

# Capstone Series

Reflective Writing in Business:  
A Model for Leadership Development

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# Reflective Writing in Business: A Model for Leadership Development

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Jeanne Westervelt Rice

*The Chief Financial Officer is seated at the conference table positioned before a small mirror. The facilitator reads aloud a corporate value statement directly from his company's handbook: "We are honest, trustworthy and accountable for our actions." The CFO is then instructed to gaze at his reflection for one minute while pondering this question: How does the person I see in the mirror reflect this value? This is the most literal form of self-reflection. When the time is up, he is asked to write nonstop for 10 minutes capturing his thoughts from the experience on paper. He is then asked to spend another few minutes rereading what he wrote and capturing any "aha!" moments or action steps that come to mind.*

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I was that facilitator, and when I was first introduced to Kathleen Adams's The Journal Ladder through the Therapeutic Writing Institute, I immediately sensed that this "continuum of tools" had applications in the corporate world. I devoted the next three years to exploring and testing their applications with my corporate clients whenever possible, in my capacity as a senior communication consultant and executive coach.

It felt natural for me to do this—to test in real-time coaching situations the bottom-line and immediate value of reflective writing in the workplace. Journaling, a close relation to reflective writing, has already made inroads in the corporate world, most typically through the arena of employee wellness.

By training, I am a communication consultant who specializes in the written and spoken word, especially as they apply to developing confident, effective leaders. I work with clients individually and in small- and large-group settings to help them identify and build on their

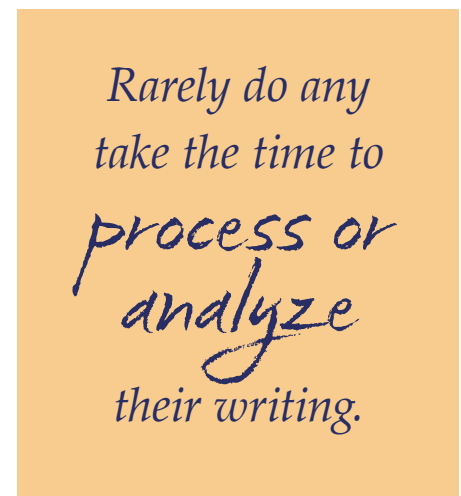
natural strengths, and to help them reduce or eliminate distracting communication behaviors that hold them back in their careers or prevent critical messages from being heard and acted upon. I earned my Bachelor's of Science in Communication, and hold a Master's degree in Journalism. I spent a few years mid-career working as a field producer for CNN in Chicago, and several years working as an adjunct professor in the School of Communication at Rutgers University in New Jersey.

It's worth noting that I distinguish reflective writing from journaling in one important way: the requisite addition of the reflection step. In my experience, most people use a freeform or free-flow style of writing when they journal and then move on, only occasionally rereading what they've written, or rereading it only months or years later. Rarer still do any take the time to process or analyze their writings; thus mindfully reflecting on it.

The act of free writing alone has many therapeutic benefits, but it is the added step of mindfully rereading what has been written, soon afterward, if not immediately afterward, and capturing insights or inspirations in the moment that create a richer experience, and actionable next-steps, that are critical from a business perspective. The reflection step is integral to the reflective writing process, whereas it may or may not be included as part of a journaling experience.

A working definition of reflective writing is necessary to frame the discussion in this paper, as it is the basis from which all results, interpretations and analysis are drawn. My working definition was cultivated in a business anthology called *New Eyes: The Human Side of Change Leadership* (2013), in the first chapter, "The Road to Redemption: How to Reclaim a Corporate Culture of Integrity," which I co-authored with Swedish entrepreneur and international strategy consultant, Margareta Barchan:

*Reflective writing, also called intuitive writing or expressive writing, developed a following in the mid-1980s, within the health and wellness community, for its ability to help people recover from trauma. Seminal studies by James W. Pennebaker, a professor of psychology at the University of Texas at Austin, scientifically demonstrated biological (immune system), psychological (mood), and behavioral (performance) effects using short, guided writing techniques for as little as 20 minutes a day and for as few as four days in a row. Later studies indicate that even five or 10 minutes of writing may yield measurable benefits.*



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My working definition then is: writing without the reflection step is simply journaling.

## **Demonstrating Need: An Overview of Globally Recognized Business Pain Points**

Specific reflective writing techniques, culled from a variety of sources and several adapted on my own, have proven effective helping business professionals in a variety of positions and industries, operate mindfully by pausing to reflect (conscious mind) and tapping into their inner wisdom (subconscious and unconscious mind) and giving it a “voice” through the reflective writing process.

Over the last three years, I have identified a variety of business or organizational pain points that can be prevented, mitigated or resolved through the practice of reflective writing alone or in combination with other carefully selected professional development modalities. I have drawn from my executive coaching experience as well as current business news headlines the

following areas of need that have been or could be effectively and efficiently addressed using reflective writing techniques.

### **Career Transition & Outplacement**

Organizations deal with significant changes and challenges in this arena. Proactively managing career transitions during a downsizing, for example, can help mitigate risks from potential litigation and minimize disruption within the workforce. Additionally, companies invest time and money to recruit and retain the best talent.

*The Bottom Line* – Reflective writing techniques can be used by HR professionals, consultants,

recruiters and outplacement firms to help reduce negative emotions, feelings of loss, and other consequences of job reductions, career transitions, redeployment. They can also be used to help clients shift perspectives, envision a new future and identify career next-steps.

### **Employee Wellness**

“Bankers’ Deaths Shine Light on Stress in Industry,” read a headline from *Bloomberg Business News* in March, 2014. The article points a finger at the “financial world’s aggressive, hard-working culture” and the ultimate dangers of stress when left unchecked or unmanaged.



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A Chicago-based company called ComPsych® that tracks employee health and wellness trends reports an overall increase in anxiety—noting that it has “moved up to No. 7” on their Top 10 list of employee health problems. In summarizing the implications of these findings for employers, the report states:

*“Engaging employees in wellness programs allows them to identify and address issues before they result in illness and absenteeism.”*

In a recent white paper, ComPsych® highlighted the effectiveness of corporate wellness programs, as they related to physical health, and found that:

*“[e]vidence continues to mount that wellness programs can lower costs, improve productivity and contribute to better organizational moral. One program analysis showed a combined cost savings in improved productivity and reduced medical claims of nearly \$500,000 with a ROI of \$2.50 for every dollar spent in just one year.”*

*The Bottom Line:* There is much research available to support the financial impact of psychological well-being of employees, and journaling has already made a small showing in some areas of corporate wellness programs. Reflective writing is the next-tier modality for forward thinking companies that are interested in helping employees reduce stress and manage strong emotions, like anger, in the workplace. There are residual benefits such as increased productivity and retention due to healthier work environments.

### **Innovation & Creativity**

A round-up of “The World’s Most Innovative Companies” appeared as the cover story in *BusinessWeek* several years ago. I saved the article in my files not for the list of innovative companies, but for the barriers to innovation that the article cited. The editors decreed that “slow development times” was the number one obstacle facing companies wanting to innovate. I also highlighted one online reader response. Wrote Michael DiGiovanni of Bloomfield, Connecticut:

*“...It seems to me that the No. 1 obstacle is getting people to generate truly innovative ideas in the first place. Maybe not all innovation is created equal. Directional innovation—the linear thinking that moves you to improve a product or service incrementally—may well be*



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*time-sensitive...But intersectional innovation is something different...This type of innovation, the Holy Grail that can put a company on the map or revitalize a sleepy organization, is in short supply. The reason is not lack of incentives; it is lack of understanding and opportunity... Corporations need to find more engaging ways to get people to think outside their comfort zones on a daily basis so they don't miss opportunities for ground-breaking innovation.*

*The Bottom Line:* New products and services mean more revenue, increased profits and sustainability to any company. There are a number of reflective writing techniques that are ideal for helping anyone in the workforce think more creatively and become a better problem-solver. These are the more unstructured techniques that lean toward more intuitive outcomes, and tap into the unconscious mind.

### **Corporate Ethics & Values and Professional Integrity**

All it takes is one high-profile case of corporate malfeasance to wreak havoc resulting in losses in the millions or billions of dollars—in terms of jobs, good will, brand value and revenue.

Think BP. In 2013, I co-authored a survey of hundreds of business professionals around the world to find out why—despite “big business’s” best efforts to create and communicate corporate values, codes and regulations designed to ensure good business—misconduct still happens.

*These techniques create awareness and alignment between personal values and a company's code of conduct.*

When we asked our survey participants, “Why, to the best of your knowledge, did someone in your company violate a published code of conduct,” 30% of respondents indicated “pressure to perform or willful misconduct,” while 26% selected “didn’t understand” the code. One anonymous respondent provided an optional comment: “There is no opportunity to align personal values to codes of conduct.”

*The Bottom Line:* I have successfully used reflective writing techniques to create that awareness and alignment between personal values and a company’s published codes or values. The cost-benefit of helping people make responsible choices and decisions on the job cannot be underestimated. The financial and intangible costs to companies as a result of negative image and PR are significant.

## The Model Explained: Reflective Writing for Leadership Development

During my research, I have drawn from Kathleen Adams's The Journal Ladder to test various techniques and assess their viability in the workplace. What I found was the following:

1. Many, but not all of The Journal Ladder techniques had practical applications in the business environment; nor did they necessarily apply in their step-up progression.
2. There exist techniques from other sources (such as James Pennebaker and Robert Fritz) that fit into this new continuum and offer additional applications in the business environment.
3. In order to gain support from the corporate buyer (e.g., Human Resources, Career Services, Corporate Wellness, or Training & Development) there is a need to clearly establish a direct connection between the reflective writing technique and the desired business outcome.

With a thorough understanding of these limitations and differences, I was able to construct a new continuum of reflective writing techniques that satisfies a range of specific business outcomes and leadership development needs.

Like The Journal Ladder, this Reflective Writing Continuum for Leadership Development model (see page 11) provides a sequence or progression of writing techniques that begins on the left with techniques that are more "structured and informative," and moves to the right toward techniques that are more "unstructured and intuitive."

Above the continuum, a list of broadly defined—but commonly experienced—business needs/outcomes appears in gradients that loosely align with the techniques that form the toolbox of "best practice solutions." For example, a sales rep who is striving to increase her effectiveness/productivity in sales presentations may be counseled to take five minutes after each presentation to conduct a Two-Minute Reflection, while another sales rep who is looking to negotiate an important contract may be instructed to try a Character Sketch. Different reflective writing techniques satisfy different desired outcomes.

The straight line continuum in this model is different from the step-up approach of The Journal Ladder and was chosen for a reason: there is a lot of room for linear movement.\*

*\*In its first iteration, the Reflective Writing for Business model was a pyramid. That structure proved too inflexible as a model.*

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Linear movement along the continuum is important because some of the reflective writing techniques can be adapted by adding more structure or removing some structure, thus moving them along the continuum either to the left (more informative) or to the right (more intuitive). For example, in practice, I've used the Adams's 5-Minute Jot strictly as I learned it: write as fast as you can nonstop until you hear the timer at five minutes, which is helpful in a more productive or informative situation. I also used it in one case with a client who felt uninspired and was struggling to think of a creative solution to a problem. What he needed to do was "safely" experiment with nonlinear thinking. With some adjustment in the instruction, the 5-Minute Jot became a useful technique that gave him the freedom to test alternative solutions quickly using a more creative, innovative thought process. This application moved the technique slightly to the right, in this instance, toward the more intuitive end of the continuum.

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### **The Business Needs**

The business needs listed across the top of the model include: productivity, behaviors, decision making, negotiation, team building, conflict resolution, values & integrity, and intuition. These categories are generalized, basic and globally recognized business needs. They form an "umbrella" over the model's continuum of reflective writing techniques.

For example, in the area of team building, one client's business need (expressed as a desired outcome) may be to create more collaboration among colleagues, while another client's business need/desired outcome may be to see something from another person's point of view (shift perspective) during a negotiation. The same range of techniques may be useful in both scenarios, but the reflective writing coach may need to make minor adaptations to the technique to direct the outcome. This is why the application of the model—or the specific "prescription" of techniques—is most effective under the supervision of a Certified Journal Facilitator.

### **The Gradients**

The reflective writing techniques for business fall at points along the continuum that move from more structured to more unstructured techniques—delineated by shaded gradients of color from reds to yellows to golds.



The specific techniques fall within the shaded color gradients in this order (moving from left to right): first, those techniques that most typically yield concrete information. These help the client capture and assimilate thoughts and ideas from his or her conscious mind, and provide actionable steps for moving forward. Generally speaking, these techniques, including the List of 100 and Topic-a-Day, are task-oriented and improve productivity. In some cases, they may offer new information, or present known information in a new way.

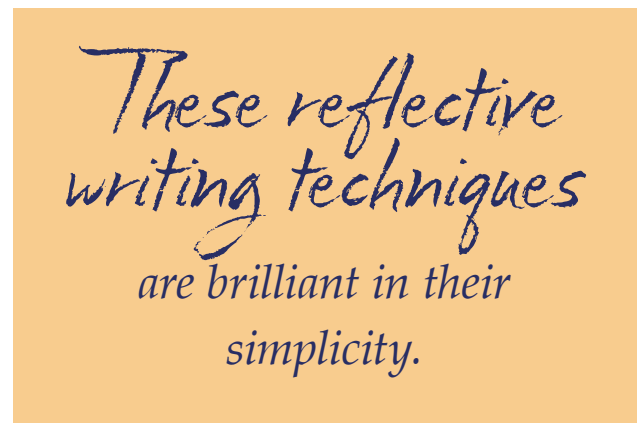
Next, come those techniques that yield a bit more insight and start to tap into the subconscious mind. These techniques can be more revealing and include Clusters, Springboards, Character Sketches, and Perspective writes. The gradients further along to the right include techniques that help clients access more intuitive levels of the mind—the deepest or unconscious thoughts and ideas.

The techniques flow through the gradients, as they fall or move along the linear continuum from left to right, thus aligning with these types of outcomes: information, insight, intuition and innovation.

### **The Techniques & Related Outcomes**

The 12 techniques listed on the Reflective Writing for Leadership Development model (see page 11) were selected for their familiarity among other journal practitioners, especially those who have studied the work and models of Kathleen Adams and James Pennebaker. However, like the Journal Ladder, there is room for many different reflective writing techniques along the continuum. Again, the selection, application or prescription of the techniques would be most effectively managed under the supervision of a Certified Journal Facilitator or professional journal practitioner.

While the idea of reflection is not new to most successful business leaders, the idea of reflective writing may be. Corporate educators and others responsible for professional development and employee training are clearly searching for effective “how-to’s” and learning programs. I know from experience that the popular lecture-based style programs are rooted in passivity. And, it’s common sense to recognize that check-the-box software programs—currently popular in many corporate ethics and compliance programs—may increase “awareness” of a policy or concept but do little, if anything, to develop critical thinking skills or the internalization of new information. (By definition, acquiring new and lasting knowledge requires processing, not memorization.)



These reflective writing techniques are brilliant in their simplicity, as well as their ability to be adapted or customized as appropriate for each situation or desired outcome. At the beginning of this paper, I shared the example of the Man-in-the-Mirror technique (which I called the “Looking Glass Technique” in practice.) Here is another example, using the List of 100 in a professional business situation:

The facilitator reads aloud to the CIO of a publicly traded company a specific code of conduct from the company policy manual: “It is against the law to engage in insider trading.” The CIO is asked to brainstorm ways in which by breaking this rule, any other person inside or outside of the organization could be negatively impacted. The CIO is challenged to write down 100 responses in just a few minutes. He is then asked to reread his responses and reflect on this experience. The activity provides an opportunity for the CIO to draw a direct connection between unethical actions and the potential “victims” of the action, who have now been taken from the abstract to the concrete, in the form of colleagues, friends, partners, family members and other loved ones. In the CIO’s mind, the inappropriate or illegal action is forever changed—no longer seen from behind the screen of a “faceless organization” or perceived as a “victimless crime.” By virtue of the reflective writing exercise, this abstract, impersonal policy has taken on a more personal meaning.

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In private coaching sessions, the Two-Minute Reflection Self Assessment has become a standard tool. I use it to have clients give themselves feedback after any high-stakes formal or impromptu conversations or presentations. They use notebooks to answer these five questions: What worked well in this instance? What didn’t work well? What would you change next time? What action do you need to make that change? What action step can you take right now?

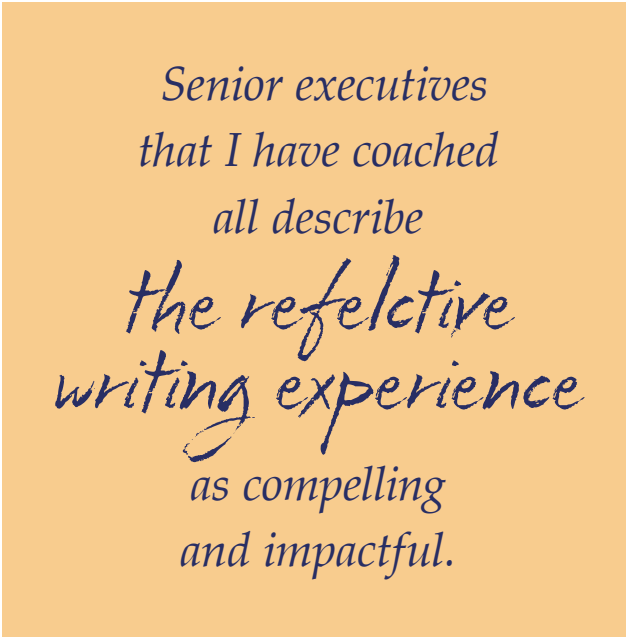
Dialogue writes have proven extremely effective with clients who are working on leadership-level discussions. In one instance, a senior sales director at an international pharmaceutical company asked me to help him learn to communicate more clearly and have more engaging conversations with his division’s vice president. This VP was at least three levels above my client, and had the final say in determining his next promotion. Often, my client would run into the VP in the elevator or hallway at the corporate

headquarters and would become easily flustered. Working with the Dialogue technique, I instructed my client to reconstruct in his mind every conversation with the VP that did not go as planned, and in his notebook rewrite the conversation as he would have it play out if he could do it over again. *“Literally write the dialogue using your name for your responses...and using the VP’s name and writing her responses. YOU do all the writing on both sides of the discussion. You will find it helpful to write each response on a different line. It will look like a movie script in the end.”* At the end of these writes, I instructed my client to reread what he had written and give himself some written feedback: what did he take away from this exercise?

After conducting the Dialogue exercise just three times, my client said he felt calmer in impromptu meetings and was able to speak to the VP with a “clearer head.”

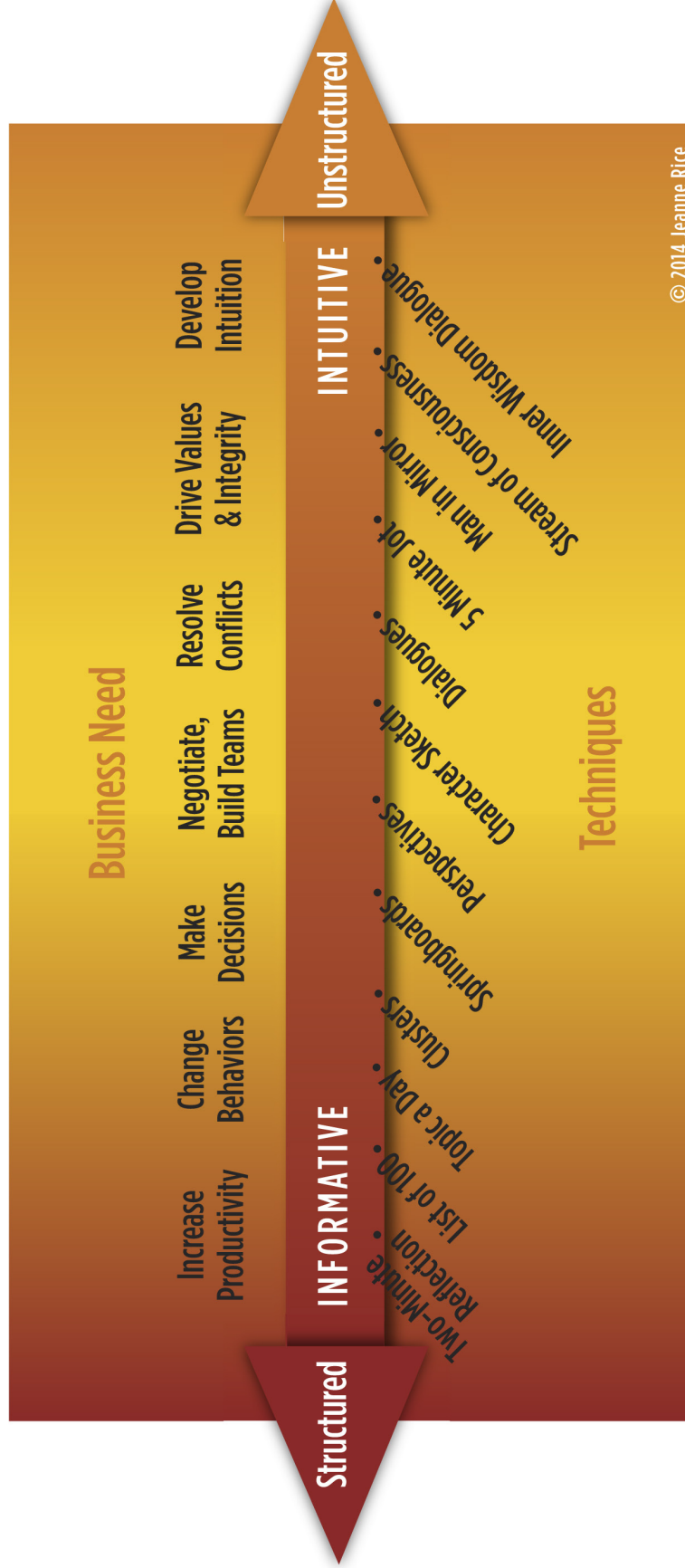
Feedback from the senior executives that I have coached all described the reflective writing experiences as compelling. “I’ve always found that training and educational programs that give me time to self-reflect have the most impact on my assessment of my own leadership style and value system,” remarked the financial services industry executive.

Other comments and feedback indicate that reflective writing techniques like these remove mental barriers, such as thinking “this could never happen to me” in the case of ethics violations. Many clients suggest that the reflective writing exercises push their thinking deeper, help tap into their inner wisdom, and help them with decision making by thinking through the ramifications of choices. “I found this [experience] to be very effective in helping me consider the impact of my actions and decisions on the job, much more so than the [expletive] ethics training programs that we typically sit through,” noted another client.



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# Reflective Writing for Leadership Development



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## A Special Case: Corporate Ethics & Professional Integrity

During my three years of study through the Therapeutic Writing Institute (TWI), I was concurrently focusing my own communication consultancy on a tightly focused niche: corporate ethics and values, and professional integrity. Much of this work and research was conducted in partnership with my esteemed colleague, Margareta Barchan. Margareta is an internationally recognized strategy consultant and has been named a Fellow at The Carroll School of Social Responsibility, Boston College, as well as honored as Sweden's Business Woman of the Year earlier in her career. Together, we researched the issue of noncompliance in global corporations and published a White Paper, "Breaking Bad: Why Good Employees Choose Wrong and What Companies Can Do About It;" which led to the publishing of a book chapter, "The Road to Redemption: How to reclaim a corporate culture of integrity."

It is worth including in this paper some of the findings and conclusions we've drawn, especially since much of my work was influenced at the time by my studies at TWI. The following are excerpts from the book chapter, as they pertain to reflective writing:

The road to ethical business practices is paved with good intentions. Compliance officers are hired, educational programs are purchased, and new employees are versed in the values, codes and regulations that drive the business. Still, we are surprised—and sometimes caught red-handed—when global market conditions change and leave us reeling.

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decision making,  
the key is to help  
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to people.*

What was legal yesterday is not today; what was once socially acceptable is now taboo. One company's traditions and values are usurped by another's in a merger or takeover. The more we try to keep up, the more complex our task becomes. Ask anyone in compliance, human resources and corporate communications: the pace is unsustainable, the task too cumbersome.

Despite our best efforts to create and communicate the values, codes and regulations that mean good business, misconduct happens. Sometimes people simply choose to do wrong, and we all know that it takes only one high profile case of malfeasance to wreak havoc resulting in losses in the millions or billions in terms of jobs and money.

Even with safeguards in place, and big budgets invested in ethics training, people continue to rationalize their own misconduct in the workplace, turn a blind eye to the misdemeanors of their colleagues, and fail to take the right action on a daily and consistent basis.

The key is to help people reconnect to people. It's easier to lie, cheat, steal, cut corners, or bend the rules when a faceless organization takes the hit. It's easier to justify or rationalize

our misbehavior when we think of it as a victimless crime. It is quite another when we consider the potential impact of wrongdoing on our colleagues, friends, and business partners who may lose jobs, homes, life savings, and more. To connect the impact of our actions to other people requires the practice of reflection.

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### **The Write Way to Right Action**

Reflective writing may be slow to gain foothold in the corporate arena simply because the writing itself is personal and is not meant to be shared. The inherent value to the writer is in its safety—he or she is free to be completely honest and explore deeply rooted beliefs and values without fear of judgment or retribution...

Consider then the potential power of reflective writing in helping people shift their thinking, or connect more personally and more deeply to matters of compliance and issues of integrity. This is where and how real change occurs.

Inroads are already being made. In 2008, Cynthia Roberts, an associate professor with Purdue University, discusses in detail the importance of reflection in developing future leaders—her students. Roberts writes:

*Although professionals may have learned a body of knowledge and pattern of practice, it may be difficult to apply them in unique, complex or uncertain situations. Continuous learning in practice occurs through reflection-in-action (thinking on one's feet) as well as reflection-on-action (thinking upon completion of a project or particular activity.)"*

The specific examples of using reflective writing techniques introduced earlier in this paper are largely a result of my work in this particular niche of corporate ethics and values and professional integrity.

### **Leadership Development: An Inside Job**

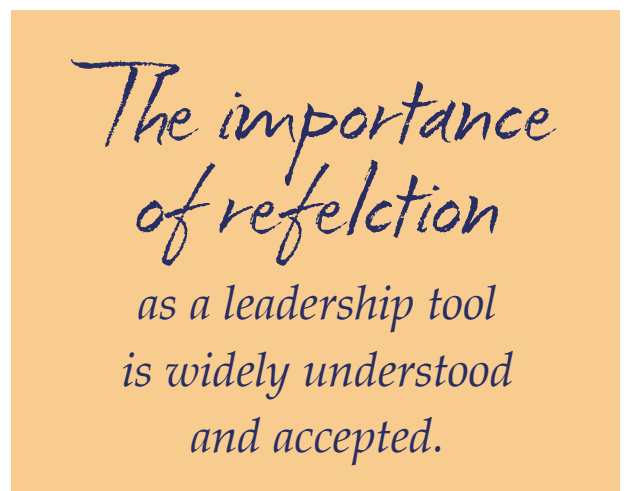
This capstone paper embodies my goal for studying through TWI: to adapt and synthesize all that I have learned through TWI over the last three years and create a new body of evidence to support the need for, and demonstrate the value of, reflective writing in the workplace.

What I have developed through this journey is a strong conviction that professional/leadership development is an inside job. Every company, business or organization is really a collection of people, and each person needs to take responsibility for his or her own behaviors, learning and development. The power of reflective writing exercises is their ability to help people gain

better insight into their own value and belief systems, to tap into their own intrinsic knowledge and to begin to trust their own inner voice or true wisdom. Any changes that need to be made must start from within each person. This was proven again and again in every experiment I conducted over the last three years. It's the missing piece to almost every corporate training workshop, program, class or initiative I have come across. For all the money these departments spend to effect change, all the training in the world isn't going to make someone think or choose differently unless or until that person feels a very personal connection or motivation. Reflective writing techniques are the ultimate tool for self-directed learning.

Another benefit to including reflective writing in professional development initiatives is that—once you learn them—they don't cost anything, and they don't take much time. In fact, much of the time, my clients were able to incorporate reflective writing techniques naturally into their daily schedules without the additional burden of a significant time commitment.

The importance of reflection as a leadership tool is widely understood and accepted. A simple Google search of "leadership and reflection" will turn up a plethora of articles, stories, blogs and research about the need for business leaders to take time to reflect. What is missing from most of these articles is a toolbox of techniques. The advice most frequently shared in these articles is largely superficial: "Make time to reflect everyday." "Consider this series of questions..." And so on. But none that I've read really explain the process, provide the structure and offer the tools for self-reflection in a meaningful way. And, herein lies an opportunity.



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### **What's Next? Sharing the Knowledge**

Researching and writing my capstone project has been a journey in creativity. It has inspired my own consulting practice and infused my coaching sessions with some replicable and reliable new tools and strategies I can draw on time and again to help my clients improve their leadership skills, enhance their executive presence, and reach their professional development goals.

## Resources

i There are many empirical studies demonstrating the benefits of reflective or expressive writing on the immune system, mood changes, and performance, and more anecdotal articles appearing in the media all the time. A few examples:

Kitty Klein and Adriel Boals, "Expressive Writing Can Increase Working Memory Capacity," *Journal of Experimental Psychology*, 130, 3, 2001, pp.520-553.

L.M. Barry and G.H.S. Singer, "Reducing maternal psychological distress after the NICU experience through journal writing," *Journal of Early Intervention*, 24, 4, 2001. Pp. 287-297. Doi: 10.1177/105381510102400404.

M. A. Cohn, M.R. Mehl, and J.W. Pennebaker, "Linguistic markers of psychological change surrounding September 11, 2001," *Psychological Science*, 15, 2004, p. 687-693. An analysis of over 100 people who wrote online journals in the weeks before and after 9/11/01.

Cecelia Capuzzi Simon, "Warrior Voices: Veterans learn to write the words they could not speak," *The New York Times*, Education Life, February 1, 2013.

ii Pennebaker, James W. 2004. *Writing to Heal*. Oakland, CA: New Harbinger Publications.

iii Bloomberg Business News, March, 24, 2014. "Bankers' Deaths Shine Light on Stress in Industry, Tunnel Vision."

iv ComPsych® Corporation. 2013 eReport: Wellness Trends. "Employee Anxiety and Lifestyle Choices are Affecting Overall Health."

v *ibid*

vi ComPsych® Corporation. 2013. White Paper: Employee Wellness. "Measuring the ROI of Workplace Wellness Programs."

vii DiGiovanni, Michael. May 15, 2006. *BusinessWeek Online*. Readers Report: Where the Innovation Is—And Isn't.

viii Barchan, Margareta and Rice, Jeanne Westervelt. 2013. White Paper, *Breaking Bad: Why Good Employees Choose Wrong and What Companies Can Do About It.*

ix Adams, Kathleen. 1998. *The Way of the Journal*. The Sidran Institute Press. Pp xii.

x Mellander, Klas. 1993. *The Power of Learning: Fostering Employee Growth*. Ontario, Canada: Irwin Professional Publishing.

xi Roberts, Cynthia. 2008. "Developing Future Leaders: the Role of Reflection in the Classroom," *Journal of Leadership Education*, 7, 1, pp. 116-130.

Whyte, David. 2002. *The Heart Aroused*. New York: Crown Publishing Group





## About the Author

Jeanne Westervelt Rice is a communication expert who specializes in business writing, message design and public speaking. She has spent over 25 years working with executives and other business professionals from some of the world's leading companies, helping them improve their leadership communication skills. In her work, she has noticed that most executives do not make time for self reflection, and as a result, miss valuable opportunities to expand their perception, learn from past mistakes, manage strong emotions, improve negotiation

skills, or simply be more productive on the job. As a certified Journal to the Self® Facilitator, and a certified Journal Coach, Jeanne brings a range of reflective writing tools to her clients, and is spreading the word that reflection is a highly structured process with clear, measurable outcomes. She holds a master's degree in business journalism from Northwestern University, and earned her bachelor's degree from Slippery Rock University of Pennsylvania. Jeanne serves as a trustee for several nonprofit organizations based in New Jersey. She lives with her family on a 780-acre nature preserve that provides the ideal environment for reflection.



## A Note from TWI

The Therapeutic Writing Institute credentials program concludes with a capstone project that contributes to the body of knowledge and practice in the field of therapeutic writing. This paper is Jeanne Rice's contribution, unanimously declared outstanding by her capstone review committee. Jeanne's work at TWI has been exemplary, leading the way to bring expressive and therapeutic writing to executives and business leaders through her innovative adaptation of key theoretical constructs. We thank her for sharing this paper with her colleagues

and executive coaching clients, and we congratulate her on her Certified Journal Facilitator credential. Her scholarship has been exemplary.

*Kathleen Adams, LPC*

*Director, Therapeutic Writing Institute, [www.twiinstitute.net](http://www.twiinstitute.net)*