screams out: "This is what I was meant to do!" In selecting a primary goal in this class remember that this is not set in stone, so it is recommended that you write your primary goal in pencil and also the ancillary goals for the nine areas of life that we will cover in this class. The odds of you changing your mind during this process is very high, so don't be worried if you change your primary goal multiple times throughout Life Mapping.

To help us find that special primary goal that gives us a drive, a conviction, a strong desire to work on our life map we are going to go through several lists. These lists are simply a brainstorm to help our mind find what goal will be right for us. Take your time with these list and add some of your own lists to help you find your primary goal, once again building your primary goal is the most important part of Life Mapping.

Goals are dreams written down with a date attached. Once you write down your dream, something changes. If we take the time to attach a date, the change becomes a powerful force that we will actively work toward achieving. Be careful what goals you set for yourself. Goals can set a course for our life and cause us to walk a path that few men ever travel. Sir Edmond Hillary had a goal to climb the highest mountain in the world. Nobody had ever been there before, but he set a goal to be the first. The summit of Mt. Everest is 26,000 ft. above sea level. We do not end up standing on the summit of Mt. Everest by wandering around on an afternoon stroll. To reach the summit of Mt. Everest takes discipline, study, training, specialized equipment, and a well-trained team of highly qualified people.

What is your goal? We can have many dreams. We can have enough big ideas to change the world, but this challenge is to narrow your focus. We may have a list of 50 things we hope to accomplish before we die, but we choose one primary goal.

Your primary goal for this program should be something you hope to achieve within 5 years of your release date. The goal should be difficult, substantial, realistic, and achievable for you. This goal should be so significant that it has the ability to drive you through difficult times and inspire you year after year. Your goal should be something that has the ability to change your life. Your goal must be something measurable.

In addition to your primary goal, you may wish to choose one or two (not more) goals that are ancillary. What is an ancillary goal? It is a goal that is distinct and separate from your primary goal but it must be compatible with your primary goal. It could be a major milestone, a marker on the path toward your primary goal but this is not a requirement.

If your primary goal were to acquire a net worth of one million dollars by a certain date, an ancillary goal of becoming a religious monk, complete with a vow of poverty, would clearly be incompatible. On the other hand, a college degree could very well increase your earning potential and be compatible with your million-dollar goal. It is time to roll up your shirtsleeves and get to work.

Building a Primary Goal

Start by listing 20 things we would like to do before we die. Don't hold back, this is the time to let our imagination run wild. We can include dreams of wealth and fame without regard to whether they are reasonable or achievable. We can include little things that may sound insignificant. We might describe big and splendid ideas that could change the world. This is a brainstorming session; don't hold back. Use an additional sheet of paper if 20 aren't enough.

Congratulations! We have each listed twenty things we want to do. That's a great start. Keep in mind, none of these are goals. They are just ideas or dreams, but they are our ideas and our dreams. It's from these dreams that we may glean a starting point to identify our Primary Goal.

Filter System



Next, we need to put our 20 things through a filter system. The filter system consists of two questions and our assignment is to put each of our 20 things through the filter. Take "thing" number 1 and ask ourselves the following two questions:

1. Is it important that we complete it?
2. If completed, will it change our lives?

If we answer "yes" to both of the questions, then move the "thing" to the filtered list. If we answer "no" to either of the questions, then do not move the "thing" to the filtered list. Now that we have filtered our list, rank each of the things we have listed. Which are our top five?

Testing System

Now we really get to sharpen our thoughts about setting a goal. The next step is to run our filtered list through a testing system called the five elements of a Primary Goal. Take "thing" number 1 and test it against each of the following five Primary Goal elements. If we answer "yes" to each of the five, then we may have a candidate for our Primary Goal and can put it on our tested list.

20 Things To Do Before Dying:
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.
16.
17.
18.
19.
20.

Filtered List
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Tested List
1.
2.
3.

The Five Elements of a Primary Goal

For this Life Mapping class, we will be asked to identify **one Primary Goal**. A good Primary Goal deserves careful consideration. In our metaphor of the old world sailing ship, the destination represented the goal. Here's a question for us to consider very carefully. Where are we headed in life? Our lives are headed somewhere. What is our destination? Perhaps we have never considered the possibility that our lives are on a particular course. Most people simply drift and see where life takes them. The drifting will certainly take us somewhere, but we may not like where we end up. How many of us planned prison as a destination? Yet, looking back, we can almost certainly see that we were on a course that was very likely to end in a prison sentence. The beauty of setting a goal is that we get to choose our own destination, rather than allowing it to chance. All Primary Goals for this class must comply with the following criteria:

1. Life Changing in Multiple Areas?

A good goal should have the force to change our lives. It must be big enough to make a difference in multiple ways. Some goals may have the ability to change only one area of our lives. For instance, a goal to develop 17 inch biceps probably will not change our lives in multiple areas. On the other hand, a goal to become a store manager for Burger King would certainly touch multiple areas of our lives including: career, education, health, and even relationships. Look for goals that are deep and far reaching.

2. Achievable Within 5 Years of Our Release from Prison?

How big should our goal be? For this class, our Primary Goal should be a goal that, if we strive, can be achieved within five years of our release from prison. Be realistic! If it's something we can achieve in 2 months, the goal is much too small. If the goal is something that may take 20 years, it's too big. Goldilocks did not settle for just any bed to sleep in. One was too hard, another too soft, but when she found the little bear's bed, it was just right. Just right is what we should be seeking here. What is just right for one of us may be too hot or too cold for someone else. How much can we achieve in 5 years? If a goal is not realistic and achievable, it can become too burdensome. Set a goal that is achievable.

3. Challenging and Difficult?

Achievable is not the same as easy. If there is one thing worse than a person with no goal, it may be the man with an easy goal. An easy goal deceives us into believing that we are accomplishing something, when, in effect, we are merely drifting down stream imagining that we are headed in a direction of our own choosing. If a goal is not challenging and difficult, it is not worthwhile. A goal to get a college degree from an accredited college is worthwhile and substantial. A goal to get a certificate as an ordained minister from some company that has zero requirements is just not meaningful or challenging. We must set our sights high. Strive for the top of the mountain, not just a stroll through the park.

4. Specific and Measurable?

All goals must be specific, or we will never know whether or not we have achieved them. Let's look at an example. Carl's goal was to start a ministry after prison. What does that mean? Will he become a pastor and preach at a church? Will he open a homeless shelter? Will he return to prison and encourage men who are incarcerated? The truth is that his goal is so vague that nobody, including Carl, can determine if the goal has been met. Contrast Carl's goal with Albert's goal. Albert's goal is to start a soup kitchen by renting an older, unused warehouse. He will seek food donations from grocery stores and restaurants. Albert plans to hire one full-time kitchen manager. He plans to recruit 3 volunteers daily. Albert has completed financial projections and knows his goal will need \$18,000 to successfully start. Albert's goal is very specific and measurable. Both Carl and Albert have good and worthwhile goals, but Albert's is specific and can be measured.

5. Legal and Moral?

The knowledge and ability to set and achieve a goal are empowering. A man that is goal oriented can accomplish great things. The question now becomes how to use that power. Will we use it for good or for evil? Goal setting is power. Each of us should think long and hard about the direction in which we are sailing. Our Primary Goal should be positive and pro-social. We should pick something that would make our children proud.

Now that we have tested our filtered list and established a tested list, we are very close to setting a Primary Goal. Before we go any further, take a look at some common missteps in goal setting, just to be sure that what we have on our tested list makes sense.

Common Missteps in Goal Setting

A Primary Goal is not the same as a **guiding life principle**. Some people set a goal that sounds something like this: "My goal is to live the rest of my life taking care of my wife and kids". If we test this statement against the Five Elements of a Primary Goal, we will see that it falls short. It is not something that a person achieves or works toward, rather, it is way of living. Guiding life principles are great, and they will be covered later in this course, but they are not the same as goals.

This should be **our individual goal** and only our goal. A goal of getting our wives to loose 30 pounds is not our goal. A goal of getting our sons to stay sober is not our goal. A goal to start a business which a felony record forbids, such as a bar that is in your wife's name, is not



(Instructor Talking Points):

The five elements of a Primary Goal are essential in this class, if you ignore using these five elements you will encounter multiple problems when pursuing a Primary Goal. If you do not meet these five elements then your Primary Goal is not acceptable and you must re-write it until it meets all five elements. There is no exception to the five elements, in order to pass Life Mapping you must have a goal that encompasses all elements.

1.) Life Changing in Multiple Areas: If your primary goal is not life changing in multiple areas, how is it going to help direct your life in a new positive direction? A benefit of pursuing a goal that is life changing in multiple areas is that it will prevent us for reengaging in activities that previously led us to prison.

2.) Achievable Within 5 Years of Our Release from Prison? The purpose of making it 5 years is because if a goal is too far out, how likely is it that we will get tired of working on a project if it is 10 years out? How can we see the progression towards success? If a goal is too far out we risk losing interest in it and quitting. Conversely if a goal is close to our release we may not have the time to cause our life to change and reduce our risk of coming back to prison. 5 years is just long enough to witness change, and just short enough to see our progression without becoming distraught.

3.) Challenging and Difficult? Why would we want to have a goal that is anything less than new, doing the same old thing is what might lead us back to prison. Old habits die hard, and forming new ones are exceptionally difficult. Life Mapping is attempting to reshape our lives by centering around a primary goal that will lead us in a positive and forward direction. In order to stimulate change we should be challenging ourselves and pushing out of our comfort zone. If you lift weights you have to continually stack more weight on yourself to grow stronger and bigger, if you run you have to run farther and faster to get more endurance and speed, if you want to become smarter you have to learn new and more difficult subjects. We are attempting to grow outside of destructive habits and find a way to live a life accepting of what we have done, but willing to move forward.

4.) Specific and Measurable? This is perhaps the most common mistake people make when setting their Primary Goal, they don't make it specific enough or measurable. The reason we

want to make sure something is specific and measurable is because how will we know if we have actually achieved our goal if it isn't a solid line on the ground (a finish line) something that indicates when we have arrived. We want to be specific because some goals are too vague, and impossible to know just we exactly have you achieved your goal. Everyone has a defined picture in their mind, like a scene from movie that they see when they think of their goal. We want to let others see that picture, so we need to be specific about what our goal is and write it all out:

“I want to own a 3 bedroom, 2.5 bath home, painted yellow with green trim, a front porch, a 2 car garage in the Olde Towne neighborhood. It would cost around \$150,000.”

Or

“My goal is to take my children to the Olympics in Rio de Janeiro.”

These goals are specific and measurable, they have a definite end to them and they still imbue the other four elements. They illustrate a goal that can be achieved and has a definite end point.

5.) Legal and Moral? The last element needed to set a primary goal is if it is legal and moral. The reason behind this is because why would we want to have a goal that might lead us back to prison. It also helps when we have a goal that we can be proud of, that our families can be proud of. We want a goal that falls in line with our values, morals, and personal convictions all of which will give us pride upon achieving a goal that contains those attributes. If we use a goal that is legal and moral not only do we reinforce the importance of our values, but we also give ourselves the pride knowing that we are moving in a positive and pro-social direction that will make our families, friends, and communities proud.

Finally, goals should be:

<u>S</u>	<u>M</u>	<u>A</u>	<u>R</u>	<u>T</u>
Specific	Measurable	Attainable	Realistic	Timely
(write on board)				

BUNKWORK:

WRITE BUCKET LIST AND DISCOVER A PRIMARY GOAL THAT MEETS THE FIVE ELEMENTS

your goal. Saying that we won't own the businesses ("they will be under our wives' names,") means it is not our goal. This class deals with individual goals, and we are the individuals taking the class. Each of us should only work on his own personal goal.

Avoid an **avoidance goal**, for example: "My goal is to stay out of prison," or "My goal is to not use drugs." Both are great ideas, but they are things we are moving away from, not moving toward. For many of us, an avoidance goal is of paramount importance; however, it is not a substitute for a positive goal. Choose a goal that is positive and achievable. A positive goal gives us energy and direction, and it can prevent the negatives. The old cliché is, "do not jump from the frying pan into the fire." Sure, we want to get out of the frying pan, but we must consider where we desire to land before we jump.

I just can't decide. Sometimes the challenge of choosing a Primary Goal feels overwhelming. What happens if we choose the wrong destination? We might have several competing ideas in mind and are unable to decide which one is best. Perhaps we have an idea, but it seems too mundane or boring. In this case, follow Nike's advice. Just do it! A goal can be set, changed, negotiated, and developed. Set a goal and work towards it.

Good Primary Goals	Guiding Life Principles	Avoidance Primary Goals
Earn a college degree in business	Be a good father	Stay out of prison
Buy a 3 bedroom brick house	Faithfully serve the Lord	Don't use drugs/alcohol
Work for a specific company at a specific job	Stay sober and clean	Stop committing crime
Build a company with annual sales of \$150,000	Take care of my mother	Get out of prison

Putting Details to Our Goal

When we first identify a primary goal, it will probably be somewhat vague. It takes some time and effort to really flush out the details of our goal. For instance, if a primary goal is to have a net worth of \$100,000, what exactly does that mean? Is it \$100,000 cash, stuffed in our mattresses? Is it \$50,000 in stock and a house worth \$50,000? Would it include the house we are living in? What if the house is owned by our parents? What if we expect to inherit the house? Is this net worth for us alone, or does it include our spouses? The object here is to put some meat on the bones of the goal and add details that make our goal more real and meaningful.

Primary Goal Details
How big is the goal? What color is the goal? What is the goal made of? How much will the goal cost? How long will it take?

Those Pesky Distracters

Think back to when we wrote 20 things we hope to accomplish before we die. Look back over the list we created. How many of them directly move us closer to our goal? Those that do not move us closer to our primary goal are distracters. Distracters are any ideas, dreams, people, or activities that pull our attention, resources, and energy from our primary goal. They are insidious. The problem with distracters is that they need not be bad. In fact, they may be healthy, positive influences; but they can prevent us from reaching our destination. Our goal is to purchase a home, but, before we meet that goal, we decide to take a family vacation to Disney Land, in Anaheim, California. How will the trip to California affect our primary goal? Will it move us closer, away, or have no effect? The problem is that we can often justify perusing the distracters with all kinds of reasonable and sound arguments. "The kids have never been to Disney, and it would be great family bonding time. We could stop and visit Grandpa, in Utah. Grandpa was always so good to us; he practically raised us. We can still get the house; it might just be a few months later". Those reasons might be good, but we have essentially traded our primary goal for a week of fun and entertainment. Is it worth it? How many other little things will move us away from our goal?

	Turn to chapter 17 and write your primary goal in pencil.
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(Instructor Talking Points)

Common Missteps in setting a goal:

Setting goals are simple enough you pick a personal destination in the future and you strive to achieve it, but we aren't talking about any ordinary goal here, we are talking about a serious, life changing event. With that in mind we have encountered multiple missteps in setting a primary goal. As we learned earlier we have specific criteria that a primary goal must reach, and for this class you must meet those five elements. A very common misstep is choosing a Guiding Life Principle (GLP) for a goal. So what is a GLP?

(Involve the students at this point and ask them what they think a GLP is, and write their thoughts on the board)

A GLP is something we live by, we never achieve a GLP is something we do everyday and we strive to meet. A GLP is not a goal it may be apart of our goal but we can never achieve it so it does not make a primary goal for this class. Once again GLP's are excellent they are guiding stars when we are lost we can find our way by glancing up at them and navigating our way based upon them, but we never reach them they are always on the horizon.

Another common misstep is that we choose a goal that is not our own, we need to have an individual goal. I don't want a goal that did not help me change into a better person or help me grow. Don't misunderstand what is going on we need the help of others but we should be the ones achieving the final result. An example:

In NASCAR a driver crosses the line by himself, he has driven the entire race by himself, but he has had the help of an entire support staff (the pit crew). We are like that NASCAR driver we drive the whole race and cross the finish line alone but with out the support of our pit crew (our friends, family, mentors, etc.) we would never have finished.

If you are distraught because your desired goal is not within your grasp because: you are a felon, you have probation, you have other mitigating circumstances, stop and think. We are not scheming to own a bar under our wive's name because it would be her bar. We are seeking a goal that we can take full ownership of: spiritually, mentally, emotionally, etc. It must be out goal, period. End of Story.

The next misstep is a big one and in Life Mapping we see it a lot, it is called an avoidance goal. This goal is found in many forms, but it usually shows up as: “My goal is to not come back to prison.” While that is a great goal it is an avoidance goal and avoidance goals don’t help us move in a positive direction. All we end up doing with an avoidance goal is run away from something. Picture this:

You are running from a wolf hunting you down, he is a massive, snarling, hungry beast, with the blood of his latest kill on his snout. You are looking over your shoulder as you run from him, you run as fast as your legs can carry you. Fear is consuming your mind and your heart is racing from the pace you are running and the adrenaline flowing in your veins. You stumble over a fallen tree branch but keep running and the wolf gets closer. You keep your eyes locked on his hollow, empty, black eyes, merciless and uncaring they begin to inch closer no matter how fast you go, then BAM!!! You run into a tree and get knocked flat onto your back and all of the wind in your lungs is gone. What happens next?

That is what is going on with an avoidance goal we are running from something, looking over our shoulder and not paying attention to what is ahead of us, we will stumble, we may fall, we may run straight into a tree and then we are done for. When we choose an avoidance goal we run away looking over our shoulder. A good primary goal automatically will keep us out of prison because we will stay on the right track moving in a positive direction, we will be in a car moving down the highway towards a destination, if that wolf tries to run us down he’s gonna have a tough time running down a car moving 60 mph for over 200 miles, and if he tries to step in front of the car, well, he won’t be winning that battle, he’ll be a splat on the side of the road. Choose a goal that puts you on the interstate moving 60 mph+ for 200 miles+, don’t choose a goal that drops you in the middle of the woods looking over your shoulder and running from “the Wolf.”

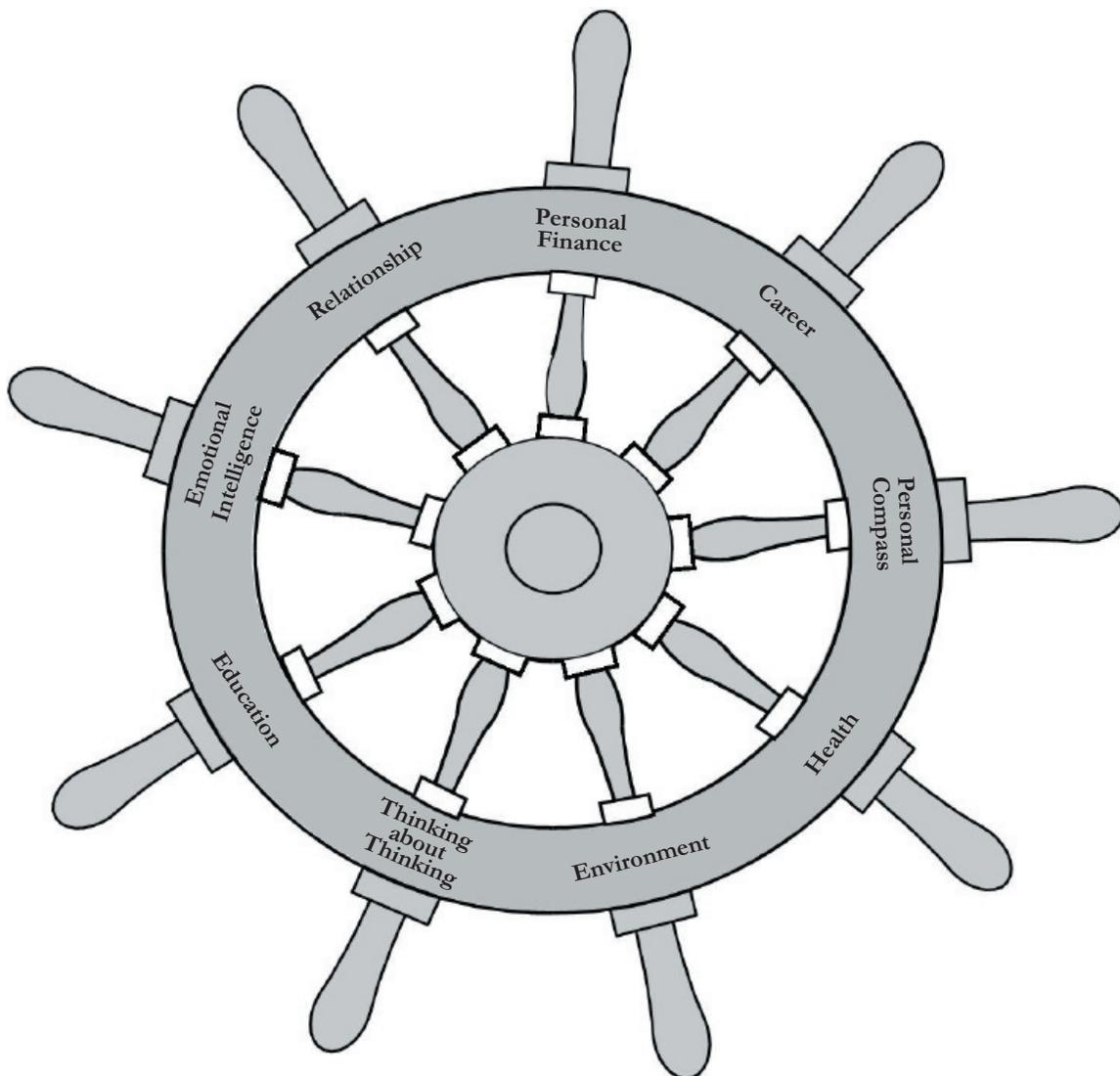
The last problem we typically see here in Life Mapping is indecision, don’t be paralyzed by an inability to choose. Make a choice. If you are afraid to make a goal because you think it might be wrong. Don’t worry, you can always change it. This class is about discovery and building ourselves into who we desire to be, start making your own choices, yes we will all make mistakes and it is still highly suggested that you write in pencil because of the possibility of error. Don’t worry about how ridiculous a goal might sound, we are trying to find a direction for ourselves, in order to do so we must at least take the first step which is the hardest part of the journey. Make a choice and discover if it is what you really want, you will probably learn something even if a goal isn’t what you desire. Take back control of your life and begin to make plans that is what Life Mapping is about.

Chapter 3

The Nine Areas of Life

The Nine Areas of Life

Our lives contain many areas. For the purposes of this class, we are going to suggest that there are nine areas of life. Looking at the captain's wheel illustration below, which area do we personally think is the most important? Now, let's discuss this. If you would like to be the spokesperson for one of the nine areas, raise your hand and share with us why the area we have selected is the most important.



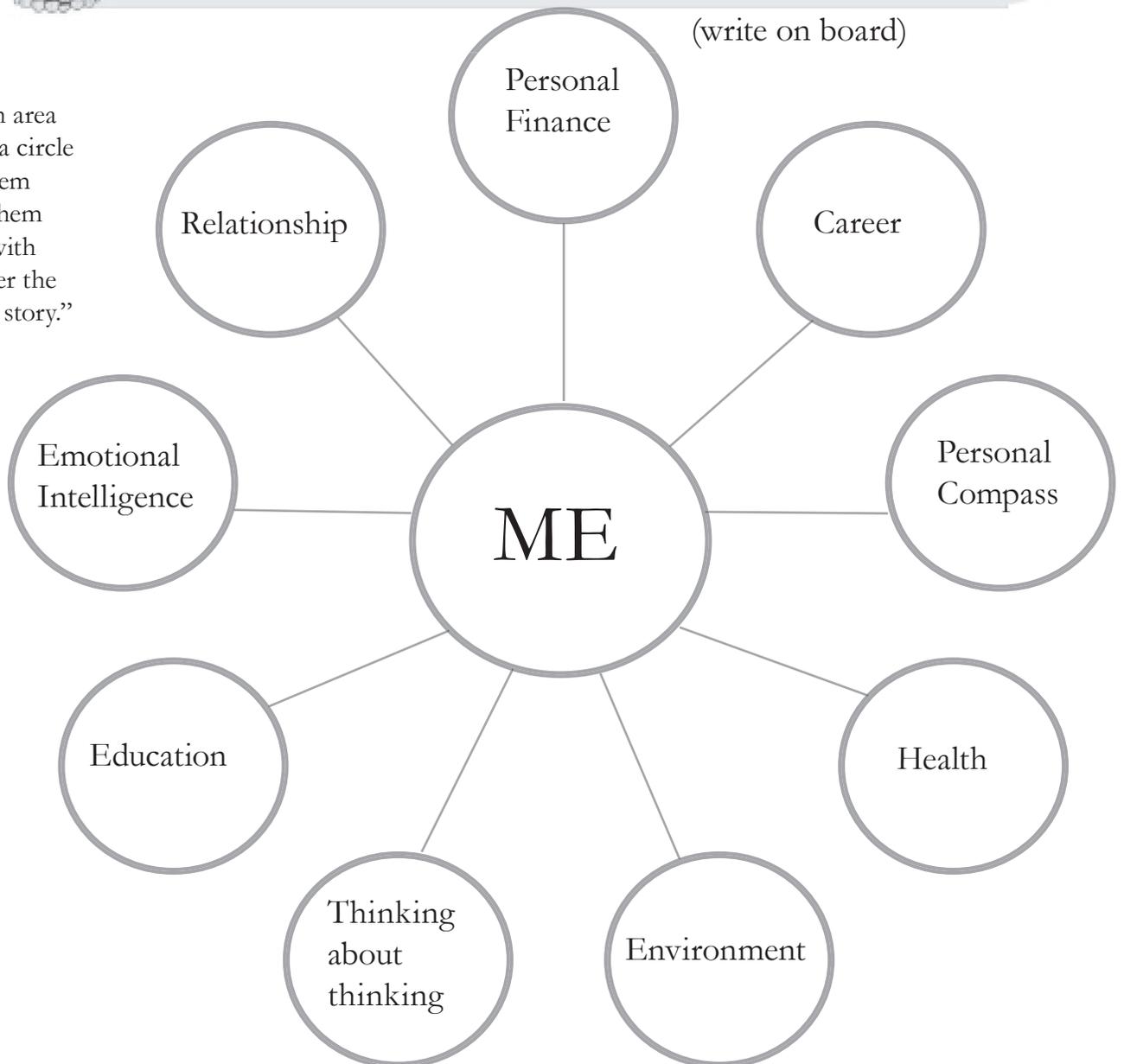
Now that we have heard from a spokesperson for each of the nine areas of life, let's read the Alta Hill story.



The Nine Areas of Life: Spokes on a Bicycle example

(write on board)

Write each area
and draw a circle
around them
and link them
together with
“ME” after the
“Alta Hill story.”



What area of life is more important?

What happens on a bicycle when a spoke is loose?

What do you think happens when one of these areas is loose?

As we go on our journey towards our primary goal we need to make sure all of the “spokes” are tight because if they aren’t and as we are going really fast downhill towards our goal we will crash and lose the skin off our backs. So before we reach our primary goal we need to work in each of these nine areas so that we can make it safely to our goal and not crash en-route.

Alta Hill Story

In my ole home town, there's a road that runs through the neighborhood next to mine. Its name is Alta Hill Road, and we kids loved it because, at the top of the neighborhood, it began a decline that, over the next half mile, dropped sharply and included the obligatory mid way hump. Every weekend on Sunday, after church and lunch of course, all us kids would head over to Alta Hill on our bikes, sawed off grocery carts, big wheels, wagons, skateboards, or whatever other contraptions we had made to ride the hill. One kid would stand as a spotter at the top of the hill and another at the bottom, and, when the traffic was clear, the downhill races would begin. Boy, it was amazing. Our old bikes could really get up to some serious speed, and, when we hit that hump, we would catch a little bit of air, just enough to scare us a bit, and then cross the finish line with our pedals moving so fast we couldn't put our feet on them till we had slowed the bike down by dragging our feet on the ground.



About mid way down that ole Alta Hill we could look down at our front wheel, and that thing was spinning as fast as it could spin. The spokes were almost invisible, and the hub was just a blur. When that front wheel is spinning that fast, what do we think happens when just one of the spokes loosens up? The wheel starts vibrating a little bit, and that vibration transfers to the forks, up the neck and into the handlebars. Suddenly, the bike riders' arms start vibrating, and the bike gets a little harder to control. As the bike gains more speed, the vibrations get worse and cause some of the other spokes to loosen. What happens if the bike gets going fast enough and several of the spokes get loose and the bike starts vibrating badly? Eventually spokes separate from the hub and the next thing the rider knows is that his forks are grinding into asphalt, and he's doing a very fast somersault over the handlebars.

A parent might tell his kid to inspect his front wheel before going over to Alta Hill. "Make sure each of the spokes on your front wheel is tight, son; don't take anything for granted because when you are going really fast, that's not a good time to find out that you have a loose spoke on your wheel. Life's not going to be a lot of fun if you end up eating asphalt at 20 miles per hour".

Gentlemen, the nine areas of our lives are the spokes of our front wheel. We are the hub. If the "health" spoke of our front wheel is loose and starts vibrating, can it impact our "career" spoke? If the "thinking about thinking" spoke of our front wheel is loose, can it impact our "relationship" spoke? The answer is yes, it can and yes, it will. The time to discover any loose spokes on the front wheel of our lives is when the bike is standing still, not flying down Alta Hill at full speed.

Now go back to the captain's wheel illustration and, at the center of the wheel, write "ME".

In Life Mapping, we are going to take a hard look at each of the nine areas of our lives, inspect them, perform some maintenance where needed, and replacements where broken. We are going to make sure the spokes and the wheels of our lives are ready to be ridden at full speed – no unnecessary spills and asphalt lunches for us!

The first step in this process will be to set an ancillary goal for each area of our life. Then we will break that ancillary goal down step by step into what we will call waypoints.

Grand Canyon Example page 31

Ancillary Goals

What is an ancillary goal? Ancillary means secondary or auxiliary. For instance, an ancillary pump helps or supports the primary pump. Think of an ancillary goal as a smaller goal that will help us on our way toward our primary goal. In this class, we will consider each of the nine areas of our lives and how each relates to achieving our primary goal. We may discover that each area of life presents a distinct leg of our voyage. Look at each of the major areas of our lives and ask this simple, yet potentially complex question: **What must I do in this area to accomplish my primary goal?**

Each of the nine areas of our lives must be aligned and focused on achieving our goal. We should be able to identify specific ancillary goals in every area of our lives. An ancillary goal must meet the following criteria to be effective:

- It must be necessary or instrumental to accomplish our primary goal.
- It must be specific and measurable.

This criteria is much less restrictive than the primary goal. An ancillary goal may be big, challenging, and difficult; or it may be fairly straight forward. We might be able to achieve it in several months, or it might take several years. It may also be an ongoing goal or discipline in our lives. Here are a few ancillary goals, which are examples for us to consider:

Primary Goal is to purchase a home. Ancillary goals might include:		
Area	Personal Finance	Save \$7,500 for down payment.
Area	Career	Get a job and develop my career in the cellular phone retail industry.
Area	Health	Meet specific health objectives: weight 170 lbs, cholesterol of 170 or less, and maintain fitness standards listed separately.
Area	Education	Complete Cellular Professional Certification (10 classes).
Area	Environment	Develop hobbies that are enjoyable without alcohol consumption.
Area	Thinking About Thinking	Attend a minimum of 4 AA meetings each week.

Waypoints



When a ship is sailing out in the open sea, there are no street signs or landmarks. The navigator must pick points on the map that chart the voyage. The ship will start at point A, and the navigator must set a course for point B. First, he will set a bearing that determines the direction of travel; he will clock the speed of the ship and then measure the time as the ship is traveling. After a given number of hours, he will once again take the ship's coordinates to see how close it is to point B. The new coordinates may be ahead of schedule, behind schedule, or to either side. At this point, the navigator must adjust the ship's course of travel, perhaps 7 degrees more southerly, and add more cloth to the sail to pick up the pace. He must also take into account why the ship went off course. Did he underestimate the cross winds, forget to calculate the currents, or misjudge the capability of the ship?

A waypoint is each major step we must take to achieve our ancillary goals. It's a common sense break down of something big into manageable pieces.

Once we have identified our ancillary goals (make sure they are clear and consistent with our Primary Goal), we can begin to make a list of the waypoints we will need to meet to accomplish our goal. For instance, in the education area of the above example, the ancillary goal is to complete Cellular Professional Certification (10 classes). What are the waypoints or steps we need to take to achieve this ancillary goal? Waypoints might include the following:

- Join the Association of Cellular Professionals
- Pay \$680 to enroll in each of the 10 classes.
- Arrange schedule to facilitate classes every Tuesday evening for the next three years.
- Purchase a laptop computer for homework assignments.
- Identify companies that have tuition reimbursement programs and seek employment with one of them.
- Arrange for childcare on Tuesday evenings.

After careful consideration and examination of those waypoints needed for our voyage, we immediately begin to recognize those waypoints that we already have achieved and those that have yet to be achieved. Those unachieved waypoints may prove easy to obtain or very difficult, requiring expense, years of education, or heavy lifting. We cannot possibly complete our voyage if key waypoints are left unachieved. Obtaining those missing waypoints becomes a serious part of our life map.

What about those waypoints we think we have already achieved? Before we go any further, let's take a little closer look at them. Most of us are pretty quick to say, "yeah, I got that in the bag." If we are going to say that one of our waypoints is already in the bag, we better be very sure our judgement is correct. Is it really in the bag? Was it in the bag, and now it's not because we went off course a little? On the surface, this whole thing seems straightforward. However, in reality, it is considerably more complex, and the subtleties can have a profound influence on our ability to accurately determine the path we must follow to achieve our goal. Let's make sure we know what's really going on...

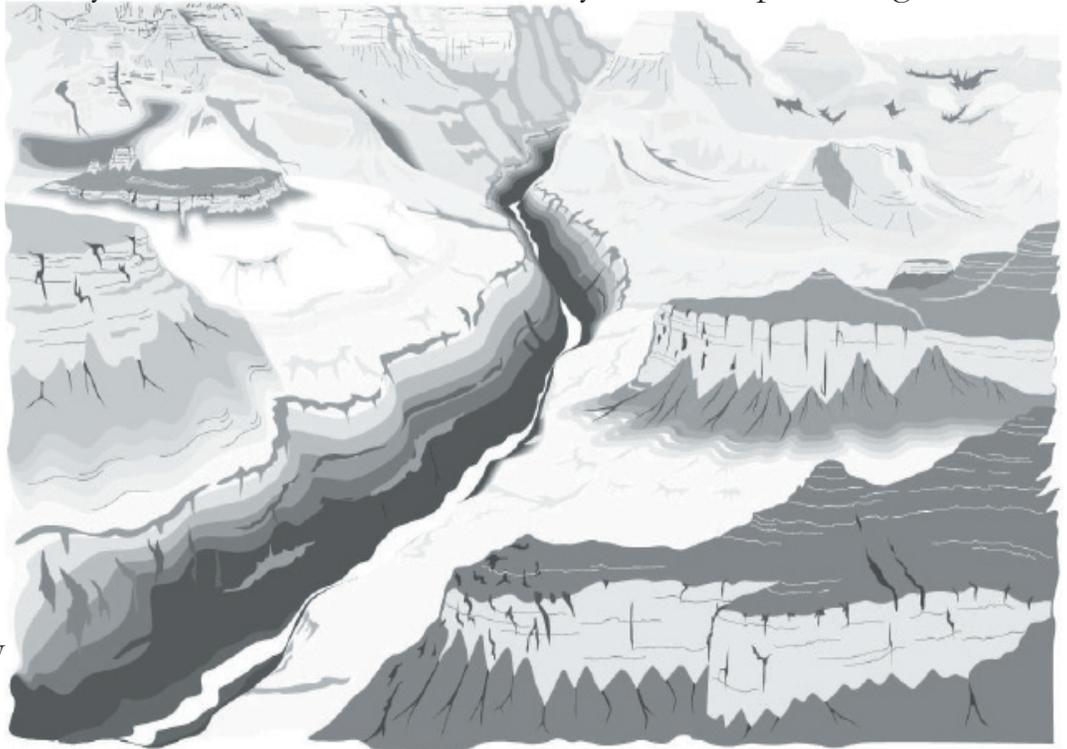


The Grand Canyon Example

If we are thinking about ancillary goals it is important to view them as logical steps towards our primary goal, think of it like this:

You are on a journey towards your dream and all of a sudden you come upon a large

crevasse or canyon breaking your path, you look left, you look right and you see know possible crossing. The question is now what do you do? Do you stop turn around and give up? Do you walk along the canyon for hours, days, months, years looking for a crossing? Do you make your own crossing? In our journey in Life Mapping we will face canyons that break our path, it is up to us



to find out how to cross them. So lets talk about how we will face this canyon.

What do we need to cross this canyon? (poll the class and write down their responses, make it interesting).

Make a point to say that everyone will have their own solution to crossing the canyon, the biggest thing we all need to cross though is preparation and encountering each challenge of the canyon:

- 1.) The descent - do we climb down? Do we use rope? Do we slide down?
- 2.) The fording of the river - the use of stones to build a ford you drop them one by one to make a crossing
- 3.) The scaling of the canyon wall on the far bank - do you climb by hand? Grappling hook? Climbing axe?
- 4.) Continuation of the journey

At this point, we have identified our major life goal and honestly and accurately conducted a voyage of self-discovery, learning whom we are and how we got to this point in our life.

Visualize a road that ends at the edge of a cliff. The canyon wall falls three hundred yards to a coarse valley where a river runs hard. Across the river some 50 yards wide lies the other side of the canyon wall which rises another three hundred yards to another edge which fronts the continuation of the road. We look upon where we stand and across the vast canyon to where we need to be and now begin to analyze the gap that stands in front of us. We ask you the following questions.

1. How big is the gap?
2. What are the possible routes I can take?
3. What obstacles, dangers or impediments lie on each route?
4. What provisions do I have with me to help close the gap?
5. What provisions will I need to close the gap?



(Instructor Talking Points)

When considering ancillary goals it is perfectly fine to have a GLP as an ancillary goal. Remember that ancillary goals are not as strict as a primary goal and good ancillary goals aid you as you journey towards a primary goal. Lets breakdown the chart, given on page 13 in your books, the ancillary goals listed for a someone whose primary goal is to purchase a home.

Primary Goal: Purchase a home

Ancillary goal in Personal Finance: Save \$7,500 for down payment

Does this ancillary goal aid in the achievement of the primary goal?

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Ancillary goal in Career: Get a job and develop my career in cellular phone retail industry

Does this ancillary goal aid in the achievement of the primary goal?

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Ancillary goal in Health: Meet specific health objectives: weight: 170 lbs., Cholesterol of 170 or less, and maintain fitness standards listed separately

Does this ancillary goal aid in the achievement of the primary goal?

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Ancillary goal in Education: Complete Cellular Professional Certification (10 classes)

Does this ancillary goal aid in the achievement of the primary goal?

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Ancillary goal in Environment: Develop hobbies that are enjoyable without alcohol consumption.

Does this ancillary goal aid in the achievement of the primary goal?



(Instructor Talking Points)

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Ancillary goal in Thinking about Thinking: Attend a minimum of 4 AA meetings each week

Does this ancillary goal aid in the achievement of the primary goal?

Is this ancillary goal reasonable?

Is it a good ancillary goal?

Waypoints: A waypoint is each major step we must take to achieve our ancillary goals. It's a common sense break down of something big into manageable pieces. waypoints are the smaller steps within the ancillary goals that allow us the virtually see the progression from where we are now to where we eventually want to be.



A milestone is a marker to delineate a major point in our life's path. Up to this part of the program, we have identified a primary goal to define where we would like to be five years after release from prison. We have completed a detailed self-discovery to describe where we are now. We have reviewed that self-discovery and identified the gaps between where we are and where we are going. That is great! We know where we are and where we want to go. This part of the program gets down to the practical details.

Each of us has selected a highly personalized goal. Our self-discovery has identified individual areas of strength, weakness, and life experience. A rational question might be, since each of us will be in a unique position and heading to our own destination, how can our milestones have anything in common? The answer is, there are vital signs that each of us must continually monitor. Just as a doctor will monitor certain vital signs in his patients, regardless of what the illness is, so to must we check specific areas. A doctor may check our temperature, blood pressure, oxygen level, weight, and listen to our heart and breathing. As our life progresses we need to monitor our job, education, finances, health (physical & emotional), spiritual growth, and relationships. In addition to these general areas, we may have very specific areas that need attention.

Let us take a quick look at a specific example. You wish to start a restaurant in 5 years. You know you will need \$100,000.00 to open the doors. You will need to build good credit and save \$30,000.00 for a down payment. You need to complete a 2-year program in culinary arts. You need work experience in a five star restaurant. From this example, you can see several areas you need to measure.

1. Savings: you will need to save about \$500.00 per month.
2. Credit Score: you will need to get your credit score up to 700.
3. Education: you will need to identify and complete a culinary arts program.
4. Career: you wish to be a chef in a 5 star restaurant. Where do you start?

Who are you? Examine the "Core Value" bulls-eye diagram and consider the categories. The following explanations describe one theory of why we do what we do, think what we think and act as we act.

VALUES

At the center of who we are lie our core values. Values are ideals that we hold deep within our innermost being. We establish most of our values in our adolescent and teenage years and our family life and environment are powerful influences. Values tend to be consistent over long periods and hold true even in changing circumstances.

BELIEFS

Beliefs spring forth from values. A belief is a stated position as it relates to a specific set of circumstances.

EXPECTATIONS

Chapter
4

What's Really Going On?

When we were born, nobody handed us an instruction manual that gave us all of the rules for living life to its fullest. We had to figure it out for ourselves. We probably had tons of advice from parents, teachers, coaches, friends, women, pastors, politicians, and others. In the end, we eventually designed our own life map or just drifted aimlessly without a life plan.

Our life map or plan is our own personal code to define what we think, feel, and do in any given situation. Traditionally, our map is cognitive, that is, a map in our brain but not written on paper. We started building that map as a baby. When we were hungry, we cried, and our mothers fed us. When we got older, we may have learned to fight when a bully threatened us. As we grew older, we may have learned that money is power and that power delivers respect. We may have learned ways to get money very quickly. We may have learned to work hard, be loyal, never snitch, and be a man. Our maps are incredibly complex and cover most areas of our lives. Parts of our map may be useful, sound and accurate; but we need to consider areas that may be outdated or flawed.

Have you ever heard of a 35-year-old man crying when he gets hungry? He is working off a bad map! Crying does not work at 35 years of age. The plan was fine when he was a child; however, by the age of 35, he should have revised that action. He can make a sandwich and tough it out, but he cannot cry; that does not work! He needs a change. This section is about evaluating our old maps and challenging old ideas that may no longer be useful in our lives. It's about taking a long hard look at the waypoints of our voyage. Be sure that when we say we have something already completed that we really do. Imagine we are 200 miles into our voyage and need an extra sail because a storm tore off the one we were using. We go into the hold of the ship and bring out our spare sail, only to find it is riddled with holes and won't work. What do we do then? How much of our plan is hanging in the balance? Our waypoint things we think we already possess need to be checked closely and measured against our new map.

Beware of Biases

As we look deeply into ourselves, we face the inherent problem that all men face when attempting to judge their own situations. When was the last time we had a disagreement with someone and walked away thinking "I was sure out of line that time." It is relatively easy to view a disagreement between individuals we do not know and to evaluate blame and responsibility, but when we are personally involved, it may be much more difficult to assess. There are multiple factors that may color our self-view. These factors are biases. A bias is a distorted view or understanding. No one is unbiased, especially when self reflecting. By understanding our own instinctive biases, we can better position ourselves to guard against them coloring our decisions. There are three typical biases: self bias, perspective bias, and false consensus bias.

Self-Bias

Can we all be better than average? Statistically speaking, most of us are average. In fact, statistically speaking, 50% of people are below average. However, in survey after survey, people rate themselves above average in most every category. Are we capable of viewing ourselves objectively? Of course not! Who is? We structure our definitions of who we are by carefully contrived self-portraits and we are quick to defend them if challenged.

Self Bias			
Rate Your Self	Below Average	Average	Above Average
Get along with people?			
Moral goodness?			
Honesty?			
Health?			
Loyalty?			
Disciplined?			
Care about others?			
Common sense?			
Good driver?			
Intelligence?			
Judge of Character?			



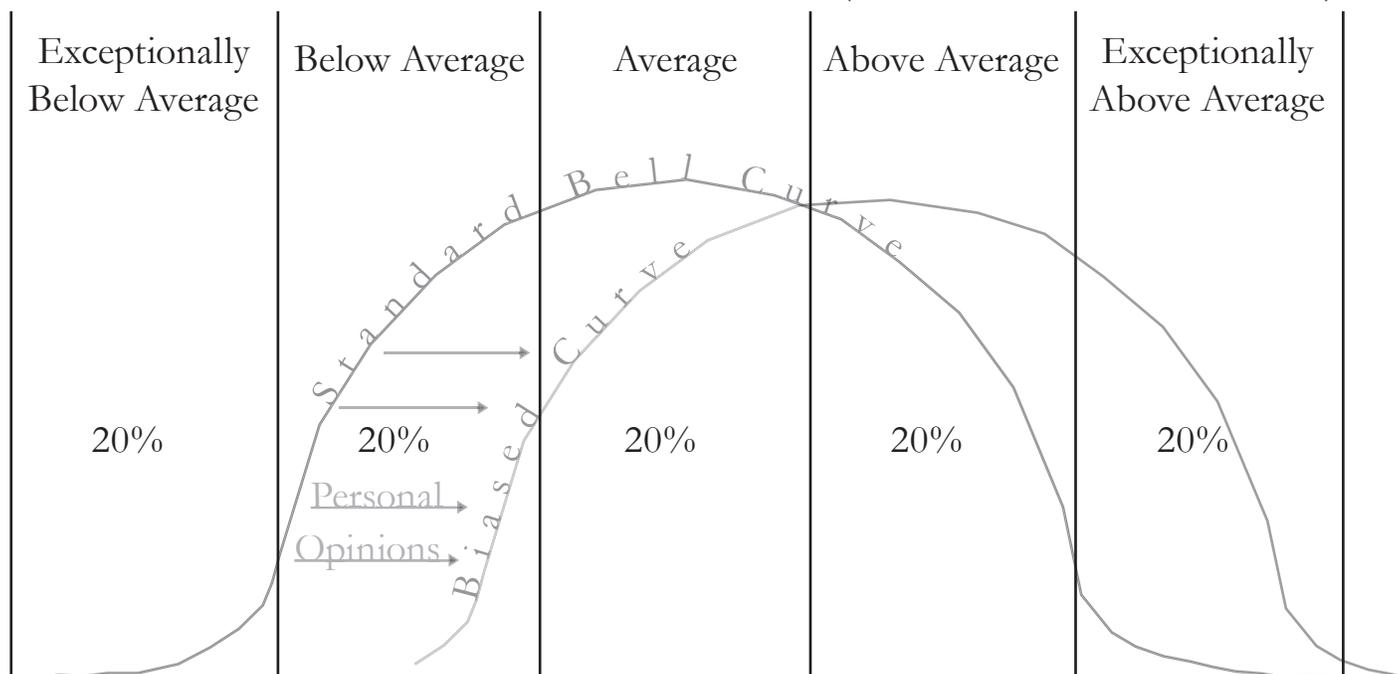
(Instructor suggestions)

(Before beginning the Moon Example, make sure to poll the class on self biases)

(Write on the board the list of attributes given in the “self bias - rate yourself” table poll the class as to what they rate themselves on the listed attributes.)

Typically people will rate themselves more towards average and better than average. The point here is that people think of themselves as better than they actually they are. The Standard Bell curve is shown below with the standard deviations at 20% intervals dividing the curve into five (5) sections. The point here is this: multiple people cannot be absolutely average, there will always be people who are below average and above average. What tends to happen is that people rate themselves better off than they actually are because we are all self-interested people and if we use that information the Standard Bell curve becomes biased based on their own ratings. The biased curve is shown next to the Standard Bell curve and shows a shift to the right meaning that more people rate themselves better than average. Although people think they are better than average you can't have everyone being better than average, it is statistically impossible. We are using this example to make a point if we don't accurately depict where we stand how will we be able to correctly judge what we need to do to get to our goal (Self-Bias: the Moon example).

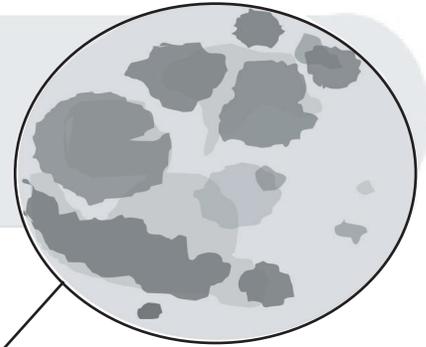
(Draw bell curves on the board)





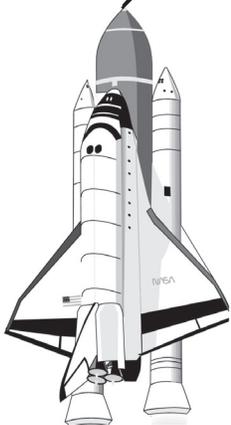
Self Biases: The Moon Example

(Draw on the board)



After reviewing our own self and taking into account of our won biases we are able to reach our goal because of an accurate estimate of where we started.

Miscalculated and ended up too short of (moon) our goal.



Before we Launch what if?

What if we misjudge the distance to the moon?

What if we misjudge the amount of fuel we need?

What if we miscalculate the height of the platform we are launching on?

What if we enter in the wrong unit of measure (meters instead of feet)?

What if we carry too much food or water?

Consider the following:

- Ethics – Most business people see themselves as more ethical than the average businessperson.
- Professional Competence – Ninety percent of business managers rate their performance as superior to their peers.
- Virtues– In the Netherlands, most high school students rate themselves as more honest, persistent, original, friendly, and more reliable than the average high school student.
- Freedom from Bias – People see themselves as less vulnerable to various biases than most others. They even think themselves less subject to self-serving bias than most others.

We need to realize the full significance of this as we prepare our self-discovery. Only then will the discovery have value to us.

False Consensus Bias

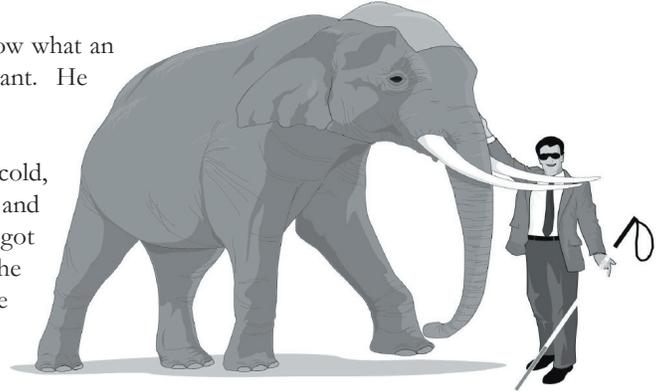
The term for this is “false consensus” bias. A false consensus bias occurs when we hold a particular idea or belief, and, as we talk about it and listen to the comments of other people, we become convinced that “everybody” agrees with our position on the matter. A natural conclusion is that we must then be correct or justified in our belief or position.

Example of False Consensus Bias
<p>Billy-Ray is a good, all American sixteen year old boy, born and raised in Starke, Florida. One summer, his 16 year old cousin from Indiana, Tyler, comes down to visit. One afternoon, the two boys decide to go fishing, so they load up the truck and head over to the lake. On the way, they drive past a large prison; Tyler is intrigued and curious about the prisoners walking behind the fence. Tyler asks Billy-Ray, “What do you think those guys are like?” Billy-Ray has never been behind the fence of a prison, but, before we read his answer, consider the following:</p> <ul style="list-style-type: none">• Billy-Ray’s father is a lieutenant with FDOC.• His mother is a sergeant with FDOC.• His little league baseball coach was a FDOC officer.• 7 of the 12 elders at his church work for FDOC. <p>Billy-Ray has never been inside a prison, nor has he ever talked to a prisoner, but he knows precisely what prisoners are like. Billy-Ray says: “Let me tell you what they are like. They are a bunch of hooligans; they are sorry, no good, lying, cheating, thieving scoundrels. They are very dangerous and never to be trusted.” Tyler says, “Do you really think they are that bad?” Billy-Ray says, “That bad? Everybody knows how bad they are. I’ve never heard anyone say anything decent about a single one of them. Trust me, I know; they are a nasty lot.”</p> <p>Is Billy-Ray right? How could he be wrong, with so many conforming reports?</p>
Counter Point
<p>The new guy tentatively walks into his dorm. It is his first time in prison. After some time, he starts talking to a group of other inmates. He looks over at the officers and asks, “What are those officers like?” An old time convict pipes up and says, “Let me tell you about those officers. They are a bunch of hooligans; they are sorry, no good, lying, cheating, thieving scoundrels. They are very dangerous and never to be trusted.” The new guy says, “Do you really think they are that bad?” The old convict says, “That bad? Everybody knows how bad they are. I’ve never heard anyone say anything decent about a single one of them. Trust me, I know; they are a nasty lot.”</p> <p>Is the old convict right? How could he be wrong with so many conforming reports?</p>

Perspective Bias

Perhaps we have heard the story of the five blind men who wished to know what an elephant was like. They asked the zookeeper if they could feel the elephant. He agreed and led the men to the elephant exhibit.

The first man took hold of a giant tusk. He described the elephant as hard, cold, smooth, and pointed, like a great weapon. The second man grabbed a leg, and he described the elephant as the trunk of a large oak tree. The third man got the tail, and he described the elephant to be like a rope with a frayed end. The fourth man felt the side of the elephant, and described the animal as a huge wall, wrinkled and coarse. The fifth man encountered the probing trunk, and described the elephant as playful, inquisitive, and rubbery.



Each man had experienced the elephant, but each description was radically different from the other. Who was most right? As we look at our lives, our views are from the inside looking out. We also see the people, events, choices, trials, and tribulations that together touched and shaped our lives from our own particular perspectives, each one perpetuating the next. Be aware that there are often many different perspectives, some may be very different and help us to see things in a different light. Here is an example:

Example of Perspective Bias

Mike hated his father from the time he was very young. Mike's mother had told him his father deserted the family when Mike was a baby, and he had never attempted to contact them or honor his responsibility of support to his son. When Mike was twenty-five years old, he searched for his father and ended up finding his uncle. Mike's uncle told him a very different story. According to Mike's uncle, his father loved him and Mike's mother as well. It turned out that Mike's mother had left his father. Mike's father was heartbroken and took a job driving a truck. He died in an accident when Mike was three years old. Mike's uncle produced several photos of Mike with his loving father, up until the age of three.

This example demonstrates how our perspective of a situation is limited by incomplete or even incorrect information.

The Tools of Integrity

I Made A Mistake

It has been said, "To err is human." Why then is it extremely difficult for us to admit our faults? We can start by considering the worth of these radical concepts: I was wrong; I made an error in judgment. My behavior was hurtful. At the time, it seemed right, but I was wrong, very wrong. Today is a new day. Starting today, I will learn from past mistakes. No longer will I follow the old map that leads me toward destruction.

An illustration of three men in suits standing and talking. The man on the left is white, the man in the middle is Black, and the man on the right is white. They are all smiling and looking towards each other.	<p>Group Discussion</p> <ul style="list-style-type: none">• What are some of the big mistakes that we have made in our lives?• Were those mistakes ever driven by thinking errors or defective thinking?• Can we identify our defective thinking patterns?• Can we think of poor ideas that we have used to steer our lives?
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Awareness

In the 1960's, most hippies asked, "What's going on?" but sophisticated hippies asked, "What's really going on?" Those sophisticated hippies were on to a good idea. When building a Life Map, we want to look beyond the obvious and ask what is really going on.

Good people do bad things, smart people do dumb things, brave men sometimes act like cowards, and, on occasion, kindhearted people hurt others. Why? We too often go through life on autopilot. We do things without thinking. Imagine the following:

You are driving a car and see brake lights on the cars in front of you. Without thinking, your foot eases off the gas pedal and begins to apply pressure to the brake pedal. You do not have to think about it; you just react. Your subconscious mind knows to respond quickly, but not too quickly. You bring your car to a smooth, controlled stop, all while never missing a word, as you sing along with the radio and drink your Big Gulp.

On the other hand, what if your foot hits the brake and feels nothing but mush? Your car just keeps rolling toward the slowing traffic. What do you do now? Your brain suddenly jumps into laser focus mode. You do not hear the radio anymore, and your mind races over viable alternatives. Should you turn into the curb to slow the car, hit the emergency brake, swerve off the road, down shift, or brace for an impact? You are no longer in autopilot mode. You intensely focus on your actions and the effect of those actions.

The first situation describes action without thought. The second one describes intense thought, focus, and action. How do we normally move through our life? What advantages and disadvantages are there to each mode? When we have made key decisions in the past were we on autopilot or did we give those decisions the focus deserved?

I am Responsible

Who is in control of my life? Who are the people that helped to make me who I am? Who caused me to do what I did that brought me to prison? Once I step out of denial, and move away from blaming others, I can begin to evaluate my own role in the direction of my life.

A man is overweight, out of shape, broke, incarcerated, alone, and miserable. The day he finally wakes up and gleans this truth, "I am responsible for where I am in life," is the day his life can start to change. That truth is not easy when one is not happy with his situation in life. It seems he made poor choices, used poor judgment, lacked discipline, and repeatedly stepped into piles of dung. The day he no longer blames his father, the IRS, the Department of Corrections, the judge, his wife, his boss, and the ubiquitous "them" is a sobering day.

It is not their fault! It is your fault. This is a fact proven repeatedly. Until you face up to your responsibility for where you are in life, you are extremely unlikely to improve your situation. If you can accept the idea that you, more than any one else, are responsible for who you are. You can also see that you have the rare and valuable gift of being able to determine where you go from here. This idea can liberate you to achieve your dreams; it can start a process whereby you can begin to make changes in who you are.

BUNKWORK:

WRITE A LIST OF YOUR RESPONSIBILITIES AND WHAT YOU NEED TO DO TO MEET THOSE RESPONSIBILITIES

Chapter 5

Personal Compass

In the second chapter, we determined our primary goal. Our personal compass is one of the areas of our lives; however, it's important to recognize that this area is different than some of the others. The categories like personal finance, education, and career have clearly defined boundaries. On the other hand, personal compass, thinking about thinking and emotional intelligence are very different. These are the super categories because they overlap and, in fact, superimpose themselves on the other categories. The personal compass area involves identifying or developing values that will form our guiding life principle.

A good question might be: what is the difference between a goal and a value? Goals are for the future. Values are for today. We strive to achieve a goal. Values are to be lived. Goals can be set, changed, and negotiated. Values are chiseled in stone and offer the template for our lives. Values guide every decision, manage every action and even shape how and what we think about. So what exactly is a value? One way to describe it would be a principle, standard, or quality used to determine worth or merit. Others might say that values distinguish good from evil, or right from wrong.

Life Mapping will never attempt to tell each of us what our individual values should be. This class is about building our own individualized life map. That means we get to define our own values. When we have completed the challenging task of listing each of our values, we will then be asked to summarize them in a **guiding life principle**. Before we jump into the work, it might be a good idea to address a few common questions, such as:

- What do values have to do with achieving our goals?
- If our goal has nothing to do with our values, do we still need to work this section?
- Is it possible to live a goal-seeking life without values?

Life is filled with choices. Every choice has a price tag attached. In other words, there are consequences to every choice we make. If we are seeking to accomplish something great, the choices we will be making will have great consequences. Values are not handcuffs that keep us from having fun; they are warning signs that keep us from danger. If we are serious about our voyage, navigational tools are essential. If we are rowing a boat across a small lake, we can simply look around and make navigational decisions on the fly. If we plan to sail across the Atlantic Ocean, we might need a more advanced set of navigational tools. This chapter invites us to take the time to clearly articulate our own personal guiding life principle and then inventory the component values. Ultimately, the challenge is to live a life that is steered by our firm hand that has been strengthened by a well-defined guiding life principle.

Codes of Conduct

In chapter three, we learned that we would be asked to set an ancillary goal in each of the nine areas of our lives. How will we go about setting this goal for the personal compass section? We might decide to go this alone and build our own code from scratch. Most people do not attempt to build their own; they look to others like parents, spiritual leaders, religions or God. There are three great codes people have used for centuries. Each code attempts to answer the questions of right and wrong.

Moral Code

A moral code is a set of rules given by God or various religions. These types of rules often govern not only actions but also call for purity of the heart. Virtually every religion presents a moral code of goodness. Those who are genuinely religious will find these rules extremely useful for direction in their lives. An example of this is the Ten Commandments.

Ethical Code

An ethical code is typically a set of rules governing specific types of behavior, in specific situations, for a social group of people who has reached a formal or informed agreement. For example, attorneys have a code of ethics formalized into a written code. The defense





(Instructor Suggestions and Talking Points)

(Suggestion):

Personal Compass (PC) is the first of nine areas to be worked on, the key with Personal Compass is to establish a set of morals, ethics, and values to help guide a person on their Life Mapping journey. PC is also the first of three super categories that transcends just one area of life. It is important to remember that Life Mapping will NEVER ATTEMPT TO TELL STUDENTS WHAT THEIR VALUES AND MORALS ARE. This section is about setting one's own personal guidelines and will involve a lot of questions for the students to answer.

(Talking Points)

What is the difference between a value and a goal? Goals are for the future. Values are for today. We strive to achieve a goal. Values are to be lived. Goals can be set, changed, and negotiated. Values are chiseled in stone and offer the template for our lives.

A value is defined as: relative worth, utility, or importance; something (as a principle or ideal) intrinsically valuable or desirable (human rather than material).

A goal is defined as: aim, purpose; an area or object toward which play is directed; A place of safety in a children's game.

What happens when our goals do not match our values? What would be the point of having a goal to own a strip club if your values were to be a moral and godly person? Do they match? Why should our values and goals be in alignment?

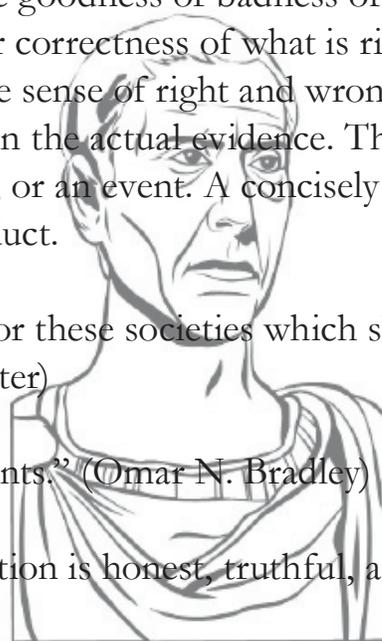
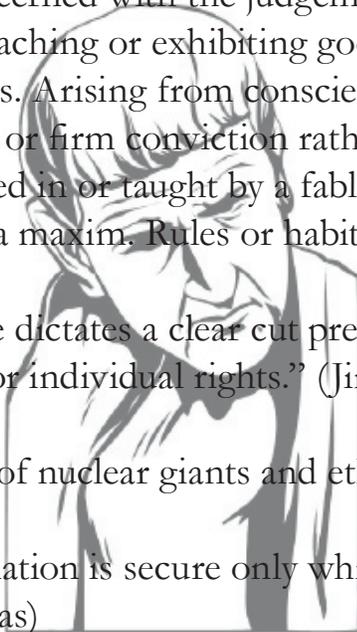
Now thinking about how goals and values interact, with our values we can help shape our goal and determine what choices to make when pursuing our goal. For example:

What is the point of having a goal that says you will have a networth of \$20,000,000 in cash/ the bank, when the money was made illegally and you can't use it for your family without raising red flags or going to prison. We can have excellent goals but if we don't use the correct values to get to our goal we will just end up with more problems. Our goals and values should be in alignment to make sure that we don't cause ourselves more trouble. In order to acknowledge our values are we will do a couple of exercises to list what we value.

(Suggestions)

Codes of Conduct: Have the students prepare to write out a list for each one of the single codes: Moral, Ethical, Legal.

Moral: Of or concerned with the judgement of the goodness or badness of human action and character. Teaching or exhibiting goodness or correctness of what is right or just in behavior; virtuous. Arising from conscience or the sense of right and wrong. Based on strong likelihood or firm conviction rather than on the actual evidence. The lesson or principle contained in or taught by a fable, a story, or an event. A concisely expressed precept or general truth; a maxim. Rules or habits of conduct.

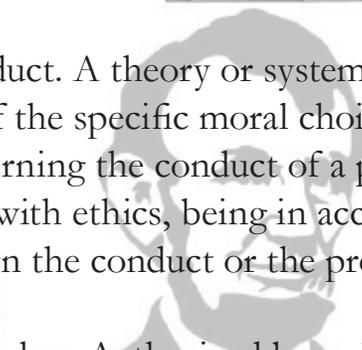
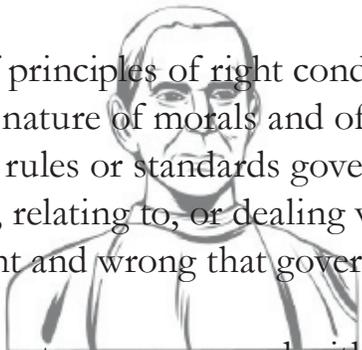


“Our moral sense dictates a clear cut preference for these societies which share with us an abiding respect for individual rights.” (Jimmy Carter)

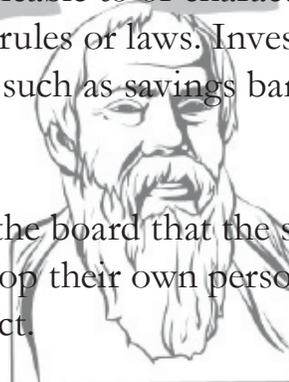
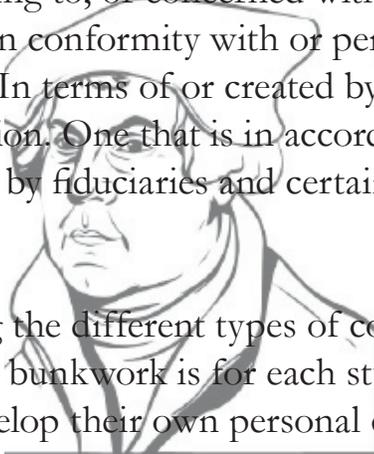
“Ours is a world of nuclear giants and ethical infants.” (Omar N. Bradley)

“The life of the nation is secure only while the nation is honest, truthful, and virtuous” (Frederick Douglas)

Ethical: A set of principles of right conduct. A theory or system of moral values. The study of general nature of morals and of the specific moral choices to be made by moral philosophy. The rules or standards governing the conduct of a person or the members of a profession. Of, relating to, or dealing with ethics, being in accordance with the accepted principles of right and wrong that govern the conduct or the profession



Legal: Of, relating to, or concerned with law. Authorized by or based on law. Established by law; statutory. In conformity with or permitted by law. Recognized or enforced by law rather than by equity. In terms of or created by the law. Applicable to or characteristic of attorneys or their profession. One that is in accord with certain rules or laws. Investments that may be legally made by fiduciaries and certain institutions, such as savings banks and insurance companies.



After reviewing the different types of codes write on the board that the students have bunkwork. The bunkwork is for each student to develop their own personal code of conduct or begin to develop their own personal code of conduct.

(Suggestion)

Go through each section of Codes of Conduct: write examples down for each section on the board (Ethical, Legal, Moral).

attorney's code requires him to provide the best possible defense. The defense lawyer is not concerned with the guilt of the defendant, the horrific nature of the crime, or the truth. His ethical code calls for him to provide the best possible legal defense.

Prisoners, also, have an informal code of ethics. A new inmate arrived in prison. An older convict, who had served many years of a life sentence, attempted to teach the younger man this ethical code. The old convict said, "My word is my bond.. If I make a commitment, you can be sure I will honor it." The young inmate was impressed with this strong moral commitment. However, he soon became confused when he heard the old convict mislead another prisoner who attempted to borrow a honey bun. His confusion increased when he heard the old convict tell a whopper of a lie to a corrections officer. Finally, the young inmate inquired, "I just witnessed you deliberately mislead another inmate and lie to a guard. What about your code, my word is my bond?"

The old convict saw no hypocrisy in his previous statements. As he explained, "You can't tell the truth to every inmate who seeks to borrow from you, or you will go broke. Moreover, never tell the guards the truth if they cannot prove it. What I meant by 'my word is my bond' is when I am talking to you, you are my dawg. You have to be straight with your dawgs." While his code was clear in his mind, to most of us, it seems to have many loopholes.

Legal Code

Legal codes are a government's (national, state, or local) attempt to reduce right and wrong to a list of rules and specify punishments for breaking the rules. If God gives a moral code to govern behavior and determine purity of the heart, it implies he has the ability to see into our heart and determine our motives. The legal system writes, enforces, and judges our legal code. The ability to view each other's heart is not a humanly endowed gift. Every government in the history of this earth has been fraught with error. Justice is never perfect, and fairness under the law is, it seems, always elusive, much like chasing a shadow. Still, these laws exist and those of us who cannot or will not follow them must face the judge and endure the sentence.



Personal Code of Conduct

In our lives, we will confront many different situations, circumstances, and tests. We have various codes concerning right and wrong, but, in the end, we must choose what code will be our guide and rule. The more clearly we think through our personal codes of conduct, the better prepared we will be to face the moral puzzles of our lives. As we develop our personal codes of conduct, we may wish to adopt one of the codes given by God, government, the legal system, or our social peers. Alternatively, we may wish to develop our own. There is great value in testing our code against hypothetical situations.

Our personal code of conduct is our firm hand grasping the rudder that will steer us toward our goals or, left unattended, allow us to drift wherever fate may take us. As we develop our own personal codes of conduct, we should prepare to test whether they will help us achieve our goals. Keep in mind, this program is not about telling us how to live; it is to help us define for ourselves plans for our lives.

	<p style="text-align: center;">GROUP DISCUSSION</p> <ul style="list-style-type: none">• If we develop a moral code that demands absolute honesty, and we happen to be a prisoner when a corrections officer asks, "Who did it?" How will we respond? If we answer honestly, we will violate the convict's code and become a snitch. If we lie to the officer, we violate our personal code of conduct. What will we do?• We have a code that states, "Thou shall not steal." Our best friend has his radio stolen. We spot the radio several days later and have the opportunity to secretly take it and return it to its rightful owner.• Would we be stealing?
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Recording Our Personal Code of Conduct

Think over our history, religious beliefs, and cultural backgrounds, as well as our personal inclinations and observed traditions. It is no easy task. Can we summarize it all in a brief statement that creates a clear and lucid image of how we expect to live? Some people in the past have used the following codes of conduct:

- Love your neighbor as yourself.
- Do unto others as you would have them do unto you.
- Do no harm.
- Love the Lord your God with all your heart.
- What you think, so you become.

BUNKWORK:

WRITE YOUR OWN PERSONAL CODE OF CONDUCT

Guiding Life Principle

Notice how short the codes of conduct examples are, but then note the implications, for they are far reaching and profound. They are wonderful guiding life principles. They may sound great, and it might be relatively easy to write one down, but our ancillary goal is not to write one down; it is to live accordingly. How do we do that? There is a well known Jewish proverb that addresses this point. A young man approached the famous Jewish Rabbi, Akiva, and said to him “If you can explain the meaning of Torah to me before I fall down, while I stand on one foot, I will convert to Judaism.” The Rabbi accepted the challenge and told the man to indeed stand on one foot. As the man did this, the Rabbi said to him, “Do unto others as you would have them do unto you. This is the whole of Torah. The rest is commentary. Now, go study the commentary!” The story of the Rabbi helps us understand that the basics may be simple, but the application and living are complex and difficult. The “go study” challenge applies to us in Life Mapping.

What about integrity? What about marital fidelity? What about stealing? What about drugs? The list goes on and on. Take alcohol as an example. How does our guiding life principle apply to alcohol consumption? Is all alcohol consumption forbidden? What about going to a bar and socializing with others who are consuming it? Is some consumption of alcohol allowed? If so, how much, and under what circumstances? How do our principles apply to our children, spouse, and employees?

Consider our religious beliefs, as we build our personal compass; we would be silly not to explore how God and religion fit into our formula. Part of our voyage may include seeking answers to the big questions that men have sought throughout history. Questions like:

- Is there a God?
- Who or what is God?
- What is the origin of humanity?
- What is my purpose in this life?
- What happens when I die?
- Who am I?

Again, this program does not tell us how to live; instead, it invites us to seriously consider these questions, and how our answers will affect our lives and our primary goals.

BUNKWORK:

DEVELOP AN ANCILLARY GOAL FOR PERSONAL COMPASS

Building Your Map

<p>Ancillary Goal</p>	<p>The ancillary goal for the personal compass section may very well be expressed as your guiding life principle (GLP). For many people this section is an authoritative component of being that gives direction and meaning to life itself.</p>
<p>Waypoints</p>	<p>Writing out a GLP may be difficult but living it is the real challenge. This part literally spells out the path required to live your GLP. How much further will you need to travel? Check off the waypoints that you feel that you have mastered. What are the significant ones along the path? How will you attack those issues?</p> 
	<p>Go to chapter 17 and complete the personal compass section of your life map.</p>



Instructor Suggestions:

After covering this section on different types of codes it is highly suggested that students have a bunkwork assignment that will require them to develop their own personal code of conduct. The goal is for students to discover what matters the most to them, and clearly establish their values and morals. In the process of writing a code of conduct students should be able to more clearly delineate between certain life choices.

EXAMPLE: PERSONAL CODE OF CONDUCT

It is my personal code of conduct to respect God, others, society, and myself with the utmost consideration. I will endeavor to become a person of character and integrity by adhering to the following values, morals and principles:

I will follow all of the Ten Commandments.

I will not treat another person as anything less than a human being.

I will seek to uplift my fellow man.

I will always strive to do my best in all of my works.

I will be friendly, courteous, kind, honest, thrifty, trustworthy, loyal, brave, clean and reverent.

I will respect the views of others,

I will use my day to develop myself mentally, physically, emotionally, and spiritually.

Instructor Talking Points:

GPS- Global Positioning System gives us the best straight line route/how to get from A to B, but does not account for obstacles in our path. (Give example of using a GPS)

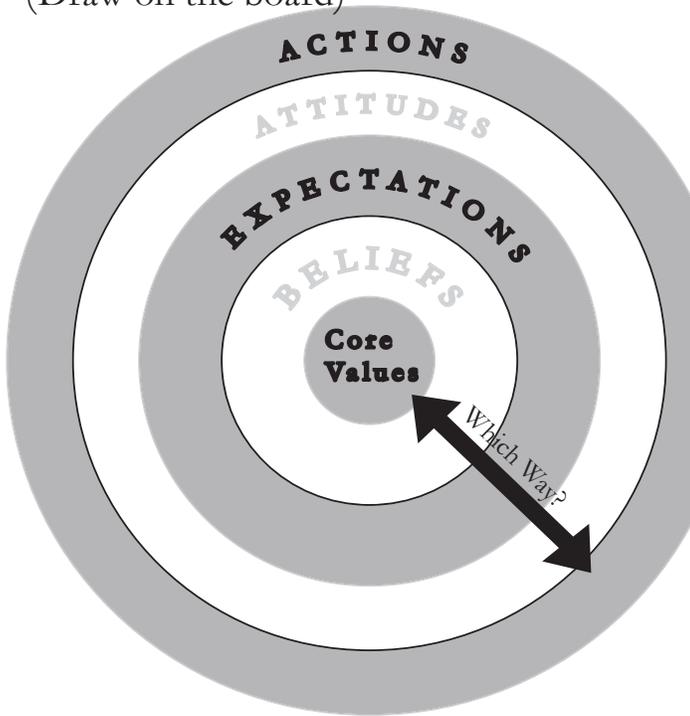
GLP- Guiding Life Principles help us tackle the problems of everyday life and not just getting from A to B.

A GPS may give us the line to our goals but it will be our GLP that will allow us to reach our goals.



The thinking about thinking section with each students own thinking process, the first activity is the “I AM...” activity. The purpose is to key students into exactly how they are thinking at the moment. The “I AM...” will change from hour to hour, day to day, month to month, etc. What we are trying to establish here is how students think of themselves and their decision making process.

(Draw on the board)



Theory #1

Values lie at the very center of who you are. Values are ideals that you hold deep within your innermost being. Values tend to be consistent over long periods of time and even in the face of changing circumstances.

Beliefs spring forth from values. A belief is a stated position as it relates to a specific set of circumstances.

Expectations of your world are shaped and defined by your beliefs. They help to define what you expect not only of yourself but also of others in your family, community, and country.

Attitudes are emotions that are driven by your perception of how closely your world meets your expectations.

Actions are the behaviors that radiated forth from your attitudes.

Theory #2

Actions are the easiest thing to change and any life change is best started here.

Attitudes often fluctuate in response to actions.

Expectations are formed in response to attitudes.

Beliefs are based on your life experience and the expectations that color your world.

Core Values are the final product or a composite that grows from beliefs.

Who are you? Examine the “Core Value” bulls-eye diagram and consider the categories. The following explanations describe one theory of why we do what we do, think what we think and act as we act.

VALUES

At the center of who we are lie our core values. Values are ideals that we hold deep within our innermost being. We establish most of our values in our adolescent and teenage years and our family life and environment are powerful influences. Values tend to be consistent over long periods and hold true even in changing circumstances.

BELIEFS

Beliefs spring forth from values. A belief is a stated position as it relates to a specific set of circumstances.

EXPECTATIONS

Beliefs shape and form our expectations. They help to define what we expect not only of ourselves but also of others in our family, community, country and even of those outside our country.

ATTITUDES

Attitude drives emotion and as such can vary in certain circumstances, but at its root, it is influenced by expectations.

ACTIONS

The outer ring of our SELF is the most transparent to others. Complete strangers can glimpse who we really are, based on observing our actions. Remember the old saying “Actions speak louder than words”? Actions bubble up from our attitude and since attitudes; sometimes drive our emotions we sometimes act in ways we cannot logically explain. However, most of the times our actions are rooted all the way back to our core values.

Discussion Points

- Would you agree that this theory accurately describes why people do the things they do?
- By observing a person’s actions, can we infer something about their character?
- Is it possible that a person’s external action will lead us to misjudge their attributes?
- Has anyone ever seen your actions and made the error of assigning negative motives to you?
- Have you ever made this error about someone else?

Assignment:

Take a moment to reflect inward and try to identify a time when your actions lacked congruency with your core values. Congruency implies a steady and uninterrupted flow from your values to your actions.

If there are times when your actions fell short of your stated attitudes, expectations, and beliefs, can you explain why?

If you want to change your actions, where should you start?

Traditional psychotherapy had as one of its underlying assumptions that actions follow attitudes. This is one of the great truths, which we discussed earlier. Do you remember the proposed idea that the opposite of a great truth may also be true?

Is it possible that simply changing behavior could change our attitudes? Social psychologists were skeptical but in study after study, they found mounting evidence that when a person began working out, he developed a more positive attitude about exercise. People who donate money begin to feel more generous. People who showed acts of kindness felt more compassionate. Has anyone here had experience with an Alcoholic Anonymous group? Have you heard the expression “fake it till you make it”?

Taking Action

If we wish to change our lives, where should we begin?

Thinking

Feeling

Behavior

We are in prison, right. Why are you here? Was your crime something you thought, something you felt, or something you did? When we talk about life change, we often think in terms of what we will do. What percentage of people, who have not regularly exercised, join a gym to get in shape and are still regularly working out after one year? One study suggests only 4% stay with it. Change in lifestyle is difficult. If our focus is to change our behavior without substantive and lasting changes in how we think and feel, then our desire for change is undermined.

The concept of life change, starting with the way we think, has growing support from a wide range of professionals. Self-help gurus have long touted the power of the mind to enable people to accomplish great feats. Napoleon Hill, the author of the best selling book, *Think and Grow Rich*, describes the power of the mind to visualize positive results and dramatically improve the probability of the actual results. N.B.A. coaches have found that time spent visualizing perfect free throws improves a player's shot more than actually practicing shooting. If we wish to make a change in our lives, then we imagine ourselves enjoying the success of the positive change. If we want to get in shape, spend time picturing the new, lean, and powerful person we can become.

Thinking involves language, and language gives our thoughts power and shapes them.

One way to visualize change is to repeat positive affirmations aloud and to yourself. In a small business class they have the motto, “I am a success,” that is repeated each day. This is not simply to wake them up. This is a positive affirmation to help them visualize a new possibility. Notice the slogan starts out, “I am” and not “I will be.” Success is a journey, not just a destination. As an inmate, the entire system; from the police, judges, corrections staff, the media, and the general public, continually drone out the message to us that we are losers, nobodies, or inmates. These powerful, negative images have a profound affect. You can choose to, passively listen to the negative comments or you can choose to fill your mind with new positive and uplifting messages.

Self-help teachers have been telling us for the last 40 years, and spiritualists have taught for centuries, that meditation, chanting, prayer, and imagination are useful to quicken or begin spiritual journeys. Native Americans, Eastern Religions, and Christianity each teach that thinking and speaking are gateways to higher places.

Finally, modern science of the mind or psychology has struggled diligently with the ability to modify human behavior. Although there are many schools of thought, the one that has risen to the top, is “Cognitive Psychology.” Cognitive is conscious knowledge or thinking. Psychologists have found that often our emotions or feelings, and even our actions, seem to derive from causes that we do not totally understand. Our thoughts, however, belong to us alone. We have the ability to think. We have the ability to choose what we think.

Example

Old Way of Thinking:

I am an ex con. People do not trust me. The police are out to get me. “They” just want to put me back in prison. It really does not matter what I do. “They” will find a way to get me.

New Way of Thinking:

I am a success. Although I have committed a crime, and done my time in prison, I will not allow that to define who I am. I have strong moral values. I have much to offer my community. People will respect me, not because I demand it, but rather because I am earning it every day.

I am proving to people that I can be trusted. I am an entrepreneur. I have a business plan and I am building a foundation for that plan, even now while I am in prison. Each inmate has a choice as to his line of thinking in each situation. Do you think that different ways of thinking could take him in radically different directions?

Chapter
6

Thinking About Thinking

Thinking about thinking is the second super category and, just like personal compass, it overlaps all of the other areas of our lifemap.

Humans are unique among the creatures of the earth. While animals act in accordance with hard-wired instincts, humans have a distinct ability to consider options. We can think. We can even think about thinking, and that is what this chapter is about. We will consider if our thinking patterns are healthy, and if they need to be modified.

As humans, we tend to develop patterns of thinking when we are very young. Our life experiences continually shape or condition our thinking patterns.

We think about ourselves. In fact, we do this a lot. What do we think about ourselves? Here is a fun way to start. Complete the following five sentences quickly:



Self Image
I am

The Child and The Bull

Consider a child who is first learning to play basketball. The child desires to hold, dribble, and shoot the ball. Finally, the child desperately snatches the ball away from his opponent. The reward for the child is the ability to hold, dribble, and shoot the ball. With repeated behavior, the child conditions himself to snatch the ball and get the reward. He may also learn from this conditioning to extend this snatching behavior to obtain toys, food, or anything else he desires.



The environment of a baby bull consists of a pasture surrounded with a wood pole fence, strung with thin wires. An electrical current charges the wire. When the baby bull bumps against the fence, he gets a shock. The bull learns to avoid the fence. By the time the bull is full-grown and weighs over two thousand pounds, he is extremely powerful. The large bull is so strong he could easily push the fence down, but he does not. The conditioning is complete, and the bull has no ability to evaluate the validity of what he has learned. He cannot “re-learn” unless he goes through a complete reconditioning stage.

The child’s conditioning is to snatch anything his heart desires. The bull’s conditioning is to avoid the fence. The bull will never learn of his ability to walk right through the fence. What course is available to the child? When he grows up, he has the ability to think and feel. He can reevaluate what he has learned and decide if it is helpful or not.

The Bunny Story

Paul was married to Stephanie. Stephanie was gorgeous, funny, hard working, smart, and faithful. She was a sales representative for a manufacturer of medical equipment. Paul worked for the same company as a technician. They were in love. Paul intended to remain faithful to the marriage, raise children together, and eventually grow old with Stephanie. His first marriage had failed because he had been unfaithful. This time, Paul vowed, it was going to be different.

Paul and Stephanie worked with another couple and had become very good friends with them. The couple was being transferred to another state, and a big going away party was planned by their circle of friends. The night of the big party, Stephanie came down with a migraine headache. Paul suggested that they stay home and that he would care for Stephanie while she was hurting. Stephanie suggested that Paul go to the party alone and allow her to rest in peace and quiet. So Paul picked up the gift and delivered it to the party.

Paul is at the party standing with a group of eight people. Many of them he knew, but several of them he had just met. At one point, Paul tells a joke. The woman next to him was a very attractive brunette by the name of Bunny. Bunny is one of those women that seem to make a man's heart beat faster. She has eyes that are playful and intriguing. Her smile is beguiling and hints at something clandestine. Bunny appreciates the joke and laughs enthusiastically, lightly touching her pretty little hand on Paul's arm.



A black and white illustration of three men in suits. The man on the left is looking towards the man in the middle. The man in the middle is looking towards the man on the right. They appear to be in conversation.	<p style="text-align: center;">CLASS DISCUSSION</p> <ul style="list-style-type: none">• Is Paul flirting with Bunny?• Is he remaining true to his vow of being faithful to Stephanie?• Has he done anything wrong?• Would he have any explaining to do if his wife's best friend observed his interaction with Bunny?
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The night goes on, and Paul is enjoying the company and a few ice cold beers. After some time, the conversation turns to business. Paul discovers that Bunny is a factory trained and certified technician on some of the same equipment that his company sells. He finds out that she is somewhat dissatisfied with the company she is currently working for. He also knows that his company is actively seeking qualified technicians. Naturally, when two people start talking business, the rest of the group tends to drift off, discussing other, more interesting topics. Suddenly, Paul realizes that he and Bunny are chatting privately, apart from the group.

A black and white illustration of three men in suits. The man on the left is looking towards the man in the middle. The man in the middle is looking towards the man on the right. They appear to be in conversation.	<p style="text-align: center;">CLASS DISCUSSION</p> <ul style="list-style-type: none">• Has anything changed in the Paul and Bunny dynamic?• Is it common practice for men and women to discuss business today?• Has Paul done anything inappropriate at this point?• Could his actions give the appearance of an impropriety?
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The drinks keep coming and Paul continues his chat with Bunny; the topic drifts from business to personal interests. The humor shifts from inane to sexual innuendo laden jokes. Bunny is giggling and playing with her hair. Paul is enjoying the encounter, and Bunny seems to be having fun, too.



CLASS DISCUSSION

- Has Paul crossed the line?
- Is he still being faithful to Stephanie?
- Is he even thinking about Stephanie?
- Would Paul approve if Stephanie was behaving the way he is?

Paul is having fun at the party, but he needs to escape the cigarette smoke and breathe some fresh air. He steps outside. The party is being hosted at a location on a lake. This particular night is adorned with a full moon, and Paul walks out on the pier to view the beauty of it reflecting across the glassy surface of the lake. As he stands, gazing at the clear, warm night sky, he hears some tiny footsteps approaching. Paul glances back and sees Bunny approaching. “What are you doing out here?” Bunny inquires. They are alone now, no friends, no witnesses; Stephanie would never know what happens out here.



CLASS DISCUSSION

- Is Paul in dangerous territory?
- Has he committed adultery?
- At this point, if Stephanie walked up would he need to do some serious explaining?

Bunny asks if Paul wants to go for a walk. The two start walking and Bunny slips her tiny little hand into Paul’s strong hand. They walk along and come across an unoccupied gazebo. There are patio furniture and cushions set about. The two sit on some cushions.



CLASS DISCUSSION

- Can Paul turn back at this point?
- Looking back over the story, was there a point when he may have realized trouble was ahead?
- Why would Paul have so much trouble seeing the warning signs in real life?
- What tools might help a person spot those warning signs?
- Would it have been easier for Paul to turn back earlier or later?
- How is dissecting this type of situation in a classroom different than it would be in real life?



(Instructor Suggestion):

The Bunny Story is meant to be read by an excellent reader or preferably the instructor. The purpose is to get students interested and involved in the conversation. Utilize the class discussions to maximize the effect, it sometimes helps to play the devils advocate and try to argue for Paul. Be warned however, some students get too involved in the story, make sure you reign those students in and keep the discussion on appropriate topics.



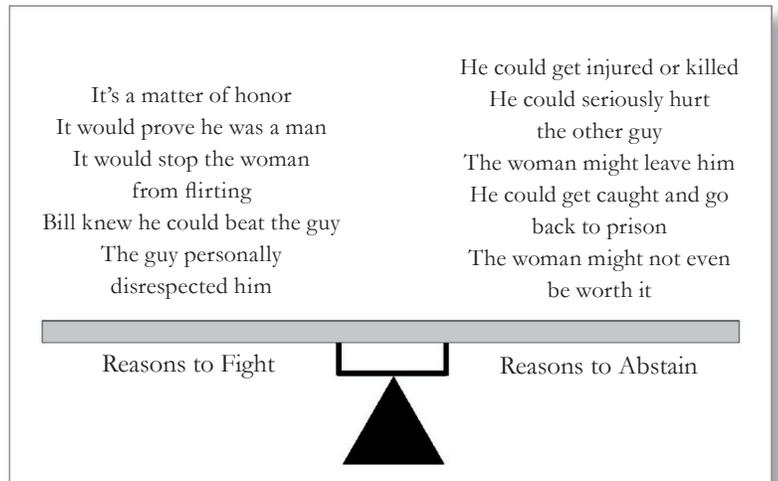
Destructive Thinking Patterns

We tend to think in patterns or in a repetitive manner. Could some of our thinking patterns be the very reason we are in prison? Thinking errors are simply ways of thinking that are defective or not useful. Most people, both criminal and non criminal, make thinking errors. Some of those thinking errors can be relatively harmless. For instance, a man might believe the Seminoles will beat the Hurricanes in football. That's wrong, but it's rather benign or harmless. Contrast that thinking error to this one: "the only way to get ahead is to sell drugs." That type of thinking error can be very costly.

Anger

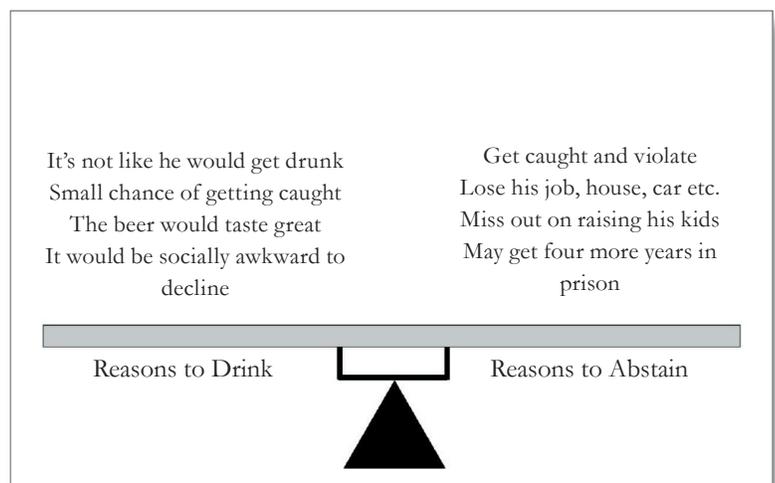
Bill spent a couple years in prison for a bar fight with a drunk he caught leering at his girl friend. Bill was a smart guy and was doing well after prison. He had a good job with Maytag and rented a nice apartment. Bill met a woman with a similar interest in country music and dancing, and they had started dating. One evening they met up with some of the woman's friends. One of her old friends asked her to dance and Bill felt his blood pressure rising. After they danced one dance, Bill wanted to leave. She wanted to stay. The old friend seemed to thrive on Bill's tension and was running his mouth. Bill knew one way to shut the guy up, and it felt to him like fighting was the only option.

- Does Bill have a choice in how he acts?
- Could he have anticipated and avoided this situation?
- How would Bill go about making the right choice?
- What could he do besides fight to rectify the situation?
- Can Bill change his angry reaction?



High Risk

Joe is six years into his ten-year probation period. His charges had nothing to do with alcohol, and he never considered alcohol to be a problem in his life. One of the terms of Joe's probation is zero use of alcohol. Joe has been working a steady job for six years, he owns a home, is married, and they have two young children. Joe is doing great and living a productive, clean, and sober life. He and his wife attend a friend's wedding, and an old friend of his brings him a beer, proposing a toast to the groom. What should Joe do? Toast the groom and drink the beer or toast the groom and not drink the beer?



If Joe is sensitive to the ramifications of this choice, he may weigh the choice in the following manner:

- Would a person who is sane, rational, and lucid have any difficulty making such a choice?
- If Joe made the decision to drink the beer, what would it say about him?
- Is he addicted to alcohol?
- Did he just have a lapse of thought?
- Can we label this as a thinking error?
- How different is it to make this choice in a classroom, as opposed to the real world?



Group Discussion

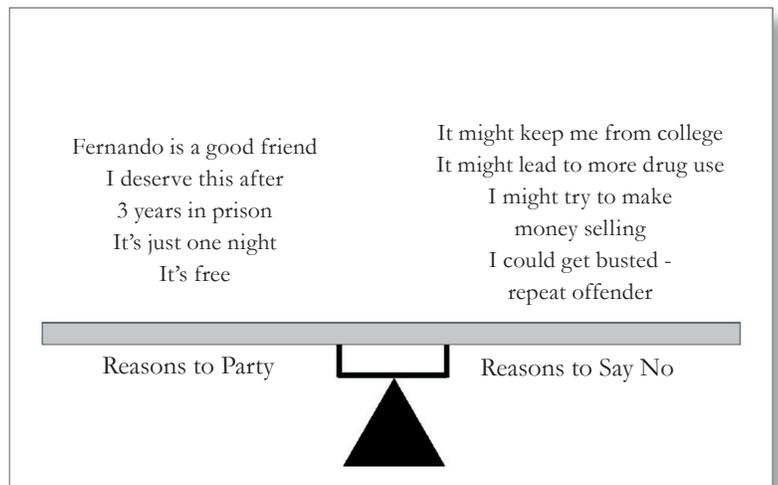
- Think of an incident in our life when a choice we made had a serious, negative implication.
- Looking back, can we see warnings that may have helped us make a better decision?
- Can we identify a turning point when we first started heading toward the impending disaster?
- Was there a point of no return, in other words, a point where we were no longer in rational control of our behavior?

In our example, Joe may have drunk the beer and had no problem. On the other hand, it could be a classic example of “Murphy’s Law”- the one time he violates probation and has that one beer, sure enough, his probation officer just happens to be waiting for him when he arrives home and smells the alcohol. In that case, an extremely destructive situation has resulted that threatens to undo six years of good work that has kept him a free man instead of an inmate.

Addictions

Juan has used drugs consistently since he was 14 years old. Now, at 36, he has been to jail several times, prison twice, and been through six treatment programs ordered by the courts. Juan never did fully buy into the idea that he was addicted. He views his drug use as recreational and feels certain that he can stop and start using when it suits his needs. He believes he is in control.

Juan has just left prison and is riding the Greyhound bus heading towards Tampa. He has plans to start a new life and attend college. As Juan gets off the bus, he sees his old friend, Fernando. Fernando is glad to see him and invites Juan to party with him for the night. Juan weighs the choice:



If Juan agrees to party, “just this one time,” what would you say about him? Is he addicted, impulsive, stupid, or all of these?



GROUP DISCUSSION

- What is the difference between a drinking problem and an addiction?
- What signs indicate a person might have an addiction?
- What are some ways of breaking an addiction?

Criminal Behavior

Rodney has a rap sheet three feet long, including possession, battery, grand theft auto, domestic violence, etc. Most of Rodney's family and all of his friends have done time. Rodney comes from a background that distrusts the legal system and sees crime as the only way to get ahead. Rodney just finished doing a five-year bid for auto theft. He has been out of prison for eight months and is working for a small company performing construction clean up. He is making enough money for rent, groceries, and basic needs, but not enough to get ahead. Rodney has made a promise to the woman he loves that he will never again break the law and go back to prison. One day, Rodney and a coworker arrive on a job site to clean up and are surprised to find a large trailer unlocked and filled with power tools. Rodney's coworker suggests they take the tools and pawn them. Rodney weighs his choices.

As a class, let's help Rodney out by weighing the choices for him. What are the reasons for Rodney to steal the tools? What are the reasons for him to abstain from stealing?

Reasons to Steal

Reasons to Abstain

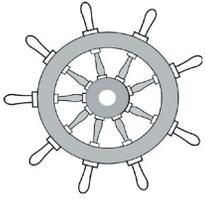


GROUP DISCUSSION

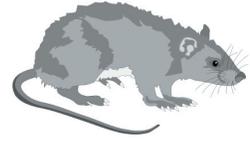
- When we committed a crime, did we consciously recognize it was a crime before we committed the act?
- Did we consider the possibility of getting caught and doing time before we actually did the crime?
- Could we see a long line of events that led up to the point when it became possible, or, at least very difficult, to turn back?

Triggers

Each of the examples listed could be described as a trigger. Triggers are situations that could trigger destructive behaviors. How good are we at recognizing our triggers? What do we do when we encounter a trigger?



Solution: Life Mapping invites us to consider the RAT response to triggers.



Recognize

The first step is to become aware of the triggers. One of the life mapping tools introduced in chapter 4 was “awareness.” Awareness certainly involves seeing and understanding what is happening around us; but, it also involves a deep understanding of ourselves. We must understand our trigger and recognize the thinking error that could likely occur.

Ascend

The next step in RAT is to ascend. This involves taking an intentional pause and mentally disengaging from the situation. Picture your self floating above the situation, viewing it from a distance. You might see yourself in a helicopter or airplane. The idea is that you disengage from the immediacy of the situation and pull yourself away from the emotional heat of the battle. This is a difficult step because of the emotion generally swirling around any given situation that has triggered a destructive behavior. To be successful, we must use a high level of discipline and maturity.

Think

The final step in RAT is to think. Think about the options. What are the consequences of any particular choice?

BUNKWORK:
MAKE A LIST OF AT
LEAST 5 STEPS YOU
CAN TAKE TO RELIEVE
INSTITUTIONALIZATION

Institutionalization

Institutionalization is not one symptom or condition; it is the cumulative effect that living in an institution, especially a prison, has on an inmate. Rex is serving his eighteenth year in prison and demonstrating classic symptoms of extreme institutionalization. His symptoms are as follows:

- Intense hatred for all correctional staff, including fantasies of revenge
- Disconnection from family, friends, and life in the free world
- An unclear vision of the future dominated by delusions of wealth, revenge, power, and grandeur
- Daily routines have become habitual and ritualistic
- Distrusts all people
- Lack of flexibility or ability to adapt to the changes he will face on the outside

Rex’s institutionalization was so severe that when his 18-year-old son came to visit, unannounced, he became very angry. Since Rex went to prison before his son’s birth, he had never seen him. On the day of the visit, Rex cursed the boy and told him that if he ever wanted to visit in the future, he would have to notify him at least one month in advance. The reason Rex was so angry was that he had plans to workout and felt like his exercise partner was counting on him. Rex’s case is extreme, but the truth is that institutionalization strongly affects all of us who live as prisoners.

Experts claim that after only three years of incarceration the effects of institutionalization are measurable. Here is the scary part; people who have been institutionalized seldom recognize the problem in themselves. As you read over the following characteristics of institutionalization, look inward to see if any of these have touched your life.

Time Distortion

Time distortion manifests itself as an expanded sense of the present moment. A soldier in a combat situation has little ability to think of the past, family, or what he has left behind. Neither will he think much about the future. If he is in a hostile situation, he only thinks about the here and now. He must do what he can to survive. A good soldier focuses.



Institutionalization: The “BUG”

(Instructor Talking Points)

Institutionalization Story:

A couple years ago there was a guy right here on this compound who had a couple of “eccentric habits” he had one habit in particular. He would memorize the dorm order for chow, after every Thursday inspection the dorm order for chow would come out and that afternoon this guy would know it by heart. He used to stand at the door, ready to go, watching out the plexiglass and announcing the dorms that were going to chow and mumbling under his breath the remaining dorm order. Well one day he is doing his usual thing watching the dorms go by:

“Ok there is G-dorm going to chow (turns and shouts to the dorm) G-dorm going to chow”

“Alright after G-dorm we have H-dorm, after H-dorm we have D-dorm, after D-dorm we have E-dorm, E-dorm that's us.”

“H-dorm leaving for chow, Hey! H-Dorm going to chow! D-dorm is next then us!”

“D-dorm is leaving for chow, STAND BY, STAND BY FOR CHOW!!”

And he stands by the door ready to leave, because he has to be the first one out the door.

“Hey!!! HEY!!! Why is A-dorm going!?! That's not right!!! it is supposed to be H-dorm, then D-dorm, then E-dorm, E-dorm that's us!!!”

The officer running chow that day ran a order that was not the same as the dorm ranking and this guy flipped out. He continued to scream to the dorm about the order not being correct and how it was totally wrong for them to do this so he then decides:

“WELL! IF THEY ARE NOT GOING TO FOLLOW THE DORM ORDER THEN I WILL SHOW THEM!”

He marched back to his bunk which was 3 single, right there in front, and he sits down with a pouty face and throws his shoes off one at a time on the ground and says:

“IF THEY AREN'T GOING TO RUN THE ORDER CORRECTLY I'LL SHOW THEM, I'M NOT GOING TO CHOW!!!”

True story.

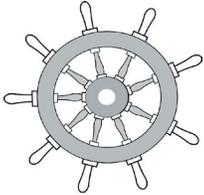
Are there other people like that on this compound? Other institutions?

(Read the institutionalization story on page 27 in the student book)

Once again, true story. (get the classes feedback about the stories allow one or two appropriate stories of their own.)

Can we see ourselves in a similar situation here in prison? We are largely isolated from our past lives. Our contact with our families and friends is deliberately restricted. We live in dorms that have an ever-changing population. Our past lives on the outside become increasingly distant. It is as if our past disconnects from who we are. We are no longer active fathers, sons, carpenters, students, or athletes. We are simply prisoner number _____.

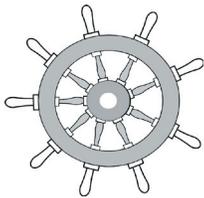
The future is equally out of focus for us. Any plans we make for ourselves, while in the Department of Corrections, are often subject to the powers of a large government agency that is at best indifferent. The “unknown” clouds our plans for life outside of prison. We must realize things on the outside are also constantly changing, and our ability to adapt and function in a new environment is important.



Solution: Remember our past, our values, and our families. Keep connected via letters, phone calls, and visits. Above all, make sure to plan for our future. That is the nature of this program. Learn to view today in the context of our past and toward a future that we have chosen. Moreover, understand that the actions we take today will shape our tomorrows.

Rigidity

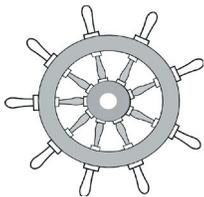
Rigidity is a fear of change and lack of ability to deal with new situations. It becomes evident when we must cope with new situations and demands instead of making our way through normalized activities and routines.



Solution: Make an effort to adapt to new and difficult situations. Read books that may be outside of our comfort zones. Talk to people different from ourselves in education and life experience.

Resenting Authority

This is almost universal in prisoners. Even a model penal institution has guards enforcing rules on inmates. As inmates, we often see arbitrary, unjust, and unfair behavior in those who have almost absolute authority over us. At times, the results can be maddening. We feel that no matter what we do, we will get in trouble. While resentment of perceived wrongs is understandable, this thought pattern becomes self destructive if we generalize the bitterness. In other words, if an officer yells at us one time, do we dislike only the single incident or do we begin to hate the person and all others like him who wear badges? Do we begin to resent all corrections staff because of exposure to multiple real and perceived insults? Could our resentment grow to embitter us against the state or even our country?



Solution: We probably hate to be lumped into the group labeled “inmates.” We know inmates lie, steal, cheat, and manipulate every chance they get! We ask others to judge us as individuals. Likewise, we must learn, also, not to judge a person just because he or she is wearing a badge. We need to find a way to forgive, forget, and move on. The officer doing his or her job, and I’m doing mine; I’m going home at the earliest possible date.

Language

Our language tells people who we are. We can quickly pick out a man from Boston or from the Deep South. A man educated at Harvard sounds different from a man with only a third grade education. Because prison is a closed society, we have developed a specialized vocabulary that is useful in prison but not on the outside. Talking prison slang is not bad or harmful by itself, but it is a huge problem, especially when we get out, if it is our only language.

- What is our favorite prison slang?
- How often do we find slang seeping into our every day conversation without thinking about it?
- What might people infer from our speech pattern?

Is it possible that a simple change in our behavior could change our attitude? Social psychologists were skeptical, but, in study after study, they found mounting evidence that when a person began working out, he developed a more positive attitude about exercise. People who donate money begin to feel more generous. People who showed acts of kindness felt more compassionate. Has anyone here had experience with an Alcoholics Anonymous group? Have we heard the expression, “You’ve got to fake it till you make it?”

Thinking, Feeling and Behaving

Why are we here? Was our crime something we thought, something we felt, or something we did? When we talk about life change, we often think in terms of what we will do. What percentage of people who have not regularly exercised join a gym to get in shape and are still regularly working out after one year? One study suggests only 4% stay with it. Changes in lifestyle are difficult. If our focus is to change our behavior without substantive and lasting changes in how we think and feel, then our desire for change is undermined.

The concept of life change, starting with the way we think, has growing support from a wide range of professionals. Self-help gurus have long touted the power of the mind to enable people to accomplish great feats. Napoleon Hill, the author of the best selling book, “Think and Grow Rich,” describes the power of the mind to visualize positive results and dramatically improve the probability of the actual results. N.B.A. coaches, like Phil Jackson, have found that time spent visualizing perfect free throws improves a player’s shot more than actually practicing shooting. If we wish to make a change in our life, we can start by imagining ourselves enjoying the success of the positive change. If we want to get in shape, we can spend time picturing the new, lean, and powerful person we can become.

Thinking involves language, and language gives our thoughts power and shape. One way to visualize change is to repeat positive affirmations aloud and to ourselves. As an inmate, the entire system, from the police, judges, corrections staff, and media, to the general public, continually drone out the message to us that we are losers, nobodies, or inmates. These powerful, negative images have a profound effect. We can choose to passively listen to the negative comments, or we can choose to fill our minds with new, positive, and uplifting messages.

Self-help teachers have been telling us for the last 40 years, and spiritualists have taught for centuries that meditation, chanting, prayer, and imagination are useful to quicken or begin spiritual journeys. Only through deep internal reflection can we attain complete consciousness of our true selves. Native Americans, Eastern Religions, and Christianity teach that thinking and speaking are gateways to higher places.

Finally, modern science of the mind, or psychology, has struggled diligently with the ability to modify human behavior. Although there are many schools of thought, the one that has risen to the top is “Cognitive Psychology.” Cognitive is conscious knowledge or thinking. Psychologists have found that often our emotions or feelings, and even our actions, seem to derive from causes that we do not totally understand. Our thoughts, however, belong to us, alone. We have the ability to think, and we have the ability to choose what we think.

Mantras

A mantra is a series of often repeated words or phrases. Mantras, some people say, have mystical powers. The powers may not be so mystical, but they are real and can be used, even in prison.

What would happen if a man wrote a series of mantras and read them to himself three times a day? Could that have a powerful effect? Could mantras like these take a man in a very different direction? Could mantras like these replace the negative ideas that we might hear from corrections staff and other inmates?

Old Ways of Thinking	New Mantras
People do not trust me, I am an ex-con. The police are out to get me. “They” just want to put me back in prison. It does not matter what I do; “they” will find a way to get me.	I have strong moral values and a lot to offer my community. I will be respected, not because I demand it, but because I am earning it everyday. I am trustworthy.
I have screwed up my life so bad. I am a failure.	I learn from my mistakes and am a man who has valuable ideas; I am doing positive things. I am a man of worth.
I wasn’t there for my children when they were growing up.	I am taking steps to be a worthwhile father while I am in prison, and I am preparing to be good father to my children, even when they are grown.
I am an addict. I have never been capable of staying sober.	I regularly attend meetings and am working the steps everyday. I am clean and sober today.
I don’t trust anyone.	I am cautious about who I trust; but, am learning how to open up to those I care about.
I am out of shape.	I am growing stronger by eating healthy and working out.

Consider our “Who Am I” table. We might not have realized how powerful and far reaching those self-concepts are. To go a bit further, let’s build a series of mantras for ourselves, based on the title: “I would Like To Be”.

Old Ways of Thinking	New Mantras

Ancillary Thinking Goal

What thinking patterns will best enable us to reach our goal? Another way to frame this challenge is to identify what thinking errors or destructive thinking needs to be changed. We might remember back in chapter two, when we were asked to identify a primary goal, one of the warnings was not to choose a negative goal. Our ancillary goal in the thinking category may very well include a negative goal, but it should be coupled with a positive one. For example, the goal might be something like, “I will learn to control the anger that triggers my violent outbursts by learning to cope in a positive and constructive manner.” Another example of a good ancillary thinking goal might be, “I will improve my self image by reprogramming the way I think about my career, finances, drugs, and entertainment.”

Building Your Map

Ancillary Goal	The Thinking about Thinking ancillary goal of your life map may deal with correcting thinking errors or learning new thinking strategies. Look at the example in Chapter 14 for an illustration of how John Jacob approaches the topic.
Waypoints	What thinking skills will you need to navigate toward your goal? What part of your requisite thinking skills are already strong? What thinking skills do you need to gain knowledge of or to improve? How will you glean these new tools? 
	Go to chapter 17 and complete the thinking about thinking section of your life map

BUNKWORK:
 WRITE YOUR ANCILLARY GOAL FOR THINKING ABOUT THINKING



Instructors Foreward for Emotional Intelligence

Attention instructors: the next section is a mixture of anatomy, biology, physiology, and psychology. The Emotional Intelligence chapter is an important chapter for students to understand the effects that the brain can have on their lives without being consciously aware of it. To aid instructors in this section there are references and activities that draw from Scientific American, Scientific American Mind, and “The Little Blue Reasoning Book”. Not all activities or examples must be used but they are available for supplementation.

An Example from “The Little Blue Reasoning Book”:

There are four mind-sets:

Realist: Describes someone whose primary goal is “getting the job done” (results oriented).

Idealist: Describes a person whose primary goal is “finding the right answer” (process oriented).

Analyst: Describes a person whose primary goal is “obtaining a thorough evaluations” (analytically oriented).

Synthesist: Describes a person whose primary goal is “achieving a composite view” (holistically oriented).

		<i>Practicality</i>	
		More	Less
<i>Emotion</i>	More	Realist	Idealist
	Less	Analyst	Synthesist

This example would primarily be used to get students awake and involved in the class. It is suggested that this example be used as an activity to help get the students to start thinking about their own mind-sets and Emotional Intelligence.



Emotional Intelligence Supplement: Perceptions of Professions

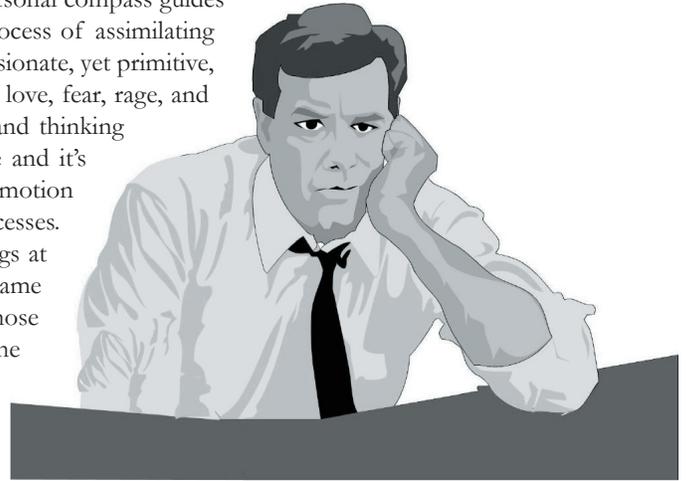
	Percieved Strengths	Percieved Weaknesses		Percieved Strengths	Percieved Weaknesses
Accountant	<ul style="list-style-type: none"> •Good technical, quantitative skills. •Good at reality checks. •Diligent. 	<ul style="list-style-type: none"> •Not a dynamic; not a leader •Lacks big picture view despite exposure to different industries. 	Military	<ul style="list-style-type: none"> •Obeys rules; disciplined •Team player 	<ul style="list-style-type: none"> •Commercial misfit •Too focused on executing orders; not enough vision
Administrator Personnel	<ul style="list-style-type: none"> •Organized; detail minded. •Trained to take care of people; team player. 	<ul style="list-style-type: none"> •Doesn't know how to build a business. •Stuck on rules and procedures. 	Scientist	<ul style="list-style-type: none"> •Intelligent; unique viewpoint •Quantitatively skilled 	<ul style="list-style-type: none"> •Lacks business sense; inhibited •Can't "bullshit"; unwilling to develop soft skills
Artist	<ul style="list-style-type: none"> •Flexible mind-set; creative. •Unique viewpoint. 	<ul style="list-style-type: none"> •Not quantitatively skilled. •Doesn't know how to manage people. 			
Computer/Internet/Techno Geek	<ul style="list-style-type: none"> •Quantitatively skilled •Understands technology and uses hands on approach 	<ul style="list-style-type: none"> •Lacks people skills •Lacks big picture view 			
Consultant	<ul style="list-style-type: none"> •Can think outside the box; good business sense •Articulate; smart 	<ul style="list-style-type: none"> •Doesn't care about detail •Too theoretical; too much style at the expense of substance 			
Engineer	<ul style="list-style-type: none"> •Methodical; hard working •Quantitatively and technologically skilled 	<ul style="list-style-type: none"> •Myopic; can't see the forest for the trees •Lacks communication skills 			
Entrepreneur	<ul style="list-style-type: none"> •Dynamic; high energy level •Hands on; a real doer 	<ul style="list-style-type: none"> •Chaotic; disorganized; easily bored; impatient •Averse to theory 			
Investment Banker	<ul style="list-style-type: none"> •Savvy; resourceful; knows the bottom line; good at networking •Facility with numbers 	<ul style="list-style-type: none"> •Callous; uncaring; arrogant •Focuses on the "ends" at the expense of the "means" 			
Lawyer	<ul style="list-style-type: none"> •Smart; clever communicator •Well trained; good organizational skills 	<ul style="list-style-type: none"> •Works alone; set in his or her ways •Not quantitatively skilled 			
Marketer/Salesperson	<ul style="list-style-type: none"> •Strong personality; Self confident •Understands the consumer 	<ul style="list-style-type: none"> •Lacks number sense •Doesn't see value in theory or book learning 			

This list is the perceived strengths and weaknesses of different professions. The list helps people to know how they act because of their perceptions. Just because a person is _____, that does not mean they fit the perception that people have. With Emotional Intelligence we work with intuition and a life time of developed patterns and similarities that influence our thought processes. The problem with this is that it is not always correct and we end up making errors in judgement and incorrect decisions based on past experiences and the total of our life's experience.

Chapter 7

Emotional Intelligence

Emotional Intelligence is the last of the three super categories. If our personal compass guides our choices and decisions, and thinking about thinking is the mental process of assimilating and using knowledge, then how do emotions fit in? Emotions are the passionate, yet primitive, deep down feelings that stir our soul. Emotions include such feelings as love, fear, rage, and joy. In literature, emotions are often described as affairs of the heart, and thinking is often described as a function of the brain. However, that's literature and it's wrong. Obviously, emotions are a cognitive function of the brain; but emotion is distinct and quite different than the rational and logical thinking processes. Think of it this way; the brain is capable of doing several different things at once. The brain handles our rational and logical thinking, while at the same time handling our emotions. When our emotions kick in, we often feel those physiological changes, such as an increased heart rate, tightening of the muscles, sweaty palms, and rapid breathing. So, while it may be true that emotions are a cognitive function, it is also true that they are special and unique. Emotions are often thought of as something involuntary or alien that just takes control of our brain, then our nervous system, mood, and body.



Emotional Intelligence is the idea that we are able to learn about how our emotions work and find ways to use emotions constructively in our lives, just as we learn how to think logically or to solve problems in math.

Unique Brain Function

Have we ever met someone and instantly disliked them before we could logically describe what about the person made us uneasy? Have we ever sensed danger before we observed anything threatening? Have we ever heard someone speaking and knew they were telling lies before we had any proof? Most of us can relate to situations like these. The question is how can that happen? Is it ESP (Extra Sensory Perception)? Is it intuition? A related phenomenon is *deja vu* (the feeling that we have experienced an identical situation before), yet we can't remember when. Throughout human history, mystics, paranormals, and spiritualists have attempted, sometimes solely for the benefit of making money, to offer explanations for these effects.

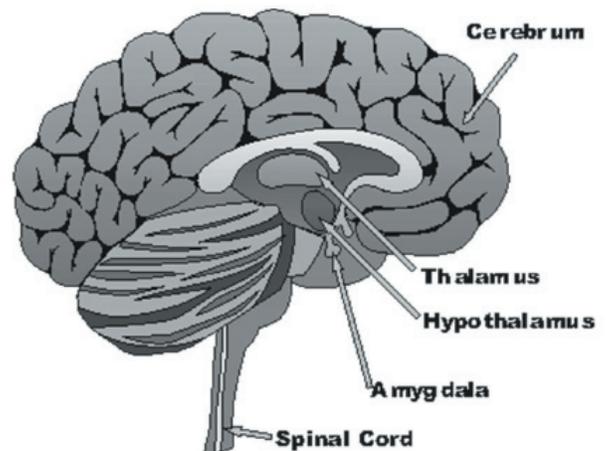
Science has recently developed tools and theories that may also shed light on these questions. The brain is a complex organ, consisting of many interrelated parts that somehow function together. In other words, while one part of our brain is processing something in a logical or rational manner, another part is dealing with the same situation from an emotional standpoint. This section of life mapping will attempt a rudimentary explanation of two important areas of the brain and how they affect us.

The limbic system in the brain plays a major role in our emotions. The limbic system is composed of two parts: the cortical region and the sub cortical region. The sub cortical has three parts:

- The Septum (the brain's pleasure center)
- The Amygdala (the brain's fear, arousal, and anger responses)
- The Hypothalamus (regulates emotions such as anger, pain, pleasure, sexual feeling, and survival instincts, such as the desire for food and water).

Thinking that involves logical reasoning and rationalization takes place in a very different area of the brain, the cerebrum in the frontal lobes.

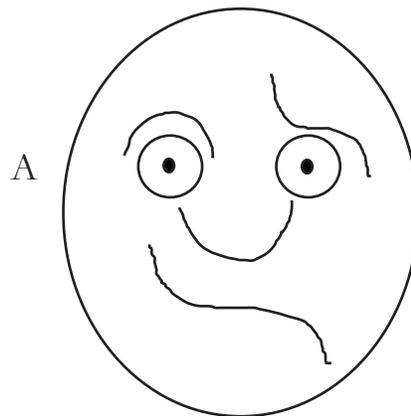
While each of the areas of the brain works together, it is very important



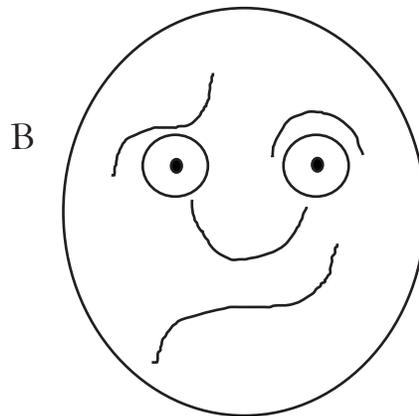


Right and Left Brain Dominance Activity

To get the class thinking about their brain and the unconscious suggestions our brain can already have on how we perceive the world. Draw the two faces on the board and ask the questions below.



(Draw on Board)



Which of the two images look happier? In drawing A the person is smiling on the right side of the face, and in drawing B the individual is smiling on the left side. We perceive visual information using the hemisphere opposite the eye that took it in, such that data from the left side of an image is fed to the right hemisphere, and vice versa for the right side of the drawing. Some researchers have speculated that people with more dominant right hemispheres will be more influenced by their perception of the left side of the face and so be more likely to indicate that face B looks happier than face A. Other tests of this imbalance have involved trying to walk blindfolded down the middle of a corridor, a task during which right dominant individuals tend to veer left. Psychologists have also asked people to mark the center of a line drawn on a piece of paper, which right dominant subjects tend to place left of center, and to quickly guess what number lies halfway between 15 and 3, which typically generates lower estimates from right dominant types.



Ambidexterity / Brain communication: Left and Right Handedness

The next activity is used to determine a person's ability to use both sides of their brain. Have the students write the following on scrap paper:

HELLO! (Write on Board)
HOW ARE YOU?
I AM FINE, THANK YOU.

Now have the students write the whole dialog backwards like such:

HELLO! (Write on Board)
←
HOW ARE YOU?
←
I AM FINE, THANK YOU.
←

Next the students will switch to their non-dominant hand and begin the activity again with the regular dialog. Then they will rewrite the dialog backwards just like they did with their dominant hand.

(Instructor Talking Points)

The key to this activity is that a normal brain is able to communicate back and forth between the two hemispheres, it does this through the Corpus Callosum which is the nerve tissue joining the left and right hemispheres of the brain. One of the main reasons a woman is able to talk on the phone, cook dinner, hold a baby, and read Comso at the same time is because women have more nerve fibers in the Corpus Callosum. We can all train our brains to become more pliable and able to use both hemispheres it just takes time. If a person were to practice using their left and right hands equally they would have a much easier time writing ambidextrously, and also using both sides of their brain.



Left and Right Brain attributes

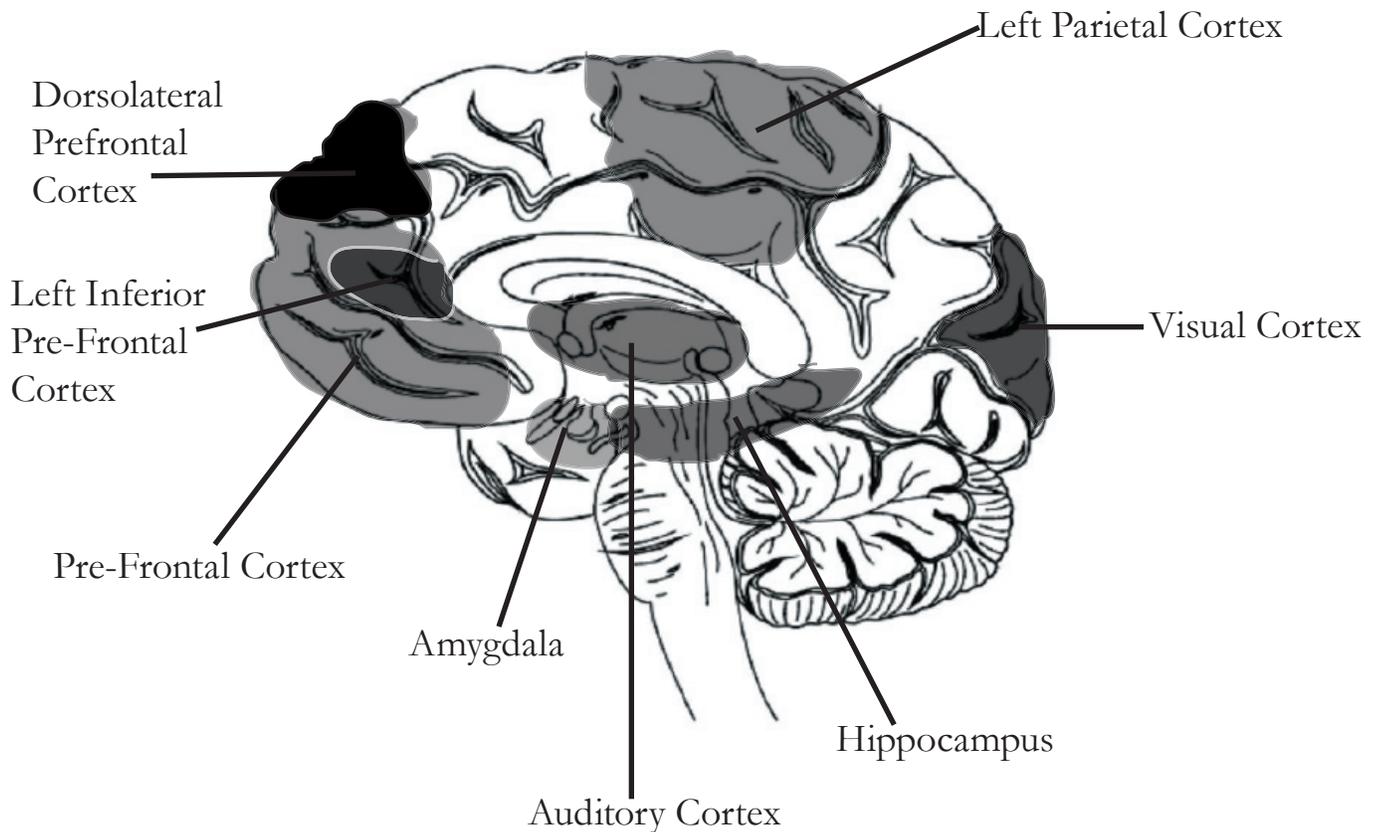
In 1981, Dr. Roger Sperry was awarded the Nobel Prize for his proof of the split brain theory. Research confirmed that the brain has two hemispheres with different, but overlapping functions. The right and left hemispheres of the brain each specialize in the distinct types of thinking processes. In most basic sense, the left brain is the analytical side while the right brain is the creative side. In 95 percent of all right-handed people, the left side of the brain controls analytics while the right side controls creative endeavors. In most left-handed people, the hemisphere functions are reversed.

Left Brain	Right Brain
<ul style="list-style-type: none"> •Analysis •Classification •Language •Logic •Memory •Numbers •Sequence •Seriation •Writing •Convergent Thinking Processes 	<ul style="list-style-type: none"> •Artistic Ability •Emotion •Imagery •Imagination •Intuition •Music •Rhythm/ Physical •Coordination •Synthesis •Theatrics •Divergent Thinking Processes

Left Brain Thinking	Right Brain Thinking
<ul style="list-style-type: none"> •Left brain thinking is characterized as “spotlight” thinking. •The functions of the left brain are characterized by the sequence and order. •The left brain can put the parts together into an organized whole. •The left hemisphere controls our analytical, scientific, logical, mathematical, and verbal leanings. 	<ul style="list-style-type: none"> •Right brain thinking is characterized as “floodlight” thinking. •The functions of the right brain are characterized as holistic and diffuse. •The right brain instinctively sees the whole, then the parts. •The right hemisphere of the brain governs our artistic, musical, innovative, imaginative, entrepreneurial, political, theatrical, and visual tendencies.



Areas of the Brain from Scientific American Mind



A patch work of brain areas play roles in forgetting - and remembering. In the pre frontal cortex, the dorsolateral region governs memory suppression, whereas the left inferior part aids in the construction of stronger emotional memories. The hippocampus is the hub of memory formation. It is accompanied by its sidekick, the amygdala, when feelings are involved. Visual and auditory regions go silent when the mind is shutting down recollections. An analogous quieting occurs over the parietal cortex, as evidenced by a shrinking of the brain - wave signal detected there.

From Scientific American Mind
January/February 2012

to understand that they work differently and not necessary at the same rate of speed. For instance, the amygdala receives input information regarding fear, anger, and pains directly from our senses and instantly processes that information into a physical response that prepares the body for a fight or flight response. At the same time our amygdala is physically preparing our body for imminent action, our senses are also transmitting to the cerebrum, which then processes the information in a logical and systematic fashion, albeit at a rate that is a fraction of a second slower than the amygdala. That fraction of a second explains why we so often react emotionally to something, and, a few seconds or minutes later, think, “why did I overreact or handle the situation that way?”

An example of this might go as follows: An office worker is called in the boss’s office, and the boss starts to berate and scold the worker for poor performance. The worker’s body automatically and instantly starts preparing for fight or flight because the amygdala instantaneously responds. The heart rate increases, rapid breathing floods the blood with oxygen, the muscles tense to form an armor shield, the pupils dilate and the eyelids open wide to view every detail. These physiological responses would be quite appropriate to a threat from a wild animal or an attack from an enemy, but they have absolutely no value in the office environment. The amygdala has done its job and prepared the body for action. The amygdala acts automatically and quickly, but it takes time for the cerebrum to figure out that the danger is not physical and that the body can and should relax. Those emotional responses come from a very primitive part of the brain. It’s almost as if there are two separate cognitive functions that use different values and strategies in evaluating the same data. One works quickly, and the other works slower but more thoroughly.

In a very real sense, our brain is equipped with dual processors that work with various inputs. It’s no wonder that it often seems that we have seen something before but can’t recall the incident. We did just see or comprehend it, then saw it or processed it a second time. This also accounts for why our intuition provides an opinion before we can logically explain it.

Beauty of Emotions

The quick emotional responses are certainly valuable in those times of emergency, when an individual has no time to think but must act with force and speed. That sub cortical region (Amygdala, Septum, and Hypothalamus) is the part of the brain that gives us quick insight. It is the very foundation of intuition. It has the amazing ability to assimilate vast amounts of tiny details and read situations quickly. We can look a person in the eyes, hear the tone of their voice, see their body language, and almost instantly determine if we like, hate, trust, or fear them. It is this ability that keeps us alive in dangerous situations.

Beast of Emotions

Emotions are great, but they can often be wrong. Can we remember a time when we met someone that we liked and trusted only to eventually find out that he or she was a scoundrel? Or can we think of the time when our assessment was negative at first sight, but the person proved to be a faithful, long term friend? The example of the stress response in the boss’s office is another one when the emotional response was not helpful.

The Dance of Emotions and Thinking

If our brain has two separate and very different methods of functioning, which one should we trust? Remember that both parts, the amygdala and the cerebrum, are vital to our survival. The amygdala is critical when we sense danger and immediately react; the cerebrum takes over shortly thereafter and helps us to evaluate the situation logically. Think about how many times in our life we have experienced situations where we have said, “I can’t believe I reacted that way!” Sometimes this dual processing creates some embarrassing or amazing results.



Gene Rodenberry, the author of Star Trek, must have struggled with this very question when he developed the character of Mr. Spock. Spock was half Human and half Vulcan. Humans have emotions but a Vulcan has none. Spock continually strived to squash emotional responses and to dismiss them as silly, fanciful dreams that had no use in making practical and rational decisions. The character of Data was quite different than Spock. Data was an android with incredible computing ability. Data had no emotions; but, unlike Spock, Data realized that he was missing something valuable and useful. Data was always striving to experience emotions and was disappointed as he failed.

Measuring Emotional Intelligence

Daniel Goalman, author of “Emotional Intelligence” suggests that EI may very well be more important than IQ in determining a person’s success in life. Goalman proposes that our ability or inability to effectively negotiate the vast world of emotions can propel one person to great heights and another to the depths of despair. How would we rank ourselves in the ability to use emotions successfully?



(Instructor Talking Points)

To tie all of the examples together, the Emotional Intelligence chapter is essentially about understanding the effect that different parts of our brain have on our decision making process. There exist certain parts of the brain that respond automatically without rational or cognitive processes, in learning about the natural physiological response to situations we can better understand how to counter act the natural reactions that might cause us to make poor decisions. In certain situations it can be difficult to discern between emotional reflexes and rational thought. The key for Emotional Intelligence is using a deeper understanding of ourselves to establish what responses are based on basic emotional responses like: Fear, Anger, Hunger, Lust; and our own cognitive processes that use rational thought. Some people are naturally gifted when it comes to Emotional Intelligence, and some people have no Emotional Intelligence. The main focus for each person should be this: understanding our own emotional reactions to situations and training ourselves to become more Emotionally Intelligent.

BUNKWORK:

TAKE 3 DAYS AND WRITE A EMOTION JOURNAL WHERE YOU DOCUMENT YOUR EMOTIONS THROUGHOUT THE THREE DAYS MAKE NOTES ON WHY YOU FELT CERTAIN WAYS.

Improving Our Emotional Intelligence

Can EI be taught to children? What about an adult who has spent a life time operating in a mode that is less than effective, can he change? In fact, we can all make changes in our emotional response. To learn more about this idea, we recommend a number of books:

Emotional Intelligence, Daniel Goalman

Blink, Malcolm Gladwell

The Gift of Fear, Galvin deBecker

Perhaps many people struggle trying to determine if and when emotion or logic is most beneficial. Emotional Intelligence (EI) invites us to consider that the two may work together in an optimal, choreographed dance. Those who have mastered EI use logic when it is demanded and use emotion when it is appropriate.

Building Your Map

<p>Ancillary Goal</p>	<p>The goal for this section may be very specific, dealing with particular emotional responses such as anger; or it may be more general, striving toward greater stability, or just better use of emotions. It may also include balancing your emotional response with a logical and rational response.</p>
<p>Waypoints</p>	<p>What type of emotional tools will you need to pay particular attention to if you are to achieve your goal? What emotional skills have you already mastered? What areas do you need to work on? What type of help do you need? How will you make those improvements?</p> 
	<p>Go to chapter 17 and complete the emotion section of your life map</p>

BUNKWORK:
 WRITE YOUR ANCILLARY GOAL FOR EMOTIONAL INTELLIGENCE

Chapter 8

Relationships

Evaluate Existing Relationships

Who are the people in our life? Who are our family members? Who are our friends? Who are our enemies? Who can we trust? Whom do we love? Who loves us? Who has written us off? Whom do we never want to see again? Whom do we miss? Who visits us while we are in prison? Who writes to us? Who sends us money? Are the people who are the most fun to be with the same as the ones we can really count on? The people in our life play such a crucial role. A good friend can help and encourage us to walk the path that leads toward nobility; a bad friend can drag us down to the depths of prison. This chapter of Life Mapping invites us to look at the people who have been in our lives in the past, the people who are presently in our lives, and those who need to be in our lives in the future. A warning, this chapter might not be easy, emotionally, but it can be very valuable.



People We Have Hurt

As we sit here in prison, it's probably not too hard to come up with a list of people whom we have disappointed, let down, or hurt in the past. In fact, even the good, hard working people of the world, who have no criminal record, could compile a sizable list of people they have wronged if they put their minds to it. Starting with family members, who expected better things of us, who are those people we disappointed? What about past employers, friends, pastors, and others? As human beings, we are social; our life touches and affects many others. What about victims of crime? Stealing a tool box from the back of a truck clearly hurts the guy who owned the tools, but it hardly stops there. Without his tools, he may not have been able to work and support his family. His wife could be hurt, so could his children and his employees.

This section is about taking responsibility for our actions and understanding how our actions impacted others. The following chart challenges us to list the people we have hurt and explain how we hurt them, then to consider whether it would be worth while to restore the relationship. In Alcoholics Anonymous (AA), steps 8 and 9 are as follows:

- Step 8. Make a list of all persons we harmed, and become willing to make amends to them all.
- Step 9. Make direct amends to such people wherever possible, except when to do so would injure others.

According to AA, there is healing power in the restoration of a relationship. The healing is not primarily for the person who was harmed, but rather the person who injured others. The following chart is an example of such a list:

Example Chart			
Name of Hurt Person	Type of Hurt	Worth Restoring?	Describe Amends
Mom	Legal Fees, Disappointed, Embarrassed	Yes	Pay back \$3,700
Mr. Johnson (Old Boss)	He trusted me and I stole from his customers	Yes	Apologize in a letter
Children	Embarrassed, I can not be there for them	Yes	Spend time with them
Tom and Randy (friends)	Owe them money	No	N/A
Customers (drug users)	They hurt themselves by using drugs, but I helped by selling them	Not Possible	N/A
Children of drug users	Contributed to messing up their parents lives	Not Possible	N/A
Ex-Wife	Back child support (\$7,000). I cheated.	Not sure	Make payments, and ????



(Instructor Suggestions)

It is suggested that with the Relationship Chapter that the instructor take some time and ask the class to use some scratch paper and begin to work through the questions posed in the first paragraph of the chapter.

- Who are the people in our life?
- Who are our family members?
- Who are our friends?
- Who are our enemies?
- Who can we trust?
- Whom do we love?
- Who loves us?
- Who has written us off?
- Whom do we never want to see again?
- Whom do we miss?
- Who visits us while we are in prison?
- Who writes to us?
- Who sends us money?
- Are the people who are the most fun to be with the same as the ones we can really count on?

(Instructor Talking Points)

“Be Brutally Honest, But Not Brutal”

We have relationships with everyone who are some people we have relationships with on the compound?

(Take time to allow the students to answer)

We all have to trust our “roommates” to a certain degree do we not? Relationships need trust, what else do they need?

(Take time to allow the students to answer)

Are good relationships one-sided?



Relationships- Superorganisms

Society is a relationship it is built upon trust and acceptance of some standards to allow us the freedom to pursue things we couldn't, if we had to do everything ourselves; it allows us to specialize. In exchange for our ability to focus on specific things we have to rely on others for our needs, what we need in Life Mapping is the benefit of others specialization and experience to help us reach our Primary Goal. Life Mapping is about re-entering society with a plan and a direction, we have to re-establish our relationships with the people around us, this means we need to rebuild bridges to allow us to move across the obstacles that are in our path towards success.

There are such things as superorganisms, what is a superorganism? Two good examples are: an ant hill, and a jellyfish. Ant hills are a collection of thousands of different ants that coexist in a community built on survival. Ants have very specialized jobs. You have warriors, workers, drones, and a Queen. The Queen and one other male ant are the only two ants in a the whole community that will reproduce, however the entire ant hill is built around the survival of the Queen and her eggs so that in the future there will be ants. The ants in the hill are all related and work to support their brothers, sisters, cousins, nieces, nephews, etc. The story of the ant hill is this: amongst thousands of different individuals only two actually have children, the rest are focused on supporting the survival of the community, they do that by specialization.

A jellyfish is not just one organism in is a collection of specialized individuals of one species. Collectively a jellyfish is a floating community that is geared towards its survival by specialization. All the different parts of the jellyfish: the stingers, the tentacles, the dome, etc. All are different individuals who come together to survive. By specializing and working together the jellyfish is able to survive and thrive in a difficult environment where a mass of gelatinous cells wouldn't stand a chance.

We need to establish relationships to become part of our Life Mapping “superorganism”, where we have very specialized people who can help us in specific areas of our life map. Without the help of others and the development of healthy relationships we will be completely alone “out in the wild” survival is difficult when you stand alone. We will increase the odds of our success if we find others who can aid us in specific areas that will ultimately lead us to achieve our primary and ancillary goals.

The Seagull and the Crow

Once upon a time, there was a lonely seagull flying all by himself. One day he spotted a large flock of crows in a cornfield that were greedily devouring all of the corn. Although this seagull did not eat corn, the whole scene looked inviting to him. Therefore, he swooped down to join the party. The crows were in a fine mood, joking, laughing, and telling great stories. The seagull joined right in. He was very much enjoying the company.

Suddenly, the blast of a farmer's shotgun rang out from out of nowhere. Then there was another blast, and another. The seagull glanced up and saw black feathers flying around and that the crows were dropping to the ground. The seagull then glanced around and saw, to his horror, that the farmer was sighting his shotgun at him. At that point, the seagull shrieked, "Wait! Stop! Please, do not shoot me. I am not a crow. I am a seagull. I don't even eat corn."

The farmer responded, "You are known, by the company you keep." Following that comment, he squeezed the trigger and white feathers flew.

The Positive and Negative

Now that we have compiled the various lists of people, good and bad, that have been a part of our lives, it's time to build a comprehensive list. Review our lists and construct a new one of the ten most positive and negative people in our lives.

10 Most Positive People In My Life	10 Most Negative People In My Life

Success Team

Who are the people who surround us? Who would we share our goals with? Are the people we spend time with helping us reach our goals or steering us away from them? While we must interact with many different people each day, we have the opportunity to choose with whom we develop relationships.

Often, we choose our friends because of common interest, backgrounds, or a shared history. Old friends are gold and to be highly valued; but, if we are planning to achieve a goal that requires us to walk a path we have not yet traveled, we may very well need to find some new friends, people with specialized knowledge, skills, and abilities to help us. Some things we can do alone, but, to accomplish a big goal, we would be wise to enlist others as part of our team. Nobody ever won the World Series alone. Nobody ever flew into space without help. The key to virtually every great achievement of humanity has been a successful team.

How do we go about building a team? What qualities, skills, or knowledge do we need help with? First, start viewing those around us in a different light. While everyone has an opinion about every subject, some people may have specialized experience which could make their opinion valuable.

When we get out of prison, perhaps we will seek a female partner. What characteristics are we seeking in a woman? Be careful here. How many of us are in prison, directly or indirectly, because of problems involving a woman? Many of us could quickly list physical traits that are attractive to us. However, how much time do we spend evaluating other important characteristics? Do we consider emotional stability, intelligence, loyalty, attitude, job skills, contacts, and money management skills, to name a few? A big spending wife could lead us to poverty. An emotionally unstable woman, or addict, is a good ticket for a probation violation. Conversely, a woman who is stable, smart, and loyal could very well be a wonderful choice to help us focus on achieving our goal.

Every person with whom we develop a relationship has an impact on our lives. Seek out people who will help us achieve our goals.

Drafting Our Team

Whether we are building a team to sail around the world in an old world, tall ship, opening a new company, or striving to fulfill our own personal primary goal, we will certainly need other people. But whom do we need? What skills and traits are important? These are not simple questions. Let's take a look at one of the most well known team building traditions, the National Football League (NFL) draft. Each year the

coaching staff evaluates existing players on the team. One or two players may be rated as irreplaceable, and those players must be kept, even if the cost is very high. Some players are rated as valuable, and the team will attempt to keep them. Others are rated as acceptable, and the team will keep them only if they can not find someone better. Finally, there are the players that just don't measure up. They either can not, or will not make the plays that the team needs. It may be that their play on the field is satisfactory, but they simply bring too much baggage that hurts the team in other ways. For each NFL team, the decisions place millions of dollars at stake. The outcome matters to the other team members, the team owner, the fans, and even the league. So how do NFL teams meet this challenge? The famous draft board is the answer. Each team will list every position they need to fill. For each position, the coaching staff will carefully outline the skills required. They will also rank each position in terms of importance to the team.

How might this NFL draft example apply to us and our Life Map? Think about it, we have to draft a success team. We might wish to start by listing the nine areas of our life map and decide who or what type of person would be helpful in each area. Do we already have someone who might fill a particular position? Before we jump into the work on this list, look back over the preceding lists and consider those for candidates. We probably have some of the same people on several lists. What areas of life are lacking the right people who can help us? Let's review John Jacob's sample draft board and then complete our own.

John Jacob's Sample Draft Board		
Area of Life	Type of Person or Persons Needed	Person's Name
Personal Compass	Spiritual Leader or Pastor	None
Thinking about Thinking	Accountability Group	Candidates: Rusty, John, Al
Emotional Intelligence	Therapist	None
Personal Finance	Financial Advisor	Candidates: Carl Schumann
Career	Burger King Mentor, Friends in Restaurant Industry	Mr. Sanchez (Old Boss)
Health	Workout partner	Luke, here in prison, none outside
Education	????	None
Hobbies/Activities/Ent.	Fun person, good attitude, athletic	None
Environment	Church friends in good healthy environment	Rusty and John

My Draft Board		
Area of Life	Type of Person Needed	Person's Name
Personal Compass		
Thinking about Thinking		
Emotional Intelligence		
Personal Finance		
Career		
Health		
Education		
Hobbies/Activities/Ent.		
Environment		

Recruiting Our Players

Our draft board should give us a good idea of the people who are already on our success team. We should also have a good idea of the positions where we need help. So how do we get the right people into our life? While in prison, our access to a wide variety of people is necessarily limited. Still, as we look over our list, we may see some types of people whom we may be able to find in prison with us. Our strategy is to tell them about our goal and to ask them if they would be able to help us. In some cases, we might not share our entire life plan, just one of our ancillary goals. The idea is to learn how to trust people, learn to share our vision with them, and include them in a part of that vision. Be clear what we are asking for. For example, if we are attempting to learn more about accounting, and we happen to meet a certified public accountant, what should we ask of him? Some people might make the mistake of asking the accountant to teach them about

accounting. That is asking too much, and it demonstrates very little effort on our part. A more reasonable request might be to tell him we are reading some books on accounting and, from time to time, we might have questions for him. If he agrees, and we are studying cash basis verses accrual basis, we might ask him how either system might affect our particular company. In other words, show that we are willing to do the heavy lifting, and only asking him for his expertise in particular areas.

Coaching and Motivating Our Team

As we build our team, it is important to continually communicate with the people on it. We must keep our players informed with up-to-date information, so they can better assist us. Ask for very specific help. Be clear about what type of help we need and when we need it. Remember our team, unlike an NFL team, is voluntary. We can not insist or demand performance on our time table. Be willing to give something back to those who help us.

Evaluating Players

In the NFL, each of the players is continually being evaluated. Do we evaluate the people on our team with the same critical eye that a coaching staff uses to look at their team? Learn to identify and encourage excellent performance. The flip side of this evaluation process is that sometimes we need to cut players. What about the old drinking buddy whom we have known since high school? He's a good guy and a loyal friend. We have been through so much with him. When we first got divorced, he let us stay with him for 6 months. Yeah, he's great guy; but his solution to any sort of stress is to get drunk. Can we really afford to keep him as a friend? It might sound cold and heartless to exclude long time friends, but what if they have habits that are prone to destroy our lives? If we knew a person with a highly contagious disease, would we invite him over to hold our new baby? There are people who are not good influences. Those people must be cut from our team.

Building Your Map

Ancillary Goal	Consider your primary goal. Who are the people who are part of that aspiration?
Waypoints	<p>List the people or the types of people who you need in your life? Who are the people that are already in your life who can help you reach your goal? Who is not yet on your team and how can you recruit the right people?</p> 
	Go to chapter 17 and complete the relationship section of your life map.

BUNKWORK:

- a. Perform Clearing exercise. Write a letter (you will not mail) to those who you have hurt and to those who have hurt you. (After you have written it and read it tear up the letter and get rid of it)
- b. Develop a letter to a non-victim with whom you wish to repair a damaged relationship. (ie Parent, child, extended family member, or friend.)

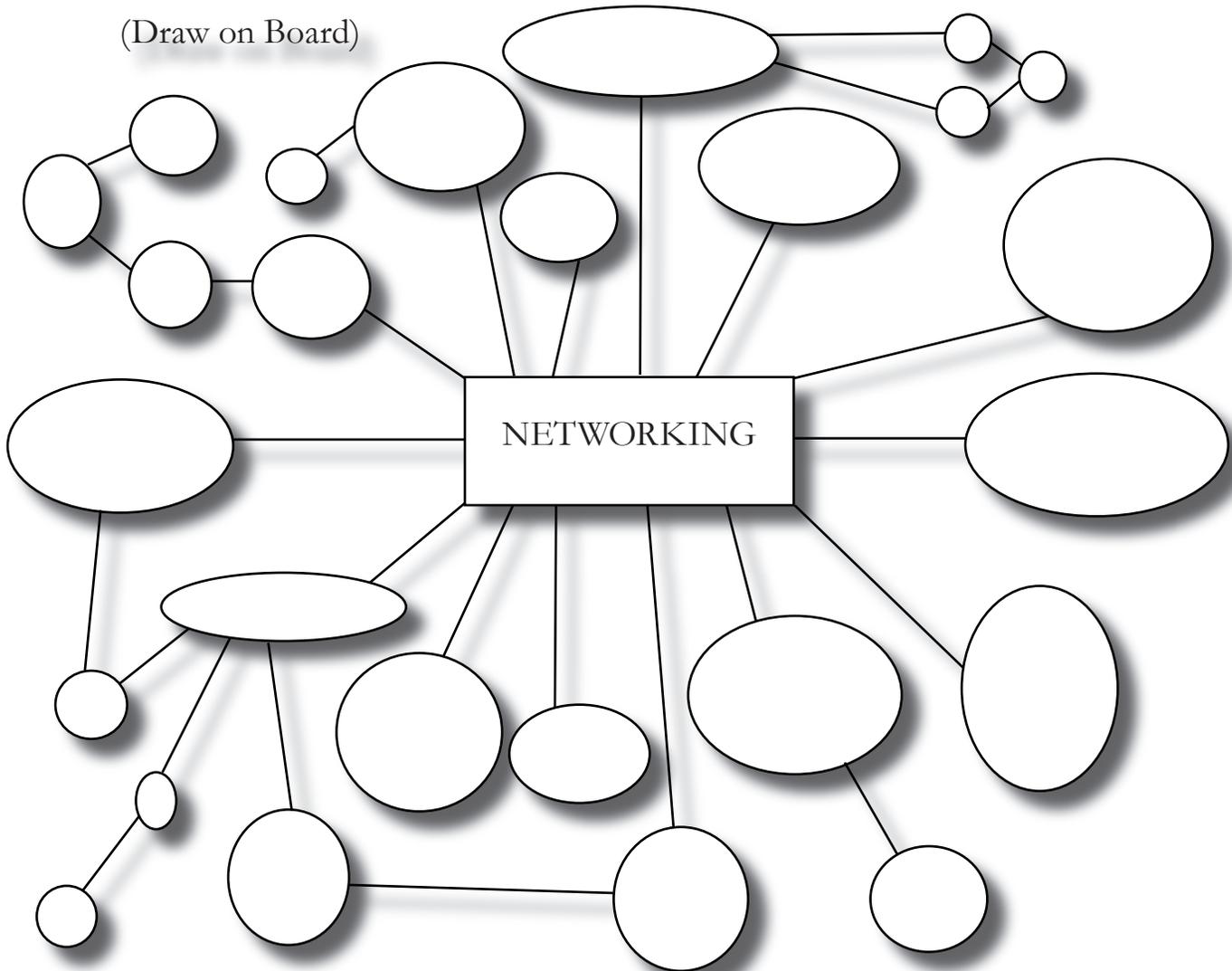
BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR
RELATIONSHIPS



(Instructor Talking Points)

(Draw on Board)



One of the big things we can gain by developing relationships is a great tool that will aid us throughout our entire lives. When you develop a relationship with people you can develop a whole network of individuals who can provide you with information, advice, suggestions, help, on a multitude of subjects. What are some of the things that networking can do for us?



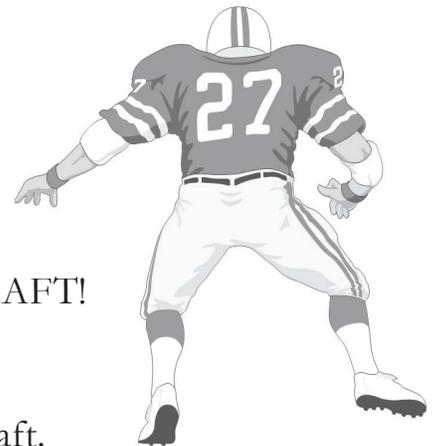
(Instructor Talking Points)

After going through the lists in this chapter, it is important to start looking at the people in your life for possible prospects:

(ESPN intro music clip)
DAH NA NA DAH NA NA

(Sounding like ESPN introduction)
WELCOME TO THE WAKULLA C.I. LIFE MAPPING DRAFT!

(Pick a favorite sports broadcaster and imitate)
Welcome guys to our coverage of the Life Mapping #_____ draft.
We have had some really fierce competition here for those 9 spots on this Life Map.
Lets take a look at a real standout prospect.



Here we have Rusty; Rusty is a friend from church who has been consistantly there for us no matter the situation. Rusty reminds us of what is important and has no problem giving a helping hand. His main attributes: Supportive, Helpful, Loyal, Honest, Reverant, Trustworthy. I think a guy like Rusty definatley has a place on this Life Mapping team. He could be the go to guy in both the thinking about thinking section and the environment section a real team player.

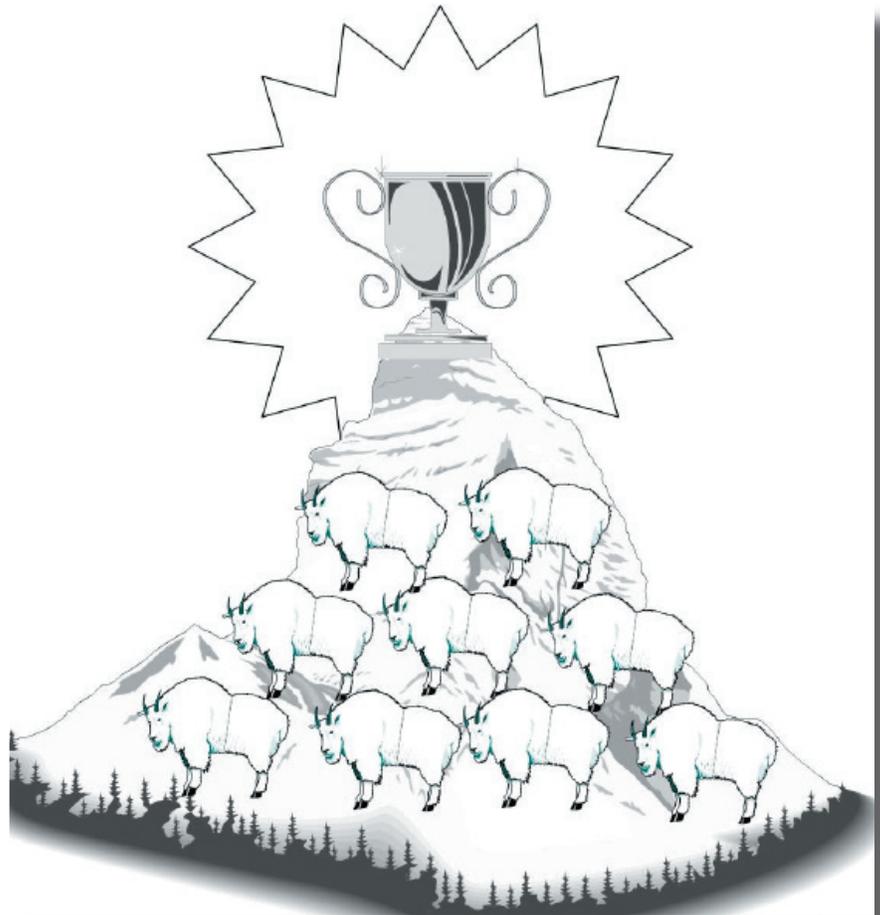
Another prospect we have is Pete, he has been a friend since kindergarden and is always ready to help us have a good time. Pete was there for alot of things: the first time we skipped school, first beer, first cigarette, first toke, the first time we got arrested. Pete has never been shy about coming around and talking to us after we got out of prison. However Pete can never be found when we are in prison. The real question is; do we need Pete on our Life Map team? What will Pete contribute to help achieve the primary goal?

We are trying to find out exactly who is going to be the best person for each postion on our life map. Does this mean we don't talk to people who don't contribute? No, but we want to find people who are going to aid us in our journey and focus on getting the most out of those who aid us; and we are constantly evaluating and assessing the people who are on our team.



(Instructor Talking Points)

When evaluating our “players” what should we be looking for? How can we tell if a player is under performing? What standards should we apply to each area? Use the waypoints in each of the nine areas to assess your players as well as yourself. If your players aren’t contributing towards your achievements then they are under performing and you should replace them with someone else. Going back to the analogy of the NFL you need to always be on the lookout for a better player. New talent never hurts and sometimes to grow as a team you need to replace players with fresher perspectives and insight, or perhaps you have a player who is too costly and is destroying your team with all of their demands. Never stop looking for new contributors and support those who pull their weight. Once again Life Mapping is not suggesting to end all relationship ties with people who do not contribute to your Life Map, it is suggesting to stick to the people who actually contribute to your Life Map when you need help or advice in reaching your goal.



Chapter 9

Personal Finance

To achieve our primary goal, and many of our ancillary goals, as well, we will need to understand and successfully manage our personal finances. What are personal finances? Everything that involves us financially, from balancing a checkbook, to building a good credit score, to successfully investing our money. The successful management of our personal finances requires a commitment to learning, disciplined money management, and the keeping of a tight budget. Think about it, if our goal involves raising a down payment for the purchase of a new home, starting a new business, getting married, or putting a child through college, we will need to save a substantial amount of money.

Raising the money needed to meet our Life Mapping goal is probably not going to happen by luck; so how do we make sure it happens? To be successful with our personal finances, we must, first and foremost, understand why a budget is important, how to construct a budget, and how to use it effectively.



Why Budget?

It is safe to conclude that if we have responsibilities in our lives, we worry about money. This includes how to finance not only our day-to-day needs, but also our goals – which is the objective of people everywhere, in every income group, and in every circumstance.

For the first time in decades, budget-keeping is critical because of the ever increasing cost of living and the overwhelming cost of many necessities and discretionary items. If we would like to start living our life using a budget, understand this fundamental point: Our budget will be very different from that of the person living near us. It will, without question, differ in many key respects from any “average” spending-saving pattern of any “average” American family. The “average” family exists only on paper, and its “average” budget is a fiction, invented for statistical purposes.

The shape of our budget will depend directly on our own, or our family’s individual goals and priorities. Would we prefer to spend \$500 on a new video game system or on community college classes? Would \$1,000 spent on a new computer mean more or less to us than \$1,000 worth of, say, guitar lessons? There is no sense in attempting to fit into someone’s “ideal” financial pattern which ignores our own personal wants and desires.

The budget we implement will also depend heavily on the makeup of our family. A young working couple without children may have relatively low housing costs, high entertainment and clothes costs, and a good opportunity to save money for a future family goal. The budget of the couple with growing children and a heavily mortgaged house will have less money for clothes and entertainment.

In essence, there is no such thing as an average budget, and we should not even look for a “normal” format. Search, instead, for a simple, flexible financial outline to help us achieve the goals we truly want. The point is to understand that using a budget can help us to live within our means while staying on target to achieve our primary goal.

How to Construct a Budget

We can get our first basic guidance from the experience and methods of others. The store owner on our corner has part of the answer in the way he handles his store’s income and expenses, and combines the two together with some money left over for “reserve.” Our parents had part of the answer in the way they measured their income and prospects for income, and then divided their spending into so much for essentials, so much for savings, and so much for discretionary items. The corporation has much of the answer in the ways it keeps its books, prepares for bad as well as good times, and provides a cushion for the unexpected and unpredictable.

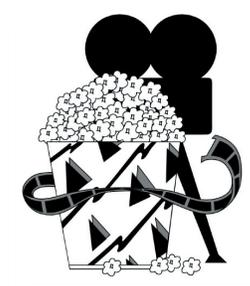
Obviously we need is a style of budgeting that will:

1. Tell us how much money is coming in during the next several weeks or months.
2. Tell us how much money has to be put aside today for future security, our independence, and those big, unavoidable bills due in the next several weeks or months.
3. Tell us how much is left over for the day-to-day expenses, ranging from food to a new household gadget.
4. Tell us, too, how much money is left, if any, for discretionary spending.
5. Relate our income and expenses for a reasonably long period of time, so that we can avoid living hand to mouth and paycheck to paycheck.
6. Help us to run our personal affairs the way most successful businessmen run their businesses.
7. Achieve our financial goals.

Money is earned to be spent. When we spend, we buy more than material things, such as bread or shoes; we make decisions which determine our whole way of life. Our decisions bring us closer to or, perhaps, send us further away from, our goals and ambitions.

It may seem that so many of our decisions are forced by circumstances and that we have very little chance to control our own money.

Perhaps, however, our income appears too small to go around, only because we did not take into account the “nibblers” – the little items that nibble away at our income until there is nothing left.



Perhaps we have debts left at the end of the year only because we ignored the “bouncers” – the big expenses that turn up a couple of times a year and make giant dents in our income.

Or perhaps we are in trouble only because we haven’t considered the “sluggers” – the unexpected expenses, such as sickness or major household repairs, which can throw even a good spending plan way off balance.



As we construct a budget, it’s helpful to understand that no amount of money we earn will ever be enough to cover all our wants. Accept the theory that the more income we have, the greater will be our desires. Get this point, if we want something badly enough, we will sacrifice other things for it! Therein lies the point of the personal finance area of our life map. If we truly want to achieve our primary goal, we will develop a plan of control over our spending.

Using a Budget

When we first leave prison, many of us may only be able to find a job paying a basic minimum wage, and it may seem impossible to live on such a small amount of income. Admittedly, it will be difficult. Let me make the suggestion that it really is just a question of perspective. To put it differently, we may have to check our perspective each time we have a budget issue. Make sure our perspective on any individual item is in line with our primary goal.

Let's take a look at a simple budget using a basic minimum wage job at Taco Bell and see if it's even possible to live on such a small amount of income.

Job #1 earns us \$7.50 per hour, and we work 40 hours per week. Our weekly income is \$300. We multiply \$300 by 4.33 (the average number of weeks per month) and arrive at our monthly income of \$1,299. Out of that amount comes our various taxes and withholdings (we will use an average of 20%) or \$260. That leaves us with net pay for the month of \$1,039.

Now we budget for our expenses. We spend \$400 on rent per month. Does \$400 sound crazy for rent? What does that get us exactly? Maybe a small studio apartment, a room in someone's home, a small trailer, a two bedroom apartment, if we have a roommate who also pays \$400 per month. Right now, we are all saying, "Wait a minute... a roommate, man I don't want a roommate." Here comes that perspective adjustment. How many roommates do we have now? One sounds okay when compared to 70. It's a step in the right direction, and it's only temporary.

We budget \$280 for food. That amount isn't going to find us shopping at Publix for the big brand names and all the extras, like a big bottle of A1 Steak Sauce. However, it does afford us better food than we are eating now. In fact, if we are smart with our money, buying a whole chicken and cleaning and cutting it up ourselves, instead of buying a four pack of chicken breast, we can make our money go pretty far.

We budget only \$70 per month for clothes. Now that's a tough one. Shoot, we could spend \$70 on one pair of jeans or shoes easily. This is a great opportunity for a perspective adjustment. What are we wearing right now? If we go to Goodwill, we can get the basics we need for the first few months. A couple pairs of pants, shirts, shoes, shorts, et cetera. We really don't need a bunch of fancy clothes the first few months after our release. What we really need are good working clothes, and Goodwill has plenty of those at very good prices. Remember, this is not forever; it's temporary until we "get on our feet." By the way, "getting on our feet" is not having a fancy pair of pants, it's having money in the bank that will help us to achieve our primary goal.

We budget \$50 for savings, and we pay it just like we would a bill. It might seem crazy to put \$50 from our first check into savings when we could so easily spend it on extra clothes or food, but this is our future, our money set aside to help us achieve our primary goal. This \$50 is a priority now in our budget.

Utilities are pretty straight forward. We have a basic place to live and therefore basic utility expenses: electric, gas, water, garbage, and sewer. There is no cell phone here but maybe a basic phone service. We don't have extra money for luxuries, just yet.

If you have probation, it's \$80. Maybe you have restitution or court costs or child support. We have budgeted \$80 per month, figuring each of us probably has one.

Transportation is \$30 per month. What does that get us? A bus pass for the month. Here's a great example of why budgeting is so important. Now we know we only have a bus pass as our primary transportation. That dictates many of our other decisions. We are going to have to get



Job #1		
Taco Bell \$7.50 per hour		
40 hrs/ Weekly Income		\$300
	(times 4.33)	
Monthly Income		\$1299
Less Withholding 20%		(\$260)
Net Pay \$1,039		
Expenses:		
38.5%	Rent*	(\$400)
26.9%	Food	(\$280)
6.7%	Clothing	(\$70)
4.8%	Savings	(\$50)
7.2%	Utilities	(\$75)
7.7%	Probation	(\$80)
2.9%	Transport	(\$30)
5.2%	Discretionary	(\$54)
100%	Total	(\$1,039)



to work, shopping, and appointments via the bus. So, we will probably want to live a very short distance from a bus stop. When we are looking for a place to rent, we will need to pay attention to convenient bus stops. If there is a shopping center within walking distance, all the better. Consider this; most city buses have bike racks conveniently located right on the front bumper. If we buy ourselves a cheap bike, it extends our reach.

That leaves us with \$54 per month in discretionary income, money to spend on whatever we want. That's our entertainment, or fun money. Clearly we may not like the reality of our budget. The budget we have from job #1 just doesn't seem like a lot of fun. However, it really does come down to perspective. If we want to stay out of prison, we will make it work. Again, it's only temporary, while we are getting on our feet and beginning to rebuild our lives. When we find better paying work, we will have more of the nice things life has to offer.

Job #2		
Taco Bell, \$7.50 per hour		
48 hrs / Weekly Income		\$360
(times 4.33)		
Monthly Income		\$1,559
Less Withholding 20%		(\$312)
Mow 3 lawns on day off at \$40 per lawn		\$520
Net Pay \$1,767		
Expenses:		
22.6%	Rent	(\$400)
19.8%	Food	(\$280)
5.7%	Clothing	(\$70)
5.7%	Savings	(\$778)
5.7%	Utilities	(\$75)
4.5%	Probation	(\$80)
1.7%	Transport	(\$30)
34.4%	Discretionary	(\$54)
100%	Total	(\$1,767)



The question we have answered here is, can we make it if we earn a basic minimum wage, and the answer is YES! It can be done. It's temporary, because we work hard, and we let the boss know we can be counted on to do whatever needs to be done to make the business run better. If he says, "the grill needs to be cleaned," we volunteer to clean it and do a great job. If he says, "the bathroom needs to be cleaned," we say, "I got it." If someone calls in sick, we volunteer to work a double shift. In time, the boss realizes that he can count on us. After we have earned his trust with our hard work and dedication, we ask him for an extra shift each week. Instead of working 40 hours, we ask for 48 hours. What do we think he's going to say? He's going to say yes because, as a manager, he has very few employees who are willing to work hard and do the job right the first time.

In addition to that, we find some extra work on one of our two days off. We all have the ability to do little side jobs, like mowing a lawn, washing cars, pressure cleaning a driveway, et cetera. We don't need two days off per week because right now we are focused on staying out of prison and getting on our feet, financially. Besides, what are we going to do with two days off? We have \$54 for the month for entertainment. Idle time often translates to "find trouble time." Notice what that extra eight hours each week at Taco Bell and those weekly side jobs do to our budget with job #2.

Our income jumps to \$360 per week, or \$1,559 per month. We subtract our 20% withholdings of \$312. We add the income from our extra side jobs. In our example, we mowed three lawns each week on our days off and charged \$40 per lawn. Every neighborhood in America has a few homes that have all the equipment on hand for mowing the lawn, but the owner doesn't feel like doing it or can't. \$40 is a reasonable price, and

it brings us in an extra \$520 per month in income. Our net pay for the month is now \$1,767. Working harder with our time brings in an extra \$728. How should we spend that extra money? The answer is WE DON'T!

We continue to live frugally and take the \$728 in extra income and plow it into savings. Here we are with the cruddiest job out there, earning minimum wage, but we are saving \$778 every month. If we keep this up, we can save over \$9,000 in one year and be well on our way to saving the money we need to achieve our primary goal.

Now let's contrast our opportunity in job #2 with the lost opportunity of job #3 and see if we can find a moral to this story. Instead of working at Taco Bell, we find that we get out of prison, and, because we have a vocational skill, we get a much better paying job, say as a machinist, earning \$17.00 per hour. We work forty eight hours per week and earn a monthly income of \$3,533. After subtracting the 20% withholdings, we end up with net income of \$2,826. Now things get interesting. We rent a nice two bedroom apartment, eat all the brand name food we can think of, purchase some nice clothes, and a few nice extras for our apartment, like cable and high speed internet. To top it all off, we buy a nice iPhone. We are living life too large to be riding a bus, so we go out and buy a new car. The cost of the payment, gas and oil, insurance, and repairs is \$715 per month. After all of that, we still have \$231 per month for entertainment. Nice!

Which of these scenarios is the best for achieving our primary goal? Here's the problem with our job #3 scenario. We are living a nice life, but we are not saving the money necessary to achieve our primary goal.

The moral of the story: If you are not making a lot of money, you cannot get to your goal. If you are making a lot of money, but not budgeting and saving, you still cannot get to your goal.

Job #3		
Machinist, \$17.00 per hour		
48 hrs / Weekly Income		\$816
(times 4.33)		
Monthly Income		\$3,533
Less Withholding 20%		(\$707)
Net Pay \$2,826		
Expenses:		
26.5%	Rent	(\$800)
15.9%	Food	(\$400)
5.3%	Clothing	(\$300)
10.6%	Savings	(\$50)
8.8%	Utilities	(\$250)
2.8%	Probation	(\$80)
25.3%	Transport:	(\$715)
	Payment	(\$250)
	Gas/Oil	(\$240)
	Insurance	(\$150)
	Repairs	(\$75)
4.6%	Discretionary	(\$231)
100%	Total	(\$2,826)

BUDGET

We have included a three page budget for use after our release from prison. Its detail prompts us to remember all the potential we have for spending money. We tend to forget little things, like shampoo and soap, when we budget. That stuff gets expensive.

Budget Page #1				
Budgeted Item	Sub Total	Total	Actually Spent	% of Monthly Inc.
Saving				
Emergency Fund	_____	_____	_____	_____
Retirement Fund	_____	_____	_____	_____
College Fund	_____	_____	_____	_____
Housing				
1st Mortgage	_____	_____	_____	_____
2nd Mortgage	_____	_____	_____	_____
Real Estate Taxes	_____	_____	_____	_____
Homeowners Ins.	_____	_____	_____	_____
Repairs/Maint.	_____	_____	_____	_____
Replace Furniture	_____	_____	_____	_____
Utilities				
Electricity	_____	_____	_____	_____
Water	_____	_____	_____	_____
Gas	_____	_____	_____	_____
Phone	_____	_____	_____	_____
Trash	_____	_____	_____	_____
Cable/Internet	_____	_____	_____	_____
Food				
Grocery	_____	_____	_____	_____
Restaurants	_____	_____	_____	_____
Transportation				
1st Car Payment	_____	_____	_____	_____
2nd Car Payment	_____	_____	_____	_____
Gas and Oil	_____	_____	_____	_____
Repairs and Tires	_____	_____	_____	_____
Insurance	_____	_____	_____	_____
License and Taxes	_____	_____	_____	_____
Car Replacement	_____	_____	_____	_____
Charitable Giving				
_____	_____	_____	_____	_____
Page #1 Total	_____	_____	_____	_____

Budget Page #2				
Budgeted Item	Sub Total	Total	Actually Spent	% of Monthly Inc.
Clothing				
Children	_____	_____	_____	_____
Adult's	_____	_____	_____	_____
Cleaning/Laundry	_____	_____	_____	_____
Medical/Health				
Disability Insurance	_____	_____	_____	_____
Health Insurance	_____	_____	_____	_____
Doctor Bills	_____	_____	_____	_____
Dentist	_____	_____	_____	_____
Optometrist	_____	_____	_____	_____
Medicine	_____	_____	_____	_____
Personal				
Life Insurance	_____	_____	_____	_____
Child Care	_____	_____	_____	_____
Baby Sitter	_____	_____	_____	_____
Toiletries	_____	_____	_____	_____
Cosmetics	_____	_____	_____	_____
Hair Care	_____	_____	_____	_____
Education	_____	_____	_____	_____
Child Support	_____	_____	_____	_____
Alimony	_____	_____	_____	_____
Subscriptions	_____	_____	_____	_____
Organization Dues	_____	_____	_____	_____
Gifts (+ holidays)	_____	_____	_____	_____
Misc.	_____	_____	_____	_____
Walking around \$	_____	_____	_____	_____
Recreation				
Entertainment	_____	_____	_____	_____
Vacation	_____	_____	_____	_____
Page #2 Total	_____	_____	_____	_____

Budget Page #3				
Budgeted Item	Sub Total	Total	Actually Spent	% of M. I.
Debts				
Visa 1	_____	_____	_____	_____
Visa 2	_____	_____	_____	_____
MasterCard 1	_____	_____	_____	_____
MasterCard 2	_____	_____	_____	_____
American Express	_____	_____	_____	_____
Discover Card	_____	_____	_____	_____
Gas Card	_____	_____	_____	_____
Dept. Store Card	_____	_____	_____	_____
Finance Co.	_____	_____	_____	_____
Credit Line	_____	_____	_____	_____
Student Loan	_____	_____	_____	_____
Other_____	_____	_____	_____	_____
Other_____	_____	_____	_____	_____
Page #3 Total	_____	_____	_____	_____
Page #2 Total	_____	_____	_____	_____
Page #1 Total	_____	_____	_____	_____
Grand Total	_____	_____	_____	_____
(Total Income)	_____	(_____)	(_____)	_____
		\$0		



Note: Why the “\$0” at the end of page #3? When we budget, we spend every penny of our income. Some of our money was budgeted to entertainment, walking around money, and miscellaneous categories. We want to see where every penny of our money is being spent.

Building Your Life Map

<p>Ancillary Goal</p>	<p>What do you need financially to accomplish your primary goal?</p>	
<p>Waypoints</p>	<p>What financial provisions are needed for the success of your goal? Let's start with some obvious provisions that are essential, financially speaking, no matter the goal:</p> <ul style="list-style-type: none"> • To learn how to build and live by a budget • To learn how to improve your credit score and to actually improve it • To learn how to save using retirement accounts <p>Well, you get the idea.</p>	
	<p>Go to chapter 17 and complete the personal finance section of your life map</p>	

BUNKWORK:

DEVELOP A BUDGET FOR YOUR CANTEEN AND REDUCE SPENDING BY 10%

BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR PERSONAL FINANCE



(Instructor Talking Points)

INSTRUCTOR NOTE: The following are some suggestions for students in the area of Personal Finance it comes from Personal Financial Management (PFM) and also Personal Investment Management (PIM).

FINANCIAL HEALTH

- 1.) Put 1,000 into savings account for emergencies
- 2.) Put 3 to 6 months expenses into savings
- 3.) Pay off all debt except the home
- 4.) Invest 15% of household income into Roth IRA, and pre-tax retirement accounts at work (401K)
- 5.) College fund for you, a spouse, or children
- 6.) Build Wealth (stocks, bonds, mutual funds, real estate)

WEALTH IS WHEN YOUR MONEY WORKS FOR YOU!!!

CHOOSING WEALTH 12 POINTS:

1.) Become Knowledgeable:

Arm yourself with the basics of personal finance so you can avoid pitfalls and bad advice. The best protection is knowledge. Don't let other people choose your financial future for you, the goal is the ability to manage the basics of your own personal finance. Remember it is much easier to get things right if you understand what is going on.



2.) Embrace the “B” Work (budget):

Don't think that a budget is a financial straight jacket, it is not something that takes the fun out of life, it is used to reach our goals. Still don't like a budget call it a “cash flow plan”. A budget makes you contemplate your financial decisions and live within your means, exercising responsibility. Without a budget you are inviting chaos into your financial future. Before constructing a budget track your expenses for a month, then sit down and evaluate how you spend your money. By tracking your money you will be able to know how to effectively plan for the next month.

Right now is the best time to start!

Age	Jeff Invest's	Value of Investment	Mark Invest's	Value of Investment
19	\$2,000	\$2,200	\$0	\$0
20	\$2,000	\$4,620	\$0	\$0
21	\$2,000	\$7,282	\$0	\$0
22	\$2,000	\$10,210	\$0	\$0
23	\$2,000	\$13,431	\$0	\$0
24	\$2,000	\$16,974	\$0	\$0
25	\$2,000	\$20,872	\$0	\$0
26	\$2,000	\$25,159	\$0	\$0
27	\$0	\$27,675	\$2,000	\$2,200
28	\$0	\$30,442	\$2,000	\$4,620
29	\$0	\$33,487	\$2,000	\$7,282
30	\$0	\$36,835	\$2,000	\$10,210
31	\$0	\$40,519	\$2,000	\$13,431
32	\$0	\$44,571	\$2,000	\$16,974
33	\$0	\$49,028	\$2,000	\$20,872
34	\$0	\$53,930	\$2,000	\$25,159
35	\$0	\$59,323	\$2,000	\$29,875
36	\$0	\$65,256	\$2,000	\$35,062
37	\$0	\$71,781	\$2,000	\$40,769
38	\$0	\$78,960	\$2,000	\$47,045
39	\$0	\$86,856	\$2,000	\$53,950
40	\$0	\$95,541	\$2,000	\$61,545
41	\$0	\$105,095	\$2,000	\$69,899
42	\$0	\$115,605	\$2,000	\$79,089
43	\$0	\$127,165	\$2,000	\$89,198
44	\$0	\$139,882	\$2,000	\$100,318
45	\$0	\$153,870	\$2,000	\$112,550
46	\$0	\$169,257	\$2,000	\$126,005
47	\$0	\$186,183	\$2,000	\$140,805
48	\$0	\$204,801	\$2,000	\$157,086
49	\$0	\$225,281	\$2,000	\$174,995
50	\$0	\$247,809	\$2,000	\$194,694
51	\$0	\$272,590	\$2,000	\$216,364
52	\$0	\$299,849	\$2,000	\$240,200
53	\$0	\$329,834	\$2,000	\$266,420
54	\$0	\$362,817	\$2,000	\$295,262
55	\$0	\$399,099	\$2,000	\$326,988
56	\$0	\$439,009	\$2,000	\$361,887
57	\$0	\$482,910	\$2,000	\$400,276
58	\$0	\$531,201	\$2,000	\$442,503
59	\$0	\$584,321	\$2,000	\$488,953
60	\$0	\$642,753	\$2,000	\$540,049
61	\$0	\$707,028	\$2,000	\$596,254
62	\$0	\$777,731	\$2,000	\$658,079
63	\$0	\$855,504	\$2,000	\$726,087
64	\$0	\$941,054	\$2,000	\$800,896
65	\$0	\$1,035,160	\$2,000	\$883,185

3.)Don't Procrastinate:

The biggest threat to your financial future is procrastination, nothing is more detrimental in the world of personal finance. There is a large difference in investing \$2,000 today or investing \$2,000 the day before you retire. Time is the biggest asset that anyone has, use it wisely, invest now and reap the benefits of making your money work sooner rather than later.

4.)Live Below Your Means:

If you find yourself asking; "I don't spend my money on anything extravagant, but I never seem to be able to get ahead." The answer to why you can't get ahead is because you are spending all of the money you are making. In order to get ahead you have to live below your means and spend less than you make. Reenforce spending less than you make by paying yourself from you paycheck and pay towards your goal as an expense.

5.)Realize You Aren't Indestructible:

Just because you are young, healthy, and can eat prison food and live does not mean you are invincible. This does not mean that your TV wont break or your parachute won't open, this is why you need an emergency fund. If you are looking for insurance: a single male without a family or any dependants does not require life insurance; however he will need health insurance. Even if you have health insurance from your employer it might not cover everything so it will be important to find your own personal coverage. However to avoid having to use your insurance and deal with the problems of ill health spend time doing preventative measures: have a healthy lifestyle.

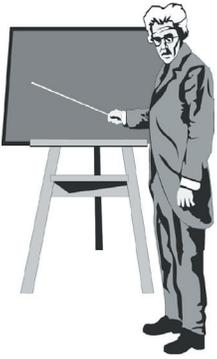
6.)Protect Your Stuff (especially from lawyers):

Home and Auto insurance are a no-brainer, you need it assuming you have a home and a car. Fortunately, there are ways to keep the cost down. The key is to keep the cost down and your deductible as high as you can afford. Take advantage of discounts and remember that insurance is not a maintenance policy it is protection against major financial disasters. If you look at auto insurance the minimum liability coverage is \$50,000, however the median jury award for traffic fatalities was \$58,231 (1995). The main point is this you need to make sure that your insurance actually protects you from financial ruin.



7.)Re-invent or Upgrade Your Skills:

In today's world the job market is ever shifting and changing, the situation of remaining with an employer for 20 to 30 years is rare; it does not matter how long you have been at work. What matters today is that you are valuable and an asset to your employer, this means to remain employed you need to be current and always able to offer your job more than you did yesterday. What does this mean? It means you need to make sure your skills and talents are valuable and not easily acquired. This means you want to take some care in picking a career. You want to have a skill businesses are willing to pay for. How do you keep your skill level both valuable and unique? The answer is to continuously reinvent and upgrade your skills through education. Given the pace of innovation, no one can stand still and expect to survive. Let there be no doubt, education is the best investment you will ever make.



8.)Hide Your Plastic:

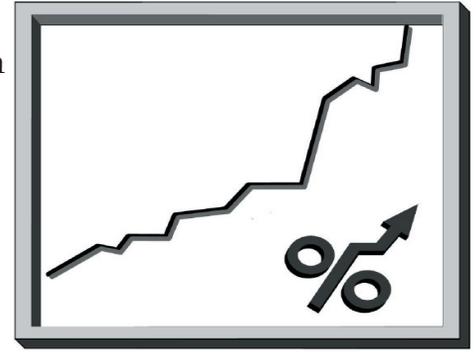
When it comes to credit cards you should know this; if you can't handle them responsibly/ i.e. you pay your bills in full at the end of each month and live within your means, that means that you do not need a credit card. If you want more information on how to manage credit more effectively take Credit and Debt Management.



9.)Stocks Are Risky, But Not As Risky As Not Investing In Them:

You probably already learned that by listening to stories on the nightly news describing the wild market gyrations of internet stocks. For example, over a month and half period in the summer of 1999, the price of MP3.com, an on-line music concern, went from \$28 per share up to \$105 and then fell all the way back to below \$28. With those kinds of difficulties, it is no wonder people consider stocks risky, and in fact, they are. Should you put your money

in these risky investments? If your investment horizon is long term, the answer is yes, but you will want to eliminate as much risk as you can through diversification. One easy way to do this is through a stock index mutual fund. Always remember that diversification reduces risk and time should always be a critical factor. Let your time horizon guide your asset allocation decisions. As long as your investment time horizon is long term, stocks are prudent. The biggest problem is not losing your money through investments it is losing your money through inflation. Inflation is the erosion of the buying power of your dollar, with 3% inflation in 23 years you have lost half your buying power. If the inflation rate is 4% you will only need 18 years to lose half of your buying power. To beat inflation you need to make your money work and investments are a way to work your money to its fullest. From 1926 to 1998 stocks returned an average of 11.2%, well ahead of inflation. What does this information mean? It means that without taking risk you will lose the power of your money overtime to inflation, and diminish the chance of meeting your goal.



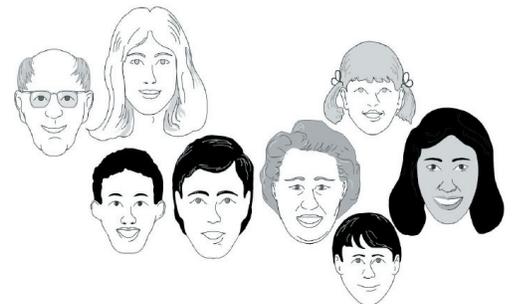
10.) Exploit Tax-Favored Retirement Plans To the Fullest:

If you are lucky, you will get a chance to participate in the vest investment (aside from education) around. What is it? Is a tax-deductible contribution to an employer's retirement saving plan with a matching contribution from the employer - 401K. Why is so great? Since contributions are tax-exempt you can contribute money that would have otherwise gone to the IRS. In addition, since the investment earnings are tax deferred until withdrawn, you earn money on earnings that the IRS would have collected. While you are doing all this, do not forget to take full advantage of a Roth or traditional IRA if eligible. What should be your strategy? When you get out in the real world, Max out on these tax-favored retirement plans and if you have the choice between two jobs and one offers a tax deferred benefit and the other does not, take the job with the benefit.



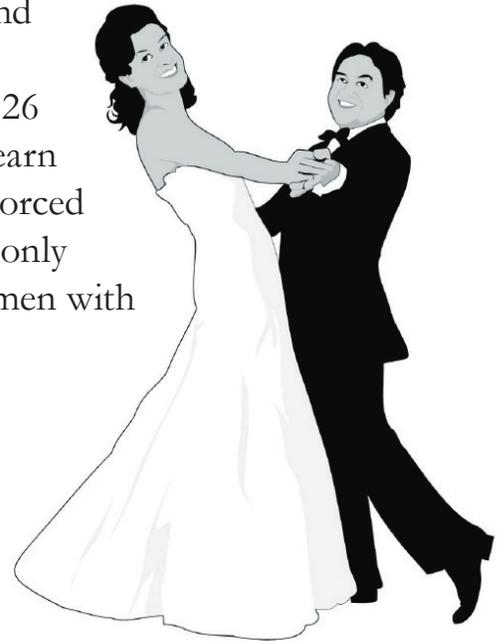
11.) How Many Children You Have:

There is not much to say. Children can be wonderful, but they are expensive. At one time, children were money in the bank. When they were young, they worked on the family farm or business, when you got old your children were there to take care of you. In short a great deal. Times have changed, to say the least. This does not mean you should not have as many children as you want, but only if you are aware of the costs involved and can be sure, you will be able to meet them.



12.)Stay Married:

Divorce is expensive, very expensive! An amicable divorce runs in excess of \$1,000 while an unfriendly one can easily hit \$50,000 and up with no limit. The cost of divorce is not the sole determinate in the financial interests of staying married, it is also the fact that married people tend to earn more money and accumulate more wealth than single people living separately or together. The statistics are convincing. Married men earn 26 percent more than unmarried men do, and married couples earn 61 percent more than families headed by single men. For divorced women with children, the tale is the saddest: their income is only about 40 percent of that of a married couple. Clearly, for women with children, divorce opens the door to poverty.



Why do married couples do better financially? One reason is that the cooperation learned in a successful marriage can translate into a career advantage. In addition, a successful marriage requires money management and budgeting.

Unnecessary expenditures mean you now have someone to answer to when you spend \$900 for an autographed picture of the three stooges on E-Bay. On top of all this, being single is expensive. Most people spend a lot of time and money searching for that right person. What does that all mean? You should take great care in picking a spouse, and once you are married, put serious effort into making your marriage work. It also means you should not have children if you are not married - no tow ways about it. Things do not always turn out as planned, but if you do not plan, then they never turn out.

Retirement Plans

IRA vs. Roth IRA

For millions of Americans, an individual retirement account, or IRA, is the third component of a retirement program, also encompassing Social Security and an employer-sponsored plan. IRAs were created to encourage reliance on individual savings as a source of retirement income by providing two tax incentives: tax-deductible contributions to the account and tax-deferred compounding until the funds are withdrawn.

Any wage earning person under age seventy-and-a-half can establish an IRA and, for a non-wage earning spouse, a spousal IRA. Earned income includes wages, tips, commissions, and self-employment income. It does not include passive income from interest, dividends, or property.

Deposits in an IRA can be made up to the time a federal income tax return is due for the previous year, which for most people means on or before April 15.

You may, of course, contribute less than the maximum amount of \$4,000. But if you earn less than \$4,000 in a given year, your contribution to an IRA and corresponding income tax deduction can be no larger than your earnings. Contributions are voluntary and therefore can be made in whichever years you desire. You can deduct your IRA contributions even if you do not itemize your deductions on your return.

Withdrawals from an IRA may begin between the ages of fifty-nine-and-a-half and seventy-and-a-half. If you dip into your IRA account prior to age fifty-nine-and-a-half, a penalty tax of 10 percent on the amount withdrawn will be imposed by the IRS unless you suffer disability. Your beneficiaries can, however, obtain the funds without penalty if you die.

Distribution, according to a formula, must start no later than the end of the year in which you reach seventy-and-a-half.

An advantage to keeping as much as possible in your IRA as long as possible is that the balance which has not been withdrawn continues to grow on a tax-deferred basis. Once payments start they are taxed as ordinary income.

Roth IRA

Many will prefer to fund a ROTH IRA, even though contributions aren't tax deductible like they are with a traditional IRA. Five years after you open a ROTH IRA, all withdrawals are tax-free as long as you're at least 59 years old.

Contributions

You can make contributions to an IRA, including a ROTH IRA. In 2005, the maximum amounts for contribution were raised to \$4,000 (\$4,500 if over 50). You must have earned income to be able to put money into an IRA or ROTH IRA. Moreover, to make a full \$4,000 contribution your adjusted gross income (AGI) can be no more than \$95,000 if you're a single filer. If you're filing jointly, an AGI up to \$150,000 will permit either or both working spouses to make full contributions.

Investment Options

Since a variety of choices exist for putting your IRA dollars to work, you should select the one appropriate to your financial situation and attitude toward risk. Among the variables to consider are whether you want the funds to be professionally managed and what fees you are willing to pay for such management. Investment in collectibles such as gems, stamps, or coins is prohibited. The kinds of institutions that offer IRAs, and are legally considered trustees of your account include: Banks, Savings and Loan Associations, Credit Unions, Brokerage firms, Insurance companies, and Mutual Funds.

Remember, in most cases an IRA investment is a long-term investment and therefore are oriented toward "growth" investing.

Transferring IRAs

You are permitted by the IRS to change trustees of an IRA as often as desired, as long as you do not receive the funds yourself and transmit them elsewhere. The money must be transferred directly from your account at one institution to your account at another.

The one exception to the trustee-to-trustee transfer requirement is a once-a-year right to personally withdraw your IRA funds and deliver them to another institution. You are also allowed to retain these funds for sixty days prior to rolling them over into a new IRA account. If you keep part of this money and transmit the other part to an IRA, your penalty, if any, and the tax are imposed only on the portion that is not rolled over. What this means is that nothing in an IRA investment is forever. You have broad-scale flexibility, with the opportunity to reinvest in another IRA if and when market conditions change. Each contribution to an IRA is independent of any other, so that you can invest in many different plans if you choose, within the \$4,000-a-year limitation.

401k

A tax-deferred retirement savings plan in which employees of private corporations may contribute a portion of their wages up to a maximum amount set by law (\$15,500 for the tax year 2008). Employers may contribute a full or partial matching amount, and may limit the proportion of the annual salary contributed (typically to 15 percent).

Over the past 20 years, these plans have exploded in terms of popularity. In fact, about nine out of ten large employers- that is, companies employing over 500 workers- provide 401k plans for their workers. Corporations love them because they allow the retirement program to be handed over entirely to the employee.

A 401k plan is simply a tax-deferred retirement plan in which both the employee's contributions to the plan and the earnings on those contributions are tax-deductible, with all taxes deferred until retirement withdrawals begin. The advantages to such an account are twofold. First, you do not pay taxes on money contributed to 401k plans, which means you can contribute into your retirement account money otherwise paid out as taxes. Second, your earnings on your retirement account are tax-deferred. Thus, you can earn a return on money otherwise paid out in taxes.

The result is that you can accumulate a much larger retirement nest egg using a 401k account than you otherwise could. Therefore, you should invest the maximum allowable amount in your 401k. You should do this before you consider any other taxed investment alternatives. Moreover, this should be automatic; that is, fund your 401k contribution before you receive your net pay. Only after you have maxed out on your 401k contributions should you consider other investments.

Many 401k plans are set up with the employer matching a percentage of the employee's contribution. For example, Coca-Cola matches dollar for dollar the first three percent of employee's earnings contributed to the 401k plan. A matching plan is an offer too good to refuse. It is free money and you should take advantage of any matching the company is willing to do.

In addition, 401k plans offer a wide variety of investment options. In fact, over half of all

401k plans offer five or more investment choices. These options range from conservative guaranteed investment

Time Horizon

You have decided to invest and now you stand wide-eyed staring at the thousands of stocks, mutual funds, annuities, bonds and cash instruments available to you. Where do you begin? Time horizon is the first question. Imagine you have three empty jars in front of you, each waiting for you to deposit cash. One jar you label short-term needs, the second you label middle term needs and the last you label long-term needs. The short-term jar gets those dollars you want to put away for up to 3 years. Its money you might need in case of emergency, unexpected opportunities or needs etc. The middle term jar gets those dollars you are sure you can stash away for 4-10 years say to purchase a home or to pay for a child's college costs. The long term jar get those dollars you are certain can be stashed away for 10-30 years, money for retirement.

With those tough decisions made, you can match up jars of money to investment opportunities.

The short-term jar of money goes into bank CD's or one year treasury bills or money market funds. No exceptions allowed on this rule. **THIS IS NOT INVESTABLE CAPITAL!**

The middle jar of money goes into traditionally conservative stocks such as utility stocks, blue chip "Darlings of the Dow" or those mutual funds dedicated to investing in those stocks- usually called "Large Cap Stock Funds". An index fund on the DJIA could be a good possible choice.

The long-term jar of money goes into a combination of traditionally conservative stocks, "Mid Cap Stocks" and "Small Cap Stocks" with perhaps a sprinkling of international stocks if you have an active and properly managed portfolio. Above all else, remember three very important considerations...read RISKS.

- Do your research and be thorough. Alternatively, hire a good money manager to do it for you.
- You must leave the money invested. Do not get spooked by short-term fluctuations- they are normal and expected. That bears repeating...they are normal and expected. If you do not get that nugget of truth then do not invest.
- Read all the fine print.

Now if you understand how to properly section your money into the appropriate time horizons and you understand asset allocation according to your goals you can enjoy returns on your investment that will outpace inflation. Here we will provide you with a couple examples of how important time and proper investment allocation can be to each investor.



(Instructor Talking Points)

Option #1: The Framing Job

Positives:

- You are familiar with the work
- The pay is very good and will help you accumulate the funds needed to start your own shop
- Good physical condition

Negatives:

- You have no experience in the muffler & brake business
- You have no health insurance
- You would be in the sun all day and have already had 2 occurrences of skin cancer.
- Occasional layoffs are common

Option #2: The Muffler Shop Job

Positives:

- You would gain much needed experience in the workings of your desired business.
- The work is steady
- You love working on cars
- Provides health insurance for full time employees

Negatives:

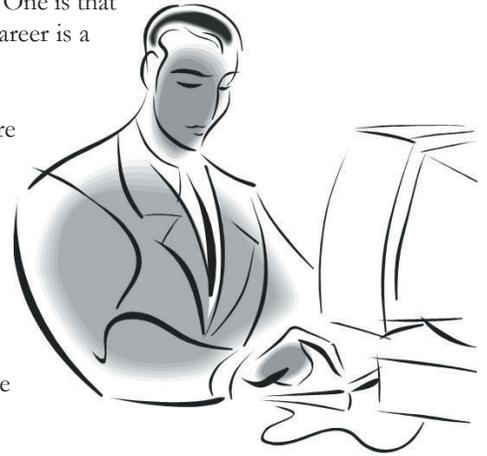
- The starting pay is \$5.00 per hour lower so you may never save enough to open your own business
- The shop is open until 9:00 P.M. and may require some nights and weekends

- 1.)Which job would offer the most direct rout to his primary goal?
- 2.)Which job would enable him to attain the \$35,000 quicker?
- 3.)How important is the direct experience in the muffler and brake industry?
- 4.)Is this choice truly limited to one job or the other?

Careers and Jobs

What is the difference between a career and a job? There are several answers to this question. One is that a job is the performance of a task, in exchange for a wage. Contrast the job to a career. A career is a series of jobs performed with the purposeful intent of progressing to a higher level position.

Here's an example. A high school student named Stanley has a career goal to be the Store Manager of a grocery store. When he turns 16 years old, he joins dozens of other high school students applying for a job as a bagger at Winn Dixie. Stanley will use his job as a bagger to actively work towards his goal. When a stock room position becomes available, Stanley immediately applies for that position. It only pays ten cents more per hour, but he is not very concerned because he's excited to begin learning a new area of the operation, which will improve his chances for a future promotion. When Stanley moves away to attend college, he immediately applies to a Publix that is close to his student housing. Stanley lands a position as a night stockman. Again, Stanley is not focused on the hourly rate, only on the range of experience he is gaining.



During his time in college, Stanley eventually works his way into the produce department and becomes the night shift manager. Stanley's job involves taking inventory, disposing of past prime produce, and order placing. By the time Stanley graduates from college with a bachelor's degree in business management, he is very well qualified to work as a department head, earning \$50,000 a year in a grocery store. At age 27, Stanley becomes the youngest store manager in his region.

Think back to Stanley's first job. He was bagging groceries alongside dozens of other kids at Winn Dixie. What do we think happened to those other kids? Do we think they all became store managers by the age of 27? Chances are some of those guys are still working at some other type job. While Stanley settled for very modest raises, the other kids might have jumped to what they considered to be better jobs. One kid might have gotten a summer job working a shrimp boat. Another may have obtained a job as a carpenter's helper. Those jobs probably paid a higher wage than Stanley's, but they were still jobs and not careers. A good job is fine; however, jobs don't take people to the top of the mountain.

Why was Stanley able to rise to the position of store manager when others were still working jobs? Stanley's rise to store manager took 11 years. Was it worth it for Stanley? A store manager at Publix can make \$150,000 per year. The key to Stanley's success was a well thought out career plan.

Life Mapping suggests that a person leaving prison should be seeking a career plan rather than a job. What type of career would be the most beneficial for reaching our primary goal? What career path would supply the income necessary to meet our objectives? What type of working environment would be the safest, considering our criminal record? What career field would enable us to learn and grow in a desirable direction?

The First Job

When we first leave prison, one urgent necessity will be to find a job that provides immediate income. After all, if we have no money in our pocket and no food in our house, we may be inclined to ask a potential new employer only two questions. "When can I start, and when do I get paid?"

The primary reason men seek employment with temporary agencies or day labor companies is for a daily paycheck. Early into our release, this may be a viable option that puts some money in our pockets quickly. However, we are men driven toward a goal. We have a purpose and direction in our lives. We wrote it down, and we are committed to accomplishing our goal.

Will our job at the temporary agency propel us toward our primary goal? In many cases, we may determine that it is only a temporary solution until we find a better job. This begs the question, "What is a better job?" More specifically, "What is a better job for us in light of our primary goal?" If we have regular work with a day labor company, and are able to keep our heads above water by paying rent and buying food; we are



A Creative Solution:

After carefully considering both positions, you might decide you must have the experience and will take the mechanic job. If you work 40 hours a week, you will only earn \$320 a week. You ask your employer for overtime and he informs you that you can work 8 hours overtime every week at time and a half. That gives you another \$96 each week. You also find that your company desperately needs a mechanic to work nights and weekends. You agree to their schedule, which leaves you with Mondays and Tuesdays off. You seek a part time job framing on Mondays. If you work a typical 8 hour day, at \$13 per hour, that’s an extra \$104 each week. Your total weekly earnings are up to \$520 per week.

You now have enough money, have steady work, and most importantly get great experience. In addition, your salary as a mechanic is set at a starting wage. As your experience grows your skill will command higher wages. The price you are paying is to work 16 hours each week more than if you were only framing. Is it worth it?

Getting a Job:

“I really need a job!” That line has been used in many interviews and in most cases it elicits a yawn from the company representative that is forced to repeatedly listen to such platitudes. OF course you “need a job” or otherwise you would not be interviewing for that position. But stating that you really need a job underlies a fundamental error in your thinking process. Companies are looking for individuals that are capable and focused on meeting the needs of the company, not the needs of the job seeker. Here is a quick quiz to see if you can identify statements that are focused on the job seeker and those that are focused on the company:

Interview Questions (Place a C if focused on the company, an E if focused on the employee)	C or E
How much vacation time do I get?	
What area of the company do you envision using my skills?	
How many breaks are there each day?	
Would the position involve cross training for other departments	
Will there be opportunities to develop new projects or ideas?	
When would I get my first raise?	
What is the frequency of employee evaluations?	

Why? Such a big deal? If you are focused on your own wants, needs, and desires you may fail to see the company's perspective. Companies are concerned with solving their own problems and are looking for people that can help them solve problems. They are not looking for people that are bringing problems to the company.

Preparing Information:

Before you begin a job search spend some time accurately accounting for the skills and talents that you bring to the bargaining table. Do not overlook this step! Before you can legitimately sell another person that hiring you is a good idea, you must bring facts, statistics, and supporting evidence that are convincing. It takes some time to prepare this information and make sure that it is convincing.

Education:

What is your formal education? Typically you want to emphasize your highest level of education. Your second grade science project may have won first place, but your mastery of geometry is probably more relevant. List the highest level of education first and work your way backward. Also list trade schools, certificates, workshops and specialized on the job training.

Experience:

List your job experience with the most recent job first. Include details about your responsibilities and assignments. List those accomplishments and challenges you overcame in your previous positions.

Professional References:

Compile a list of people that you worked with and that are willing to give you a positive reference. Make sure that they remember you and check to be certain that they are willing to give you a good reference. Try to find professional and respected people from a variety of backgrounds.

Other Pertinent Information:

Why else might a company want to hire you? Do you have a personal background or interest in their particular field? For instance, if you are applying for a position at a kennel for dogs, and you have experience in dog shows. That would be important information to present, even though it is not specifically asked for in the application, or in an interview. If you have volunteered at a church, community organization school or any type of organization be sure to include that information. That information speaks to your character.

Applications:

If you are prepared, and have all your personal information in a notebook, filling out an application is a matter of filling in the blanks. Read the directions carefully, and use your

very best writing techniques , Answer all the questions honestly, if you opt to lie or misstate the facts, you risk dismissal as a liar. If you have facts that could be damaging, you have options other than being misleading. You could leave the section blank or simply state that you are willing to discuss complete details in person.

Back in the day, nearly every company had a front desk person that would pass out applications to job seekers. That is not true today. Applications are normally accepted only via the Internet or via in house computer terminal. The day of the paper application is almost history. If you can not use a keyboard to fill out your basic information it may be a good idea to improve your keyboard typing skills.

Resumes:

What is a resume? A resume is a one or two page sales brochure designed to market your skills to potential employers. While there are no set rules for formatting a resume, there are certain features that are expected. Typically, a resume includes your personal information, education, and work experience.

Do you need a resume? The general answer is that you do not need a resume to get a job, but is required if you are seeking a career.

The Employment Search:

When the day comes that you are ready to start seeking employment, where should you start? Many people start by grabbing the local newspapers' classified ads. Classified ads still exist and some people still get jobs that way, but that's not the best way. Most companies use the classified ads to fill positions at the very lowest rung, Companies are reluctant to use this form of advertising because it brings in a flood of less than ideal candidates. That means if yo respond to a classified ad you will be one of many. So what are the better options? The Internet is known as the information superhighway. It is the place to go to find anything from true love to old jeep parts. Many companies maintain their own recruiting web pages that list positions available and pay ranges. Some companies like Monster.com provide a giant clearing house where employers post positions available and job seekers post their electronic resumes. Use the Internet to you best advantage.

For all its glitz and glamour the Internet is still not the number one way companies find employees. Most companies make hiring decision based on recommendations from other employees or their trusted sources. The higher up the position, the more likely it is that it is that it will never be advertised in the paper or on the Internet. The best jobs are filled quietly with recommendations and private introductions. It has been said "it's not what you know, it's who you know". There is truth to the statement. So how can you get a private introduction from an influential person that might land you a premium position? Knowing the right people makes a huge difference, but just knowing them is not enough. They have to believe that you would be an excellent employee in their firm, or they won't stick their neck out to recommend you. Once you have the skills and desirable traits that employers are

seeking, it is that private introduction that gets you in the right door.

Networking is the process of intentionally developing business acquaintances in a specific industry or field. Networking is not a quick answer to getting a job fast. It is a long term strategy for developing connections amongst a broad range of leaders in the community and constantly learning of opportunities that are available or may become available. Networking is used in every industry, from lawn service, to food service, to shipbuilding. So how do you network? Join business organizations, clubs, and attend trade shows. Call others in your industry and find reasons to associate with them.

The Interview:

OK so you have sent out resumes, filled out applications, and made countless phone calls. Now the secretary is inviting you to come in for an interview at 9 a.m. tomorrow morning. What do you do next? Your next moves are critical.

Do not hang up the phone. Right now the secretary on the other end of the phone line has the ability to help you in many different areas. She can give you great information and will probably make a positive or negative comment to her boss at some point. She probably did not make the decision to call you for the interview, but rather she is only making the call required by her boss. Very few people give her respect. This is a chance for you to distinguish yourself from the many other candidates interviewing for the position. Thank her profusely. Talk to her as though she were the person that has all the power. Ask her if she would be kind enough to answer a few questions.

- Who will interview you?
- How do you spell his / her name?
- What is his / her title?
- What positions are now open?
- What advice can you give me for dealing with Mr. / Mrs. _____
- Are you happy working for the company?

Thank her again. Warning: her job is to be friendly, personable, and professional. Do not misread her kindness for romantic interest. Do not flirt with her.

Transportation:

If you have a car make sure it has gas and cleanup the interior and exterior. If you are not familiar with the interview location get directions and drive there in advance to make sure you can find it without delay.

What to wear?

The way you dress of an interview tells the interviewer a lot about you. Your clothes should be clean, pressed, and appropriate to the situation. If you were applying for a job in a small welding shop, it would not be appropriate to wear dress shoes and a tie. Neither would it be wise to wear shorts, flip-flops. And a tee shirt. It would be appropriate to wear clean work

boots, long pants. And a shirt and collar.

If the job you are seeking is in a restaurant, you should dress as the manager might dress. This is a good rule of thumb: Dress like the person who will be interviewing you. Some clothing is hardly ever suitable. Do not wear clothing that will make you stand out. Dress professional: clean, crisp, and as if you are ready to work.

Body Language:

This is not the time to be cool. Leave the swagger and your old pimp walk at home. Move with purpose to demonstrate you are ready to take on any task. Sit up straight and do not slouch. You may be the last worker in the world, but if you look lazy, you will not get far. Look people straight in the eye. Give a firm, standard business handshake. Avoid a limp, cold fish handshake; a crusher handshake, a cool handshake.

Building Rapport

Look at the magazines in the waiting room, and read the mail labels. Is the name the same as the interviewer? If so, you can use the magazine topics as a bridge to his/her personal interest. In addition, Trade Magazines can inform you about current trends in this specific industry.

Once in the office look carefully at pictures, decorating theme, and items displayed in the shelves. Is your future employer a big game hunter? Does he gold, fish, or coach little league? If he has a picture of his prize hound on the wall and you know about hounds, you have a chance to reach him in a way other cannot.

Four Characteristics Every Employer Demands

If you are qualified, and can answer four questions well, you should be hireable. There are certain universal characteristics that virtually every employer is seeking:

- Competence:** Employers are looking to see if you have the ability to do the job. Do you already possess the requisite skills, or do you have the ability to learn and master the job?
- Reliability:** Once you have demonstrated that you have the required skills, the employer wants to know if you will show up day after day, month after month, year after year. Your interviewer is looking for clues that may cast light on your reliability.
- Integrity:** No matter what great traits you may have to offer, if they can't trust you, they won't hire you.
- Attitude:** The boss wants you to follow instructions. If you get along well with past bosses, and past co-workers, you will probably do well at your next job. The reverse is also true, if you did not get along with past bosses and co-worker, you may very well have problems with the next company.

Before you ever go to an interview, you should completely understand the importance of these big four areas. Couple this knowledge with an understanding of your own personal skills and strengths. Any employer, regardless of the industry, the position, or the level, only

wants to know the answer to these four areas. Almost every question asked in an interview is designed to help the interviewer determine if you possess these four characteristics.

Follow Up

When you get home from an interview the first thing you should do is write a short thank you letter to the interviewer. The note should briefly reiterate your qualifications and affirm your enthusiasm for the position. Get the letter in the mail, or better yet, send it via e-mail the very same day. Follow up with a telephone call in two days. The phone call should be positive. Each time you follow up, be certain to ask for the job. Use trial closes such as: “If you were to hire me would you prefer for me to start on Monday the 18th or the following Monday?” “Is there some additional paper work that I need to take care of with human resources before I report to work?” “Should I make plans for transportation to the facility on Monroe St., or the plan on Taylor?”

Work Habits

It’s a great company; the pay is good; your boss is a good person; and the work is interesting. The company calls and you hear the words that you have been desperately wanting to hear; “You’re hired!” Now what? It can be difficult to get a job, and some people make the mistake of working very hard to get the job, yet then pay scant attention to the actual work required. The Life Mapping Program asks you to treat your career as one of the critical areas in your life. Recognize that your career impacts many other areas in your life, and that it is critical to achieving your goal. You should work diligently and to the best of your ability. “What if the job is awful, the pay is poor, and the boss is a jerk?” You can almost bet that your first job out of prison will have some very negative components. The question is not what kind of job you are in. The real question is, rather, what kind of person are you? What kind of work habits are you developing? Are you the person who tries to do as little as possible, or the guy that jumps in and always does more than required? If you really want to take a hard cold look at your work ethic, review how you perform on your DOC job assignment.

Advancement

There is a universal law that goes something like this: those who do more than they are paid to do will eventually get paid more for what they are doing. This law often takes time but it holds true across many different situations. If your boss will not recognize your efforts, then a boss in another department will. If the company that you are working for cannot recognize your effort, another company will. The problem is that too often a good employee becomes discouraged when his hard work is not recognized quickly. The discouragement leads to poor performance and poor attitude. The poor performance and attitude will be recognized quickly and the consequences may be unpleasant. Give your job the effort and commitment that you would expect if you were the boss.

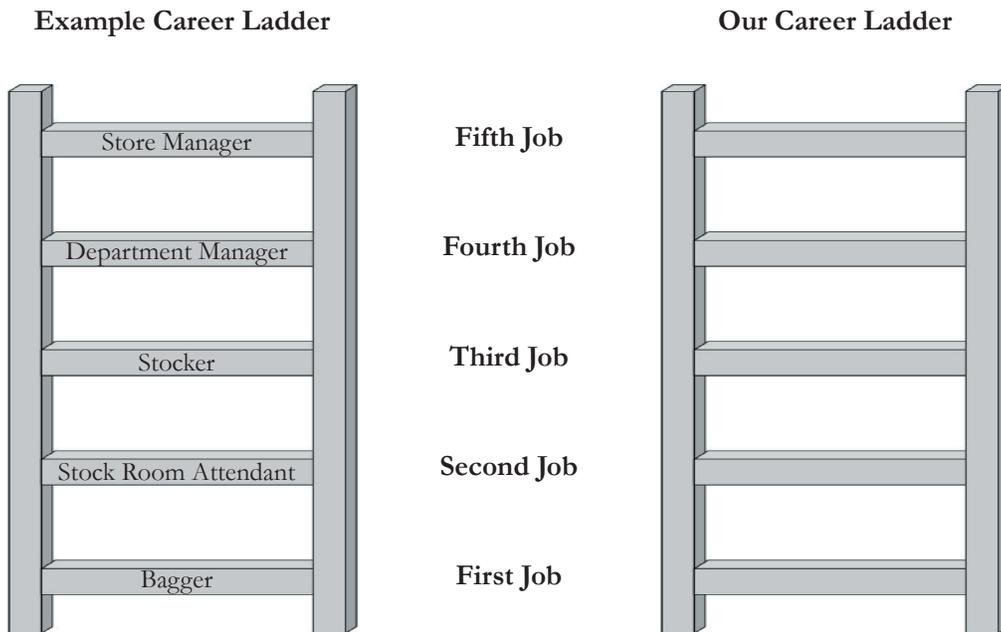
Better positioned to find a better job. We might start our job search by seeking virtually any job we can get and using the hourly rate as the only barometer, or measure of the job's suitability.

Let's assume Doug's primary goal is to open a muffler and brake shop in 5 years; he has determined that he will need \$35,000 to buy the tools and rent a shop. Doug has experience working as a framing carpenter and feels certain that he could quickly find a position paying \$13 per hour in this field. He applies for a job at several muffler & brake shops and is disappointed to learn that he is only worth \$8 per hour, due to his inexperience.

1. Which job would offer the most direct route to his primary goal?
2. Which job would enable him to attain the \$35,000 quicker?
3. How important is the direct experience in the muffler and brake industry?
4. Is this choice truly limited to one job or the other?

Career Ladder

Let's look back at our old friend, Stanley, and use his career ladder as an example. He started out as a bagger, then was promoted to stock room attendant, then to stocker, then to department manager, and finally to his goal of store manager. Our assignment for this chapter is to identify a first job out of prison suitable to achieving our primary goal and the successive steps we could take along a logical career path.



Career Search

The process of finding a job is often one of the most stressful periods of life. If job seeking is stressful for the average American, it is especially stressful for ex-offenders. The truth is that cooperative America is fearful of hiring ex-offenders. There is more going on here than a simple prejudice against ex-offenders. The felony record may indicate past drug use, violent episodes, theft, robbery, or poor impulse control. None of these attributes is attractive to an employer. In fact they often present a great liability. If a painting contractor hires a convicted thief to paint the interior of a house, and something from the house is missing, the first suspect is the convicted felon. If it turns out that the convicted felon actually is responsible for the theft, the company is not only liable for the loss but could also be accused of poor judgment. The customer will certainly claim the painting contractor should never have put her at risk by allowing a convicted felon into her house. The point here is not to discourage felons from seeking a job; but, rather to confront the reality of the difficulty an employer would have in making that hiring decision. As convicted felons, we already have one huge mark against us. If we want to get a job, we better be able to show the employer some extraordinarily good reasons to hire us. What kind of good things are employers looking for?

- Stable Work History
- Specialized Education or Certifications
- Positive Attitudes
- Great References

The extraordinary good reasons will help employers justify why they should hire us. The next question is how can we let them know about all those great reasons to hire us? How will they ever learn of our qualifications? This requires a sophisticated strategy of:

- Identifying companies that are hiring for a position that we are qualified for
- Getting an interview with that company
- Performing well enough in the interview to be selected for a second interview
- Receiving an offer for employment

The tools necessary for completing these tasks include:

- Skills to navigate the internet job search engines
- A professional resume
- Outstanding interview skills

For most of us, a career is a necessary and important element of our life map. Take some time with this section to plot out our career ancillary goal. Will we need to learn more skills? Will we need to gain specific experience? How can we use our time in prison to gain skills for employment? Will we leave prison with a quality résumé? How can we improve our interviewing skills?

Advancement

There is a universal law that goes something like this: Those who do more than they are paid to do will eventually get paid more for what they are doing. This law often takes time, but it holds true across many different situations. If our boss will not recognize our efforts, then a boss in another department will. If the company that we are working for cannot recognize our effort, another company will. The problem is that too often a good employee becomes discouraged when his hard work is not recognized quickly. The discouragement leads to poor performance and a poor attitude. The poor performance and attitude will be recognized quickly, and the consequences may be unpleasant. Give your career the effort and commitment that you would expect if you were the boss.

Building Your Life Map

Ancillary Goal	What will you need to accomplish in your career to achieve your primary goal?
Waypoints	What are the waypoints along your voyage? Which waypoints can be accomplished in prison, and which ones will Have to wait until you are released? 
	Go to chapter 17 and complete the career section of your life map.

BUNKWORK:

WRITE AN “UNOFFICIAL” RESUME FOR YOURSELF

BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR CAREER

Chapter 11

Education

Recognizing our educational needs is a very important part of mapping out a successful plan for our lives.

Career Related Education

To achieve our goal, we may need to advance or update our career education. Many career opportunities require minimum education standards or the completion of certifications. Many service jobs, such as plumbing, electrical repair, and auto repair, require certification and annual training updates. If we plan to own a business, we will need to have a working knowledge of book keeping, basic accounting concepts, cash flow management, marketing, and human resource management, et cetera. Attaining our education ancillary goal requires a commitment to learning, adopting a disciplined study schedule, and often spending considerable sums of money.



Personal Development Education

To achieve our goal, we may need to advance or update our personal development education. If our goal is relationship oriented, for instance, we may want to consider taking classes on relationship development. If we want to help other people via charitable, social, or missionary work, we may need to take classes in psychology, sociology, or biblical studies to better improve our odds of success.

Let's consider another aspect of personal development education, learning more about something simply for the pleasure of understanding. At first blush, that may seem like a concept that lacks merit, but many "highly educated" people would tell us it is the most important value of an education. Seeking and finding the answers to the why's, how's, who's, what's, and where's of life can lead to a richer life experience. Why is a tomato a fruit and not a vegetable? How do you micro brew beer? Who is John Galt? What is the difference between the protagonist and antagonist in a drama or fiction? Where is Cleopatra buried? To some, the answer to these questions, and millions of others just like them, may seem trivial. To most, the answers are part of the richness of living a full life. The most valuable education is one which gives us the most fulfillment.

Education vs. Prison

Can a GED really keep us out of prison? According to statistical data, the rate of 3 year recidivism for men without a GED is 37% and only 14% for men who have earned a GED. An outstanding way to constructively apply our time in prison is to earn our GED (if we don't have a high school diploma). It is free, and there are always dedicated, hard working inmates who are willing to tutor and encourage us. We will never get that type of help on the outside.

How far should we go in our education? Perhaps we might be interested in college? For some of us, that may be an intimidating notion. If we have earned our high school diploma, that means we are ready to take on college level work. Sure, it is more difficult, but we can do it. When released from prison, check with the local community college; the cost is typically affordable, and we may very well be eligible for a PELL grant. A grant is different than a loan in that we don't have to pay it back. The Federal Government offers PELL grants based on need, and that translates to level of income. If we have not been working the last few years, while incarcerated, we may qualify for government assistance. Our local community college will have all the forms and information needed to apply. PELL grants not only pay for traditional college but also for trade schools and specialty training. Higher levels of education typically translate to higher earnings.

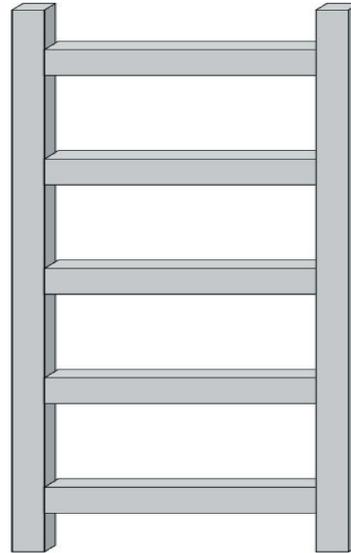
Educational Requirements Example

For the purpose of Life Mapping, we need to map out an education ancillary goal and strategy. A well rounded education that includes topics for career and personal development is going to take time and money. As an example, let's consider the educational requirements for a man who wants to open a restaurant. Then we can complete our own education ladder which will help us to complete our ancillary goal for this area of our life map.

Example Education Ladder



Our Education Ladder





GROUP DISCUSSION

Each man in the group may share his education ladder with his group. The group can then attempt to identify additional educational requirements. Remember to include:

- Trade schools
- Fundamentals like math, reading, writing, et cetera.
- College

Building Your Life Map

Ancillary Goal	Look at your primary goal and consider the education requirements.
Waypoints	Create an education strategy, and don't forget to consider time and expense. Note of caution, be careful about assuming that you know something because you studied it years ago. Do you need an "update" on the subject? 
	Go to chapter 17 and complete the education section of your life map

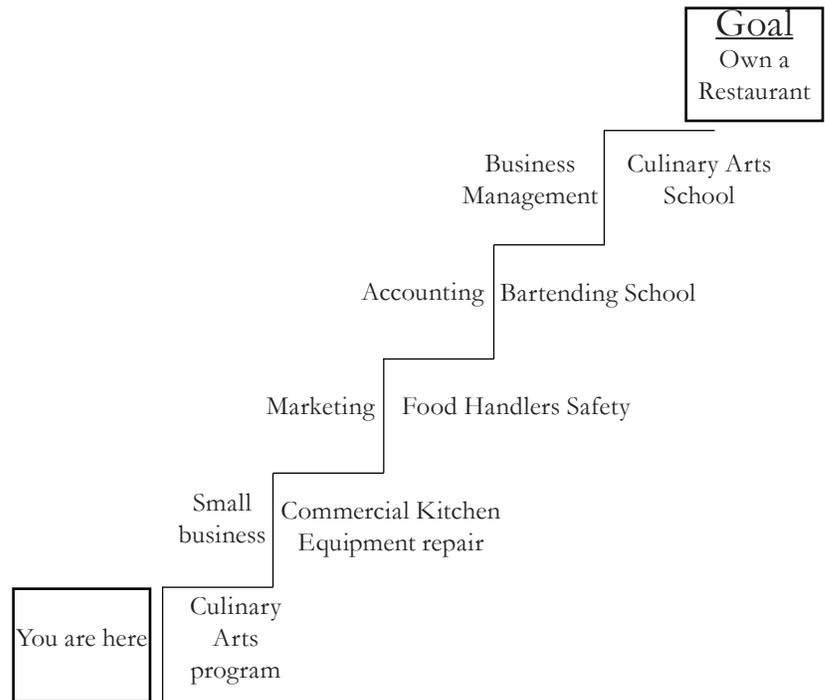


(Instructor Talking Point)

(Instructor Suggestion)

It is recommended that you take the class through the example given so that they can gain an idea how to do their own career ladder.

The following is another example of the steps needed to be taken in education to reach a primary goal of owning a restaurant.



It is also important to stress to students that now is the time to take advantage of educational opportunities. Things like: ABL, ABE, GED, CDM, PFM, PIM, BKG, LMP, DBC, SBC, Special Studies, as well as special programs available within FDOC. There are numerous opportunities that students could take advantage of, however they must have persistence, patience, and a plan.

BUNKWORK:

WRITE OUT YOUR EDUCATIONAL GOALS THAT WOULD INCLUDE CLASSES, COURSES, CERTIFICATIONS, AND CERTIFICATES

BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR EDUCATION

Chapter 12

Health

Health Data

Presently, the average life expectancy in the United States is 77.6 years. The World Health Organization (WHO), however, has calculated “healthy” life expectancy (HLE) estimates for 191 nations. HLE is obtained by subtracting the years of ill health from total life expectancy. Surprisingly, the United States ranked 24th, with an HLE of 70 (70 years of health, 7.6 years of illness). Japan was first, with an HLE of 74.5 years and a life expectancy of 81. The result was surprising, because the USA is considered to have one of the best health care systems in the world. The rating indicates that Americans die younger and spend a considerable number of years suffering from illness when compared to most other advanced countries. The WHO points to the following factors which lead to our less than stellar results:

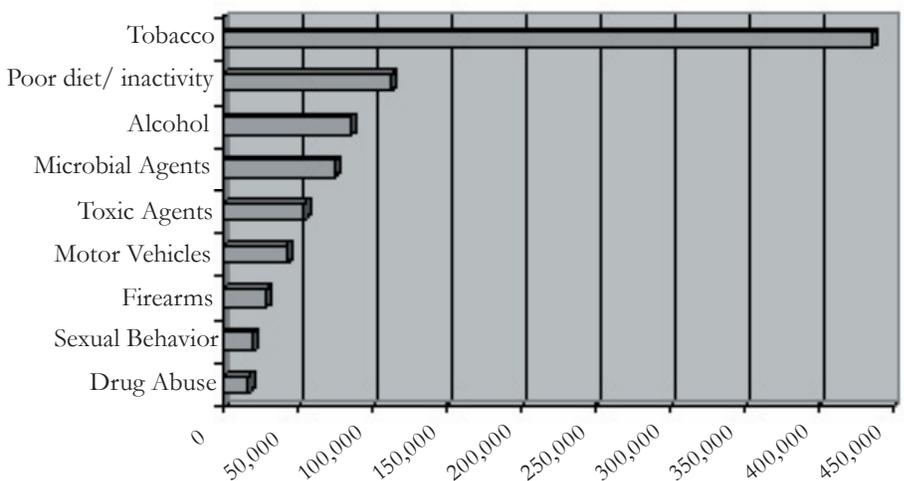
1. The extremely poor health of some groups, such as Native Americans, rural African Americans, and the inner-city poor. Their health status is more characteristic of poor developing nations rather than a rich industrialized country.
2. The HIV epidemic, which causes more U.S. deaths and disability than in other developed nations.
3. The high incidence of tobacco use.
4. The high incidence of coronary heart disease.
5. Fairly high levels of violence, notably homicides, compared with other developed countries.



The National Institute of Aging recently reported that after enjoying thirty consecutive years of increased life expectancy Americans will now face a decline in life expectancy by as much as five years due to the growing epidemic of obesity. According to the Centers for Disease Control and Prevention, 23% of the adult population in the United States is obese.

According to the U.S. Department of Health and Human Services, the leading causes of death in the United States today are largely lifestyle-related. More than 57 percent of all deaths in the U.S. are caused by cardiovascular disease and cancer. Almost 80 percent of these deaths could be prevented through a healthy lifestyle program. The third leading cause of death is chronic lower respiratory disease, and the fourth leading cause of deaths is accidents. Some accidents are not preventable, but many are closely tied to life style choices. People who are prone to risk taking and thrill seeking are much more likely to suffer the consequences of loss due to an accident. Defensive driving, wearing seat belts, heeding warnings are all commonsense practices that reduce the likelihood of accident.

Causes of Death in the U.S.A. per year



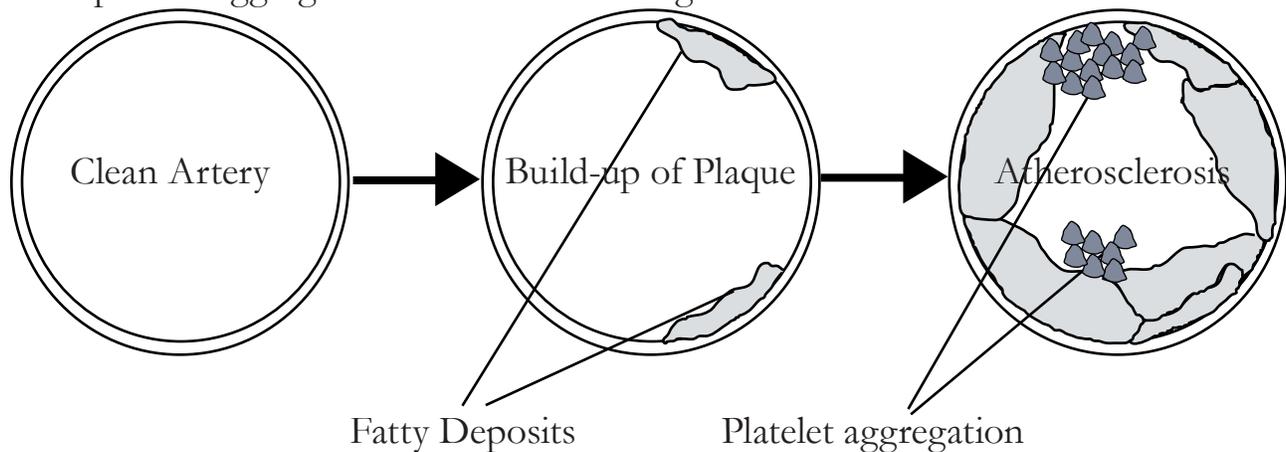
Let's examine cardiovascular disease, the number one killer. Almost 35 percent of all deaths in this country are attributed to diseases of the heart and blood vessels. According to the American Heart Association, 70.1 million people in the U.S. suffer from cardiovascular disease, including 65 million with hypertension (high blood pressure). About 1.2 million people have heart attacks each year and 500,000 of them die as a result.

Let's take a closer look at cancer. Almost 23 percent of all deaths in the U.S. are attributable to cancer. More than 570,000 people died from cancer in 2005, and 1.3 million new cases were reported. The number one contributor to the dramatic increase in cancer during the last five years is lung cancer, of which 87 percent is caused by tobacco use. Smoking accounts for more than 30% of all deaths from cancer.

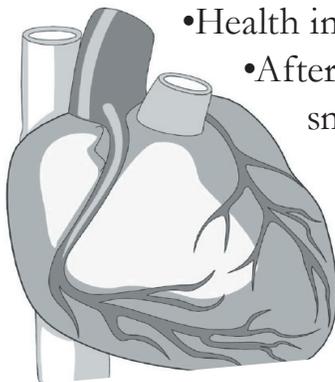


THE BAD NEWS

- Tobacco is the number one contributing cause of death in the U.S. and is the single largest preventable cause of death.
- It kills 1/3 of its users (only legal product to do so) 400,000 people yearly
- It has over 40 known carcinogens, a carcinogen is a cancer causing agent.
- Contributes to progression of atherosclerosis. Atherosclerosis is the stiffening of the arteries due to a build-up of plaque and eventually a occlusion of an artery (blockage of an artery).
- Increases platelet aggregation and decreases lung function.



THE GOOD NEWS



- Health improvements can incur no matter what age you stop smoking.
- After 5 to 15 years of non-smoking the risk of stroke is the same as a non smoker's.
- 10 years after quitting, a former smoker reduces the risk of lung cancer to half that of a smoker.
- Cigarette smokers are 2-4 times more likely to develop Cardiovascular Disease (CVD) than non-smokers and 10 times more likely to develop Peripheral Vascular Disease (PVD). 50 to 60% of smokers treated for CVD continue to smoke after treatment.
- Smoking is more prevalent in the population with lower education.

BLOOD PROFILES

Cholesterol:

<200 mg/dL of Blood	Desirable
200-239 mg/dL	Borderline
≥240 mg/dL	High



LDL Cholesterol (Bad Cholesterol):

<100 mg/dL	Optimal
100-129 mg/dL	Near Optimal
130-159 mg/dL	Borderline High
160-189 mg/dL	High
≥190 mg/dL	Very High

HDL Cholesterol (Good Cholesterol):

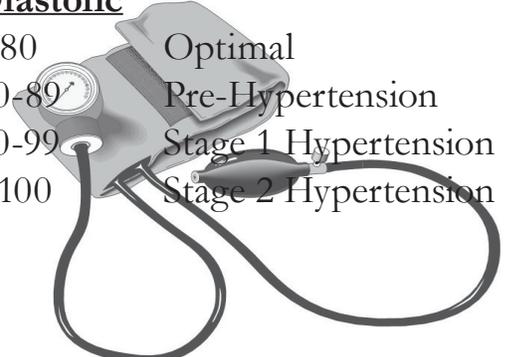
<40 mg/dL	Low (-)
>60 mg/dL	High (+)

Triglycerides:

<150 mg/dL	Optimal
150-199 mg/dL	Borderline
200-499 mg/dL	High
≥500 mg/dL	Very High

Blood Pressure:

<u>Systolic</u>	<u>Diastolic</u>	
<120	<80	Optimal
120-139	80-89	Pre-Hypertension
140-159	90-99	Stage 1 Hypertension
≥160	≥100	Stage 2 Hypertension



Glucose A1c:

<5.6%	Normal
5.7-6.4%	Impaired Fasting Glucose (IFG)
≥6.5%	Diabetes

Fasting Glucose:

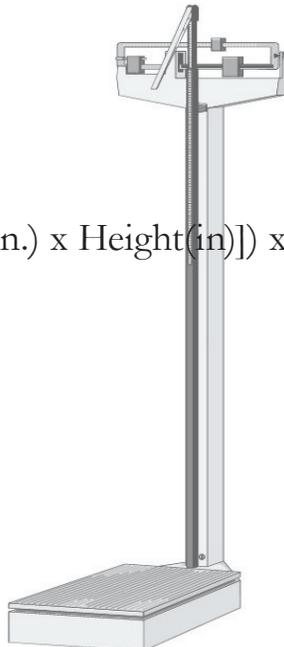
≤99 mg/dL	Normal
100-125 mg/dL	IFG
≥126 mg/dL	Diabetes

BODY COMPOSITION

Body Mass Index (BMI):

To find BMI: $(\text{Weight}(\text{lbs.}) / [\text{Height}(\text{in.}) \times \text{Height}(\text{in.})]) \times 704.5 = \text{BMI}$

18.5-24.9	Normal
25.0-29.9	Overweight
30.0-34.9	Class I Obesity
35.0-39.9	Class II Obesity
≥40.0	Extreme Obesity





HEALTH

Diabetes:

Type I Diabetes - Insulin Dependant Diabetes Mellitus (IDDM) it is an Autoimmune disease where the immune system of the body attacks the Islets of Langerhans cells in the Pancreas which is responsible for insulin production. (5-10% of all Diabetics)

Type II Diabetes - Non Insulin Dependant Diabetes Mellitus (NIDDM), also called Adult Onset Diabetes, it is a metabolic disorder where the body cannot make enough insulin or is insensitive to insulin. (90-95% of all Diabetics).

Diabetes is the leading cause of blindness 20-74, leading cause of renal disease 28,000 people per year, leading cause of limb amputations 67,000 people per year. You are more likely to suffer a stroke or Myocardial Infarction (MI)/ heart attack with diabetes (2 to 4 times more likely). After a heart attack diabetics are 1.5 times more likely to die: 40% greater mortality after 6 years.

Obesity:

Prevalence of obesity has increased dramatically in the last decade, now a major health problem: U.S. Government statistics show that from 1980-1994 obesity increased 12.3% to 22.0% in men and 16.5% to 24.9% in women. Childhood obesity is up, 30% of kids are now overweight or obese. An obese adolescent has a 70% probability of becoming an obese adult. Health risks associated with abdominal obesity:

Glucose intolerance - the inability of the body to recognize insulin and up take glucose from the blood.

- NIDDM - Non-Insulin Dependant Diabetes Mellitus.
- Impaired fibrinolysis and increased coagulation - decreased liver function and problems with circulation due to the clumping of blood which has pooled in an area (coagulation).
- Dyslipidemia - a state of health where the fat in the blood is skewed and abnormally high or disproportionate to what is considered normal.
- Hypertension - a high level of pressure exerted on the walls of arteries for an extended period of time.
- Macrovascular disease - the increase of vessels and resulting pooling and settling of blood.

ILLNESS

-Take Advantage Of “Free” Medical Care:

So we might not get truly free medical care but it is there if you need it. The medical care in prison is very similar to that of a free clinic or a student health center, it is not Cedars Sinai but it will help you with your ills if you are persistent. You should utilize the access to medical professionals while you have the chance and take advantage of medical coverage while you can. It would benefit you greatly if you got your ACL fixed in prison where it cost you no money, rather than wait till you got out and it cost you thousands of dollars. It would also help to know what medications you might need before you got out the gate, and also if you could substitute any alternatives. Finally utilize your ability to get check-ups and physicals to help prevent any possible health issues before they arise.

-Wash Hands and Be Aware of Surfaces:

One of the biggest preventative measures when it comes to getting sick, is simply hand washing. Unfortunately not everyone is hygienic and they aren't considerate of others when it comes to personal hygiene; therefore we need to make sure we protect ourselves from germs by washing our hands. Think about what surfaces you touch and how many other people touch that surface. Some places are not as clean as we think, and most of the really unclean surfaces are ones that we touch a lot everyday: door handles, sink knobs, the phone, the water fountain, etc. Does this mean that we should walk around with tissues on our hands and tissue boxes on our feet? No. What we need to do is wash our hands after touching such places so that we can keep ourselves from getting sick. Personal hygiene and awareness can go a very long way when it comes to preventing illness.

-Try To Find Alternatives To Medications Or Ween Yourself Off Them:

Medications are something that are a godsend to some and others it is a necessary evil that must be taken. Medications can help prolong life and ward off disease, but some medications are not needed. If you adjust your lifestyle you can avoid having to take a medication to control a chronic health issue. An example: You have high blood pressure, are sedentary, overweight, a junk food eater, and work in a quick pace dog-eat-dog environment. You take water pills to lower your blood pressure, if you started working out regularly and lost some weight and then cut back on how much junk food that you consumed you could lower your blood pressure and improve you health and avoid potentially serious health issues.

-Don't Be a Fool About Sickness Take Care Of Yourself:

One of the major problems that people have is that they convince themselves that nothing is wrong with them until it is too late. If you are over 50 and you have chest pains, don't disregard them, go to the doctor and get it checked out. If you have chronic shortness of breath, or dizziness, get it checked out. If you are feeling ill and it seems like you are taking a long time to get better, get it checked out. Don't play around with illness if you feel sick, or ill, you might have a problem take care of it and yourself. Because if you don't it might cost you more than a lot of money it could cost you, your life.

DIET

- Watch Sodium
- Eat Your Vegetables
- Stay Away From Honeybuns
- Drink Water
- Take Vitamins If You Can

EXERCISE

Physical Activity vs. Exercise

Physical Activity - bodily movement produced by muscles expending energy.

Exercise - Planned structured and repetitively bodily movement for the purpose of improving or maintaining one or more components of fitness.

Components of Fitness:

- Cardiovascular Fitness
- Muscular Strength and Endurance
- Flexibility
- Body Composition

Benefits of Exercise:

- Increased Functional Capacity
- Weight Control
- Improved Glucose Tolerance and Insulin Sensitivity
- Reduces Blood Pressure In People With Hyperactivity
- Lower Blood Lipids
- Increase HDL
- Increased Fibrinolytic Capacity
- Control Of Coronary Vasospasm
- Improved Endothelial Function

-Improved Mood and Self Esteem

Health Benefits of Aerobic Exercise:

- Decreased Blood Pressure
- Decreased Cholesterol
- Decreased Blood Sugar
- Decreased Body Fat
- Decreased CVD Risk
- Decreased Diabetes Risk
- Decreased Risk Of Some Cancers
- Decreased Risk Of Stroke
- Decreased Stress
- Decreased Depression and Anxiety

Fitness Benefits:

- Increased VO2 Max
- Increased Speed
- Increased Agility
- Increased Coordination
- Increased Technique
- Increased Performance

10% Rule- only increase one area of your work out by 10% per week

Overtraining Increases Opportunities for Physical Ailments

Satch's Immortal Question:

“How old would you be if you didn't know how old you were”

Components of an Exercise Program:

Warm-up

- Active Warm-Up 5-10 min
- Stretching

Aerobic 20-30 min

Strength 20-30 min

Cool-Down 5 min

- Active Cool-Down
- Stretching

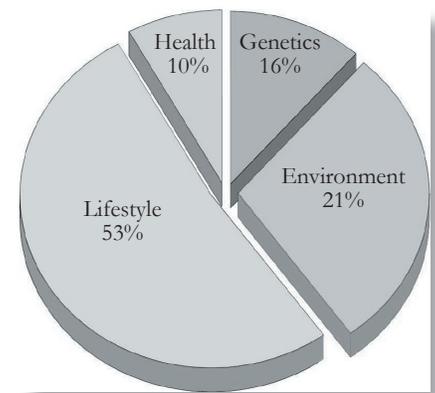
EXERCISE IS THE ONE PRESCRIPTION THAT IS NOT GIVEN OR TAKEN REGULARLY, YET IT CAN PREVENT MOST CHRONIC DISEASES!

Another 33 percent of deaths are related to nutrition, physical inactivity, excessive body weight, and other faulty lifestyle habits.

According to the American Cancer Society, evidence indicates that as much as 80 percent of all human cancer can be prevented through positive lifestyle behaviors. The third cause of death, chronic lower respiratory (CLRD), is a general term that includes pulmonary disease, emphysema, and chronic bronchitis (all diseases of the respiratory system). Although CLRD is related mostly to tobacco use, lifetime non-smokers also can develop CLRD. Prevention of CLRD includes:

1. Consuming a low-fat, low-sodium, nutrient-dense diet.
2. Staying physically active.
3. Not smoking, and staying clear of cigarette smoke.
4. Avoiding swimming pools for chlorine-vapor sensitive individuals.
5. Getting a pneumonia vaccine if over age 50 and a current ex-smoker.

Health and Well-Being Factors



According to Dr. David Satcher, former U.S. Surgeon General, more than half of the people who die in this country each year die because of what they do.

Physical Health

If our health fails, can we succeed at our goal? Maybe, maybe not; but, we can all agree that poor health will make the road to our goal that much harder to travel. The difficulty could come in the form of feeling sick, loss of work time, and/or medical expenses. Prescription costs, these days, are very expensive. It's not uncommon for one prescription to cost several hundred dollars per month. One trip to the emergency room can set us back thousands of dollars.

Think about this potential scenario. We are released from prison, and we claw our way out in the world for one year. We finally get on our feet; find a good job and a place to live. Things are starting to look positive for the first time in many years, when suddenly we get very ill. We are forced to call in sick to work, and, after several days, our new boss says, "enough," and fires us.

With that scenario fresh in our minds, think about our physical health, specifically illness, diet, and exercise, in relation to the reality that we will probably not have adequate medical insurance upon release from prison. If that does not scare us, consider the reality that we will probably go two to five years without comprehensive medical coverage. The meaning of that scenario is clear: serious illness is going to result in considerable financial stress and possibly inferior medical care.

With that said, there's little we can do to prevent hereditary and exposure-based illnesses that will inflict us regardless of how we live our lives. If we are unlucky enough to grab a door handle immediately after someone who was contagious with the flu, we are probably going to get sick. If our great grandfather, grandfather, and father all had diabetes, there's a good chance we are going to carry that trait, as well. Some measures can be taken to avoid such illnesses, but the cards we are dealt have to be played.

What we are talking about in Life Mapping is looking at our health, being realistic about it, and making sure we are doing everything in our power to minimize the disruption of health-related problems. Let's examine our approach to physical health and analyze whether we are contributing to good or bad health in our future by our actions, exercise, diet, and lifestyle choices.

Illness

Do we currently suffer from an illness? Are we seeking proactive help within the Department of Corrections system? It is true that the Department of Corrections medical system is not on par with the Cleveland Clinic or any other well-ranked medical system, and we all know it lacks proactive and preventative services. However, it is at least on par with some of the clinics we are going to use when we are in the free world and have a medical emergency. If we have optical or dental issues, treat them now at \$5 per visit instead of paying thousands of dollars for the same procedures on the outside. Don't spend all these years holed up in a cell, wishing we could enjoy the great outdoors, then finally get released and spend months holed up in bed recovering from a surgery we could have taken care of here. If something like a sore shoulder or knee is bothering us, get it checked out now, while we have free medical coverage and the time to spend healing it properly.

Furthermore, think about pharmaceutical costs. If we take a daily prescription in prison, it costs us nothing. Remember, once we are released we pay for the cost of medicine. Some medicines are unavoidable. We have to take them or the consequences will result in a more serious health conditions. However, some medicines may not be critical. Next time we have



a routine visit with the doctor, ask if there is a process or system we might use to wean ourselves off some medications. Find out if there is a natural substitute for the medication or an alternative approach to treatment. Reduced dosage or frequency can save us a lot of money while we are building towards our goal.

Diet

Let's be careful not to create a future health problem by practicing a poorly designed diet. One major problem facing the general inmate population is high blood pressure. There are lots of potential reasons for the wide spread issue, but one undeniable, major factor in high blood pressure and heart disease is excess sodium in the diet. Excess levels of sodium can damage our health in dozens of ways. We might not even notice it today, but a daily practice of consuming too much sodium, over time, can add up to a serious health crisis. Maybe a year or two after our release the result is a serious heart attack or coronary disease.



Soup is one small example. Are we one of the guys who line up at the canteen and stock our bag full of soup? Do we enjoy a bowl of soup several times per week or daily? Are we one of the guys who take a soup seasoning pack to chow and liberally pour it onto grits, potatoes or some other portion of the meal? Do we then apply a liberal layer of salt on top of the seasoning? Did we know that each soup pack contains 36-38% of your daily sodium limit per serving? There are two servings per bag. That means we are consuming 72-76% of our sodium for the day in one bag of soup, or more accurately, in one seasoning pack. If we regularly eat soup we are consuming 200-300% of our daily-recommended sodium limit. That level of sodium, on occasion, is probably no big deal; but, in a continuous diet, it could result in heart disease down the road- just about the time when we are least prepared to deal with it from an insurance standpoint.

The honey bun is another example to consider. Each honey bun has 500+ calories and lots of fat. In fact, most of the products sold in canteen are bad for our health. There are, however, a few less "bad" products. A cereal bar might be a better choice than a honey bun. Oatmeal might be a better choice than soup.

As it turns out, there is some logic in the madness of the prison diet. The law requires the Department of Corrections to provide us with certain nutrients and a minimum number of calories per day. Surely, we recognize that they take advantage of the dietary benefits of certain foods- and liberally serve it to us without any regard for the bland repetitiveness. However, the rotten fact is that if we eat the foods, we will get the nutrients we need to improve our diet and health. Cabbage is an excellent food. Dark green vegetables, like spinach and collard greens, are loaded with nutrients and antioxidants. Make sure we eat every serving. Beans are an excellent source of protein when properly combined with fiber such as rice. If we can learn to eat the food without applying seasoning packs and salt, we will improve at least one small measure of our diet and health.

Enough said! The point is that we are what we eat, and what we are eating today will determine our future health. Pay attention to the decisions we make and treat our body as we would a fine sports car. Is our current health plan going to improve our health or degrade it? Track your canteen consumption for a few weeks- write down sodium, fat, and calorie contents, and see how we are doing.

Exercise

Exercise falls under the same category as diet. Not only does exercise reduce stress, it also helps to maintain muscle tone and overall good health. The better our exercise plan, the better our health will be, and that is simple fact. Check our time management and priorities. Do we use recreation yard time to play cards or talk? We could be using the time to walk, jog, exercise, or play sports. When Michael Vick, former Atlanta Falcons Quarterback, was released from prison, he was signed by the Philadelphia Eagles. In an interview shortly after the season started, he commented that the prison he was kept at did not offer recreation time every day, and when it did the weight room was old and often too crowded for use. He said his only saving grace was that he worked in the laundry room and when he wasn't folding clothes, he did as many pushups as possible. He made physical fitness a priority and found a way to get something done. Is our current health plan going to benefit our health or degrade it?



Mental Health

Mental health is an important consideration for everyone, but perhaps the issue is even more critical for those who are incarcerated. Some forms of mental illness show markedly higher occurrence among inmates than that of the general population. Life Mapping is not a forum to treat mental illness anymore than it attempts to diagnose or treat physical disease. Rather, the goal here is to open up discussion into a topic that is often unspoken. In prison, mental illness tends to be ignored or tolerated unless behavior becomes so bizarre that it interferes with the administration's goal of keeping order. As inmates, when we see someone acting unusual, we might say that he is a "bug." But what does that mean? What is a bug? Could "bugginess" interfere with reaching our goal? Life Mapping approaches mental health from the same

premise that it approaches other areas; that is in relation to achieving or impeding accomplishment of our primary goal. We will not attempt to identify or classify all types of mental illness, but we will discuss certain conditions which are most prevalent among inmates.

Antisocial Personality Disorder (APD)

Personality disorders are marked by rigid patterns of behavior that prevent a person from responding appropriately to his environment. The disorder is stable over long periods of time. In other words, it is not something that occurs in one incident, or even over the course of several months, but often throughout the life span. People with antisocial personality disorder (APD) are antisocial in that they often violate the rights of others. They are not antisocial in the conversational sense, in that they do not avoid people, or recoil from social situations. Many years ago, a person might be labeled with terms like psychopath or sociopath. Today, that same person would be labeled with antisocial personality disorder. How common is it? In the general population, it is estimated that 3% to 6% of men have APD. Amongst inmates it is estimated that about 50% have APD. That means in a two man cell, if we don't have APD, our roommate may very well have it.

The relationship between criminality and APD is so closely linked that they are often thought of as the same thing. They are not the same. Not all criminals show signs of this condition, and many people with APD are law abiding citizens, even though they show callous disregard for the rights and feelings of others. The list at right demonstrates the ways that people with APD show indifference to and violation of the rights of others.

Do several of the criteria hit close to home? If many of them closely match our personality, what does that really mean? Our response to this information is up to us. We could choose to deny the possibility, we could embrace the label and get the word "Psycho" tattooed across our back, we could cling to a label and use it as an excuse to rationalize our behavior, or we could take a very hard look inward and strive for ways to overcome. Here is some good news. Many people with APD stop illegal behavior by the time they turn 40. The underlying attitudes of indifference often remain intact, but the criminal behavior ceases.

APD	
√	Lack of conformity to social norms and legal codes, as shown by law breaking behavior that may or may not result in arrest, such as destruction of property, engaging in unlawful occupations, stealing, or harassing others.
√	Aggressive and highly irritable style of relating to others, as shown by repeated physical fights and assaults with others, possibly involving abuse of one's spouse or children.
√	Consistent irresponsibility, as shown by failure to maintain employment due to chronic absences, lateness, abandonment of job opportunities, or extended periods of unemployment despite available work; and/or failure to honor financial obligations, such as failure to maintain child support or defaulting on debts.; and/or lack of a sustained monogamous relationship.
√	Failure to plan ahead or impulsivity, as shown by traveling around without prearranged employment or clear goals.
√	Disregard for the truth, evidenced by repeated lying, conning others, or use of aliases for personal gain or pleasure.
√	Recklessness with regard to personal safety or the safety of other people, as shown by driving while intoxicated or other repeated speeding.
√	Lack of remorse for misdeeds, as shown by indifference to the harm to others, and/or by rationalizing that harm.
Adapted from the DSM IV-TR (APA2000)	

Read NPR SEGMENT on page 125

How could this impact our goal? If our goal was to own a small company, yet we are unable to empathize with the desires and needs of our customers, might that be a hindrance? How would it affect our relationship with our employees? There is mounting evidence that empathy can be learned, even in the later years of life. The training involves learning to view the world through the eyes of others.

Schizophrenia

Schizophrenia is the most puzzling and mysterious of psychological disorders. It is debilitating and its cures are difficult. Schizophrenia can not be diagnosed by a blood test or a biopsy, or by any single identifiable symptom. It is characterized by delusions, hallucinations, illogical thinking, incoherent speech, and bizarre behavior. People with schizophrenia become disengaged from society and often fail to function in expected roles as students, workers, spouses, or parents. Schizophrenia normally develops first in the late teens or early twenties and often in response to stressful situations. Schizophrenia affects about 1% of the adult population in the United States. The number is higher among people who are incarcerated.

Although there is no known cure for schizophrenia, there is medication available that is very effective in reducing many of the psychotic features. In most cases, the doctors and patients must work together to find the right medications and dosage amount that provides effective relief with minimum side effects. This is not an easy process. It that takes persistence and patience. There are also psycho-educational classes that teach coping skills for living with schizophrenia. These classes have often proved beneficial.



(Instructor talking points)

2012 NPR SEGMENT ON THE PCLR

In 2012 an NPR segment was featured about the PCLR test, PCLR stands for the Psychopathy Checklist-Revised. It is used to test for Psychopathy or to see if you are a psychopath/ have APD.

In the NPR segment a investigative reporter discussed the errors in the report but also the problem facing several inmates of the California Penal system. In the segment it mentioned that in order for an inmate to get parole in California each inmate must be given a PCLR test and that number is stamped in red on the outside of their parole hearing folder.

Is that a potential problem?

The reporter followed one inmate who had served many years of a life sentence but was continuously turned down for parole. The reason was a high PCLR number. The inmate had demonstrated criminal behavior early in childhood and the early teenage years but was showing signs of having learned empathy and compassion during his time in prison.

The reporter then contrasted the inmate with a very successful CEO who was always hired for a specific purpose, to fire people. There was a story about this particular CEO that he went to a factory and was in a deep discussion with one employee who was beaming about how well his life was because of his job and began to list everything he had: a car, a house, a new kid. The CEO interrupted and said “You know what else you have... NO JOB! YOU’RE FIRED!” The CEO was renowned throughout corporate America as the man to cut costs and trim the fat at a company and he did it with no hesitation or remorse, something that made the CEO millions of dollars.

As the reporter drove up to the CEO’s house he noticed that the lawn was dotted with statues of predatory animals: Hawks eating fish, Lions, Bears, Tigers, etc. He arrived at the front door to be greeted by a large burly man with a distant hollow stare, the CEO’s bodyguard and butler. As the bodyguard/butler led the reporter into the kitchen to meet the CEO he noticed a plethora of statues and paintings like the statues outside on the lawn: sharks, alligators, crocodiles, cobras, etc. As the reporter entered the kitchen he was greeted by the CEO and his wife, two people whose stares resembled their bodyguards: icy, hollow, indifferent. The reporter immediately asked the CEO about his fascination with the predatory animals. The CEO’s response was that he felt akin to the predatory spirit and it was something he admired. Eventually the reporter gave the CEO a PCLR test and... what was the CEO’s number? High? Low? It was low primarily because of the lack of early childhood criminality but also because the CEO may have the traits of APD but lack the history to indicate a real problem. The main point is that you can have two people who have APD and one be a multimillionaire CEO and the other an inmate in prison because of their choices.



(Instructor talking points)

Mental health is something that most of us regard as a taboo subject, we sometimes think of people who have gone to therapy as weird or strange, however everyone in prison has suffered from a mental illness or disorder at one time or another. Is that true? Yes, it is. I bet we all have felt depressed sometime during our incarceration. Depression is not a condition to ignore, if you feel depressed, low, down in the dumps, or sad for extended periods of time it can damage not only your mental state but your physical health as well. People who are depressed tend to have higher incidences of diseases and more chronic health issues. Depression can really destroy a highly functioning person and it is not something to ignore if it is persistent. Although prison does not offer medication for depression a great way to combat its effects are to: exercise, eat as healthy as possible, get outside, participate in positive activities, and hang around positive people. Don't let depression ruin your Life Mapping goals or your life, do what you can to combat it and get rid of it as soon as possible.

Another mental illness experienced by a large portion of the prison population is Anti-social Personality Disorder (APD). A person with APD used to be referred to as a psychopath or sociopath, however not everyone with APD is as "crazy" as a psychopath depicted in movies and TV shows.

Attention-Deficit Hyperactivity Disorder

Attention-Deficit Hyperactivity Disorder (ADHD) is a behavioral disorder that is characterized by excessive motor activity and inability to focus one's attention. It is most commonly diagnosed first in school aged children but lasts throughout the life span. So what in the world does it have to do with grown men in prison? Recently, studies have revealed a link between cocaine addition and ADHD. More research is needed to study this phenomena, but an interesting theory has been presented. It appears that people who have ADHD experience cocaine differently than those who do not have ADHD. For those with ADHD, it appears that they often feel cocaine improves functioning at some level. The problem is that cocaine also has side effects, such as impulse control, and degrades decision making capacity. Each of those side effects further exacerbates problems already plaguing people with ADHD. Furthermore, the prescription drug Ritalin (a stimulant) helps with many symptoms of ADHD. Additionally, adults with ADHD who have found a workable dose of Ritalin often report a much lower desire to use cocaine.

Mental Health covers a wide ranging field of symptoms and problems. The point here is to be open to evaluation and help. We need to be honest with ourselves and look carefully at our lives. Identify our possible mental health issues and enact a plan for strengthening areas that might present troubles.

Building Your Map

Ancillary Goal	Look at your primary goal and determine your ancillary health goal.	
Waypoints	<p>The first step is to determine all of the health requirements necessary for attaining your primary goal and ancillary health goal. You may find health to be a difficult subject, so look at the ancillary health goal for John Jacob (Life Map example).</p> <p>The second step is to complete a health evaluation. This is where you are now. The final step is to look at your life map and plot out the waypoints, recognizing that each improvement in health takes time and dedication.</p>	
	Go to chapter 17 and complete the health section of your life map	

BUNKWORK:

CONSTRUCT A FITNESS AND WELLNESS PLAN FOR YOURSELF THAT INCLUDES A WAY TO EAT "HEALTHIER"

BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR HEALTH

Chapter 13

Environment

Defining Environment

The environment we live in includes all the external elements that surround us. Our environment consists of the type of housing, neighborhood, culture, and climate we live in. That's not all; the environment also includes such things as the people in our lives: friends, relatives, coworkers, and lovers. The community at large is an element of our environment, so is the type of job or career we keep, the car we drive, and even the music we listen to. The environment touches our lives but just how powerful is that influence? The question has been discussed and debated for many years, and the debate is titled: "Nature vs. Nurture."

Nature represents the biological or genetic components to our lives. Genetics are clearly responsible for our sex, hair color, eye color, and height. The question is how much of a role do genetics play in personality traits, like tendencies toward violence, sense of humor, or alcoholism? Are those types of traits predetermined by our genetic code, or are they influenced by nurture or the things we learn throughout our lives? Most people understand that almost all elements have components of both. If a man's father is 6 foot 5 inches tall, and his mother is 5 foot

11 inches, how tall will he grow? Nature may have provided the genetic code that would allow him to grow to 6 foot 7 inches tall. If, however, he grows up in an impoverished community, without basic nutritional sustenance, he may only grow to 5 feet 4 inches tall. The debate has far reaching consequences and can become even more clouded when a moral component is added. A man steals to support his family. Did a weak genetic mechanism give him no will power? Did he fail to learn moral lessons from his parents? Could it be that there is a constant environmental pull that is subtle and difficult to decipher? We may never know the answer to this question, but we can look at some very provocative studies which may shed some light on the issue.



The Good Samaritan Experiment

The psychology department of a major university set up a thought provoking experiment to test an element of how powerful environmental influence can be. They asked a group of seminary students to prepare a 15 minute sermon on the parable of the Good Samaritan. We may recall that this parable taught the virtues of helping an injured man who was lying by the side of the road. In the parable, it was not the priest or the Levite (the elites) who stopped to help, rather the Samaritan (an outcast), who, out of compassion, stopped to care for the injured person. (Luke Chapter 10). In the experiment, the seminary students were asked to prepare their sermons and come in at a certain time to deliver it in a studio for filming. When the young seminarian arrived, he was told that he was late and at the wrong building. He was instructed to hurry down the street to a building about two blocks away, where the entire film crew was awaiting his arrival. The student would hurry down the street and encounter an injured man lying on the sidewalk groaning and clutching his stomach. Did the students stop to offer assistance? Shockingly, very few did. They just hurried by to get to their appointment.

There is more to this experiment. Some students were told they were about a half an hour early, and that they should walk down to the studio and wait for the technician to begin filming. The results changed dramatically. Nearly all of those students stopped to offer help. The identical experiment was carried out with American history students who were asked to prepare a speech about the Boston Tea Party. The results were nearly identical to the seminary students. It appears that it was not the moral convictions of the students that influenced the behavior so much as the amount of time that was available. In other words, when there was a cost (being late for appointment) tied to helping the injured man, very few offered assistance. When there was not an associated cost (plenty of time), people were more willing to help. Our environment has a powerful influence on our behavior.

Past Environments

Alcoholics Anonymous touts the idea that if a man chooses to stay sober in life, he needs to change the **people, places, and things** in his environment. What are the environments that we have lived in that have led us into temptation? If there was a particular crack house that we frequented, what happens when we drive by that house? Just driving by can trigger the strong, powerful, physiological response that compels us to use again, to enter that house.



GROUP DISCUSSION

- What are some of the places that have caused us problems in the past?
- What kinds of people have contributed to our troubles?
- What other things in our environment brought about grief in our lives?

Choosing Our Environment

We're fresh out of prison, and our life is ready to begin again. We have the following two environments to choose from:

Environment A- We rent a room in a house that is owned by a deeply religious man, who recently lost his wife. The house is in a middle class neighborhood. We get a job for a small manufacturing company that builds solar panels. The company is owned by a group of three men who are intent on improving the world by providing clean energy. We spend our free time working out at a local gym close to our house. We attend church weekly and are developing friendships among the congregation.

Environment B- We rent an apartment with an old friend who loves to go out clubbing. The apartment is near the beach, right in the hot entertainment district. We get a job at Pete's Bar and Grill. The staff at Pete's is a lot of fun, and they often do the after hours party scene. We spend our spare time socializing and trying to "hook up" with available women.

Which environment would be the most fun to live in? Which environment would be most likely to result in a probation violation? Which environment is best for our financial situation? The truth is that environmental influences touch our lives every minute of every day. Just look how difficult it is to use proper English in prison, when all those around us are loquaciously espousing beautiful prison slang, like "What's up, my dawg?" We can not always control every element of our environment, but we can systematically make choices that will build a positive one. Often, we are drawn to environments like the one described in example B. It is fun, exciting, and inviting; but it might also be laden with risks that steer us right back to prison.

Building Your Map

<p>Ancillary Goal</p>	<p>Your ancillary goal for this section should be a general statement describing the type of environment that would best help you meet your primary goal.</p>	
<p>Waypoints</p>	<p>Describe a healthy environment for you to live in?</p> <p>What parts of your environment can you choose while in prison? Be careful here; don't assume that you have zero say in your environment while in prison. Consider good adjustment transfers and the types of activities you participate in while in prison. One inmate who loved to play softball decided that the competitive environment on the ball field was a possible ship wreck for him. He chose to replace that environment with jogging.</p> <p>Spend some time thinking about the environment that you will be exposed to just after your release.</p>	
	<p>Go to chapter 17 and complete the environment section of your life map.</p>	



(Instructor talking points)

Commentary on Good Samaritan out of Malcom Gladwell's "The Tipping Point"

Before the experiment the seminary students were given a questionnaire about why they had chosen to study theology, did they see religion as a means for personal and spiritual fulfillment? Or were they looking for a practical tool for finding meaning in everyday life? Then they varied the subject of the theme the students were asked to talk about. Some were asked to speak on the relevance of the professional clergy to the religious vocation. Others were given the parable of the Good Samaritan. Finally the instructions given by the experimenters to each student as well. In some of the cases, as he sent the students on their way, the experimenter would look at his watch and say, "oh you're late. They were expecting you a few minutes ago. We'd better get moving." In other cases, he would say, "It will be a few minutes before they're ready for you, but you might as well head over now."

If you ask people to predict which seminarians played the Good Samaritan (and subsequent studies have done this) their answers are highly consistent. They almost all say that the students who entered the ministry to help people and those reminded of the importance of compassion by having just read the parable of the Good Samaritan will be the most likely to stop. Most of us, I think, would agree with those conclusions. In fact, neither of those factors made any difference. "It is hard to think of a context in which norms concerning helping those in distress are more salient than for a person thinking about the Good Samaritan, and yet it did not significantly increase helping behavior," that was the conclusion of the two researchers "Indeed, on several occasions, a seminary student going to give this talk on the parable of the Good Samaritan literally stepped over the victim as he hurried on his way." The only thing that really mattered was whether the student was in a rush. Of the group that was 10 percent stopped to help of the group who knew they had time to spare, 63 percent stopped.

What this study is suggesting in other words, is that the convictions of your heart and the actual contents of your thoughts are less important, in the end, in guiding your actions than the immediate context of your behavior. The words "Oh, you're late" had the effect of making someone who was ordinarily compassionate into someone who was indifferent to suffering - of turning someone in that particular moment, into a different person.

“-Peer influence and community influence are more important than family influence in determining how children turn out. Studies of juvenile delinquency and high school drop out rates for example, demonstrate that a child is better off in a good neighborhood and a troubled family than he or she is in a troubled neighborhood and a good family.”

-Broken Windows Theory

“-Children are powerfully shaped by their external environments, that the features of our immediate social and physical world - the streets we walk down, the people we encounter - play a huge role in shaping who we are and how we act. It isn't just serious criminal behavior in the end, that is sensitive to environmental cues, it is all behavior.”

“It is possible to be a better person on a clean street or in a clean subway than in one littered with trash and graffiti.”

“In a situation like this, you're in combat situation, you're not thinking in a normal way. Your memory isn't even working normally. You are so hyped up. Your vision actually changes. Your field of view changes. Your capabilities change. What you are capable of change.

-Bernie Goetz

“Subway Vigilante”

December 22, 1984 New York

BUNKWORK:

WRITE YOUR ANCILLARY GOAL FOR
ENVIROMENT

Chapter 14

Shipwrecks

The Sinister Seven



What could go wrong with our life map? It would not be possible to predict every adversity that could undermine our effort. This chapter identifies some areas that have brought a disproportionate number of people back to prison and prevented them from reaching their dreams. Let's take a look at the "Sinister Seven" - shipwrecks that destroy the voyage to our goal.

Alcohol

Are you an alcoholic? Boy, that's a loaded question, isn't it? What is an alcoholic anyway? It's not like we can go to the doctor and have a blood test to determine if we are an alcoholic or not. If we see a filthy, dirty, and unshaven man, wearing rags and stumbling through the street with a bottle in a brown paper bag, we might assume that he is an alcoholic. But what about the man who keeps a decent job, supports his family, but gets fall down drunk every weekend? He is not in the same shape as the first man, but he may still have a problem. Perhaps the question of whether or not we're an alcoholic is the wrong place to start; rather, we might attempt to identify some of the basic components.

- **Addiction** consists of the need, drive, or desire to continue drinking. This need may be present after consuming a small amount of alcohol or in response to certain triggers, like stress, celebration, social events; or environmental triggers, such as a club or bar.
- **Withdrawal** involves those physical symptoms that occur as the level of alcohol in the body declines. The symptoms include headache, nausea, shaking, unclear thinking, or, in extreme cases, visual hallucination.
- **Intoxication** is the physical, cognitive and emotional impairment caused by consuming alcohol. Alcohol is a depressant. It slows the body's response time and inhibits coordination. It also reduces inhibitions and often increases susceptibility to impulsive behavior.
- **Negative Consequence** It's helpful to remember that addiction, withdrawal, and intoxication are often present at some level, even in moderate drinkers. For instance, after drinking one beer, it is common to desire another one, and, if we have too many, the resulting hangover is a withdrawal type symptom. Some people have a glass of wine to help them unwind or loosen up before dinner. The point is that the presence of one or all of these symptoms does not necessarily indicate a problem. The real bottom line is: **Alcohol creates a problem only when the consequences of drinking are harmful.** Has alcohol ever caused us problems at work? Has alcohol damaged our relationships with others? Has alcohol caused us to spend money irresponsibly?



Alcoholic?

Another way to approach this subject is to review the negative events in your life. When those negative events occurred, was alcohol involved?

Violation of Probation

What are the terms of our probation? What happens if we fail to comply with those terms? Those are some good questions to ask and answer if we have probation. The terms of probation are not always crystal clear. We are required to report any changes in our employment status or simply if our schedule changes to a different shift. Do we need to report this minor change or that minor change? How do we report? Would a phone call work? Does it need to be in writing? Will we approach this area and play the “I didn’t know” card, or take a checklist of questions to our probation officer and diligently seek answers to each question?



Anger



Anger, rage, and violence are nearly synonymous with trouble, especially for men on probation. If we have anger issues, could those issues derail our well conceived plans?

Drugs

Addiction, withdrawal, and intoxication also apply to the use of drugs. The symptoms vary in relation to the type and amount of drug usage. There is an additional element to drug use, the legal issue. In most states, possession of even small amounts of drugs is illegal and can result in prison time. Again, the ultimate test for a drug problem is to examine the resulting negative consequences. Has drug use brought about negative consequences in our lives?



Romantic Partners



A person who is incarcerated loses so much of what the rest of humanity takes for granted, and one of the biggest losses is the comfort, security, and safety that come with love. Humans were made to love and be loved. At a minimum, prison separates men from their family, friends, and wives/girlfriends. At a maximum, prison can construct barriers that completely destroy a marriage or romantic partnership. As a result, many men are left without all of the positive benefits derived from a previous romantic relationship. They then seek to find a woman on the outside to love while in prison, or as soon as they are released. Often this can lead to desperate choices or a relationship with an unstable woman.

Take a group of men in prison and ask them to tell the story of their fall. What percentage of those stories would involve a woman? The capacity to connect with a woman that might be a poor choice is exacerbated by the loneliness we feel while we are alone in prison.

Sex

Sex is another area that may lead to problems. The sex drive is primitive and powerful and can often cause men to act irrationally or in a manner that could bring severe consequences. The consequences could include sexually transmitted disease, unwanted pregnancies, or a volatile relationship with a partner that could bring problems. Deviant sexual behavior can cause social ostracism and even enter the realm of criminality. Problem sexual behaviors are not discussed in polite circles. In fact, they are seldom discussed in any fashion. In the free world, there are groups such as Sexual Additions Anonyms. Similar to Alcoholics Anonymous, they are a non-professional group of individuals offering a support and structure for dealing with such issues.

Prison presents a unique set of circumstances and problems in this sphere. If heterosexuality is a normal and healthy part of life for consenting adults, it is not an available option within the prison system. What options are available in prison?

- Homosexuality
- Sexual Battery
- Masturbation
- Abstinence

Only abstinence is sanctioned under FDOC policy. If abstinence is a difficult choice, what are the consequences of the other choices? If we fail to rein in our desires and urges while incarcerated, what are the odds of successfully negotiating this area on the outside?

Money

It has been said that “the love of money is the root of all evil.” Is that true? The fact is that almost every life map requires individuals to earn, spend, and save money in a responsible and manageable fashion. Leaving prison without a bona fide financial plan in place is inviting hardship. How much easier would it be to comply with the terms of our probation if we owned a home, a reliable car, and had a well paying and dependable job? Absent those, a plan needs to be in place to manage financial issues and ensure that we are prepared for the many demands of the free world.



Self-Hazard Assessment

The sinister seven are not the only shipwrecks capable of destroying our plan. What other shipwrecks await our voyage? It is a difficult challenge to predict what could go wrong. One of the strongest predictors of future shipwrecks is to look back at our past ones. One common mistake we might be prone to makes is: fooling ourselves into believing that past problems are no longer problems. We might then falsely conclude that nothing more need be done. In fact, the very opposite is true. If we have had a problem in the past, it is very likely that the same problems will come to bear in our future.

Have we ever heard someone say something like, “I used to be an alcoholic?” The implication is they have been cured and it is not now, nor will it ever be, an issue again. One particularly dangerous self-hazard is the statement by an inmate that he is no longer an alcoholic. We will often hear him say, “Man, I haven’t had a drink in six years!” We then ask, “Well, how long have you been in prison?” He replies, “Six years.” We say, “Maybe you don’t have a problem because you don’t have alcohol available to you every day.” He says, “No, man, I don’t crave it anymore, and I’m over it- no problem!” Those people in the fellowship of Alcoholics Anonymous cringe when they hear such a statement because they have heard it too many times before. They have lived it too many times before. They know that as soon as a person no longer believes that he has a problem, he is much more susceptible to relapse. There are many variations of that same theme that lie outside the scope of alcoholism. Do any of the following sound familiar? “I could never manage my money well, but now I know the pitfalls and will save my money diligently.” “I used to have addiction to (fill in the blank), but I have beaten it,” or “God took it away,” or “I’m a different person now.” These are different ways of saying we are no longer aware, or guarding against, a known danger.

Many people often say that inmates will never change. That skepticism stings because many inmates work very hard to make changes and improvements. From society’s point of view, the statement is often true because they have heard so many people claim to change their behavior, only to watch them revert back to criminality again and again. It is no wonder that society is skeptical. In doing your own self evaluation, start with the assumption that past behavior is a powerful predictor of future behavior.



GROUP DISCUSSION

- What areas of our lives brought trouble in the past?
- What areas are most likely to get us into trouble in the future?
- How closely do our past problems relate to future risk?

Sinister Seven Ranking Key			
Past	Present	Future	Risk Factor
Never a Problem	Not a Problem	Very Low Risk	1
Minor Problem	Not a Problem	Low Risk	2
Minor Problem	Still a Problem	Some Risk	3
Major Problem	Not a Problem	High Risk	4
Major Problem	Still a Problem	Highest Risk	5

Take a look at the Sinister Seven Ranking Key and use it as a guideline to help you rate and label the shipwrecks that could ruin your voyage.

Self-Hazard Assessment	Risk Factor
Sinister Seven: Alcohol	
Sinister Seven: Drugs	
Sinister Seven: Violation of Probation	
Sinister Seven: Romantic Partner	
Sinister Seven: Sex	
Sinister Seven: Anger	
Sinister Seven: Money	
Other:	
Other:	
Other:	
Other:	

It's time to do our own self-hazard assessment. The sinister seven are already listed. Rank each of them according to our past experience and our best judgment, using the Sinister Seven Ranking Key. Keep in mind, this is not an exercise designed to make us look good or bad; instead, it invites us to take a hard and honest look at our vulnerabilities. Take a close look at your life and list any other potential shipwrecks that you can identify. Once you have completed the list, rank each potential shipwreck as to its likely occurrence and damage. We do not need to use the suggested rankings if our best judgment suggests otherwise.

Each of us has vulnerabilities in our life. At different times and in different situations, those vulnerabilities may be triggered. Once we recognize the vulnerabilities, we can start to build resiliencies against them. Resiliencies are exercises or strategies designed to strengthen us against those vulnerabilities. We may build resilience through education, support groups, healthy environments, and by avoiding triggers which are prone to instigate those dangers. Now it's time to check over our life map to see if our existing plan strengthens us against major shipwrecks. If it falls short, make appropriate adjustments to our life map.

	<p>At this point, you should have a pretty good idea of your personal shipwrecks. Now you have to be constantly on your guard to make sure your life map is not ruined by a shipwreck. Go to chapter 17 and complete the shipwreck box on your life map.</p>
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BUNKWORK:
WRITE OUT YOUR SHIPWRECKS

Chapter 15

Living Our Life Map

Procrastination

The adversary of greatness is not failure; it's mediocrity. Said differently, procrastination is the biggest opponent of progress. It has been said that all it takes for evil to prevail is for good men to do nothing. Each of these proverbs speaks to us and our attempt to achieve something worthwhile. Don't wait until we get out of prison to start working on our plan. Don't wait until we are making more money before we start saving for retirement. Don't wait until (We can fill in the blank).

Just Do It!

Building a plan, developing a strategy, and putting it all in writing, in the form of a life map is a powerful and exciting procedure. Hopefully, this class challenged, energized, and motivated us to build a strong plan. If building the plan is where our efforts end, then the program is a waste of time. The greatest value of this program is when we actually start living the plan. What do we do next? This is the time when the initial planning stage ends and the doing stage begins. Nike's slogan has struck a chord with the public. This slogan transcends athletic shoes and, for that matter, transcends athletes. Nike says, "Just do it." What great advice! Start today. Find something we can do today. It might be a small step, but DO SOMETHING TODAY!

Routine Assessment

Take an imaginary journey with us into the future. Let's travel to a date one year after we graduated from our Life Mapping program. We are sitting in our dorm when security stops by for a friendly shake down. After we survive the shake down, we begin to put our locker back together, and we come across our old Life Mapping book. We take some time and look back over our plan. How much progress have we achieved towards our ancillary goals? How many have we neglected? What shipwrecks did we encounter? Wouldn't it be disappointing to arrive at that point in time and have nothing to show for our effort? How thrilling would it be to take a look back and see two of our ancillary goals completed? Either way, it will be critically important for us to take the time to evaluate our performance with our plan. How often should we evaluate, and how should we go about such a routine? Consider the following evaluation schedule and, potentially, the use of a journal to record our data and thoughts.

Frequency	Time	Evaluation Agenda
Daily	10 Minutes	What did I do today? What should I do tomorrow?
Weekly	30 Minutes	Did I meet my weekly objectives? Set new objectives for the coming week.
Monthly	2 Hours	Reevaluate each of your ancillary goals. Evaluate your strategies and determine what modifications to your efforts might be advantageous.
Yearly	Weekend Retreat	Take an entire weekend to work your own miniature Life Mapping program.

Obsession

Let our Primary Goal truly guide our lives. We will be making choices every day. As we face those choices, question their impact on our voyage. For example, a friend invites us to lunch; do we order a big cheese burger with fries or a broiled fish sandwich with a side salad? Could such a simple choice like that impact our life map? Maybe, maybe not, but, certainly, dozens of little choices we make every day will have a cumulative effect on the achievement of our goal. Poor eating choices, day after day, can lead to obesity, lethargy, and a lack of energy and stamina, the very things that will limit the work hours we must log to realize our goal. Small choices in every area of our lives move us in a direction each day. Which way are we moving?

Faster, Better, Cheaper

As we are working towards achieving our goal, take time to think about potentially different paths that lead to our goal. How can we complete

each waypoint on our journey faster, better, and cheaper? These thoughts should be a daily exercise. Remember, as we achieve each waypoint of our voyage, the view changes. Sometimes we learn things while achieving one leg of the voyage that can help us to complete the next leg, using smarter techniques or strategies. Let's take our time to look around and see what other options present themselves that we may not have first considered.

Things Change

There is an old saying, "life happens." There is another old saying, "change is inevitable." These are two darn good sayings. We then face the reality that even the best-laid plan must be flexible. Just as we did not plan to come to prison, we have to understand that things are going to come up that will have the potential to interfere with the achievement of our goal. Some of these things will be preventable, in other words, a choice will arise. We hope this class has taught us that all the choices we make, from today forward, are exactly that, a choice. If we have a well constructed life map, and we understand that every choice we make determines whether we take a step closer to, or further from, our goal, we will make the right choices to achieve our goal. With that said, sometimes "life happens" and we do not have the opportunity of choice. Keep our plan flexible and adaptable. If our eyes and actions are always on our goal, sometimes we can quickly overcome a misstep; we can deal with the issue and then get right back to our goal.

There is another possibility worth mentioning. Sometimes maturity brings a change in desire. What seems like a desirable outcome at 25 years of age is no longer so when we are 50. "Be careful what you ask for," goes the old adage. Let's be realistic with ourselves about our goal, and be open to the reality that times change, maturity is a constant in our lives, and that opportunity is just that...opportunity.

Zero Base

Zero Base thinking is the willingness to start over, if necessary. It is a true statement that no battle plan ever survives the first contact with enemy fire. The same thing applies to a life map. THINGS CHANGE. What happens when we are up against an impossible wall? What do we do if, on the way toward our goal, we suddenly discover that the path is not what we had hoped?

Sometimes, in our zealotry to achieve our goal, we become set in stone - achieve goal or bust - and we lose sight of our options. Do not be afraid to adjust our course, adjust our map, or adjust our goal. If a relationship becomes a liability, look for a way to make a change. Zero Base includes taking a hard look at our current situation, as it relates to achieving our goal, and recognizing if, or when, we have reached a point of truth. Is it best to continue forward or to start over with the knowledge we have acquired.

The Day After?

The day will come when we will achieve our primary goal. What will we do then? We offer this challenge: Continue on our goal seeking voyage! When a goal is achieved, set a new one, but remember to go through the Life Mapping process to ensure that we have considered the essential provisions for the voyage, the provisions we already have on board, and the missing provisions. Then, set a new course towards another goal. All that we learned and experienced while achieving our first Life Mapping goal will aid in our new adventure.

At this point, we will reveal to the class the huge secret of Life Mapping. **The magnificence of Life Mapping is not achieving our Primary Goal.** How does that sentence sit with you? We have spent months building our plan, and we will spend years working to achieve the goal, and we're telling you that the goal is not really the biggest benefit.

The truth is, the voyage, itself, shapes the man. It has been said that, "success is not a destination, it is a voyage. When a man chooses to live a goal-directed life, he can not help but become a different man. He will carry himself differently. He will walk with a power earned from discipline and respect. He will speak the truth of his findings with conviction. He will love with passion. He will work with commitment and enthusiasm. He lifts up those around him and encourages greatness in others."

Bon Voyage

Life Mapping believes human kind is endowed with the freedom to choose. We are free to choose how we think, how we feel, and what we do. If we are attempting to understand why we choose a particular path or route, we need only view our unique perspective at the time the choice is made. We will inevitably choose what we feel is in our best interest and the best interest of those we love. Of course, each of our choices is somewhat influenced by external forces.

Biological Underpinnings

Not everyone is born with the same genetic make up. Our genetic code influences our height, hair color, intelligence, susceptibility to disease, and even personality traits, like aggression, fear response, anxiety, and shyness. Thus, we are born with a unique set of traits that may render us more or less vulnerable or resistant to the pitfalls of alcoholism, drug abuse, violence, and the ability to function in any single area of life.

Social Influence

We are not an island; rather, we are social beings that continually connect to other people in deep and intricate webs which have a profound impact on our lives. The relationships that have the most lasting effects are those from our childhood years. All relationships nudge, push, pull, coerce, and motivate us to make choices. Some of that influence is positive and some is negative, and each affects our choices.

Environmental Influence

Our life experiences are unique. Your life might be touched by wealth, health, safety, stability, or education. Another man's life might be touched by poverty, sickness, accident, volatility, war, drugs, violence, and ignorance. In fact, every life is touched by combinations of events and circumstances. All of those events and circumstances are powerful motivators that impact our choices. The right environment can steer us towards a healthy and pro-social direction; conversely, the wrong environment can drag us to despair, addiction and prison.

What about free choice? Do we truly have the freedom to make our own choices, or are we merely corks tossed about by waves? Life Mapping acknowledges that many forces have powerful and persistent impacts on our lives. Never-the-less, the ultimate decision lies with us. If we resolve to set a new course for our lives, it is never easy.

A failed life is not the result of a bad or evil person; instead, it represents a person who did not have the tools, skills, fortitude and abilities to resist the storms. A life filled with good things may not reflect the virtue of the individual so much as it reflects the fickle finger of fate that caused him to be born into the right family, attend the right school, ride with the right friends, and live in the right country.

Life Mapping encourages us to take responsibility for all our choices, and to view our world and circumstances to determine what can be changed and what must be accepted. If we are not happy with our position in life, we must look at the choices we made that guided us to our present and unhappy place. From that place, having examined past routes, consider where we intend to voyage and chart a better route leading to our destination.

We Don't Get To Choose:	We Do Get To Choose:
Our biological underpinnings	A significant measure of our health
What type family raised us	What type and how much education we pursue
The school we attend	How we think and feel
The socioeconomic circumstances of our childhood	How we talk and walk
The chance encounters in life	The direction of our travel

Life Mapping, as a program, is over, and a big part of your planning is in place. The work is not finished; rather, it will progress from the planning stage to the doing stage. If you leave this class and the book finds its way to the bottom of your locker, the plan neglected, it will only have proved to be another program that filled some time in your life. If you choose the path less traveled and work your plan, with all your strength, your entire mind, and your whole heart, it will certainly take you on an incredible voyage that few men ever travel.

May you travel to beautiful places, observe magnificent sights, convene with interesting people, taste exotic foods, live your dreams, and sleep soundly.

Jeff and Mark



IN THE STUDENT BOOK THE PAGES FOR THEM TO FILL OUT THEIR OWN LIFE MAP ARE:

LIFE MAPPING PRIMARY GOAL (PAGE 73)

LIFE MAP (PAGE 74)

ANCILLARY GOALS:

PERSONAL COMPASS (PAGE 75)

THINKING ABOUT THINKING (PAGE 75)

EMOTIONAL INTELLIGENCE (PAGE 76)

RELATIONSHIPS (PAGE 76)

PERSONAL FINANCE (PAGE 77)

CAREER (PAGE 77)

EDUCATION (PAGE 78)

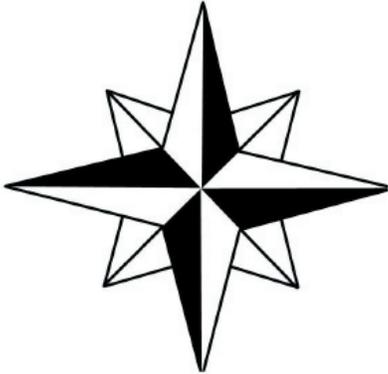
HEALTH (PAGE 78)

ENVIROMENT (PAGE 79)

THE NEXT COUPLE PAGES ARE THE JOHN JACOBS EXAMPLES FOR THEM TO USE IF THEY HAVE QUESTIONS IN THE DORM.

Chapter
16

Sample Life Map



Name: John Jacobs

Life Mapping Primary Goal

To become a store manager for Burger King

Primary Goal Details	
	\$35,000 + annual salary, and work in the Tampa Bay area

If you are so inclined, draw a picture of your goal:



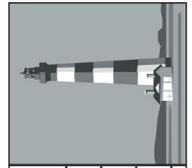
Personal Life Map



Name: John Jacobs

Compass	Thinking	Emotions	Relationships	Finance	Career	Health	Education	Environment	Age	Year
Accountability Group	Attend church and Bible study weekly. Read Bible 1/2 hour each day	Get AA Sponsor	Attend weekly AA meetings	Limit Canteen to \$25/month	BK Job	Fitness Class	Ir. College	Stay in programs	2011	45
		Anger Mgmt	Premarital Counseling	Save for house	Assst Mgr	Exercise 1 hr/day	Culinary Arts	South Bay	2012	46
		Chamber of Commerce		Save 15% of earnings for retirement	Store Mgr	Join a gym and exercise 1 hr/day	BK training	Frisbee Dog Competition	2013	47
				Purchase house					2014	48
									2015	49
									2016	50
									2017	51
									2018	52
									2019	53
									2020	54
									2021	55
									2022	56
									2023	57
									2024	58
									2025	59
									2026	60
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									2030	64
									2031	65
									2032	66
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									2062	96
									2063	97
									2064	98
									2065	99

Shipwrecks:



Death	
Age	Year
77	2043

Retirement	
Age	Year
70	2036

End of Probation	
Age	Year
65	2031

Primary Goal	
Age	Year
60	2026

End of Sentence	
Age	Year
55	2021

Personal Compass

Ancillary Goal: To live life in accordance with the ten commandments

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Attend weekly church service	x	x		on going	lying
2.	Read the bible daily	x	x		on going	
3.	Accountability group		x	Mar 2021	on going	addictions
4.	Visit parents monthly		x	May 2021	on going	
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						



Shipwrecks

lying and addictions

Thinking About Thinking

Ancillary Goal: To modify and improve my thinking with regard to addictions and criminal behavior

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Attend AA meetings regularly	x	x	on going		drinking
2.	Complete a modality program	x			2004	
3.	Find an AA Sponsor		x	2021		
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						



Shipwrecks

bars and clubs, drinking, social situations

Emotional Intelligence

Ancillary Goal: To balance emotional impulses with rational and thoughtful considerations

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Complete Anger Management Program	x		2013		fighting
2.	Complete Pre-Marital Counseling		x			relationships
3.	Read self-help books on emotions	x	x	on going		awareness
4.	Attend self-help seminars		x	on going		awareness
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						



Shipwrecks

Unstable women, anger, alcohol

lack of awareness of the issue

Relationships

Ancillary Goal: To find an honest, stable, and faithful spouse

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Accountability partners		x	2021		drinking
2.	Positive friends	x		2012		all
3.	Spiritual Mentor	x	x	2021		all
4.						
5.						
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12.						



Shipwrecks

old drinking buddies

Personal Finance

Ancillary Goal: To maintain healthy financial practices and build wealth

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Save 10% of income for retirement		x	on going	retirement	
2.	Credit and debt management classes	x		2013		
3.	Investment class	x		2013		
4.	Save \$12,000 for house downpayment		x	2023		
5.	Read financial planning books	x	x	on going		
6.	Attend financial seminars		x	on going		
7.	Join an investment club		x	on going		
8.						
9.						
10.						
11.						
12.						
	Shipwrecks	poor control of spending, lack of a budget, no financial discipline				

Career

Ancillary Goal: To become store manager for Burger King in Tampa area making \$35,000 annually

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Get GED	x		2014		
2.	Earn associate degree	x	x	2024		
3.	Culinary Arts program		x	2015		
4.	Get a job at Burger King		x	2013		
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
	Shipwrecks	drinking, lack of discipline, poor control of spending				

Education

Ancillary Goal: To complete education required for Burger King store manager position

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Six phase Burger King Mgmt program		x		2021	
2.	Associates in Business	x	x		2024	
3.	Culinary Arts Program	x			2015	
4.	Get GED	x			2013	
5.						
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	Shipwrecks	drinking, lack of discipline, poor control of spending <hr/> <hr/>
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Health

Ancillary Goal: Become fit, lean, and strong so I can work vigorously

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Exercise 1.5 hours 6 days per week	x	x	2012	on going	sedentary life
2.	Stop smoking	x			2011	smoking
3.	Bicycle 3 hours per week		x	2021		sedentary life
4.	Omit two canteen snacks per week	x		2012		overeating
5.						
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12.						

	Shipwrecks	smoking, overeating, sedentary lifestyle <hr/> <hr/>
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Environment

Ancillary Goal: To live and prosper in a rich and positive environment

	Waypoints	Behind The Wire	Beyond The Wire	Target Date	Date Achieved	Resilience Against Shipwrecks
1.	Live in Silver Spring area		x		2024	
2.	Attend church regularly		x		2021	
3.	Complete rehabilitation programs	x			on going	
4.	Exercise	x	x		on going	
5.						
6.						
7.						
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11.						
12.						
 Shipwrecks		bars, clubs, house parties, the old neighborhood <hr/> <hr/>				

REEFS Program Curriculum:

BOOKKEEPING

CREDIT AND DEBT MANAGEMENT

DEVELOPING A BUSINESS CONCEPT

EMPLOYABILITY

LIFE MAPPING

PERSONAL FINANCIAL MANAGEMENT

PERSONAL INVESTMENT MANAGEMENT

SMALL BUSINESS CONCEPTS

