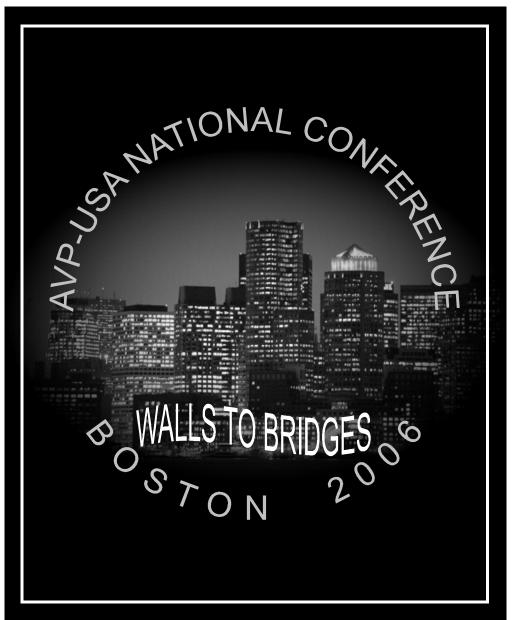
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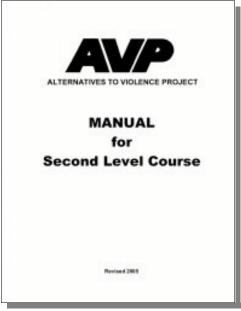
# Second Level ADVANCED Manual is Here

The Education Committee of AVP-USA is delighted to announce the publication of the newest revision of the Second Level (Advanced) manual. This revision focuses on making the manual user-friendly, especially for those people who may have limited education, English as a

second language or who are beginning facilitators. That is not to say that there isn't plenty of very useful new material for experienced facilitators as well!

The following are highlights of the new manual:

- 30 completely new exercises, new talks and many new L&L's
- Most of the exercises from both the original manual and the Supplement are included, along with relevant exercises from the Youth manual.
- Many exercises have been rewritten to make directions easier to understand.



- All exercises have good processing questions, including questions related to Transforming Power.
- The Transforming Power section has been expanded, and there are several exercises that present Transforming Power experientially.
- There are several methods included for choosing a focus topic.
- All exercises (for example, Masks) and techniques (for example, Fishbowl) are alphabetized in one section under that name, so they are easy to find.
- The agenda section has been extensively rewritten. It includes a sample agenda sheet that gives suggested goals and exercises for each session. This can be copied and filled in by each facilitator at each workshop. In addition, there is a planning guide with suggested exercises for many focus topics.

(Continued from page 2)

- All the Light and Livelies from all the previous manuals are included.
- An index giving the page number for each exercise, technique, talk and L&L

The working committee for this manual, led by Cynthia MacBain, included Elaine Dyer, Grace McGrath, Alan Taplow, Fred Feucht and Nancy Nothhelfer. Gini Floyd and Toby Riley did extensive copyediting. This committee stands on the shoulders of previous education committee members, especially Janet Lugo, Ellen Flanders, Mary Gray Legg and Alison Dench. We particularly remember the contributions of those people who have passed over, among them Rere Hassett, Carmel Kussman and Marge Zybas.

New material was provided by Steve Angell, Ruth Barenbaum, Bob Barns, Judith Brophy, Brian Buff, Chelsea Kesselheim, Ralph Johnson, Don Lathrop, Margaret McKenna, Candace Mayer, Mike Murphy, Michael Reed, Eric Reitan, Debra Sanchez, Marge Schlitt and Giri Sequoya. While the people listed above made specific contributions, the manual is really the work of many dedicated, talented and generous people around the world who have created and contributed to it, many of whom we do not know. Every one of these contributions counts, not only for its intrinsic value, but for their love of AVP and their desire to enhance its presence in the world. We wish to acknowledge everyone here with deepest gratitude. #

#### Manuals can be ordered from Alan Taplow at:

AVP Distribution Service, 844 John Fowler Road, Plainfield, VT 05667 Phone / Fax: 802-454-4675 • Email: manuals@avpusa.org

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## Everything is Done Through Relationships

by John Shuford

Everything we do is done through people; therefore everything we do is done through relationships. If relationships are healthy, there tends to be clarity in communications. If relationships are not healthy, then hidden agendas and negative attitudes get in the way of clear communications and all kinds of problems and issues develop unrelated to the actual task at hand. Relationships and attitudes, when viewed at a team or organizational level, become the working culture. Another way to understand working culture is that it is not so much the "what we do" as it is the "how we do it." The "what" we do is determined by the systems we develop, and the "how" we do it is the working culture within which we work.

In the past few years much attention has been given to the working culture of organizations and how it is critical to productivity, morale and staff retention. An unhealthy working culture is the primary reason for stress on the job, conflict, poor cooperation, etc. This is especially true in corrections where the traditional working culture tends to promote staff attitudes that are hostile to administration and team building efforts. Further, traditional training designs (i.e., lecture) do little to improve attitudes.

More recently, the introduction of experiential trainings has vastly improved the effectiveness of training programs; however, they still have minimal impact on staff attitudes. A training design that directly affects attitudes and, therefore, the working culture is the Community Building Experiential Training model. This training design is not new, but has only recently been incorporated in corrections.

The working culture is manifested through individual attitudes. Thus, if individual attitudes change, the working culture will also change. Most attitudes are not developed via the written word, but through life experiences and modeling of those we observe. To change attitudes, experiential methods need to be used. In fact, it is best if the attitude shift occurs within the training itself, rather than expecting or hoping it will occur once the training is completed.

(Continued from page 4)

Learning effective interpersonal communication skills supports attitude change, but alone will not significantly change attitudes. Improving the working systems will, if successfully incorporated, eventually change attitudes and working culture. However, this may take months to occur and without attitude change and reinforcement, it runs the serious risk of failing as staff return to the "old way of doing things." How then do attitudes change? They change by creating an environment in which participants feel secure and comfortable enough to honestly look at themselves and their working situation. This is what the Community Building Experiential Training model provides – a sense of community built on trust and respect.

Along with establishing a sense of community among the participants, this model also teaches specific attitude skills, such as: self-awareness, empathy and a connecting belief system. When participants enjoy themselves and are fully engaged in a training activity, they are less self-conscious and more apt to "be themselves." From this mental state, they are more open to looking at how they come across and relate to others. They also begin to connect with the other participants at a meaningful level, which satisfies one of our basic human needs, the need for connecting with others. This connection helps participants understand each other and each other's respective situations, which leads to the realization that each one of us has value. If I feel connection with someone and value them, I will feel empathy for them, and empathy is one of the necessary requirements for teamwork and a healthy working culture.

The third part of attitude skills is a connecting belief system. It doesn't matter what the specific belief system is, so long as it accepts that our behavior affects others and their behavior affects us, and we thus have a responsibility to be conscious of the impact of our behavior. Further, it affirms that there is something good in everyone and somewhere in them is a desire to do good, no matter how deep or hidden in them it may be. All major religions have this understanding in common.

The impact of experiencing an attitude shift is transformational. Participants see things differently, which means they see the world differently. They relate to themselves and to others in a more positive and healthy way, including co-workers, supervisors and family members. Research has shown this transformation to be more than a temporary shift. Departments and institutions have literally changed their working cultures and not

## WALLS TO BRIDGES

#### **National Conference 2006**

Make your plans to come to beautiful Boston for the 2006 Alternatives to Violence Project U.S.A. Conference. Bring new folks interested in AVP or new facilitators with you. The annual gathering is always a wonderful experience for deepening our understanding of transforming power and building friendships across the country.

The conference theme, Walls to Bridges, conveys how transforming power allows us both to respect boundaries and to dissolve barriers, internal and societal. The connections we build will foster interpersonal growth, bridge differences, and forge community.

#### **BRIDGES TO OUR DEEPER SELVES**

#### Enabling Transforming Power to Come Alive in Our Daily Lives

Taking a look at the personal journey we share in bridging the gap between our highest *goals* for ourselves as practitioners of nonviolence, and the way we conduct ourselves in the world.

#### BRIDGES BETWEEN COMMUNITIES

#### Building Bridges While Acknowledging the Walls

We focus on issues like adult and youth crime, nonviolence and social justice, addressed in AVP programs or in cooperation with others furthering the goals of justice and healing in the world.

#### BRIDGES TO EFFECTIVENESS

#### Doing the Most With What We Have

Learning better ways to manage the organizational and administrative aspects of AVP such as recruiting, division of labor, funding, and working with the Department of Corrections.

#### BRIDGES TO BETTER WORKSHOPS

#### Learning From Each Other

Building our capacity to deliver the highest quality workshops possible. Facilitator-to-facilitator sharing on general facilitation techniques, specifics on new exercises, and new approaches to favorite exercises. There will be a focus on the new Advanced "Second Level" Workshop Manual, including both the intent of the authors and the experiences of facilitators who use it.

(Continued from page 6)

#### BRIDGES TO INCLUSIVENESS

#### Hearing From Everyone

Although these categories cover a wide range of topics, the one you are interested in may not fit one of them. With this category, we welcome all of your ideas for workshops. Please contact the Program Committee with your ideas.

Come be a part of this exploration: What does the theme of this year's conference bring forward for you? Now is the time to generate workshop ideas, request a topic, or to volunteer to present a session -- solo or with a partner. We also encourage you to bring relevant educational videos to share. This is your conference; we can't do it without you. It will be an especially great gathering if YOU can come!

The Program Committee is looking for ideas and proposals for workshops, panels, swap meets, and other formats you may have in mind that might fit these categories. Facilitators from all AVP regions and countries are invited to submit their ideas.

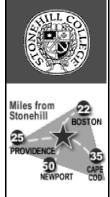
#### We Want To Make It Simple For You!

If you have an idea for a session that you would like to facilitate, co-facilitate, or attend, or even an inkling of one, please send an email to us at **ProgramCommittee@AVPBoston2006.org** and let us know how to contact you. Send us your name, phone number and a good time to call. A member of the Program Committee will get in touch to collect some information about the idea to get the process started. It's that simple! Or you can call one of the Program Committee co-chairs with your idea. \*\*

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#### **SCHOLARSHIPS**

Do not pass up the opportunity to come to the AVP-USA National Conference in Boston! If money is a barrier, please contact us about scholarship assistance. Ex-prisoners are eligible to be given full scholarships; we hope to give consideration to first-time attendees who need financial help. Funds are finite of course, so we may not be able to accommodate everyone's request; however, if you would like to request a scholarship, we would like to hear from you. See "THE SMALL PRINT: Registration Process and Scholarship Requests" (page 9) for details on how to apply.



#### **CONFERENCE - DRIVING DIRECTIONS FROM AIRPORTS**

From Logan Int'l in Boston: Follow Route 93 South, at Route 3/93 split, bear right. Follow signs for Route 93 South to Route 95 in (Dedham) Providence. Stay left to Route 24 South (Exit 4) toward Brockton/Fall River. Take Route 123/Belmont Street West (Exit 17B) toward Easton. College is 1/2 mile on right.

**From Green Int'l in Providence:** Follow Route 95 North into Massachusetts to Route 495 South (*Exit 6A*). Continue on Route 495 to Route 24 (*Exit 7A*). Take Route 24 north toward Boston. Take Route 123 West (*Exit 17B*) toward Easton. College is 1/2 mile on right.

**FLYING IN?** If you want to work with a travel agent, we have found Arja Kangas (contact information below) to offer prices competitive with what we found online. In addition, she has negotiated a 5% discount with American Airlines for conference attendees. Arja Kangas, Hidden Valley Travel, 800-696-8747 or 508-829-6962. Online sites you could explore: cheaptickets.com, travelocity.com, orbitz.com, southwest.com, priceline.com, etc.

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www.AVPBoston2006.org

#### **CONFERENCE 2006 - THE SMALL PRINT**

#### **Registration Information**

#### FOUR EASY WAYS TO REGISTER:

1. <u>Mail</u> completed form with payment by check, money order or credit card (name as it appears on the card, amount, card number and expiration date) to:

Beth Richeson-BTI, Registrar 197 Herrick Road Newton Centre, MA 02459.

- 2. Fax form with credit card payment to Fax Number: 617-527-1073.
- 3. Online at www.avpboston2006.org to register and pay.
- 4. Phone Conference Coordinators at Phone: 617-558-5575.

#### **CANCELLATION:**

For a full refund, <u>written requests must be received by May 5, 2006</u>. Requests after this date will be reviewed by the Conference Co-coordinators and AVP/USA toward a partial refund.

#### **SCHOLARSHIP REQUESTS:**

## Scholarships are Available Requests for Assistance should be sent to the Registrar.

**Former Prisoners** qualify for full registration scholarships. The application should be submitted through and endorsed by the local AVP council, if possible. The local council may be able to assist on travel expenses. AVP/USA may also be able to provide partial assistance on travel.

First Time Attendees requesting a scholarship should submit an application through the local AVP council for its endorsement, if possible.

*Other Requests* for assistance on registration or travel expenses should be addressed to the Registrar *(see address above)* and will be considered by the Conference Co-coordinators and the Registrar.

ALL Scholarship Applicants MUST fill out <u>BOTH</u>

① REQUEST FORM ② REGISTRATION FORM

See Pages 10-12

for Registration & Scholarship Forms

|              | AVP/USA 2006 ANNUAL CON<br>Conference Dates: 4 p.m. Friday, May 26, through lu<br>(One form per registrant. PLEASE PRINT. This form is available  | nch                     | Mond                | ay, May 29, |                                     |             |  |
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| WITH LODGING | FULL REGISTRATION - LODGING: 3 nights double room, 9 meals  \$225 - Early Bird - Pay before March 17 for this \$35 off prid  \$260 - General Registration - Pay by May 5 to ensure availa  \$299 - Late Registration - If paying after May 5, price inclu  Name of Roommate Requested  Single Room (shared bath) - One-Time (additional) Fee = \$100. | ce!<br>abilit<br>ides S | y and a<br>\$39 lat | e fee.      | e.<br><b>\$_</b><br>-<br><b>\$_</b> |             |  |
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|              | DAY/COMMUTER ALL CONFERENCE DAYS REGISTRA   | ATIO                    | )N                  |             |                                     |             |  |

Friday \$30, Saturday \$60, Sunday \$60, & Monday \$35

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| Fee = sum of \$ cost of days of stay (\$185), less Includes meals, snacks, NO OVERNIGHT LODGING  |  |  |  |  |
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| Linen Rental includes sheets, towels, blankets, piles Sheets, towels, blankets, pillow are not included fees. If you're not bringing your own, we can provide AVP Conference T-shirts must be ordered in advanced Give Quantity per Size:  Contribute to help others attend the conference | in registration de for \$25.  unce - not included in scholarships KL • T-Shirt Cost \$18/ea. |  |  |  |
| See THE SMALL PRINT for Registration Information and Scholarship Instructions  |  |  |  |  |
| Pay full amount before March 17 <sup>th</sup> and SAVE!  |  |  |  |  |
| Total AMOUNT PAID i  | n full to assure registration \$   |  |  |  |
| PAYMENT:Check Enclosed made out to AVP/USA ~or~  | TOTAL  |  |  |  |
| ~or~ Credit Card Payment □ Master Card  Card #   | □ VISA   |  |  |  |
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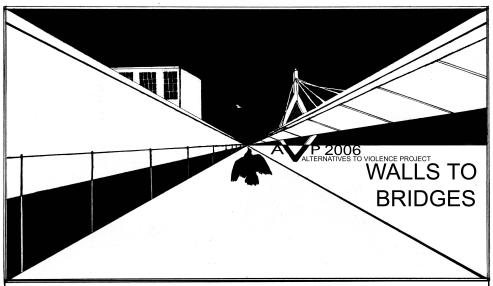
\* If Dietary Need is "Other" Please Specify\_

## SCHOLARSHIP REQUEST FORM

#### **AVP/USA 2006 ANNUAL CONFERENCE**

THIS FORM IS AVAILABLE ONLINE AT: **www.AVPBoston2006.org** 

| Name                                   |                | Date                |             |  |  |  |  |
|--|----------------|---------------------|-------------|--|--|--|--|
| Amount of Request                      |                | Basis of Request    |             |  |  |  |  |
| <ul> <li>For Registration</li> </ul>   | \$             | • Ex-Prisoner       | YES NO      |  |  |  |  |
| <ul> <li>For Transportation</li> </ul> | \$             | • 1st-Time Attendee | YES NO      |  |  |  |  |
| Your Reason for Requesting             | Scholarship    | Other (Describe)    |             |  |  |  |  |
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#### INSPIRATIONAL PRESENTERS AT THE CONFERENCE

**Bo Lozoff**, author of "We're All Doing Time" and "It's a Meaningful Life-It Just Takes Practice," has been gaining the respect of prisoners and others in his work with prisoners for over thirty years. Read more at http://www.humankindness.org/.



Robin Casarjian, author of "Forgiveness: A Bold Choice for A Peaceful Heart" and "Houses of Healing: A Prisoner's Guide to Inner Peace and Freedom" and founder of the Lionheart Foundation, delves into the world of at-risk teens and young adults and has been working with prisoners for 18 years.

**David Bucura**, Coordinator of African Great Lakes Initiative/Friends Peace Teams and National Coordinator of AVP Rwanda, organized the training of 60 AVP facilitators and over 100 AVP workshops for *gacaca* judges, local "elders who are adjudicating the 120,000 genocide suspects



who were imprisoned for almost ten years since the 1994 genocide. David also introduced AVP in Goma, Democratic Republic of the Congo.

TRINITY ENGLISH PROFESSOR

Fred Pfeil, M.A.
A JOYOUS TRIBUTE

He remains long after the experiences so many remember, as they participated with him in a joyous dance so few find the integrity and synchronicity for...truly a role model to all who knew him. (Editor)

Tribute adapted from The Trinity Tripod 12/13/05 article by Bill Cosgrove

Fred's unique ability to forge communities and bring strangers together was evident as an eclectic mix of students, faculty, family, friends, and neighbors continued to arrive after the five o'clock start. By the time the service began, every pew in the entire chapel was filled-no doubt a testament to the many lives Professor Pfeil had touched throughout his life. Chaplain Daniel Heischman greeted everybody and noted that, "One of the greatest things about Fred was his encouragement of individual voices and his eagerness to hear those voices."

The memorial service had an atmosphere of both sadness and happiness; everyone was upset over his death, yet it was clear that Fred had brought so many laughs and so much joy to people that it seemed impossible to think about him without smiling. One story that had everybody laughing was about a protest Pfeil attended in Seattle during the first Gulf War. There was



a large protest happening in front of a federal building and Fred, who detested having to dress up, wore a suit and tie that day. Instead of picketing with the other protestors, he decided to stand at the entrance of the building. Whenever an employee would try to enter the building, Pfeil would calmly tell them that due to the protests, the building was closed for the day. After sending home numerous federal employees for the day, somebody finally asked to see Fred's credentials. Needless to say, he didn't have any and was promptly arrested. Later, when he was waiting to be

(Continued from page 14)

booked and wearing shackles around his wrists and legs, Fred was heard leading others in singing "chain gang" songs.

Pfeil's empathy for others and demand for social justice was mentioned by almost everyone who spoke. As someone who was both a Quaker and a Buddhist, Fred embraced anti-violence and was always willing to listen to anyone willing to talk. He was involved in the Alternatives to Violence Program in Connecticut prisons and also worked in Hartford



doing community mediation through the Help Increase the Peace Project.

Philosophy professor Maurice Wade, who was a close friend to Pfeil, noted, "what made him unusual was how many things he was involved in and how passionate he was about all of them. He was very productive artistically and intellectually, but he was much more than that because he was also deeply spiritually committed. I never understood how he did all those things. How could there be enough hours in a day to do it all? And how could he do it all with such passion across the board?"

Professor Pfeil had an extremely strong reputation as a teacher. "Fred was an amazing professor, friend, and most of all, guide," said Benjamin Steinberg '06. "I once heard this quote about him, 'His friends were incredibly lucky to have known him. But they were nowhere near as lucky as his students.' As someone who was both, I can say that while being his friend was wonderful, nothing came close to learning from him. One thing that every professor strives for in their life is to have an effect on at least one of their students. Somehow, Fred was able to achieve this with all of his students."

Fred made a positive difference in the world; the students he motivated will do good things in the world and carry on his legacy for other people."

Professor of International Studies Michael Niemann, said that Fred loved to laugh and that "he was a really gentle spirit who was always comfortable

("Relationships" continued from page 5)

reverted back to the "old way of doing things." The reason the staff accept the changes is because they are the ones generating and implementing them, rather than having them be imposed from outside or by the administration.

It is not that difficult to change the working culture, especially if top administration supports it. Exposing the staff, including new recruits, to the Community Building Experiential Training model not only will begin the change, but also provide the tools for the staff to carry it out. New positive system changes can then be introduced without immediate and automatic rejection by staff. This model can be use in conjunction with other trainings, for example, it was used with senior DOC staff prior to a Vision and Mission Statement development session with great success. It works every time, not because of some magical formula, but because it creates an environment in which people connect, increase their self-awareness, develop empathy and transform their attitudes leading to meaningful improvements in the working culture.

One warden wrote,

"Employees consistently rate the Conflict Transformation/Teambuilding training extremely high on the evaluations. [Note: These trainings were facilitated by institution staff rather than outside trainers.] It is generally thought to be the best training program that staff has participated in. Attendees particularly identify being able to develop personal relationships with others as very impactful. The labor unions are strong supporters of this training. Employee grievances have dropped to an all time low . . . Thank you for helping us change the culture at MCI. It is the best investment of resources that we have ever made."

Christine Money, Warden Marion Correction Institution

A DOC training academy Director stated:

"Words cannot express the value of the training you have conducted at the Academy. The impact you have had on the staff, personally as well as professionally, is remarkable. After the first training workshop, there was a definite change in attitude and I saw a cohesive bond develop between many of the staff. Although there were still disruptive influences at work, the majority of the team was able to rise above the negativity.

The Effective Supervisory Skills training certainly addressed our need to have our supervisors better enabled to motivate and lead line staff. I am

(Continued from page 16)

constantly amazed at the transformation our staff experiences during your training sessions. There is actually a paradigm shift from the rigidity and inflexibility ingrained in Corrections, to the understanding and acceptance of the value of community and teamwork. I have no doubt that our staff will take what they have learned from you and carry it with them wherever they work. My greatest hope is that the teamwork and supervisory tenets you shared with us will eventually become the tenets by which the Department of Corrections manages."

Craig Conway, Director New Jersey DOC, Office of Training

A major city prison system Captain related:

"Prior to the training, our receiving room on my shift [7-3] had 5 or 6 uses of force per month. Since the training [75% of his staff had training], there have been a maximum of 5 uses of force in the last 2 years."

### Captain Edmonds

"I have personally seen such a major difference in the way they perceive themselves, the way they interact with each other, and the way they interact with support staff, whether they be social service, medical or maintenance. The rate of sick abuse or not coming to work has dropped and the overall attitude of the workplace has improved."

Captain Whitaker

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("Fred Pfeil" continued from page 15)

and fun to be with." Perhaps Niemann best expressed the feelings of those who knew Fred, when he said "It is a great loss, but at the same time, I've been so fortunate to have known him and I have learned so much from him that I know will always be part of me."

Pfeil was a distinguished writer who received numerous awards for his work. Besides writing fiction, he also published books and articles concerning social criticism.

There is no doubt that his sense of empathy and justice for others is something that the entire world will not only miss, but should also aspire to. **\mathbb{H}** 

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To subscribe, send an e-mail message indicating where and when you obtained your AVP facilitator certification, where you currently train, and any other pertinent information you care to include to the list owner, Peter Hoover, at prh4@cornell.edu.

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