Linking Civility & Resiliency to Make Your Work Environment Sing! - Civility Toolkit

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Everyone thinks of changing the world, but no one thinks of changing himself. Leo Tolstoy

"Every day you get to decide whether you will lift people up or hold them down. Your decision makes a difference in whether people see you as warm and competent or cold and rude." Christine Porath, 2018

"Everything starts with civility. Unless we take action to protect and nurture civility, none of the other necessary changes will take root." Bob Waller, CEO – May Health System and former Board Chair for Institute for Healthcare Improvement, (IHI) 2016

"Civility is everyone's responsibility. All relationships should be grounded in civility and respect… we all must examine the behaviors that have been grounded in our traditions in healthcare around what has become acceptable. We've gone too far …we must learn new strategies to embrace empathy and reduce all suffering, to restore joy of the healthcare workforce to improve quality of care for our patients." Don Berwick, IHI 2015

"Team effectiveness and learning is not sustainable without a feeling of psychological safety and promoting civility. Civility: It starts with you! Don't wait for someone else to start!" Deb Center

Who is responsible for setting the tone of civility and resiliency?

Contagion Theory ➔ Emotions are contagious!

> *"Incivility is like a plague in organizations."* C. Porath, 2018

The evidence: Impact of incivility - Cost of Incivility

- Estimated – 8-10% of organization revenue spent on bad behavior. (*estimated $390 billion annually in US*)
- 80% of workers in US believe incivility is a problem ➔96% experience incivility at work.
- 66% report experiencing significant stress due to incivility at work causing them to cut back on work effort (productivity)
- 3 out of 4 employees are dissatisfied with how incivility is handled in their company.
- More than 50% say they would have a career problem if they reported the incivility.
- Only 9% have reported to HR or their EAP – *silent witness*
- 78% reported a decline in their commitment to the organization related to incivility
- 80% lost work time worrying about (or calling in)
- 12% left their job because of incivility.
- 25% admitted to taking their frustration out on customers.

Impact of Witnessing Incivility (by boss or peer)

- 25% worse performance
- 45% fewer ideas and lost productivity

Impact of seeing or reading "rude" words:

- People are 5 X's more likely to miss information
- Takes longer to make and record decisions
- Make significantly more errors with information directly in front of them

According to the *2016 Civility in America* survey: 95% of responses believe there is a problem in America; 74% believed it is worse not than a few years ago; and 70% believed incivility has reached crisis proportions.

- The **mere presence** of incivility in a person's mind disrupts attention and causes that person to "miss" critical information altogether – impacts quality and safety.

Patient/Quality Care Cost: Silence Kills Findings: **How does incivility impact quality?** www.silencekills.com

- 60% of medication errors are caused by mistakes in interpersonal communication.
- More than 50% of healthcare workers witness coworkers break the rules, make mistakes, fail to support, demonstrate incompetence, show poor teamwork and disrespect & micromanage.
- 78% report it is difficult or impossible to confront a person directly even if there is witnessed incompetent care – **with fewer than 10% of MD's, RN's & clinical staff reporting having the skills needed to directly confront their colleagues about concerns**

IHI; Joint Commission, and AHRQ: Numerous reports and sentinel events linking incivility/bullying to communication breakdown within teams leading to significantly reduced quality, safety and satisfaction. Evidence on incivility suggests a higher rate of fatigue, compassion fatigue and burnout resulting in turnover and loss of providers in healthcare. In 2016, an estimated **60% of providers were burned out**, compared to 24% of the workforce in all other industries. According to Swenson (2016),**"Because of the effects of burnout on patient outcomes, burnout should be considered an impairment."** S. Swenson, MD, MMM, FACR, Medical Director for Leadership and Organizational Development at Mayo Clinic - IHI Conference, 5/16 ---- **IHI Joy in Work Framework** – Whitepaper – www.ihi.org

Cost of Civility: "*Civility costs nothing, and buys everything.*" Mary Wortley Montagu
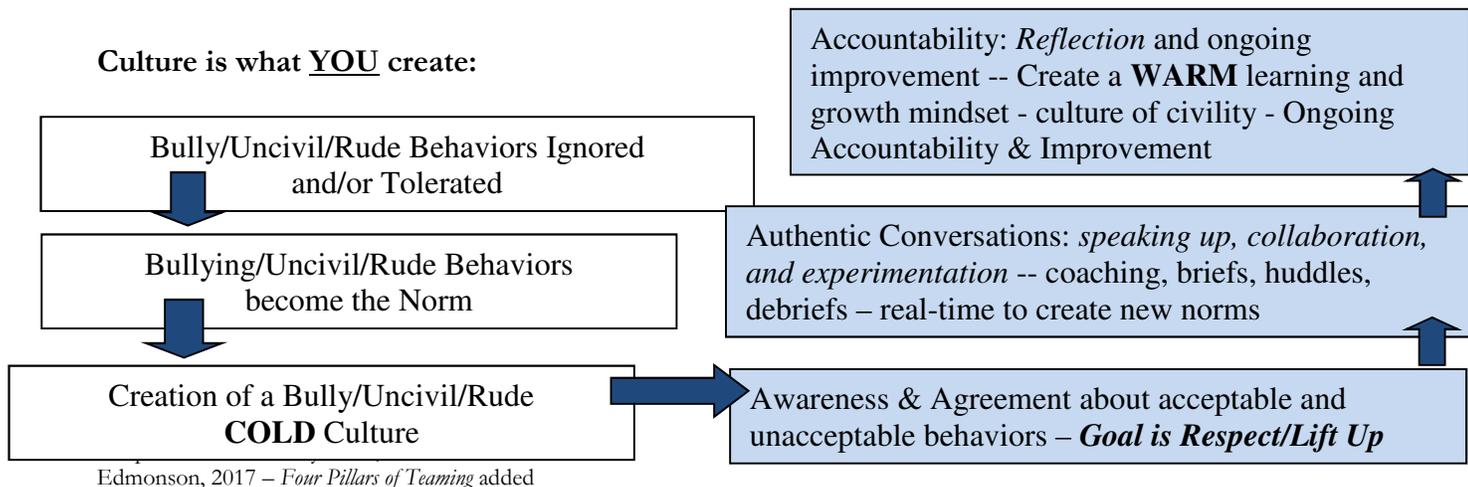
- When employees feel respected by leader and team: 56% had better health and well-being; 89% greater enjoyment and satisfaction; 92% greater focus and prioritization; 26% more meaning and significance; 55% more engagement = improve quadruple aim.
- Civility creates psychological safety: 59% more willing to share information; 72% more likely to seek advice and ask for help; 57% more likely to seek clarity and for more information.

The three A's of Civility:

1. **Awareness**
2. **Authentic Conversations**
3. **Accountability**

Civility Strategy #1 ~ Awareness:

Culture is what <u>YOU</u> create:

Accountability: *Reflection* and ongoing improvement -- Create a **WARM** learning and growth mindset - culture of civility - Ongoing Accountability & Improvement

Bully/Uncivil/Rude Behaviors Ignored and/or Tolerated

Authentic Conversations: *speaking up, collaboration, and experimentation* -- coaching, briefs, huddles, debriefs – real-time to create new norms

Bullying/Uncivil/Rude Behaviors become the Norm

Creation of a Bully/Uncivil/Rude **COLD** Culture

Awareness & Agreement about acceptable and unacceptable behaviors – ***Goal is Respect/Lift Up***

Edmonson, 2017 – *Four Pillars of Teaming* added

Exercise: *****This exercise is the foundation for creating personal and team agreements. *Be sure to take time with the team to understand the meaning of the behaviors, not just list the words.*
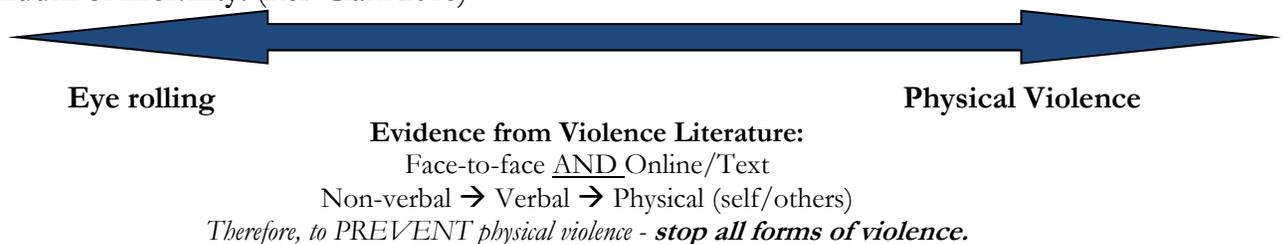
What is Incivility? → Unacceptable Behavior "Counterproductive Work Behavior" - COLD	What is Civility? → Acceptable Behavior "Organizational Citizenship Behavior" - WARM
Hold Down Rude Disrespect *Incivility is defined as any action or behavior that interferes with a harmonious and cooperative learning and work environment, that can negatively impede communication and lead to poor patient outcomes.* (References: Clark, 2017; Feldman, 2001, Luparell, 2016; Pearson and Porath, 2009; Porath, 2016)	Lift Up Inclusive Respect *"Civility is defined as respect." (*Porath, 2018)
What should happen when unacceptable behaviors happen? How do you ensure members of the team speak up?	What should happen when acceptable behaviors happen? How do you acknowledge these behaviors?
Code Phrase for the Team?	Code Phrase for the Team?

Definitions:

- **Horizontal Hostility and Lateral Violence** - "*A consistent (hidden) pattern of behavior designed to control, diminish, or devalue another peer (or group) that creates a risk to health and/or safety*" Bartholomew (Examples: Doctor to Doctor, Nurse to Nurse, or MA to MA etc.)

- **Incivility** - "*Rude or disruptive behaviors which often result in psychological or physiological distress for people involved, and if left unaddressed may progress into threatening situations, or result in temporary or permanent illness or injury.*" Clark (Incivility is often unconscious and unintended and seen during times of stress.)

- **Bullying** – "*is when a person is picked on over and over again by an individual or group with more power, either in terms of physical strength or social standing.*" (Bullying is often seen as a pattern of behavior that is repeated over time and may be conscious and intentional or unconscious and unintentional.)

Continuum of Incivility: (Ref: Clark 2016)

Eye rolling   Physical Violence

Evidence from Violence Literature:
Face-to-face <u>AND</u> Online/Text
Non-verbal → Verbal → Physical (self/others)
Therefore, to PREVENT physical violence - **stop all forms of violence.**

Awareness Exercise: Using a **red marker**, circle all the "signs of incivility" you have seen within your team.

Signs of Incivility:

» name-calling, sarcasm, bickering, fault-finding, back-stabbing, criticism, intimidation, gossip and spreading rumors, shouting, blaming, put-downs, raising eyebrows, trivializing, assumptions, judgment, accusations, anger, threats, → physical violence

» unfair assignments, eye-rolling, ignoring, making faces (behind someone's back), refusal to help, failing to handoff necessary information related to patients between caregivers, sighing, whining, "It is not my job" and lack of accountability, refusal to work with someone, sabotage, isolation, exclusion, fabrication, withholding information, secrecy, undermining, discounting, silence, denial, triangulation, resentment, frustration, worry, fear, etc.

» Verbal, non-verbal, physical, public, private, email, text-message, telephone, written, one-on-one, and mobbing

According to Pearson and Porath, the most common bully behaviors in organizations are:

- *Verbal Abuse (73%)*
- *Malicious gossiping or spreading lies and rumors (62%)*
- *Threats or intimidation (50%)*

What does incivility look like in perioperative services → NAME IT

For Incivility to THRIVE – there needs to be:

1. **Secrecy**

2. **Shame**

3. **Silent Witness**

4. **Stress and Overwhelm**

> ***"85% of those witnessing bullying do nothing."***
> ***We must find our voice and stop the silence!***

Victims or Targets?

Perpetrators or Offenders?
> **60% of offenders is from a higher position**
> **20% of offenders is from a lateral position**
> **20% of offenders is from a lower position**

"Employees (and students) model the behavior and communication styles of those above them or respond and adapt to their leader's communication to protect their position." Skip Wiesman
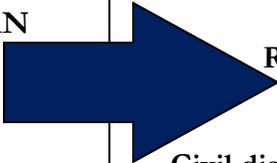
Who are the Silent Witness' or Bystanders? Is the Accomplice.

According to Porath (2016), *"incivility is in the eyes of the recipient. It's how people feel they are treated."* By keeping silent, the bully may never know their behavior was inappropriate.

Civility Strategy #2: AUTHENTIC CONVERSATIONS
> *"Every day, in every interaction, we either approve the old script or write a new one."* Barholomew

Reflection Exercise: What kind of conversations do you have? Are members of your team able to Speak Up and Collaborate?

Parent-Child/Child-Child	Adult-Adult
Learned Patters→ **Need to UNLEARN** **Reactive/Manipulative/Aggressive** **Counterproductive** **Cold** **"I am right, you are wrong!" Or** **"not my job."**	Learn **NEW** PATERNS **Reflective/Radical Candor** **Collaborative** **Warm** **Civil discourse - agree to disagree** **without blame and judgement**

To help team members be able to *speak up and collaborate* – must have the 8 Rights of Adult-to Adult Conversations:

1. Right _____ – within 48 hour

2. Right _____ - privacy

3. Right _____ – make sure the right people are included. Stop conversation until they can be present. *"Nothing about me without me."*

4. Right _____ – set intention prior to be respectful and lift people up. Be clear to establish intention for clarity with the other person(s) as beginning to be sure you are all talking about the same topic. Know your boundaries.

5. Right _____, _____ **and** _____ – all three need to be congruent to provide clear communication. When they do not match, the communication may lead to mistrust and defensive reactions. Use words with radical candor to care personally and challenge clearly and directly.

6. Right _____ **–** to do this, Breathe!!!! Control your self-talk. No Interrupting.
   Pause and **THINK** Before You Speak → Ask: Is it **T**rue? Is it **H**elpful? Is it **I**nspiring? Is it **N**ecessary? Is it **K**ind?

   Empathy: Consider other person's perception and reality. To be empathetic does not mean you must agree with them or their behavior. It is about caring and respect for self and others.

7. Right _____ **–** ask questions to ensure clarity and understanding by all. You may need to agree to disagree in order to move on.

8. Right _____ –be clear about who does what when and how you will follow-up if the issue arises again in the future.

Reflection: What is missing for you? What is missing in your teams?

"Watch your thoughts, for they become words;
Watch your words, for they become actions;
Watch your actions, for they become character;
Watch your character, for it becomes destiny." Original Author Unknown

Strategy to Help Speak Up: Cognitive Rehearsal

Cognitive Rehearsal is a strategy to **prepare ahead** for critical conversations. Use the strategy to avoid tilts, triggers or hijacks during crucial conversations. This strategy promotes one's ability to depersonalize the situation in order to remain objective and find solutions.

Cognitive Rehearsal Steps: 1) Writing Scripts; 2) Practicing Scripts Verbally; 3) Evaluate the choice of words or obtain feedback to ensure right choice of words; 4) Planning for conversation

Models for Writing Scripts: (Decrease defensiveness: **AVOID YOU, BUT & WHY"**)

I feel, I think, I want…	
I FEEL – (*Accountability*) – Identifies what you feel with the situation – (one word) **I THINK** – (*Compassion*) – what it is about (one sentence) **I WANT** – (*Respect*) – What you want for **yourself** – not what you want from the other person.	
Situation – Background - Impact (*For feedback*)	**Respect-Honor –Connect** (*trauma-informed approach for feedback*)
Situation – identifies topic **Background –** gives brief background **Impact –** gives impact of situation	**I see that…** **I appreciate that….** **I want to…**
SBAR Model *(Navy Submarines/ TeamSTEPPS)*	**DESC – *Resolve conflict (TeamSTEPPS*)**
S - **Situation:** What is happening at the present time? **B - Background:** What are the circumstances leading up to this situation? **A - Assessment:** What do I think the problem is? **R - Recommendation:** What should we do to correct the problem?	**D – D**escribe the specific situation with **d**ata **E- E**xpress how you feel or **c**oncerns **S- S**uggest alternative or **s**eek agreement **C- C**onsequences states in terms of impact on goal, strive for consensus.

CUS Statement *(Aviation/TeamSTEPPS) – STOPS the Line for safety*
C – I am **concerned**…   **U –** I **am uncomfortable**…   **S -** This is a matter of **safety**…

Tagging *(reference: Carl Larson, PhD)*
Goal/Intention – in one sentence state intention for the conversation   **Observation –** In 1-2 sentences, state your observations, feelings, concerns, emotions and areas where need clarity. (The longer you speak, the more room for defensiveness and disagreement.)   **Pause for Feedback –** This step is where you pause to engage the other and ask a question. The question is intended to clarify understanding or agreement. Example: *Have you ever noticed this before?*   **Suggestion –** give a suggestion or invite the other to help create next steps.

LAST – Customer Service Strategy for dealing with upset clients/customers
L – LISTEN – Say, "tell me what happened…" Then, listen. Allow them to speak without interruption. If you need to write notes to help you remember points, this is a better strategy than interrupting.   **A – Acknowledge and/or Apologize –** Begin speaking by acknowledging what you have heard. "I am sorry you had to …. Or I apologize for the … or I can hear you are concerned and…."   **S – Solve –** Tell them what you are going to do to take action on their concern. If you need time to find an answer or speak to someone else, give them a timeframe for when you will get back to them. Ask for clarity where needed.   **T – Thank –**End with gratitude & appreciation for them bringing the issue to your attention or for their time.

Tool for Cognitive Rehearsal – And Preparing for Adult-to-Adult Conversations:

1.) **Identify** Situation for the Authentic Conversation: _____

2.) What steps do you need to take to ensure you have the conversation at the best time to allow you to stay calm, respectful and clear? Remember, do you want to lift someone up or not?

3.) **Write** the Script: **_Avoid: You; But; and Why_**

   Strategy - _____

4.) **Review** script to ensure wording will not hijack the person you are speaking to – is it clear? Is there blame or judgment? Are there any words you should *soften* to ensure your concerns are heard?

   This step can be hard if you are still angry or upset. The process of writing will help you see better choices. It may take several scripts to get the wording accurate for your meaning AND to avoid creating a defensive reaction. Don't be afraid to write it out – it will help you see your challenge.

5.) **Practice** the script by saying it **out loud** – preferably to another trusted friend or colleague. Adjust the wording as needed based on constructive feedback. (Practicing this silently in your head will cause you to miss your tonality and sense body language.) Invite feedback on your words, tone and body-language.

6.) **Before** the conversation → Ensure the 8 Rights of Adult-to-Adult Conversations - Set your intention for compassion for self and the other person. (Do within 48 hours!)

7.) **During** the conversation:
   a. Begin Eye-to-Eye! *(Both sit or stand.)* It is best to do in person when crucial topics. If need to do from a distance, use technology for face-chat, Skype, internet meetings etc. in order to enhance understanding. AVOID email.

   b. Slow-down and really **_LISTEN_**! Pause and **_THINK_** before responding. Remember to breathe!

   c. **If you feel triggered or tilted,** pause and breathe or take a time-out to avoid becoming defensive. Having a script ready as an **exit strategy** is a good idea. For example: *I need some time to think about this, can we take a break and meet back _____?*

8.) **After** the conversation – reflect on the following questions:
   a. What went well during the conversation?
   b. What did you learn from this process that you want to integrate in future conversations?
   c. How will you celebrate your success?

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- Civility Toolkit for DAORN

<u>**Examples of Scripts:**</u> The following are challenging situations where you may need to respond. Each situation has a specific statement you can use to respond or to clarify the situation using the five models.

Adapted from Griffin, M. (2004) Teaching Cognitive Rehearsal as a Shield for Lateral Violence: An Intervention for Newly Licensed Nurses. *The Journal of Continuing Education*, 35(6), p. 260.

Nonverbal Innuendo (raising of eyebrows or face-making)

- I sense (I see from your expression) that there may be something you wanted to say to me. It's okay to speak directly to me.
- I noticed you rolled your eyes. Can you help me understand what you intended to communicate to me?

Verbal Affront (covert or overt, snide remarks, lack of openness, abrupt responses.)

- The individuals I learn the most from are clearer in their directions and feedback. Is there some way we can structure this type of situation?
- I just heard you say _____. Can you help me understand what your intention was with that statement?

Undermining activities (turning away, not available)

- When something happens that is "different: or "Contrary" to what I thought or understood, it leaves me with questions. Help me understand how this situation may have happened.
- When I see you turn away (or other behavior) I feel we are not communicating effectively. I think it is important for us to be able to communicate and understand each other. I want to be able to work with you. Can you help me understand this?

Withholding information (practice or patient)

- It is my understanding that there was (is) more information available regarding this situation and I believe if I had known that (more), it would (will) affect how I learn or need to know.
- I feel confused. I think there is more information I need from you. I want to be able to do the best job and need for you to feel confident in sharing information with me. How can we improve this?

Sabotage (deliberately setting up a negative situation)

- There is more to this situation than meets the eye. Could you and I meet privately and explore what happened?
- I feel set-up. I think there is more to this than I understand. I want us to be able to work together. Can we discuss this?

Infighting (bickering with peers). Nothing is more unprofessional than a contentious discussion in a non-private setting. ALWAYS avoid.

- This is not the time or place for this. Please stop (physically walk away or move to a neutral spot.)
- We need to take this discussion to a private location. Please come with me so we can finish this discussion.

Scapegoating (attributing all that goes wrong to one individual.) Rarely is one individual, one incident, or one situation the cause for all that goes wrong. Scapegoating is an easy route to travel, and rarely solves the problems.

- I don't think that's the right connection.
- I feel I am being blamed. I think we need to look at this situation together. I want to get to the source of the problem.

Example of Scripts Continued:

Backstabbing (complaining to others about an individual and not speaking directly to that individual.)

- I don't feel right talking about him/her/this situation when I wasn't there and don't know the facts. Have you spoken to him/her?
- This is a conversation that needs to include _____. I feel we need to stop this conversation until ___ can be present.

Failure to respect privacy.

- It bothers me to talk about that without his/her/their permission.
- I cannot speak for anyone other than myself. That information should not be repeated.

Broken confidences.

- Was that information said in confidence?
- That sounds like information that should remain confidential. He/She asked me to keep that confidential.

<u>My greatest Challenge</u>: _____

Possible script:

- _____

My Scripts for an Exit Strategy if I feel Tilted or Triggered during a conversation:

Possible scripts:

Calling a time-out script within your team: Code Phrase _____

- I feel concerned, I think it is because the energy has shifted in our meeting. I request that we take a minute to pause and breathe before continuing.
- It is my intention for our team to share information respectfully. I have observed the tone, (or body language, or words) creating what feels like defensiveness to me. Does anyone else feel this? If so, I suggest we take a break and reconvene in ___ minutes (or tomorrow at _____)

Civility Strategy #3: Accountability

"There is <u>no</u> accountability without clarity"
       Tim Porter-O'Grady

1. Zero Tolerance → Conversation
2. Stop the Line
3. Personal Agreements
4. Team Agreements

Levels of Accountability

8. Take action/Make it Happen
7. Find solutions
6. Accept ownership: "own it"
5. Acknowledge reality   EMPOWERMENT
----
4. Wait & hope   DISEMPOWERMENT
3. Blame self "I can't" excuses
2. Blame others
1. Denial: unaware and/or unconscious

Example of PERSONAL AGREEMENTS:

Adapted from *The Four Agreements and The Fifth Agreement, A Practical Guide to Self-Mastery* by Don Migule Ruiz and son, Don Jose Ruiz.

1. **Be impeccable with your word.**
2. **Don't make assumptions.**
3. **Always do your best.**
4. **Be skeptical. And, learn to listen.**
5. **Don't take anything personally.**

Example TEMPLATE* for TEAM AGREEMENTS: *In order to increase engagement and accountability, these should ALWAYS be written by the team, using team language and team priorities. Each member of the team should sign and date. This allows all members of the team to refer to the agreements objectively during future conversations.*
Adapted from: Bartholomew (2006) *Ending Nurse-to-Nurse Hostility* /Bjork & Manthey *(2007) Commitment to My Co-Workers*

I, _____ agree with the following statements and by signing below I am making a commitment to my team and the organization to abide by these commitments.

- I will maintain a supportive attitude with colleagues, creating a positive healthy team environment by recognizing our colleagues for performance that exceeds expectations. I will hold my team members accountable for behaviors and performance, recognizing that the actions of one speak for the entire team. I recognize that each of us plays a vital role in the home care agency's operations and treat each other accordingly.
- Rudeness is never tolerated. There is no blaming, finger pointing, or undermining of fellow team members or the leadership. I will not engage in the "3B's" (Bickering, Back-biting, and Blaming) and ask my team members to not as well.
- I will be on time for our team meetings and when returning from breaks. I will not call in sick unless I am sick. I will respect other's time and avoid urgent requests.
- I will welcome and nurture newcomers. I recognize that many hands make light work and will offer to help each other. I will show appreciation and support to staff that come from other departments.
- I recognize that we all have strengths and challenges and that it takes many diverse personalities to make a team. I will respect cultural, spiritual, and educational differences in my team. I will practice the "3C's" (Caring, Commitment and Collaboration) in my relationship with team members and will ask they do the same with me.
- I will praise my team members in public and provide constructive feedback in private. I will not gossip. I will protect the privacy and feelings of our fellow employees. I will talk promptly and directly with my team members, if I have a problem. The only time I will discuss it with another person is when I need advice or help in deciding how to communicate appropriately.
- I will be committed to finding solutions to problems and will not complain about another team member and ask them not to as well. If I hear anyone doing so, I will ask them to talk to the correct person.
- I will accept each member of the team as they are today, forgiving past problems and ask they do the same with me. I will remember that no one is perfect and that human errors are an opportunity for learning, not for shame or guilt, rather for forgiveness and growth.
- I will remember to have fun and keep a sense of humor at work.

I expect, if at any time, I do not comply with the above statements, my peers and the administration will have a confidential conversation with me directly and hold me accountable for the above commitments. I agree to hold my peers and the administration accountable to the above commitments and I will have confidential conversations directly with any individual that does not follow this agreement in an effort to promote a healthy work environment.

Signature: _____ Date: _____

Example of a Team Agreement:

Commitment to My Team Members

- I accept responsibility for establishing and maintaining healthy interpersonal relationships with every member of this team. I recognize that the words, actions and attitudes of each of us individually reflect on the whole of the Colorado Center for Nursing Excellence.
- I will respectfully speak promptly with any team member with whom I am having a problem. The only time I will discuss it with another person is when I need assistance in reaching a satisfactory resolution. The goal of a conversation with a trusted colleague is not to complain or triangulate but to gain insight into resolution. I will always remember to "take the mail to the correct address".
- I will establish and maintain a relationship of trust with every member of this team. My relationships with each of you will be equally respectful, regardless of job title, level of educational preparation, or any other differences that may exist.
- I will accept each team member as they are today, forgiving past problems and asking each person to do the same with me.
- I will remember that no one is perfect and that our errors will be accepted as opportunities for forgiveness, growth and learning.
- Since all members of our team are leaders and followers, we are committed to finding solutions to problems and embracing accountability for the success of the whole organization.
- My words, actions and attitudes make my team members feel appreciated, included, and valued. I will have fun and keep a sense of humor at work.
- As leaders we practice what The Center teaches.

I expect and accept if at any time I do not comply with the above statements my team members will have a confidential conversation with me directly in order to raise awareness and accountability to the above commitments.

I agree to hold myself accountable to the above commitments in an effort to promote a healthy learning environment.

_____   _____
Signature   Date
(included with permission Colorado Center for Nursing Excellence)

What do you want to make contagious? Strategies for Consideration:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Personal Civility & Resiliency Action Plan:

I commit to taking action on the following three priority strategies:

1. _____ by _____

2. _____ by _____

3. _____ by _____

Signature: _____ **Date:** _____

"I have come to the frightening conclusion that I am the decisive element. It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess tremendous power to make a life miserable or joyous. I can be a tool of torture or an instrument of inspiration. I can humiliate or humor, hurt or heal.

In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming."

Johann Wolfgang von Goethe

Additional Reflections:

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