WORK *for* HUMANITY

MIND THE MINDSET GAP

Why Coaching, Not Training, is the Key to the Creation of High-Quality Jobs

Jen Gresham   Pam Dibbs   Jason Berv

INTRODUCTION

> Conventional wisdom holds that managers become more effective when they learn the prescribed techniques, rules, and principles. [...] Certainly we can paint 'by-the-numbers,' but great paintings can never be created that way. Mere knowledge has only a limited impact on managerial performance."
>
> *- Evered and Selman[1]*

There has been a growing acknowledgement that the challenges to quality of life and economic mobility faced by the 53 million low-wage workers in America cannot be solved by education or skills training alone, an approach that has often been dubbed "fixing the worker." In response, there has been a recent groundswell of interest in providing training and toolkits to employers to improve job quality. In essence, the focus has shifted to "fixing the employer."

Our work suggests a third and more effective framework. It begins with the assumption that the creation of high-quality jobs must ultimately be a co-creation process between employers and workers. Training alone, for either party, is insufficient to catalyze that process. We argue that changing mindsets—the set of beliefs and assumptions that shape how we make sense of the world—is a prerequisite if we want to create good jobs at scale. When people initially hear what we do with leaders, for example, they say "That's Leadership 101." But there's a big difference between understanding something intellectually and changing the underlying, often unconscious, beliefs that lead to sustained behavioral change. While people can momentarily change behavior through willpower or prescription, we know old behaviors often resurface as soon as someone is stressed, asked to perform in a new context, or merely distracted.

Mindset shifts occur as the result of insights, defined by Kounios and Beeman[2] as, "The sudden experience of comprehending something that you didn't understand before, thinking about a familiar thing in a novel way, or combining familiar things to form something new. Insights are quantum leaps of thought, creative breakthroughs that power our lives and history. Nearly everyone has had aha moments of sudden clarity. They can and do change our lives." This means mindset work cannot rest on knowledge-based or prescriptive approaches, because mindset shifts require a person to have an insight, not be told about someone else's insight. In other words, it requires a coaching approach, which the International Coaching Federation[3] defines as "partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership." As opposed to teaching or training, which often assumes the 'know-how' resides in the teacher, coaching simply creates the space for reflection and discovery in someone who is viewed as resourceful, creative, and capable.

In this report, we share our experience shifting mindsets of both employers and employees as part of Bounce Forward, a pilot program funded by the Innovation Resource Center for Human Resources. The program was designed to help small business owners and their employees reimagine the employer/employee relationship and create opportunities for shared well being, professional growth, and prosperity. We also discuss the implications of that approach on creating the conditions for a long-term and co-created transformation of work and the U.S. economy. We believe this approach has the potential to disrupt systemic inequities in our labor market and rebuild the middle class, impacting tens of millions of American workers.

MINDSET SHIFTS AND HOW TO MEASURE THEM

Generally speaking, we aimed to catalyze the mindset shifts shown in Tables 1 and 2. Mindset shifts are deeply personal, since each person's set of beliefs is unique to their lived experience and habitual thinking patterns. The mindsets we identify here are meant to capture the spirit of the shift we hoped to facilitate, rather than any one person's belief changes. These beliefs are also connected to one another. As one participant aptly put it, "All those principles you taught us stack on top of each other. I don't look at them as individual things. It's more like a staircase that's taking you someplace."

Although these mindsets show up in every aspect of business, we particularly focused on helping owners reset their relationship to time because the feeling of time pressure is so pervasive and the impacts on job quality are so far reaching. As one business owner described the problem:

When I feel like there's not enough time, I rush everyone else, so they have the same urgency. Then they start worrying about what you're saying, as opposed to getting the task done. I just bring them into this whirlwind of crazy. I eat the time that they had, because I'm rushing. It just creates chaos, frustration, friction, and tension. It creates an uncomfortable workplace, if you think about it, without actually trying to create that environment.

We partnered with the Workforce & Organizational Research Center (WORC) to perform a qualitative analysis of everything program participants told us during the workshops or through homework, surveys, and exit interviews. In some cases, participants were aware and shared with us when a belief was changing for them. However, it's much more common to only be able to see mindset shifts develop over time by looking for three key changes:

• **Behavioral shifts**

• **New ways of explaining/making sense of events and others**

• **New ways of describing themselves**

We then looked for direct evidence of how changes in mindsets and behaviors resulted in documented job quality improvements as identified by Frank-Miller and Fox-Dichter[4]. We were particularly interested in behavior changes that cannot be taught directly. For example, you can't teach someone to take a vacation, trust their employees or co-workers, or feel more confident. Nor were these new mindsets and behaviors limited to the work environment. Across the board, participants told us how profoundly these mindset shifts also impacted their home life and personal relationships. One participant shared that her therapist, who she was seeing to help with some significant challenges at home, told her, "That program you took was a real game changer for you."

Table 1: Mindset shifts for employers

From	To	As observed by things like...	Resulting job quality improvements4
• Leadership means always having the answers, knowing what to do, making every decision, directing all the tasks, and tracking all results.	• Leadership means developing and empowering employees, trusting that they are individually and collectively resourceful, creative, and capable of figuring out what to do.	• More coaching than advice giving, taking more time off, more delegation, not micromanaging.	• More meaningful work, more employee autonomy, opportunities for training and development.
• Leadership means working harder than anyone else.	• Leadership means creating the conditions where everyone is able to do the best work of their lives, which often means slowing down to speed up.	• Spending more time "on" the business rather than "in" it, making time to think and plan.	• Reduced work intensity.
• As the leader, the success of the business is all up to me.	• I have a team full of leaders and the success of the business is a shared responsibility.	• More employee-led problem solving.	• More employee autonomy, opportunities for training and development.
• Anxiety, stress, and chaos are just integral to what it means to own a business.	• I have access to well-being no matter what is happening and agency to create the work experience and impact I want.	• More peace of mind and ease at work, capacity to respond vs react, better decision making.	• Improved perceived organizational support.
• Setting boundaries and giving honest feedback hurts my relationship with others.	• Clear is kind.	• Providing more effective positive and constructive feedback to employees more often. • Addressing conflict early. Less drama. • Employer and employee clear about expectations. • Employer and employees excited about their work and grateful for who they work with.	• Improved work environment; reduced relationship conflict, increased perceived supervisor respect and support.

Table 2: Mindset shifts for employees

From	To	As observed by things like...	Resulting job quality improvements
• I can only experience well-being when things are going how I want them to.	• I have access to well-being no matter what is happening and agency to make things better.	• Better customer, supervisor and peer interactions, less worry/stress, enjoy the "little things" in life more, more gratitude. • Being 'at my best' more of the time. • Asking for, offering, and receiving help.	• Improved work conditions and advancement opportunities.
• My emotions are the boss of me.	• My emotions are real but not the truth. I can decide which thoughts I want to put energy and focus on.	• Increased camaraderie, empathy, and trust between team members. Better relationships at home.	• Reduced work-life conflict, mutual helping, autonomy, perceived support.
• I don't yet have what it takes to be a leader.	• I already possess the necessary wisdom, creativity, and resourcefulness to be a leader.	• Increased confidence, more employee -led problem solving.	• Meaningfulness, opportunities for development and advancement.

BOUNCE FORWARD FOR SMALL BUSINESS OWNERS

The first phase of the Bounce Forward program provided coaching to eight women and minority small business owners in order to expand their concept of leadership, engage employees as strategic partners, and create a better quality of life for owners. It was an incredibly diverse group. Some were relatively new businesses with just a handful of contractors while others had been in business for many years, with up to fifty full- and part-time employees. The industries they served spanned hospitality, retail, education, child care, and transportation. Five of the eight participants came from family-owned and operated businesses.

> "Trickle down economics doesn't work, but trickle down job quality does. Counterintuitively, improving job quality for leaders may be the fastest and easiest way to improve job quality for frontline workers."

The program was delivered in two parts. The pilot program consisted of eight, 90-minute sessions. Six of the eight pilot participants also enrolled in an alumni program consisting of four, 3-hour sessions. Once foundational mindset shifts had happened we provided some skills-based training in coaching and providing positive and constructive feedback, two areas where even small improvements in skill can have a big impact on job quality. Generally speaking, participants liked the program content, felt it was useful and relevant to their business, and also felt it was very different from other personal and professional development programs they had previously participated in.

It wasn't just the type of content that was different, but the experiential nature of the delivery—as much as possible we had participants grapple with concepts through observation, discussion, and experimentation. We had them actively explore where there were gaps in their leadership style and skills through facilitated practice. They also mentioned how much they appreciated that the program atmosphere was fun—we encouraged laughter as a mechanism for better learning and community building.

We chose to focus on micro businesses for two reasons. First, census data shows that just over half of the nation's 134 million private sector workers are in firms with 100 or fewer employees. Second, we were struck by how much small business owners were in need of better jobs every bit as much as their employees. Entrepreneurship is central to the American Dream. Most people start their business with so much passion, hope, and energy, but the reality is very different when they are stretched incredibly thin, deep in the weeds of everything, and trying to be all things to all people. Sadly, much of the training for small businesses focuses on business development and assumes the owner is still directly managing everything.

Many of the owners we talked to had come to feel the level of stress and chaos they were experiencing was just what it meant to be in business. They often felt trapped—they couldn't abandon their businesses, especially with so many people counting on them for their livelihoods, but they weren't sure they could continue either. The experience of being a small business owner was described well by participants in a feeder workshop for the Bounce Forward program as:

- **Unorganized chaos**
- **I'm exhausted**
- **Carrying all the burden**
- **Feel crappy - physically tough on body**
- **Don't create or commit to plans with family or friends and feel bad about it**

- **I only respond to what's urgent**
- **Hypervigilance**
- **I don't honor my basic human needs and ignore what I know, which is I do better with sleep, exercise, and nutrition**
- **Don't trust the people I rely on**

The degree of resignation and normalization we encountered meant the mindset work had to begin even in the enrollment conversations. We helped owners see how the invisible, old ways of thinking about business and leadership were getting in the way of their sincere desire to empower their employees. We also helped them see that by more effectively tapping into the collective intelligence, creativity, and motivation of their teams, they didn't have to bear the burden of running a business alone. They could create a team full of leaders with the potential for improving the everyday experience and prospects of both parties.

It's a win-win, but it does take courage to throw off the accepted thinking that leadership looks like knowing it all and working harder and longer than anyone else on the team. As one of the program participants began to shift her focus from being in charge to developing and supporting those in their charge, she told us, "Does it look like I'm contributing? Like, am I actually doing anything? I'm just out here being the leader. It just doesn't feel like I'm doing enough. And they're all doing it all." **It was a key insight: because hustle culture is so celebrated and pervasive, when business owners engage in good leadership, very often they *feel* bad.** Even though they intellectually know activities like thinking and coaching are essential to their success, those activities are not on their to-do list, so they feel like slackers when they don't have something concrete they can immediately check off.

Thus, slowing business owners down—both literally and psychologically—isn't just about improving their own work experience, but creating a new belief system where good leadership and job creation can flourish. We argue relief from time pressure is essential to the success of nearly all the other job quality improvements for both owners and employees.

For example, one of the most consistent changes we saw amongst the small business owners we worked with was an increase in time spent on vacations, with their families, hobbies, and even taking daytime naps. They were working and worrying less, and yet having a bigger impact. This was in spite of the fact we never specifically recommended owners take more time off. We coached them to rethink their belief that busy equals productive, and let them decide what "slowing down to speed up" looked like. In order to take more time off, employers also had to empower and trust their employees to deliver results in their absence, ultimately leading to more confidence, autonomy, and engagement for employees. This often required an initial leap of faith by employers, but helped them see how much untapped potential existed in their teams, creating a positive reinforcing cycle.

BOUNCE FORWARD FOR EMPLOYEES

In Phase 2 we engaged a group of five newly-hired, front-line hospitality workers employed by one of our alumni small business owners. The goal was to help employees adopt a growth mindset, develop the confidence to participate as strategic partners, and explore how their current employment can allow them to thrive in place. The program consisted of four, 3-hour sessions as well as a session facilitated by the business owner. Participation was voluntary and occurred during working hours, so that employees were fully compensated for their time. When we asked in the first session what they would change about their work experience, given a magic wand, they talked about wanting to feel less frustrated, angry, and reactive. Employees related how an unpleasant interaction with a customer sometimes derailed the rest of their day and led to further interpersonal conflict with co-workers or their family. One employee shared, "I wish that I had the words, courage, and tact to speak up in a way that gets results."

We focused on helping employees see the inner wisdom and potential they already possessed as well as the value of knowing this about themselves in the context of their current jobs. This kind of personal development coaching was relatively new to them. As one employee shared, they almost never had these kinds of conversations with anyone. However, the concepts we introduced weren't unfamiliar either. They just weren't applying them. In other words, employees instinctively understood the difference between knowing something intellectually and changing the beliefs that were making implementation difficult. And they quickly became excited about learning how to bridge that gap.

We were also curious what would happen when both the employer and employees shared a common vision and vocabulary to talk about what it meant to "do the best work of your life," particularly in an industry like hospitality where many people assume good jobs aren't even possible for front-line employees. These particular employees had been hired after the employer had already gone through the Bounce Forward program. The employees both admired and respected their employer, but tended to view her as a kind of "unicorn"

who possessed qualities they couldn't hope to mirror. One employee shared, "I've been watching her patience, her calmness, how you never see her expression change. She was under extreme pressure the other day. It was so busy with everything. If I could be more like that…"

One of the first indications the program was having an impact was a bit unexpected. After the first session, the employer told us, "Things are good. I'm no longer getting a bunch of texts in all caps every morning." It was also clear the employees were feeling more confident. For example, one employee told us, "It's always been hard for me to speak my mind. But I'm finding I have a lot to say." Another employee, the front desk manager, was able to see she had access to all the calm and competence she saw in her employer—to the point she was able to fill in for her employer for extended periods while she was gone. The employee shared, "I've always been bad about jumping the gun, overthinking things, and just immediately reacting, even when I didn't have to. Now I'm a lot calmer, a lot more patient. I have a new way of dealing with things." Looking at the data for both programs together, we had two big take-aways.

Take-away #1: You can improve the quality of the work experience without changing the job itself

When the owner of a hospitality business first started Bounce Forward, she realized she couldn't recall a time over the last seven years when she had felt peaceful inside, what she termed "having peace between the ears." She frequently felt frantic due to a constant internal barrage of worry, doubt, time pressure, and a fear of missing out. Not only did she come to see this as her performing at her worst, she also saw it created a poor role model for employees that might dissuade them from pursuing greater responsibility. Like many business owners we talk to, she believed she had to physically leave the workplace in order to relax or just make time to think. By the end of the program, that had changed. Friends, co-workers, and even other business owners in the Bounce Forward program noticed what a sense of calm she projected, even though she was as busy as ever. It's a great example of how changing the beliefs someone buys into changes their entire experience.

> Mindset shifts effectively improved an individual's experience of work and led to a higher quality of life, even when nothing changed about the work environment or job itself.

Nor was this kind of transformation limited to owners. For example, one of the housekeepers used to spend the day angry when others didn't clean the rooms the same way she did. "I see now that nobody's perfect. And it's hard for me because I usually think, it shouldn't be this way, and there's no other way, which is wrong." Now her mind is focused on other things. "Sometimes now I pause and notice the birds are singing."

Perhaps the most dramatic change occurred for the sixty-year-old employee in charge of maintenance, who shared that up until that point, he'd always felt like the universe was against him. He described the transformation from Bounce Forward this way, "It's always been a problem to stay calm and collected. The other day when a guest made a complaint about an employee, instantly I thought it was about me. Then I just breathed in deep and let it slide, kept working. Normally I would've been a wreck all night, but I wasn't." He began to see that the calmness the owner had was available to him as well. When situations cropped up that previously would have triggered unhelpful thinking patterns, the owner and maintenance worker tugged on their ears to remind each other to tap into the "peace between the ears." That sense of being okay, no matter what was going on around him, extended to every part of his life. He shared he wasn't so quick to experience road rage anymore and he's more patient with his kids.

"[What I learned] just blew my mind. It's so much harder to be angry than it is just to have a smile on your face. I've spent a lot of my life jumping the gun, so to speak. When something happened, I just instantly flew off the handle. Now I find myself just going, wait a minute, breathe. And then I walk away from whatever it is."

The Bounce Forward program demonstrates that, even with just a handful of group coaching sessions, it is possible to positively influence an individual's experience of life and work without changing anything about the job itself. These kinds of changes—learning to emotionally self-regulate, responding versus reacting, tapping into intuition and wisdom, building trust, slowing down so that you can listen—then provide a solid foundation for deeper and long-term job quality co-creation. When both the business owner and their employees share the same mindset shifts, they can build upon and reinforce those new beliefs for one another.

Take-away #2: Mindset shifts catalyze a cascade of self-sustaining change

In an educational program, the connection to what was taught and how it is applied is usually pretty straightforward. For example, you might introduce tools and practices to create more predictable work schedules. Or you might teach time management techniques like time blocking to reduce work intensity. While cause and effect are clear, you have to develop a curriculum or tool to address each desired improvement. You can end up playing a version of job quality whack-a-mole. This can be overwhelming for the participant as well, since the solution is often a long list of new things to do for someone who was already overwhelmed.

Mindset shifts are different. There's no need to give people a list of things to do, since their behavior automatically adjusts as their beliefs change. As we've already suggested, the most important signs we used to tell us we're on the right track is that a participant is doing less than they were before, which creates the conditions—more time to observe, think, reflect for example—for even greater changes. Trickle down economics doesn't work, but trickle down job quality does. Counterintuitively, improving job quality for leaders may be the fastest and easiest way to improve job quality for frontline workers.

> " Mindset shifts are different. There's no need to give people a list of things to do, since their behavior automatically adjusts as their beliefs change. "

This transition can be nearly invisible for the participant, by design. It means they aren't having to mentally juggle the transformation. The benefit is that we tended to see a cascade of improvements, both at the individual and collective level, some of which were unexpected. One business owner told us the program seemed to operate through osmosis. She had no conscious awareness of applying what she learned, but both her business and her experience as a business owner changed dramatically. She started the program acknowledging that self-imposed deadlines were "running her ragged" and she was edging closer to burnout. Her big insight was that she wasn't creating the space for her team to step up to truly help her. She gave herself permission to surrender control over some aspects of the business. Here's how that played out over the course of approximately eight months.

1. The owner gives full autonomy to her content creator. The business reaches its mailing list target ahead of schedule, without owner input.

2. As the owner creates more time for herself, she prioritizes coaching and culture building, especially building psychological safety with employees. An employee points out she is making a lot of errors and asks to restructure her workload in order to improve quality and consistency. Owner agrees and expands the new workload structure to the entire team, helping them to set boundaries and stop tolerating abusive behavior by clients. Result is a reduction in work intensity, better workload predictability, and reduced stress.

3. Business is booming, so the owner decides to expand the leadership team. Part of that includes revamping the hiring process for more equity and inclusiveness, to include paying interviewees for their time and sending applicants all the questions ahead of time to prepare.

4. The owner continues to let go of the nuts-and-bolts of the business. Employees now lead client kick-off meetings, which saves the owner 20 hours of preparation time.

5. The owner gives herself a morning each week to go horseback riding as a hobby, which begins to balance the time she spends at work, with her young family, and for herself. As she shares, "I'm feeling less beholden to my calendar, which I think really was informed by our work together. I asked myself: why am I feeling like I have to have my butt in my seat 40 hours a week? Why am I running a business if I don't have any flexibility? I believe it has made for a much better quality of life."

When mindset shifts were directly facilitated for employees as well as the employer, we saw an even greater cascade of change. After the completion of the employee program at the hotel, an employee made a series of poor decisions that negatively impacted the business and decreased the level of trust on the team. The employer brought all the employees together to discuss a way forward. To her surprise, the employees (all of whom had attended Bounce Forward) felt confident and invested enough in the outcome to lead that conversation, sharing with the employee in question the impact he was having on the team and the business.

This is what we mean when we talk about the potential for creating a team full of leaders. Many employers, even those with years of experience, find feedback like this incredibly difficult to deliver. The confidence, empathy, and trust these front-line employees experienced from their collective mindset shifts meant they could display a level of leadership that would have been hard to imagine just a couple of months beforehand. Moreover, the behaviors demonstrated in this example have persisted in the months since the program ended—they appear to be permanent shifts that do not require ongoing, external coaching or support. This means coaching programs like Bounce Forward are themselves incredible opportunities for training and development, and open up possibilities for advancement that may not be evident in traditional career ladders.
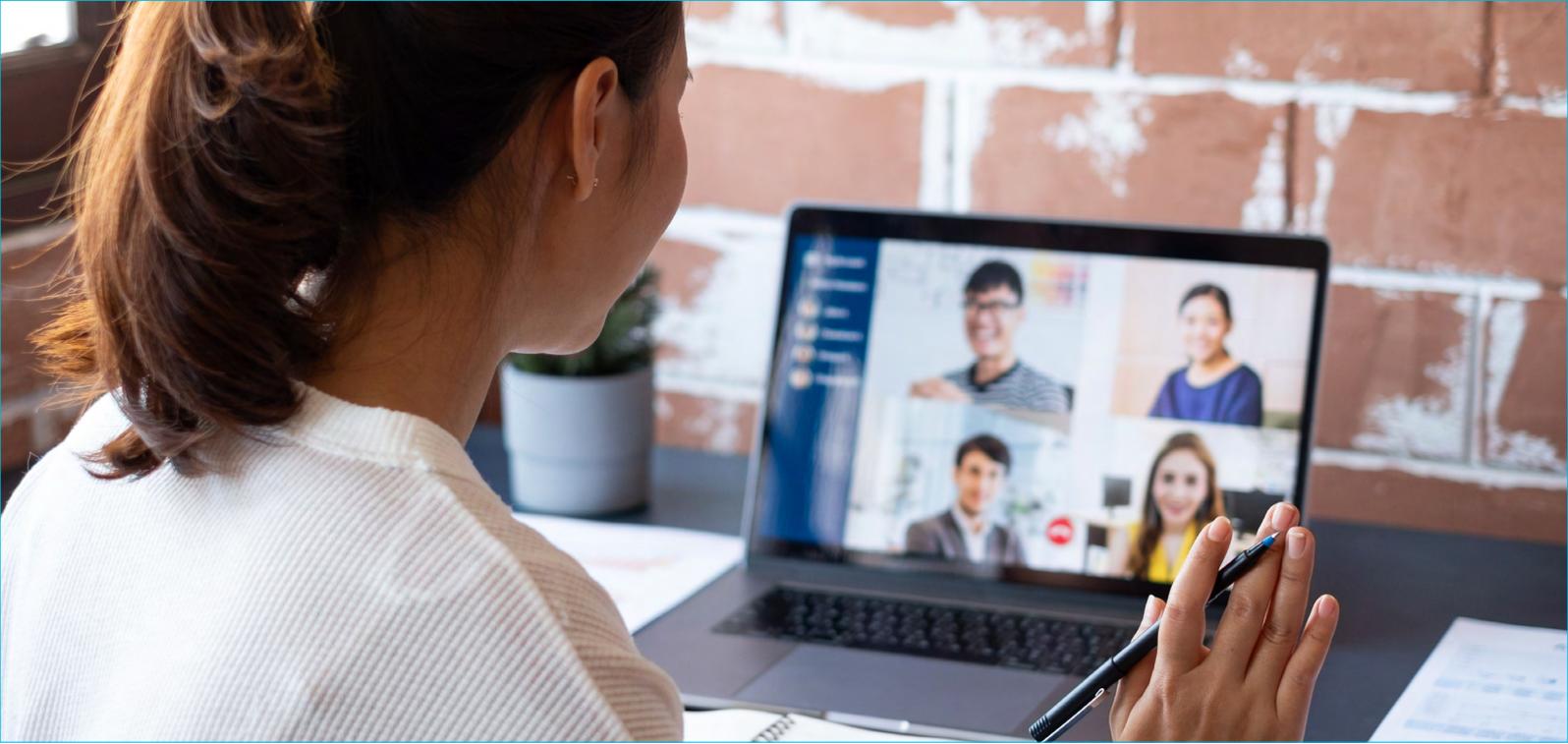
AREAS FOR FURTHER RESEARCH

As we've already noted, the very issue that makes small business owners good candidates for coaching simultaneously makes marketing, enrollment, and consistent participation difficult. We found that small business owners, particularly in the industries we tended to focus on such as hospitality, retail, and food and beverage, largely aren't on social media and they spend little time in their email inbox. Nor are small business owners well connected to one another, which makes even word-of-mouth marketing ineffective.

Despite these challenges, we cannot hope to remake economic opportunity without addressing this demographic. Moreover, we have found women and minority business owners are already values aligned with the good jobs movement. They don't need convincing about the benefits of enacting job quality improvements, but they do need to believe that well-being as a small business owner is possible before they will invest the time in such programs. It's unclear what messaging and marketing channels could be effectively employed in order to scale. However, our work suggests that communications that emphasize well-being over business growth and profitability may be more effective.

Their busyness also meant that even when they did sign up for the program, they struggled to show up with consistency. Most participants missed one or two sessions and occasionally also arrived late or left early. During the sessions, we observed participants needed time to settle down and let go of whatever fire they'd been fighting that day, which took away a portion of the time we had for coaching. Unfortunately, you can't just make up a mindset shift by watching a recording—it's an interactive process. As one owner shared with us, "I realized today that it didn't just take me the first 90 minutes to slow down in each session, it took me until the final session to actually slow down at all."

In practical terms, this meant each participant experienced different categories and levels of mindset shifts as a result of the program. It's possible the participation issue could be solved with a simple format change. It also opens up the possibility for exploring the impact of resources designed to facilitate peer-to-peer driven change, which has produced strong results in other contexts[5]. The benefit of such an approach is that business owners need to learn coaching skills to drive organizational culture change and elevate their employees to strategic partners. The idea that such skills could also be put to use for the purposes of scaling are intriguing. On the other hand, it's not known how proficient those skills would need to be or how to facilitate that development until the mindset shift around time urgency is already complete.

CONCLUSIONS

The Bounce Forward program demonstrates that mindset shifts from coaching can serve as an effective catalyst for a range of job quality enhancements. We see evidence of changing definitions of leadership, more delegation, greater well-being for owners and employees, and an interest in continuing to learn and apply what they took away from their own personal mindset shifts. We think this is particularly significant because:

1. **Job quality improved despite a relatively low number of engagements. Perhaps the most exciting finding was that those improvements continued to evolve and grow even once the program had ended, suggesting that once mindset shifts have occurred, job quality improvements don't need to be directly facilitated or taught. This would have important implications for scaling.**

2. **Mindset shifts effectively improved an individual's experience of work and led to a higher quality of life, even when nothing changed about the work environment or job itself.**

3. **Mindset shifts were effective in helping front-line employees see themselves as leaders and strategic partners in the business. This has the potential to provide opportunities for professional growth either with their current employer or move into higher-paid work outside of it.**

Mindset work is very different from job quality training. Not only will educators and trainers need to learn coaching skills, it requires a paradigm shift in how such programs conceive of the employer/employee relationship themselves. Too many still see coaching in the context of a hierarchical relationship where supervisors are imparting knowledge and improving workers' skills within the context of their existing job definitions. There is a real danger that existing educational materials actually reinforce the old conceptions of leadership that we are trying to change, even if unintentionally. This is only emphasized by the fact that what's being taught is often only offered to owners and managers, and not employees, since they aren't seen as leaders. To quote Evered and Selman again, "Coaching is presented as that conversation which creates the new management culture, not as a technique within the old culture."

While there are no simple solutions to a problem of this scale and complexity, it is clear we cannot simply educate and promote our way to a more equitable economy. We believe a mindset first approach grounded in co-creation makes the challenge of transforming tens of millions of jobs less daunting. Creating the conditions where employees can step up as strategic partners and leaders will not only be a welcome relief to their overworked and exhausted employers, who equally deserve good jobs, but it creates a simple and powerful mechanism for all workers to have the opportunity to thrive in place.

ACKNOWLEDGEMENTS

ENDNOTES

1. Evered, R. D., & Selman, J. C. (1989). Coaching and the art of management. Organizational Dynamics, 18(2), 16–32.

2. Kounios, J. & Beeman, M. (2015) The Eureka Factor: Aha Moments, Creative Insight, & the Brain.

3. International Coaching Federation. "All Things Coaching"

4. Frank-Miller, E. and Fox-Dichter, S. (2021) The Job Quality Maps. (Online employer resource). Washington, DC: National Fund for Workforce Solutions.

5. Menezes, R., Morfit, S., Seldon, W., & Breen, B. (2020). "When Peers Work Together to Drive Social Change." Stanford Social Innovation Review.

For more information about this project, contact jen@workforhumanity.org