



Integrating Innovative Employment & Economic Stability Strategies (IIEESS) Webinar Transcript

Peer-To-Peer Learning Opportunity: Co-regulation and Self-care

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TINA SMITH: Hello. Welcome to today's webinar, IIEESS Coaching For Success Learning Opportunity, Co-Regulation & Self-Care. My name is Tina Smith, and I will be the host for today's webinar. Before we get started, I want to review a couple of housekeeping items with you to explain how you can participate in today's session. When you joined call, you may have noticed that you have been placed in listen only mode. If you have questions that you would like the presenter to address, please submit them in the Q&A box located on the right-hand side of your WebEx window. When you logged in to your webinar today, your screen should have looked like the area on the top right of my slide. On the far right of the screen, you should have a section where you can chat or submit questions. Even though both sections are available to you, please submit all of your questions using the Q&A box only. You also have the ability to change the view on your screen. To change your view, please select the full screen icon located in the upper right-hand corner in the same window as the presentation. You can see this highlighted on my slide. To exit, please select on the full screen mode and hover your mouse at the top of your screen to select a preferred view options. Please note that today's webinar will be recorded. If you're experiencing any difficulty during the webinar, please called the WebEx customer service number at 1-866-229-3239 option two. Today's webinar will be presented by Ms. Brittani Harris. Ms. Harris started her career with EMPATH four years ago as a case manager. She is now the coordinator of the Scattered Site Shelter Program at EMPATH, known as STEPS. In this role, she oversees six program mentors who conduct direct service engagement with 54 families of single and two-parent households using a mobility mentoring informed approach. Ms. Harris is also responsible for conducting ongoing training with STEPS staff, and ensuring that all families have the active goals and are being supported in the best way possible. In her spare time, she teaches yoga throughout Boston, and passionately promotes self-care for all. At this time, I would like to introduce Ms. Brittani so she can begin her presentation. Ms. Brittani.

BRITTANI HARRIS: Hi, hope everyone is doing well. It is a rainy day here in Boston, so very relaxing atmosphere in the office today. First, I just wanted to say thank you so much for showing up today, for taking time out of your work day, because I know we are all busy, to listen and to be engaged. It already shows that you're invested in self-care for yourself, for perhaps the staff that you support or supervise. And if you're here as a bigger head of an organization, it also shows that you want to support your staff and really build that organizational culture, and I just think that's so important. You being here today, everyone together, allows us to continue a conversation that we often start, but we never truly get to unpack. Before delving into all of the really good juicy stuff that we have today, I thought we could start with an icebreaker. We're going to be talking

a lot about stress and self-care today. It makes sense to have you think about some stressful situation. We'll be doing a poll here. Which would you rather avoid? Sitting in traffic or being stuck behind somebody incredibly slow at the grocery store? And you are definitely in a hurry in both situations. Tina should be opening that poll for everyone.

TINA SMITH: Ms. Brittani, that one we will do a Q&A for, that way they can provide their feedback in the Q&A box on the right-hand side, and I can read off their answers. So, if you don't mind just reiterate what the question is so they'll have time to type it in.

BRITTANI HARRIS: Absolutely. Thinking about stressful situations, which would you rather avoid? Sitting in traffic when you're in a hurry to get somewhere, or being stuck behind somebody incredibly slow at the grocery store, and you're also in a hurry to get somewhere?

TINA SMITH: We have here, sitting in traffic. That was from West Virginia.

BRITTANI HARRIS: Okay.

TINA SMITH: Oh, they're coming in real fast, guys. Okay. I'll start the very top so I don't miss anyone. Being stuck in traffic, we have that for Ms. Ronda, sitting in traffic. Brad said stuck at the grocery store.

BRITTANI HARRIS: Oh, we got a grocery store.

TINA SMITH: We have Vicky and Michelle, Graham and Watson, also sitting in traffic. Stephanie and Emma, sitting in traffic. Allie and Wendy also said sitting in traffic. Wendy stating that, stuck in traffic so I can listen to my great audio book.

BRITTANI HARRIS: Oh, okay. So, it seems like a lot of people would rather avoid sitting in traffic. This is a tough one for me. I feel like both situations started to get kind of my stress level a little high, which is appropriate, because it's a good thing we're talking about self-care today. Thank you so much for all your responses. There will be a couple more times throughout the webinar where we get to hear from everyone, so I'm looking forward to that.

What is our purpose for today? Today our purpose is to define self-care. I mean, we're talking about it, but are we really delving into it? And that's what I hope that we'll be able to do today, to really acknowledge and discuss some of the widespread negative issues we face in the direct service field, in nonprofit or for profit, it doesn't matter. There is high stress everywhere when you're dealing with direct service with people, because they're not as easy as computers, right? Specifically, we'll be talking about burnout, elements of burnout, and best of all, how to avoid it, how to get concrete strategies and tools that you can put in your tool belt to take with you every day when you're faced with these high stress situations, and to ultimately help contribute to this culture of self-care, this organizational self-care that we really want to get to so that we're all taking care of each other and taking care of our participants.

PSA, I am not here as an expert, nor am I here as someone with all the answers. The way that I see it, I'm lucky enough to be here on this platform to be able to share with you some of the concrete tools and strategies that have helped both myself, my colleges, my staff, and other folks at EMPATH really delve deeper into this reciprocal relationship between a provider and a participant, between a staff member and a staff member, between a supervisor and a staff member. This is really for everyone. I think that's why I'm so excited to talk about this again. Any of my coworkers will tell you this is my forte, this is what I love talking about, what I feel passionately about. To be able to share it is really special to me. We'll talk about stress responses, both the ones you have and the ones we're hopefully working towards. And then we're going to share and encourage, between one another, some strategies that maybe you've come up with that other folks haven't thought of, and really just learn from each other. [We'll] try to create this worldwide culture of self-care so that we can all continue doing this work.

I'm going to ask for a little bit of trust. I know, it's the first time you're meeting me. But I'm going to ask for a little trust as we move onto this next slide. And if you could close your eyes, or find a soft gaze down, gaze at your

palms in your lap, anything, and just start to breath. And I mean really noticing your breathing here. We'll take three deep breaths together. First, exhale everything out. Take a deep breath in. Hold it, exhale it out. Another deep breath in. Exhale it out. A third deep breath in. And exhale, let it go. You can blink your eyes open. I know that it seems hokey, and there are probably folks thinking, are we going to start burning sage? What did I really sign up for? What are we getting into today? And I hear you. And, hear me out that breathing has been scientifically shown to relax your autonomic nervous system. It controls everything in your body. It controls your fight or flight reflexes. It also controls your rest and digest reflexes. So, the more that we're able to breath and get our body to that rest and digest state, the better we're going to be at co-regulating, which we will get to, and really having those fruitful conversations, even in times of crisis.

At EMPATH, we talk about building scaffolding for our participants and in their lives in order to set them up for success. Self-care is that scaffolding for us and for them that allows us to continue to support families through difficult times and allows us to support ourselves and our colleagues to continue doing this work, doing it well, and making sure that we're not taking it home with us, so that we can keep coming back refreshed every day and continue to do this work, and show up as our best selves.

We've already talked about self-care, mentioned that buzzword a couple of times now. So, what exactly is self-care? I think it has a lot to do with this wonderful definition of the practice of taking action to preserve or improve one's own health. Let's pause here for a moment. Of taking action to preserve. In this way, self-care really is self-preservation. It is necessary to continue to keep bringing your best self forward. And it's also, as the slide indicates, the practice of taking an active role in promoting one's own well-being and happiness, in particular, during periods of stress. So, an active role, it reminds me of this TED Talk that I watched recently that I would be happy to share with anyone, about defining the difference between a goal and a wish. A wish being something that you hope for, and it would be really great if it happened. And a goal being something that you're actually putting action into, that you are working towards, putting in that hard work. And in this way, I think it speaks to having those skills and honing them to practice self-care, to practice co-regulation, whether you're direct service staff or managing it, and using collaboration to take some of this off of you. And it's, in particular, during periods of stress, self-care is important, right. But we really want to think about it as that scaffolding that already exists so that we're not frantically trying to implement a bath bomb, or a walk, or deep breathing only during times of stress, but rather, all the time so that we can start to train our brain like a muscle to automatically go towards that rest and digest, take a deep breath, take a step back, "I've got this" kind of mode. This is a quote from Aldous Huxley. There's only one corner of the universe you can be certain of improving, and that's your own self. Just one corner that you have control over improving, and that is your own self. And I have to imagine this rings out fairly true for all of our DTA direct service staff. because it can be really frustrating sometimes to not be able to control decisions for other folks and to point them, this is the right answer, and this is the choice you should make.

In our jobs, we have to sit a lot with the decisions that people make, even if we necessarily don't agree with them. And it can cause a lot of stress and frustration. Let it be known that, although this is frustrating, you can truly improve your own self and your own stress responses in those situations where you let the participant be in control of their own lives. They are the experts of it. They've been living it for however long. And instead, focus on improving yourself, what you do have control over. So, finding those concrete strategies and concrete ways to become a better coach isn't just admirable, it is necessary to avoid the aspects of vicarious trauma and toxic stress that we build day after day, after day doing this difficult work. And if there is a way to decrease stress, and increase your productivity and your happiness, and keep you showing up to work everyday instead of, maybe, coming in with that feeling of dread or that tight chest, wouldn't you want to know how? I think that is why I attend every self-care webinar, is because I want to know how. We will absolutely get to that today. That is something to look forward to.

I'm going to pause it here for a poll. And I'm going to ask, this'll be a yes or no question here. If folks listening in have heard from your organization, "we know this work is hard, you all do such hard work," from your friends and your family, "I don't know how you do it, that must be very difficult," similar things to that, and everywhere. We should all practice more self-care. Self-care is so important. So, yes, if you've hear these things before,

and then, no if nobody ever talks about self-care and nobody really acknowledges how hard the work is that you do. Because that exists too.

TINA SMITH: Ms. Brittani, I'll give everyone a few seconds to kind of reflect and answer the question. It looks like there are still individuals who are still answering. So far, 17 out of the 28 that haven't answered, uh-oh, going down, so people are still answering the question, so I'll give you a few seconds and we'll continue. And I'll upload the report, of course.

BRITTANI HARRIS: Thank you all so much for continuing to answer. I think it would make no sense if a webinar like this did not have responses from folks. We're trying to have a conversation here. It's a little hard with so many people on our webinar, but we really are trying to start this conversation, so your responses mean a lot.

TINA SMITH: Okay, well, here are the results to your poll question. Thanks, guys, for your feedback.

BRITTANI HARRIS: Great. So, it looks like more people than not have heard this in one facet or another, maybe from your organization, your friends, your family, when you told them you were going to go into the type of work that you're in. And it looks like we do have a no. Hopefully, you can participate in that conversation today to really acknowledge and hear that this work is hard. You don't have to be a saint to do it. And you don't have to be a Mother Teresa. It's more you want to help, we are looking for ways to help, and we need to protect ourselves in the process. So, how do we do that? Thank you all so much for that, for giving me a little bit of insight here.

Hearing this for organizations, friends, family, it's great, because we want to acknowledge thought this work is hard. But then it's never really unpacked. Like that box that sits in your house, and every time you move, you have to bring it with you. It's full of stuff you don't use, just kind of sitting there. You think, I really should do something about that box, but then you just kind of don't. Acknowledging it and calling it what it is out in the open is important. But it's also important that we do something about that. That we put action into it to make it a goal and not just a wish. So, not unpacking this conversation leads you to know that you should practice self-care and that it's important, but telling yourself that there's really no way, there's no time, I just got to keep moving.

So, surprise! Much like poverty is cyclical, the act of not practicing self-care is cyclical. You end up having no time. So, you're busy, you're stressed, you tell yourself you have no time, and so you put no effort into practicing self-care. This no time, then results in more stress. And when you have more stress, your need for self-care grows. Your need to take care of yourself to preserve. And as your stress increases and your time decreases, that lack of time leads to burnout. And I know this is a term we have likely all heard before. It's kind of another one of those things that we never unpack. We know that burnout's bad, we know we don't want to ever be burnt out, and there are probably some of us on this webinar call who have felt burnt out before, or currently feel burnt out, or are headed towards burnout. So, how do we talk about that and put action into it?

So, burnout. It's another term we don't really unpack. So, what does burnout really mean? It was coined in the 1970s, so it's been around quite some time, to describe what happens when a practitioner becomes increasingly inoperative. So, pause on that word for a moment. Inoperative. That is ceasing to work, to not function. That's pretty heavy. That's pretty heavy, especially if this is your full-time job. So, burnout is comprised of a lot of different things. It's a combination of exhaustion, of perceived inefficacy, not feeling like you make a difference at your job day-to-day. And then it's also cynicism, this piece, it's pervasive, and it's all-encompassing, and it starts to full on drain you, right? And so, while it is encompassing and it is pervasive, I really want to stress that burnout is not inevitable. And that's a dialogue we need to change. It is not that every person in direct service and social service ends up becoming burnt out eventually, that it's going to happen one day and it's looming there, and you're not really sure when. There is hope, and there are strategies that we can employ in the now, in the present to avoid burnout altogether. And if there was a way to do that, I'm quite sure that folks would want to do that. Right? To stay in this work to keep making a difference.

So, part of this cynicism that exists in burnout has a little more of a technical term as well. So, it can also be known as vicarious trauma, where you are hearing traumas, of abusive systems, of traumatic life events that have taken place with your participants, and it starts to shift your world view. This continuous exposure to the trauma that the folks that you're serving have experienced can result in a whole range of negative consequences. So, it has more to do with this cynicism and distrust, and fear, and that true inability to see the positive impact that you're making, especially if you're not working with folks long-term, can start to really change your entire world view.

So, you're starting to experience burnout, this vicarious trauma is seeping in, that cynicism, and you're left feeling kind of like this. Just anxiety, and disorientation, withdrawing, maybe, from your participants or from your family or friends. Just negative mood, constantly thinking about all of these negative traumatic terrible things that we do experience, we do hear. And it's a lot easier to think about the bad things than it is to focus on the good. And so, that is where this pervasiveness, this all-encompassing comes from. It is important when we're feeling this way to remember, deep down in our heart of hearts, why we chose this field, why we chose this profession in the first place. It is our ability to affect positive change and how deeply rewarding his work is. So, just as a small reminder.

So, I want to open it up to the audience again here and ask about what elements of burnout do you see as most common in your work? So, we talked about a couple of them here. Select all that apply really. We're looking for, what do you see? Whether you've experienced yourself, or maybe a coworker, a colleague, a supervisor even. What are folks seeing at their job or even in their past job?

TINA SMITH: And again, guys, you can answer more than one answer for this. So, it's not just one answer. So, if it's more than one, select it.

BRITTANI HARRIS: Yes.

TINA SMITH: Okay, it's going to be 20 seconds until the poll closes, and then I will post the results so we can see what the answers are, the most popular answers.

BRITTANI HARRIS: Great. Okay, so we have some results here. Looks like, by a decent margin, irritability is one of the biggest elements of burnout that you're seeing as most common in your work. Followed by exhaustion, right? Just that deep bone exhaustion. Compassion fatigue, trouble sleeping, vicarious trauma, all pretty similar results. Yeah, so that irritability piece, that cynicism, like this doesn't matter, and you start to almost think the worst of people. It's easy to do, it's easy to generalize. And I think that that irritability, oh, gosh, it's definitely such a big piece of burnout. Thank you so much for your honest answers. I know sometimes they can be a little uncomfortable to talk about or to self-reflect and think, wow, I've been irritable at my job before, and take a step back and really think about that. So, thank you, all.

So, I want to open it up for a follow-up questions about burnout. Is recovery from burnout possible? So, that irritability, that exhaustion, once you've felt it and acknowledged it, can you come back from it? So, yes, you can. No, absolutely not. You know, I'm not really sure. And yes, but it may take some time and distance away from that job.

TINA SMITH: Okay, we're going to have about 15 seconds left in the poll. Results will post.

BRITTANI HARRIS: Okay, let's see. Okay. So, it seems like the majority of folks actually believe that recovery from burnout is possible. That's amazing. Usually, we see a lot more no, and I'm seeing zero no's here. Close second, about four votes off, close second is yes, but it may take some time away from the job. Some time, some distance, some space, whatever that may be. So, I think there's no right answer, wrong answer to this, right? I think it is different for different people, and a lot of it depends on changing that narrative that burnout is not inevitable. It's something that happens and there are ways that we can work to prevent it entirely. That being said, I've seen both ways, so thank you all for your honesty there. We know that this work has its rewards, that piece that we need to work on more is honing our co-regulation and our self-care skills so that we can keep ourselves healthier and happier to continue moving forward in this field for years to come.

We talked about a lot of darker stuff. So, burnout, exhaustion, irritability, compassion fatigue, possibly not being able to come back to this field until you take a small break. But it's not all negativity and darkness. There is a lot of light, and I hope that you walk away with that today. The light comes from these concrete strategies, the process of engaging in this reciprocal relationship of training on self-care strategies and self-regulation so that we have fewer opportunities for burnout. That sounds pretty good, right? I'm not trying to be burnt out, so I'm definitely trying to train on self-regulation strategies and really work on training my brain like a muscle this way. And if you're here and you're listening, chances are you're invested in that too.

So, now we get to the good stuff. The advanced strategies that make us better coaches in order to better support our participants. You may have seen these two terms before, and it is completely okay if you haven't. I know that we've been referencing them throughout, so it's good to have a formal definition of them. So, self-regulation, as it implies, is the ability to monitor and control our own behavior and thoughts. How we respond to a situation and it occurs in tandem with our executive functioning skills. Executive functioning skills aren't something that we delve into in this particular webinar, but I am more than happy to geek out with anybody about that brain science, and I'm sure anyone at EMPATH would be open to that as well. So, if you have a question about that, you've never heard that before, jot it down. Let's be sure to chat after. But they occur together, and as such, when we work on our self-regulation we're able to better co-regulate. Co-regulation is that reciprocal relationship, how we adjust our physical and emotional responses when we're in a social context. It could be with a participant, with a colleague, with a supervisor, and it helps us maintain and encourage within ourselves that regulated state. Hopefully, that slightly more rest and digest, versus fight, flight, or freeze. We're trying to get away from that piece. Throughout the day we're constantly reacting to ongoing stimuli. There are reactions and responses, rather, are dictated by our past experiences, our current state, are we irritated, did we have a bad morning, our biases that we may hold. Because it's natural and it's okay to admit you have some biases, as long as you're actively working on them. Why is this important? It's important for a whole host of reasons. But it's important, especially as our role as a coach, because when we're working with our participants, we are modeling regulation at all times, even if you're not intentionally doing so. Our physical responses, our facial responses, our body language, whether we're raising our voice or we're calm, this is all going to go into that co-regulation piece. And I'll talk a little bit more about that. But this gives us a constant chance to be modeling these incredible strategies in order to help our participants and ourselves build that scaffolding so that we can regulate during stressful situations.

This is a whole process, we're reacting, regulating, responding, ongoing, ongoing, ongoing, it never stops. The regulation piece is what we're really focusing on, regulation and responding. Figuring out how do we control, or take back control rather, of our responses so that we can keep a situation from going left, so to speak, real quick, or keeping it positive, and keeping it future oriented.

So, you're thinking, how do I do this, this is great, and I have no way to do this. So, we have some co-regulation techniques here. And they're also on a handout that we will have available at the end of the presentation. So, keep a lookout for that. These co-regulation techniques, they are going to help us in the moment, regulate our responses. And what's best is they are also going to help, the more we practice them, they're also going to help us outside of these stressful situations to just continue to work on them, train our brain as a muscle. So, let's talk about some of them. We have the window pane technique, which is especially good for those visual people. I am definitely one of them. The window pane technique is, if you're face-to-face with a client, and a client is, let's say, telling you an incredibly traumatic story or is crying, is upset, something bad has happened, they're frustrated, it's really easy, because all we want is human connection, it is really easy to go down that rabbit hole and to start feeling those emotions yourself, to start feeling overwhelmed and anxious. So, the window pane technique is literally visualizing a window between you and the participant who is experiencing, maybe they have just experienced a traumatic moment or they're in a period of high stress. So, that window keeps you from being able to absorb things, and rather, it's kind of like rain just running down that window. Or their emotion is being reflected back to them, but it has no way to get to you, to infiltrate you and your space. The idea is that, hopefully, this allows you to stay a little calmer in that situation, to be able to tell yourself hey, I'm safe, I'm good, this person's story is not my story. So, visual learners, not everybody is, but just imagine that window pane. It can be a really helpful technique.

Another good piece is this question reframe. I think, because of that human connection that we're always striving for, we're always very empathetic people, because we have to be in this work, is life changing. It is the realization that you can acknowledge somebody's trauma and somebody's story without having to unpack it. I've heard it before as validate, don't excavate, and I thought that was brilliant. Sometimes, even if we're not trained to, we're inclined to go into this role of pseudo-therapists where we're wanting to help somebody move past something and get them in a better space, but sometimes what we end up doing is almost retraumatizing that person, and we end up putting ourselves in a position where we could be experiencing vicarious trauma or secondary post traumatic stress disorder, all of these very real things. So, rather than unpacking somebody's trauma and helping them through it, saying something as easy like, that sounds like it was an incredibly difficult time for you. What would it look like to move forward from that? Or, thank you so much for feeling comfortable sharing that part of your life with me. I know that couldn't have been easy. How can I support you right now in this moment? Or, are there ways that we can work together to move you towards that future that you deserve? Keeping it in the present instead of excavating the past, keeping it in the present, and moreover keeping it future oriented, goal oriented, really focusing on that piece of it. The head-to-toe scan is as easy as it sounds, just throughout the day checking in with yourself. Are you holding tension in any places? For me, I'll find that my shoulders will be up by my ears. And just taking a moment to acknowledge and release them down, that can be pretty powerful. If you are frowning, if you are clenching your frown, you're furrowing your brow there. Some things that we do and we don't even realize it. Unclench your jaw, allow yourself to relax, see if that helps change the kind of heightened state that you're in.

And then a boundaries check and a mantra. Being careful of that counter transference. Because, for some of us, we're in this field because we've experienced similar things or maybe a family member, a friend has. And so, try not to over identify with that participant because we can get lost in the feeling that this is our story, and we have to do something, and we can lose our sense of reason and lose ourselves in that process. So, reminding yourself that this story is not my story. It may be similar, it is still not my story. And this crisis is not my crisis. It's very different than saying, I'm not going to help this person through their crisis. It's just this person's experiencing a crisis, and I can validate that. Going back to the question reframe, I can validate that. And I don't need to excavate it, and I don't need to share my story, because this is not my story.

A lot of tangible techniques that you can use, both during and outside of stress situations. Self and co-regulation are so important because we're really modeling at all times. If we model reacting to stressful situations in a calm way, we are more likely to see our participants react in that same calm way. If they're heightened and we become heightened in response, that's a whole other ballgame. Then you have two heightened people trying to accomplish a goal that will likely not be accomplished because of the state that you're both in. Working to stay calm, stay neutral, even if you're not calm inside, if you're screaming, kind of fake it 'til you make it. You are training your brain to understand that, hey, when I imagine a window pane in front of me, we are safe, we're okay. When you take a deep breath in, as we did in the beginning, and exhale it out, even for two minutes, become aware of your breath, that makes a huge difference in your body, even if it seems hokey. It really does. You're telling your brain it is all right. Get us out of that fight, flight, or freeze reflex. Take us into the rest and digest so we can move forward.

There is going to be a self-care plan that has all of these strategies on it. It's really a great way to reflect, to sit and think, how do I normally respond to stress, what are some strategies that I can try, and really coming up with a plan or a goal to move forward and be invested in your self-care for you and your participants, rather than just wish that you could practice self-care. I think Tina is going to make that available for download if you didn't have a chance to already.

TINA SMITH: Yes, I will make this available to download. Once you see the link, just go ahead and right-click on it.

BRITTANI HARRIS: One second, guys.

TINA SMITH: Should be popping up here shortly. Do you guys see it?

BRITTANI HARRIS: Yes.

TINA SMITH: Okay. You see that link there? Just right-click it. That way you guys can go ahead and save it to your file or desktop, or however. And Ms. Brittani, let me know you're ready to move on, and I will give you control of the screen.

BRITTANI HARRIS: Great. Please download this plan. I think, not just only for yourself as a wonderful self-reflection technique, or exercise rather, but it can also be used for your staff. If anybody out there supervises direct staff, these can be incredible ways to open up this conversation in a really organic way and come up with some tangible solutions, keeping that solution, and future oriented approach to self-care.

TINA SMITH: Ms. Brittani, I'll just upload, have this available for them at the end, as well, with the other handouts. I will go ahead--

BRITTANI HARRIS: That would be great.

TINA SMITH: Okay.

BRITTANI HARRIS: Perfect. Thank you so much, Tina. There will be a lot of good stuff at the end that you'll have the chance to take, to really walk away with something tangible that you can work through and talk with and keep the conversation going. That way we can continue to unpack it.

Our last co-regulation strategy talked about boundaries, so we definitely will touch on that for a moment. I won't belabor it, but boundaries are incredibly important, not just only to avoid that transference, but to keep yourself safe and to avoid overextending and overidentifying, to make sure that you are in a space where you're able to collaborate in a really organic and, well, collaborative way. I want to open it up to folks again, I'm going to ask for your input. Talking about boundaries, what are some of the professional boundaries that you hold? Not talking about company set boundaries, like you can't drive people in your car, things like that, though those are important. But rather, let's think about boundaries in a little bit of a different way and think of them as things that you hold and that you put in place on your day-to-day to keep yourself safe from overextending and overinvesting. What are some things that you put in place to keep yourself safe from overextending?

TINA SMITH: And again, guys, you can put your answers down in the Q&A box on the right-hand side, underneath the panelist column.

BRITTANI HARRIS: And there's no right or wrong answer here, so I appreciate any and all sharing.

TINA SMITH: I have here from a Ms. Michelle, she put, no talk about my personal life.

BRITTANI HARRIS: Okay.

TINA SMITH: That's a great one.

BRITTANI HARRIS: Oh, I hear that. Maybe not sharing if you have kids, if you're married, where you went on vacation, different things like that, to keep you safe. Oh, going home on time. Yes. I love that one. Sticking to your hours. Doesn't always work. But even trying is a big deal, truly.

TINA SMITH: I have one, leave personal life out. Never tell them where you live. Ms. Wendy put, imagine a container at a doorway of my office. All the day's issues go in there when I leave work, so I do not take them home.

BRITTANI HARRIS: Wow, I love that. I love that. That's a great visual end of the day ritual so that you can go home and can come back fresh. Thank you, Wendy. Does anybody else have any that they want to share?

Well, boundaries are pretty personal things. I understand keeping them close to your chest. But thank you, everyone, for sharing, and if anyone wants to continue sharing, I welcome it. Not taking everything personal. That's a great one. All right, thank you for sharing those boundaries. Tina, if you're okay to close the poll, I'm happy to share some of the boundaries that have worked well for us here or myself, specifically speaking too.

Something really important to me is, I don't know if everyone uses their Outlook calendar, but I use mine kind of like a bible. I set up a standing lunch meeting every day, 12:00 to 1:00. Sometimes it needs to get moved. We always have to be flexible. But I set up a standing invite everyday that says, lunch, and then it says no meetings underneath it. For a while there was a little bit of a culture where folks were setting up lunchtime meetings. And that's not something that speaks to my spirit or my soul. I really, luckily, work at a place where I was able to be pretty firm about that, and set down my own boundaries to say, hey, this is a time that a recharge, so lunchtime's really important to me. So, could we schedule that meeting another time?

Some of us have work phones. Not sure if that is the case for everyone. But for me and my staff, we do have work cellphones because we're a scattered site program. So, we're not always at our desks. I work 8:00 to 4:00 usually. I try, much like, I think it was Michelle. Much like Michelle, I try to go home on time, and I usually schedule something right after work so that I know that I have to get to that spot and I can't leave it behind, so I have to leave work. But my work cellphone is not on outside of those hours, outside of 8:00 to 4:00. Setting that boundary very early with my staff and our participants that these are business hours. If you need something after, we do have an emergency line. But it leads to a lot more independence and people relying on us less. It gets better at that collaboration piece, that economic independence, that personal independence.

And then, no work email on my personal phone. This is one that I will not budge on. My staff know that they are not allowed to do this. Because your time outside of work is your time. If you are not recharging your battery, you're going to come to work and probably not be of much use to your participants or yourself. And that's going to lead to a burnout, which is exactly what we're trying to avoid.

This isn't an open share, but I did want to just ask folks to self-reflect on why do you hold the boundaries that you hold? Why are they important to you? And being sure that you can articulate that to yourself, why they're important to you. That they're not just boundaries for the sake of boundaries. Because I think there's a spectrum of boundaries where some folks can be incredible lenient, too lenient maybe. And some folks can actually be too strict, and we miss that human connection, we miss that piece. So, just kind of opening that up, thinking about it as a spectrum. Why do you hold your boundaries? Can you speak to the intention behind them? We talk about boundaries because they're set in an attempt to self-preserve, to take care of yourself, self-care. The old saying, you can't pour from an empty glass, put your life jacket on first, put your oxygen mask on first, these don't come out of nowhere. They come because you need to be in a good space to be able to give and help others. You're not in a good space if you're burnt out, if you're irritable, if you're unable to see the good in the work that we're doing, right? Boundaries a big piece of that.

We've talked a lot about recharging our batteries. I'm going to go through a little bit of a scenario here. And, Tina, I will use you and myself as an example, not because we set these rules, but rather because I'd like to put some names to it, if that's okay with you.

TINA SMITH: That is perfectly fine.

BRITTANI HARRIS: Okay, great, thank you. So, for my visual folks, picture if you will Tina and myself. So, person A, person B. We both, Tina and I, come in at 9:00 a.m., let's say we work 9:00 to 5:00. We come in at 9:00 a.m. at 100% battery. Then she and I both have three meetings, we have 38 to 50 long emails, six frantic phone calls from a participant, and then texts to answer in addition to that. Now, by 1:00 p.m. we're both at 40% battery. We have used a lot of our arsenal to deal with those meetings, to answer those emails, to stay positive the whole time. Inherently, we're both at 40% battery at 1:00 p.m. I take a full hour long break for my lunch because it's a boundary I try to set, and I'm able to charge my battery to 60%. It's not 100, let's be real, it's not 100. But I'm back at 60%. Tina works through lunch. She has a lot to do. She thinks it'll just be better that way. And she maybe has a bite to eat here or there at her desk. 2:00 p.m. roles around, lunch break is over. I'm at 60% battery because I took some time and I recharged, I refueled, and Tina's at 30%. We both started the day at 100, and now I'm at 60, and Tina is at 30. But the day's not over, it's only 2:00 p.m., so we have 18 more emails to answer, we have two more hour long meetings, and we get three more frantic texts from that same participant, even though you've already spoken to them. All the sudden, it's 5:00 p.m.. I leave 5:00 p.m. on the dot at 30% battery. Tina needs to wrap up a couple of things. She leaves around 5:30, but she's only at 10% battery. I leave at 30, Tina leaves at 10.

Now, may seem like a silly question, but would you rather go home after work at 10% battery or at 30? Now, that might have been an easy answer. What do you think your kids, your partner, if your families, your friends, your pets would rather have you at when you come home? 30% to 10%? It begs the question, how do we give our 3:00 p.m. participants, maybe we have participant meetings all day, how do we give our 3:00 p.m. participants the same self that we give our 9:00 a.m. participants? Because that's a real struggle too. If we come in at 100% at 9:00 a.m. and meet with somebody, they're getting our best self. How do we try to bring our best self to that 3:00 p.m. participant as well, even if our battery is a little more drained? How can we recharge to be at the best place that we can be for all of our participants, for all of our colleagues, for our families, everybody?

Self-regulation, co-regulation, checking with ourselves throughout the day, taking time for lunch. That is your lunch break, especially if you get paid lunch, take your lunch. Refuel your soul, and then breath. Take a moment in between meetings to breath. Maybe you picture that trashcan where you can throw everything after a meeting in there or file it away for a moment so that you can start fresh for that next participant. And then, most importantly, and probably my favorite thing to talk about in all of this, is we practice unconditional positive regard. They may or may not have heard of this, very social work term. But we practice unconditional positive regard, and we practice it for ourselves, our participants, and our colleagues. It is well rounded.

What is unconditional positive regard? It is respecting clients or participants, whatever you refer to your folks that you work with as, as human beings first, with their own freewill, and operating under the assumption that they're doing the best that they can. Even if you don't agree with that decision or that action, they're doing the best that they can. We are truly meeting somebody where they are at. And they might not be where we expect them to be at or where we wish they were at, but we're meeting them where they are at. And we're distinguishing between them as a person and their actions that they're choosing to take. A person is not just their actions. There is so much more. We really hold unconditional positive regard at the very foundation of all of the work that we do with our participants, all of the interactions we have with our colleagues. This is kind of the secret sauce. This is really the secret sauce. And it may be hokey, and it works. We have seen it work time and time again. It is the glue that holds our relationships together.

I'll give some examples of it. I think the DTA folks will get a laugh at this. We work a lot with our participants with their DTA benefits, their SNAP, their TAFDC or TANF, and it getting cut off, or documents not being received, things like that. One of my favorite examples of UPR is a participant that I have been working with for at least two years now here in our scattered site shelter. She was previously in shelter before this, so it's been a frustrating few years for her. She's often seen as a little aggressive and a little standoffish, so I think a lot of folks write her off from the get go, which also frustrates her. Meeting her where she's at is showing up day after day, unconditional positive regard whether she has or hasn't done something, talking it out, figuring out how we

can move forward. I went to her house, scattered site apartment, and she had been giving me very short answers via text, hadn't really been acting like herself. I knew I was walking into something of a heightened crisis state. We sit down at the kitchen table and she won't look at me. She's got her arms crossed. I was like, "What's going on today," and she said, "Well, all of my stuff got cut off "because you didn't fax the shelter letter to DTA." And I did fax the shelter letter to DTA. And the human part of me was ready to react, because that's what we do all day, react, regulate, respond. I was ready to react and say, "You have no idea if I sent that in or not. "Plus I have the confirmation page with me," right, the human in me. The social worker in me that practices unconditional positive regard as our foundation for everything said, "Well, I'm really sorry that your SNAP got cut off, "and I'm happy to re-fax that over to make sure they get it. "Or I can go and deliver it right in person." And she said, "I don't know that you're going to do this because you clearly didn't do it before," and she's continuing down this rabbit hole. I let her say her piece, I validated that it is incredibly frustrating to have to keep trying to put your benefits on if they're not receiving documentation. And then, through the course of this, I did not get upset with her, I did not challenge her. I let her vent, and I tried to keep it forward moving. And it turned out that she was most upset that she liked what she referred to as a deadbeat mom. She said, "I feel like I can't provide for my daughter, and that feels really bad. And that is the whole reasoning behind why I'm reacting the way that I am." And for her to be able to come to that, to self-reflect and to share that piece, that is monumental. And that conversation could've gone incredibly differently had I said, "Well, if you're just going to assume that I don't do my job, then what am I even doing here?" You know? Or if I would've had that thought at all. Instead, I sat, I listened, I validated, and I still work with her to this day, and if bad things happen, if things left, UPR is what we come back to, and it works every single time.

I hope that that speaks to you. I think it's really easy to react as a human being because we are. And so, when somebody's coming at you in a heightened state, they're yelling at you, your inclination is to get loud to match them, to prove your point, to get your voice heard. And I think, instead of shaming or reacting negatively, I think taking a step back, avoiding that cynicism on both ends, that there's bad or lazy people in the same way that there is bad systems. We don't want either of those things to be true. We don't want to perpetuate either of those.

How do we meet cynicism with validation and regulation and move both of us forward? Asking with genuine curiosity, instead of, well, why didn't you turn in the paper yourself, or, "Well, why didn't you do this," or, "You were supposed to do this." How about, "What got in the way of you accomplishing that? Is there something that we can put in place to make sure that you're able to do it next time? Was the issue transportation? Let's get you a TPASS." Working on that solutions oriented mindset, and staying calm, staying regulated, so that you're able to have that positive relationship, even if somebody is incredibly irate about whatever it is that they're irate about. Because they are valid for feeling the way that they are, and we have goals. We need to move forward, and we need to do it together. How can we show that we are on our participant's side and that we are both working towards the same goal, and it starts with that co-regulation.

A big piece of unconditional positive regard is your consistency. The ability to move mountains with that consistency, showing up day after day, week after week, even if your last interaction was a bad one or ended on a bad note. So often we hear our participants say that we are the only thing that is consistent in their lives or the only thing that's guaranteed. They know we're going to keep showing up week after week, even when they treat us not so well. When people have that chance to reflect, that is executive functioning skills, that is everything coming together. When they can say, "Hey, this is why I'm upset, "let me articulate it to you," that's a win itself. And it's a win that comes from utilizing these concrete coaching strategies, strengthening your abilities as a coach. And this goes for supervisors as well. In my current role, I still do direct service, but I also supervise, as Tina mentioned, six program mentors who do the direct service with our participants. And I have found that all of these things are not specific to poor people, they are not specific to homeless folks. They are universal, and that's why they're the foundation.

Unconditional positive regard works with your staff, maybe when they haven't met a deadline. Figuring out, hey, what got in the way of that. Is there a way I can support you to meet that deadline next time? And then for ourselves. How many times have you caught yourself tearing your own self down. It is terrible and we do it all

of the time, so how do we practice unconditional positive regard with ourself too, to really kind of internalize it and then spread it out in a really positive way? Yeah, that's what I have to say about UPR. We're always striving to make others' lives better and that's extremely valiant, and it's going to be increasingly more difficult if we don't give our own selves a break and allow our participants that same break sometimes.

What we're hoping to do with all of this is to balance our stresses with our coping skills. Sometimes the scale looks like this, sometimes it looks a little more even. But we don't want the stresses to weigh us down. We don't want them to take over. We want to employ all of these strategies to neutralize these stresses, either in the moment or before they happen, which is a huge part of getting people and scaffolding in place to move people forward, and not just in crisis all of the time.

Some things to keep in mind. This is different for every person. Maybe the window pane technique, you're like, "I am not going to visualize a window pane," but the head-to-toe body scan really spoke to you. Your relaxed your shoulders, you noticed the way that you are sitting. Everybody is different. Our experiences are different, our histories, our biases. And so, there's no one size fits all approach just like there isn't for coaching. Try out the different routines, use that self-care plan worksheet to create a goal for yourself, to try something out. And if it doesn't work, try something else.

Create that plan, that concrete plan for self-care and stick to it, hold yourself to it. Tell your friends, have them hold you to it. I don't think I would be able to practice quite as much self-care as I do if it wasn't for my coworkers keeping me honest. "Hey, you're off at 4:00. "It's 4:30, what are you doing here?" Create a little group, a little self-care support group. Try not to schedule meetings back to back. Engage in that glorious end of the day ritual where that trashcan by the door is where you can throw everything into. Or, for me, I write all of my to do lists down so that I have it ready for the next day. And by putting it down on paper, it is out of my head, it's on the paper, and I'm not going to do anything about it until tomorrow when I come back to work. And turning off your cellphone. That's a great end of the day ritual.

Separate the individuals from the crisis. This is unconditional positive regard. People are so much more than the crisis they're experiencing. They are so much more than their decisions in that moment. Recognize that we're dealing with whole people here.

Know your limits and your boundaries. I think in the same way that all of the co-regulation techniques are wonderful, you could find that you truly just identify too much with a participant and a struggle or maybe you know them in the past. And I think being able to recognize that limit and that boundary, like, hey, this is not going to be the best fit, maybe this person should work with somebody else. I think that's admirable in itself to admit. Utilize your supervision to do so. Whoever is your direct supervisor, talk to them about these things. We're allowed to be frustrated. We are human, and people do things that we don't agree with all the time, and systems are in place that we don't agree with. And whatever it may be, utilize supervision, talk about those frustrations, and figure out a future oriented way to keep moving forward.

And then, finally, you are not an afterthought. It's not take care of everybody else, and then maybe there will be some time left for me. It is, if I make that time for me, then I will be able to take care of all of these other people. I can't stress that enough. Self-care, this work, direct service, everything starts with you and taking care of yourself. You are just as important as everybody that you're serving.

We know why we should be invested in self-care as direct service workers. We talked a little bit about supervisors and managers, being invested in self-care. This is your staff, you want them to be around so that there's not as much turnover and you're able to really delve deeper into some advanced coaching strategies with the people that you supervise. They're going to be able to serve their participants better, all around good stuff. And then, maybe a surprise, but organizations should be invested in self-care. This is total insured success. If you have direct service staff invested, and you don't have managers invested, it ends at direct service staff. If you have direct service staff and managers invested, but your organization's not, it still just ends with those managers. If you can get your organizations on board and build this wrap around deeply embedded culture of self-care, it gets a lot easier to talk about, to recognize changes that need to be made, all

of this. Super important stuff. And hold them to it. Hold them to that investment. Tell them why they should be invested.

I talked about sharing strategies and really, hopefully, engaging in a conversation together, which we've done. To continue that, I want to hear from everyone willing to share, what are some ways that, either theoretically, an organization could best support staff and reduce overall burnout? Or, what are some ways that your organization is already doing this? I believe it's going to be that Q&A box. Correct me if I'm wrong, Tina.

TINA SMITH: Yes, you're correct. And I'll read the responses that we get.

BRITTANI HARRIS: Perfect. Either way that you would like your organization to better support self-care or ways that you've already implemented to do this, whether with your staff or yourself, your organization. Just looking to pick everyone's brains so we take all the best stuff and present it as a plan.

TINA SMITH: We have a response from Justin. Asking for help before you get burned out.

BRITTANI HARRIS: Absolutely. I love that. Sometimes I feel like we're asking for help when we're already burnt out, and there are ways to prevent that. Supervisors can help, you yourself can help. I love that, being honest.

TINA SMITH: Deborah has communicate clearly to staff to avoid confusion and frustration.

BRITTANI HARRIS: Okay. Absolutely. Sometimes we can be a little vague or there are some gray areas that can cause frustration and overtime lead to that burnout. It kind of goes to what Justin's talking about as well. Communicating.

TINA SMITH: I have another one here. Set the expectation that everyone steps away for an hour, even if they don't eat lunch.

BRITTANI HARRIS: Absolutely.

TINA SMITH: I have another one, make sure all staff take breaks or lunchtime to approve. Leave, if available and feasible. We are utilizing peer nominated support awards at our statewide. The awards focus on staff, utilize excellent coaching skills.

BRITTANI HARRIS: I love all that. It's a good point to take a break, even if you're not eating lunch, to go for a walk, that you don't assume that if somebody's not eating lunch, that that means that you can talk to them or you can ask them a work question. That's a great organization-wide culture piece that can definitely be changed.

TINA SMITH: I have another one from Charlie, which is listening to staff without judging or feeling they are being insubordinate, or a break or meeting together, different styles of luncheon.

BRITTANI HARRIS: Okay. Charlie, you bring up a great point. I spoke about utilizing supervision, but sometimes, maybe, you don't feel like you can utilize that supervision space, that it's going to look a certain way if you complain about a participant or something that's going wrong at work. I think coming together as

managers and really allowing our staff to vent and to hold them to that future oriented mindset as well. How do we do that better?

And then, Wendy mentioned utilizing peer nominated support awards. That is incredibly cool, and here at our congregate shelter, we've actually been doing that too. I love to hear that. I think people, they're human, and whatever we're motivated by, it still feels really good to be recognized. So, that's incredible. Any other suggestions or ways that you're employing self-care already?

Well, thank you, everyone, for your responses. In an ideal world, I would love to see folks come together, organizations come together and kind of talk about this more often. I think all of this is a great start to that, to speaking to why self-care is important and being intentional about investing in that for yourself, staff, and your organization.

I touched a little bit on ways that, at EMPATH, we're also doing a similar peer nominated award, and we have a couple of formal ones through our HR. But moving towards that organization-wide self-care, you can take baby steps, you can take monumental leaps. Some things take longer to change than others. What we have here at EMPATH is the Working on Wellness committee. Surprise, I head that committee. We originally obtained a grant from the state. It's no longer available, but we did this awesome program where we were able to get a grant to, basically, write self-care and wellness into our budget, into our organization. We formed a committee, we did a couple of walking challenges, so a steps challenge. We had a self-care challenge. We do smoothie days where people can just come and sit and have a break, talking about that different style of luncheon that Charlie mentioned. Just enjoying each other's company, giving out prizes, awards, all of that. Now it's written into our budget. The grant has long since passed, but in our HR budget, we have intentionally and specifically written in money to be able to hold some of these events. And to be honest, a lot of them don't cost a lot of money. Our smoothie day costs about \$35. It can be small things, and it means a lot to folks.

We also have another committee known as the PEP Committee, so Promoting Employee Positivity. Funny enough, I was telling Tina beforehand, we actually have a PEP event going on above me in our main building. It was planned for outside, but as I said, it's a rainy day in Boston. We have a movie showing right now, and it's during the workday, where people can take two hours, three hours, and just hangout with each other, breath. We try to do it once a season. There are games in our cafeteria right now, board games that folks are playing. And they have raffles, different things like that. The PEP committee does have a budget, so I will mention that it's more than the Wellness committee. That might be a little harder to implement. But even small things, take an hour, set up a game day where folks can bring in their games, hangout, and enjoy each other as people as well as colleagues.

And then we have a little thing called Unity Block. It is 30 minutes incentivized learning sessions, it's what we're calling them, prior to my team's weekly team meetings. Six program mentors, myself, and sometimes our AVP will meet for 30 minutes before team meetings where we've done a variety of topics. We did some yoga videos, we tried different forms of meditation, talked about chakras, which may not be everybody's thing. But what it did do is gave us a chance to come together where for 30 prescribed minutes we are not talking about work. However, you can sneakily put in different things that relate to work. For our chakras, we talked about, yes, the chakra, but we also talked about what feeling unrooted can feel like and what you can do to change that, if you're thinking about your root chakra. How can you address that and how does it relate to our work with participants. It requires us to form a link between a lot of stuff, between how we're feeling, what we're experiencing and our work. It's been invaluable to us. A lot of different options, and I'm sure there's more out there. Keep the ideas flowing between us so we can all figure out how do we do this best and how do we keep doing it.

For every frustration that I have in this field or with a participant, I'm equally in awe of our participants. It keeps me in check every single day about the luxuries that I'm afforded, the privileges I have, and they help on a regular basis, encourage and inspire me to keep coming to work everyday, to keep doing this work. Because even after so much experience with trauma, with violence, with the effects of poverty, homelessness, they show up day after day smiling, telling me how they got through something, being excited about learning new

skills, sharing their experiences with me so that we can have that reciprocal relationship. It is truly incredible. This is the experience that I wish we were talking about more. I'm going to show you a term, because we talked about vicarious trauma, kind of that darker side of burnout, and this is a term that I'd never heard before.

I offer it to you here, vicarious resilience. And I did not make this up, this is a real term. It is a process of learning about overcoming adversity with a trauma survivor, and the resulting positive transformation and empowerment experienced through witnessing the survivor's empathy, and their ability to keep moving forward. I mean, this is huge. This is huge. It shows, in itself, we do not need to be just experiences of vicarious trauma or of burnout, that we can be incredible coaches, that we can make a difference, and we can experience vicarious resilience. That same feeling of, hey, so-and-so experienced all of these terrible things and they're still pushing through and they are incredible. I can do that too. Or just sit in awe even of them.

Another TED Talk by Laura Van Dernoot Lipsky, if you've ever seen it, and I'd be happy to share it. She's done direct service for a few decades, and she talks about how our capacity to be present, just simply be present, has the ability to transform trauma for both the participant and ourselves. It can result in being able to continue in this field, to take care of others, to metabolize that trauma that we hear about or we experience and turn it into something beautiful to contribute into our own awakenings, and to help bring us up and out of what she calls the narrow dark places. And that really is what burnout is. It's a narrow dark place. You cannot be present if you are burnt out. I believe that to be a fact.

I couldn't do a presentation about self-care without Audre Lorde. Caring for myself is not self-indulgence, it is self-preservation, and that is an act of political warfare. Everyone in this room, I encourage you to continue your self-care your self-preservation equally as I encourage you to lift up all of those who need more of a hand with this. There are some coworkers who I check in with more often in order to keep them accountable for that self-care. Same with participants. We all need to be mutually invested here, because none of us exist in a vacuum, and energy is easily transferred. I don't know what I'd be able to do without all the folks that keep me honest and keep me to my schedule, and make sure I leave on time, and allow me to do the same for them. My hope is that we can build up everyone around us and move up and out of those narrow dark places. Thank you, all.

TINA SMITH: Thank you, Brittani, for that great presentation. I will go ahead and upload another worksheet for you guys to have as a reference tool. This will be the co--regulation document. I will go ahead and upload that for you guys so you guys can save it. I also will do the care guide that I had earlier for you guys who didn't get a chance to save it as well. The top one will be the co-regulation burnout guide, and then the second one will be the care plan that you guys can also have for yourself. And also, here are some references that Ms. Brittani mentioned in her presentation as well. These slides will be available probably in the next couple of days for those who may want a copy of this and the recording as well. And we also have two webinars that we would like you guys to participate in. We'll have one on July the 11th and we'll have our final webinar on August the 8th. And also, once you log out of the webinar, you will be asked a few survey questions. We really would like you guys' feedback so we can better serve you guys as far as, spending your time listening to us. Just let us know what we can do to improve our webinar. And this is Ms. Harris's information if you would like to send her an email or maybe send her a beautiful picture and tell her she did a great job. We all appreciate that. But, yes, I will go ahead and leave this up for you guys. And again, thank you for joining us. If you're done transferring these files to your personal desktop or flash drive, you are free to go. We're done. And thank you, guys.

BRITTANI HARRIS: I'm always happy to hear any questions or comments if anyone wants to stay and chat. I am also open to emails, as Tina said. This topic really means a lot to me. I've seen a lot of people go to the narrow dark places. I have felt that way myself. And we need good people to keep continuing all of this awesome work, so I am more than happy to geek out about it.

TINA SMITH: By the way, Charlie and Deborah both gave you kudos, Ms. Harris. Good job.

BRITTANI HARRIS: Thank you.

TINA SMITH: And again, thank you all. And if you have any questions, go to your career coach or you can email me as well or Ms. Harris.

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