**Standing Up Strong with Dr. Roger Bretherton – transcript**

**Jackie Congedo** 00:03

These are your superpowers positive character strengths. You have them, all of them some more than others.

**Dr. Neal Mayerson** 00:10

What we are best suited to do in our lives connects with who we are and our character strengths.

**Jackie Congedo** 00:19

Standing up strong, activating your superpowers is how you can change the world,

**Dr. Neal Mayerson** 00:25

 and you're pioneering the future of humanity.

**Jackie Congedo** 00:27

Let's start right now. On today's episode, we have a great conversation with character strength expert, Dr. Roger Bretherton. Roger is a psychology professor at the University of Lincoln in England. And we talked with him about his work applying strengths in a wide variety of settings and how good things follow when we go into each of our days with our top strengths in mind. So we're so excited to be having this conversation today with Dr. Roger Bretherton, who is joining us from all the way across the pond, as they say, in the UK, and who has a real specialty in this idea of the way our strengths ripple. See what I did there? Ripple through social networks and how how really, you know, we're just often one piece of a much broader system of impact and of strength, because of the way these things can work together and can inspire other acts and strength downstream. So before we get into all the science behind that, because I want you to unpack that for us, I just want to welcome you. And I love to hear more about your story and your journey to this work, and why you find it so meaningful.

**Dr. Roger Bretherton** 01:48

Thank you, Jackie. Well, it's an absolute pleasure to be with you. And I think maybe if I start with some of my background, really so I started off as a clinical psychologist working here in the UK. And I was working with in my sort of early to mid 20s, working with some of the most severe cases that that kind of get referred to psychiatric services here. So many of them would be diagnosed with personality disorders, many would have been through very extreme trauma of various kinds. Many would be chronically suicidal or self-harming. So, this really sort of high-risk, sort of difficult area, to work with people, but actually very, very rewarding and very exciting to work with them. Because you see people who look like they're going to self-destruct their lives really turn around over a period of time if you give them the time to work with them.

**Dr. Roger Bretherton** 02:41

And what I noticed during the decade or so that I was working in those services, was that the questions I was starting to ask about people started to change. So instead of saying, “What's wrong with this person?” I started to ask the question, “What is this person missing? You know, what, what's the good thing that this person could learn? That would really make the difference? Do they need a bit of social intelligence or some creativity? Or a bit of persistence? Or some wisdom? Do they need a bit of courage to have a conversation they they're struggling to have?” And so, sort of develop this sort of idea that we can begin to teach people strengths. We're often going, what's wrong with you? How do we fix it? We go, what are the seeds of what's right with you? And how could we really, really make that work?

**Dr. Roger Bretherton** 03:29

And that particularly came with the people that I was working with, with trauma that I often found once they got past that acute clinical phase of trauma, flashbacks, nightmares, all those kinds of things. Once they got past that very often, I noticed they started to say, "Well, I'm developing more compassion, and developing a sense of justice, I want to make a community contribution." And so even in those, sort of, very early days, when we work in clinical practice, I was starting to get this sense of, there's something more here. And that's the area I work in now. So now I work in something called character strengths and virtues, which is really the study of the good qualities of character that make life worth living.

**Jackie Congedo** 04:07

Wow. So, I can imagine how rewarding that is to be able to watch someone go from a place of such darkness to a place of such purpose. It reminds me a lot of actually our whole mission and our museum, here in Cincinnati, you know, which is grounded in these stories, that that come miraculously out of the darkest chapter of history, right, arguably people who experienced the depths of human depravity and and and terror and trauma who, you know, arrived, landed in Cincinnati, Ohio, at Union Terminal, and, and what was it about them that allowed them right to lean into this next chapter in a way that built, literally built our museum, it was the survivors who came together and said, you know, we have an opportunity here.

**Jackie Congedo** 05:10

And so I see why it's it's so fascinating and so rewarding to work at the intersection of someone's traumatic experience and like, what is it about the transformation in that shift? Right, the planting of those sorts of seeds of what's right, that can actually transform something that's been so awful into this amazing beacon of light. And so that's, yeah, we I can totally relate to how we think about our work.

**Jackie Congedo** 05:40

People are always surprised when they come to the museum because they think they're in for a really dark experience. And it's an... And yes, the history is horrifically dark. And we don't shy away from those things. But, but really, you know, folks leave feeling this incredible sense of purpose and hope and potential. And so, the fact that you get to do that every day in a different way is really is really cool. Also, can you talk a little bit about? It seems to me that, like, how do you do that? How do you actually get somebody who's so anchored in a space of, of trauma? And and we know that trauma can if it's not, you know, if you're, if you're not thinking about it in a productive way, in that transition moment that actually can really drag you down. How do you work with people who, you know, are struggling to get them to, like, pivot into a place of abundance and potential?

**Dr. Roger Bretherton** 06:37

Yeah, I usually view it as sort of two processes, really. So, I think the first process is, I mean, I'm a positive psychologist, so I study the good things about people. But I always say that doesn't mean I'm negative phobic, you know, so I'm not going to avoid all this sort of bad stuff in the world. And so, when I was working with trauma, particularly, I'd sort of say there were sort of two processes involved, really, one is the process that if you like, get people from traumatized, if you like, back to normal, like back to functioning again, in everyday life. And very often that that was a sort of process of processing, really, that very often kind of traumatic memories, traumatic experiences, we hold them in our bodies, we process them in certain places in the mind, and you're trying to get people back to a point where really, really I mean, it understated to say that these are difficult experiences that people have had, where those memories that seem to be like a different quality of memory, if your memory was a filing system, it feels like a file that won't fit in any particularly normal box. And that they become normal. It's not normal in the sense that they're okay, but they become this is now part of my story.

**Dr. Roger Bretherton** 07:50

In the story of my life... it belongs. So that's the first piece and then the positive piece of sort of moving on from there is the bit when you then start actively reflecting on what have you now learned, where have you grown? What, how do you see the world differently as a result? And I will sometimes find people will describe it, they will say "I've gone from being a victim, to being a survivor, and from being a survivor to being a contributor." And it's almost like, I don't think can jump from one right to the end. But I think you can take those small steps. That means when you find a place of healing and integration, you can begin to think how can I bring this to other people now in my world,

**Jackie Congedo** 07:50

yeah, it's so special to think, like I said about that in the context of, of our work and our survivor community. And, in fact, I'm thinking of a quote from one of our survivors, Werner Coppel, who survived a death march out of Auschwitz, and came to Union terminal, you know, arrived his quote, and I'm not going to do it justice, but it's the gist of it is, you know, I arrived with a wife and a baby and a suitcase. And that ended the first part of my life, or started the next part of my life. And so even the fact that he got to a place where he was able to reflect on it and to your point, accept it as, you know, a file among other files, in his sort of memory of of, and his his experiences allowed him I think you're right. And, and also this idea of purpose and contribution and moving from just having survived it to actually finding a purpose. In the next chapter.

**Jackie Congedo** 07:50

Manageble

**Jackie Congedo** 09:30

His story is really powerful, because he was sort of moved to action, and he was the first survivor in Cincinnati. To tell his story publicly. We think about this history, like it's ancient history, and you know, while some time has passed since since it happened, the the field that emerged around telling these stories is relatively young, right. And so, you know, people who are still living in our lifetimes and Werner is no longer with us, but the many folks who obviously were his contemporaries are. It was only in the last 20, 30 years that people started saying, "what does it look like to remember this history and to talk about it in a way that's going to move us forward?" So, he, you know, he was the first to do that. And he did it because he was triggered by by an op-ed in our local newspaper, it was a paid, a paid editorial, I think, or, you know, a section in the newspaper, where someone denied the Holocaust, then denied the legitimacy of what had happened. And the Diary of Anne Frank - called it a fake.

**Jackie Congedo** 10:34

And he, he just stood up, he said, I can't. He found sort of this moment of purpose, right, and became a contributor. That's so fascinating. Is this, you know, in the, in the sort of the science of character strengths? There's this whole idea of towing, right, and sort of how do we cultivate strengths that aren't quite as natural for us? Or to your point, what's missing? Like, where am I not activating my potential? Or what do I need to call up to do that?

**Dr. Roger Bretherton** 11:04

Yeah,

**Jackie Congedo** 11:05

do you? I'm watching you smile. So, I'm assuming that this is something that you did work on every day. And this is exactly what you're talking about. But tell us tell us a little bit more about how, how that phenomenon plays out in your work?

**Dr. Roger Bretherton** 11:18

Yeah, so a lot of my work now will be researching all kinds of fields. So, I'm researching and practicing a lot along lots of kind of large organizations. I was just telling you, before we started that I've just finished doing a big piece of research on coaching in in the prison population, and very much doing exactly what you're saying. So that sort of idea is, firstly, if you want to develop character strengths, you... you don't spend your time going, "Oh, no, where are they? What's happened to me?" You say, "What are they? When have I used them?" So, in a sense, you're using a seed model approach to your character strengths. So, if you complete a psychometric, or you get friends to tell you...Well, you just observe your experience a little bit, you spot that you're using hope, courage, creativity, persistence, love, you know, whatever your things are, you're using them already, to some extent. And the question is, how do you bring attention to those things? And how do you then begin to develop them more so by being attentive to them?

**Dr. Roger Bretherton** 12:20

The reason we have to sort of look at it that way is because we have a natural negativity bias as human beings that we tend to spot what's bad, you've probably heard, you know, some of the emotion scientists say the human brain is like, Velcro, for the negative and like Teflon, for the positive, you know, sort of negatives just kind of sticks to us. And the positive just seems to slip off. So, to begin with, spotting your strengths, believe it or not, is kind of a really, really big piece of work in and of itself to begin with. And then the sort of idea of towing that you're talking about is when you think of a strength that's quite low in your stack, it's kind of something that isn't very natural to you, it's a bit of a reach for you. So, for me that strength would be bravery in certain situations. You think about - what strength comes naturally to me, and how can I use that to supplement some of the strengths that are a bit more difficult? So, for me learning is my kind of top strength is one of the ones I absolutely go for, as you would imagine, as an academic. And it's amazing how brave I can be if I can convince myself there's some learning in it. Yeah, this is a difficult conversation. Yeah, that's a hard debate to take, yet feels like this is going to be a hard article to write, and we'll bring some controversy with it. But hey, let's just do some learning. And let's see what happens. And then other people say, that was really brave. And I'm like, I'm not aware of being brave, I was just aware of learning. And so it's kind of thing of what comes naturally to you. And how do you use that to sort of leverage what might be lower down a bit more of a bigger reach?

**Jackie Congedo** 13:52

Yeah, and I'm glad that you mentioned bravery. Actually, it's funny that that's just your personal example. But we talk a lot about the character strength of bravery in our work. Because one of my sort of, I don't wanna say biggest fears, but a concern I have is that people come through the museum and they're, you know, we present them with the character strengths, and so they can look through them and say, what resonates for me or which ones, you know, without the benefit of being able to take the full survey in the museum, right, in the moment, you know, just spotting what they feel is essential to them. And, and I think, you know, one of my concerns is that people are gonna say, “Oh, well, I don't have bravery. I'm not a brave person. So like this upstanding stuff, this isn't for me, like, this isn't something that I'm going to do.” And we try to do is help people understand that actually, you know, your unique matrix of strengths, whatever they are, are essential because there isn't another matrix like that, like you have this unique opportunity and quality and, and combination of the strengths that the world very much needs, right and and and that, yes. Often in the case of upstanding we think about in its most sort of classic sense, which is about, you know, harnessing the courage to stand up, speak out, you know, advocate, push back on something that that does require a sense of bravery. But it doesn't mean you have to be brave. It doesn't mean that that has to be a natural thing for you. Have... has... have other people. Can you talk a little bit more about that, you know, have you worked, how you've worked on that in yourself more, or if you've seen that phenomenon in other people and how they've sort of channeled that? Because I think that's really essential.

**Dr. Roger Bretherton** 15:37

So, you know, we each have our unique fingerprint of strengths to express in VIA Character Strengths terms, we would call them our signature strengths, those unique things we have to give. And whenever we use them, there is a sense in which we're being courageous. You know, we're saying basically, this is the part of me that matters most. And I'm going to push that ahead of myself, in spite of all the other things that might come along with it.

**Dr. Roger Bretherton** 15:37

What you're talking about, in a lovely way, that is the way of - what do we do with a character strength that feels like a bit of a reach for us? You know, it feels like, I couldn't do that... I couldn't stand up like that. I couldn't stand in honesty and integrity in that way, I couldn't possess those kinds of questions. And the thing that I've noticed is that sometimes when a character strength, like bravery is quite low, sometimes that in itself can be a strength. So let me give you an example. For me, it's the fact that physical bravery tends to be quite low. For me, it means that in many social contexts, if I feel that that shy, little bit sort of nervous to be there, I will find myself connecting with people on the outskirts of the situation, rather than going to the middle of it. And I make connections with people who perhaps wouldn't have been spoken to, or maybe a bit marginalized or lacking a sense of connection. And then before I know it, I've sort of actually used what I thought was a low character strength, and a bit of a weakness has become this incredible strength in terms of actually connecting with other people. And then I will find that when other people observe me doing that, they say, "You're so good at talking to strangers? How did you do that?" And in my head, I was just avoiding it, talking to the important people at the same time I and so I think there is a sense of whenever you express your character strengths, and you're right, there are more combinations of character strengths than there are people on the planet.

**Jackie Congedo** 17:23

Yeah. Yeah, I'm going to hold tight to that, you know, that analogy of, of thinking about your weakness as a strength or as a potential strength, I think that's a, that's a great example of sort of, you know, how your lack of bravery actually put you in a position to, you know, to be to be brave in a way or to be helpful and to, to contribute, in a way of upstanding? Can you talk a little bit more about how, so we've talked a lot about sort of the inner individual and intrapersonal work, but much of your work is grounded also in the interpersonal how this, you know, these character strengths can help us individually, but also they benefit our communities, and social networks, and how these, these rip good ripples can carry through social networks. And what the impact of that is speak a little bit to sort of the societal aspects of your work.

**Dr. Roger Bretherton** 18:26

I have to say, that's always been a concern of mine. So, when I think even back in the days, when I was a clinician doing one in, one out, I always had this sense of, I want this to make a difference in the world in some way, you know, there has to be a societal difference that comes with it. And that's one of the things that drew me to character strengths is that suddenly you're talking about something that isn't just, it can be therapeutic and be coaching. But it can also be educational, it can be something that you teach a whole group. So, I, for example, take about 100 undergraduate students every year for all 24 VIA character strengths, how do we define them? What did they do for us? What are the evidence-based interventions that mean we can develop them in some way, and it goes down great. And in fact, just last week, I got I got a message from a student of mine who said they've just got placed on a clinical psychology training course. I didn't remember them and they were saying we just want to thank you for inspiring me. I don't even remember meeting her, but there you go.

**Dr. Roger Bretherton** 19:26

But one of the things that that character strengths does really well in terms of the ripple effect is that there's a very, very reliable finding with character strengths that basically says that if you use your signature strengths in a new way, every day, so whatever comes naturally to you. It's effortless. It's energizing. You feel like it's essentially you. You couldn't be any different, really. And they usually the sort of top 5, 6, 7 strengths that we have, some of those and that what comes out pretty reliably when you look at meta-analyses, so studies of studies that have been done on this, the people who wake up in the morning and go, "How do I use my strengths today? What am I going to what one thing will I do today that uses my strengths?" is that very reliably, it increases their levels of positive emotion. So, they're much more likely to be hopeful, joyful, peaceful, patient, serene, you know. That those levels of positive emotion are likely to go up. And not only does that do them individually, good, it also seems to do everybody they meet that day, good as well.

**Dr. Roger Bretherton** 20:34

So, we know for example, if you spend 20 minutes in the morning, doing loving kindness, meditation, thinking, good things about yourself, and the world around you, that the people you meet that day will report a slight uptick in their well-being. And then weirdly, the people they meet that day will report slight uptick in their well-being. And there's even some evidence that it may even go three places removed, you know, it gets gets a bit slight and gets a bit difficult to measure. But there's this sense of the people who meet us and the people they meet actually benefit from the fact that we're in that place. And one of the easiest ways to raise our levels of positive emotion is to think, "What are my strengths? And how can I use them today?"

**Jackie Congedo** 21:14

Wow, that is really powerful. It's something I don't I'm not as conscious of and sort of my day to day, but but it empirically tracks, right. Like, when you talk about that, I think I'm thinking about my own, you know, what my mornings are like, and if I set an intention, and and if I'm thinking about where I know, I have a part of my day that I'm really going to be able to sing, right, and I'm excited about that. And I'm thinking about what that's going to be like, and then I get there, and it's great, or maybe isn't as great as I think, but I'm still sort of in my you know, as you said in that essential place of myself, and, and the way other people respond to that, and how it encourages them and sort of charges them. And so, the charging effect, and the kinetic energy that ripples out from there is really powerful. It's really powerful. And the fact that it's not just, you know, like foo foo, right? This is like scientifically studied that this is an actual phenomenon. It's statistically significant that occurs, you know, this is how change happens. And, and sometimes I think it's really easy to get bogged down. And we were talking the enormity of the world's problems and how small we all are in comparison. But But what we do every moment really does matter, because it impacts through our networks, the way other people feel they can live in their strength. Yeah, it's really it is really powerful. Are there any specific stories that sort of illustrate that that would, you would want to share? You know, where you've seen that phenomenon play out? powerfully?

**Dr. Roger Bretherton** 22:47

So given that I've just finished my research on coaching officers in prison? That's actually

**Jackie Congedo** 22:54

 you might talk about Yeah, perfect.

**Dr. Roger Bretherton** 22:56

Yeah. And believe it or not the, the people we did the research for the sort of prison authorities we were doing it for have come back to us saying, “Can you now come and study the ripple effects?” Our next project is literally called the ripple effect. That's what we're going to study. So, there we go. Yeah.

**Jackie Congedo** 23:12

Well, we're gonna have you on again, to talk about the ripple effect study you're doing? Yeah, when you have some results to report on that.

**Dr. Roger Bretherton** 23:19

But what what we were noticing is, we were noticing how, say one coaching intervention from somewhere where they're getting someone to identify their strengths and use them in action, rippled all over the prison, so so you'd... not just over the prisons. So, you'd have senior officers talking about how they got into less conflict with junior officers. And then those junior officers feeling more supported in the way they dealt with the prisoners. You had people who were taking it home, and then with their significant other, you know, repeating the process with their significant other that, you know, I've spotted my strengths today, should we do yours too, and they start looking at that, then we have a ripple effect going up the way where people who felt encouraged and felt like they had something to contribute would then think, actually, there's a policy issue in UK prisons I really want to speak, whose door should I knock on? What email should I send. And we have concrete examples of people actually changing pieces of policy, as a result of them being coached and identifying their strengths and thinking, I can use this in some way.

**Dr. Roger Bretherton** 24:21

And one of the things that I find very heartening about all those kind of results, and we still have to study them more and look at them in more depth exactly what's going on. But what's really encouraging about that is that sometimes there's a critique of sort of positive psychology that says, this is very individualistic, it's just about making people feel better. And I would stand with you guys really in the sense of saying, “No, I actually think this is an issue that is for society. It's for a culture, it's much wider. So. it's not just about me feeling good. It's like if I feel joyful, peaceful, excited, hopeful, that immediately conveys to the next person.” And just to say, when you look on research on things like kindness, on hope, on peace, on compassion over and over again, a very similar kind of effect is observed that it's not just about how the individual feels it, it knocks on physiologically you don't even have to tell people about it, it sort of knocks on physiologically until the people around them.

**Jackie Congedo** 25:23

Yeah, it's powerful. And I do see it, I was thinking about the I was on my way here today, Starbucks was going through the Starbucks, and I was literally multitasking with like, a billion different things I don't even know, I think I think I was like, putting my makeup on all kinds of things they tell you not to do at once. And I just was like, I have a feeling that this woman is going to hand me this cup of coffee, like could connect with me about that. So, I just like kind of lived into this place of like, you know, the interpersonal strengths that I had. And I just we kind of like, you know, talked and laughed about it. And I just looked at her at the end and I was like, "You're really making... you're making a difference. Like what...what you tell everybody who comes to this line, it sets the tone for the rest of their day. It matters." And she was like, "Oh, you're gonna make me cry saying that." So, it's... it really is about, I think just, you know, but that started from a place of like, instead of thinking about this moment, as a vulnerability, right here, I am juggling a bunch of different things. And I'm just gonna think about it as a way to connect to somebody else. And, and, and as a strength. And so yeah, I think I think it's, it's totally anecdotally bears... resonates for me.

**Dr. Roger Bretherton** 26:28

Shall I say something else about it. Because the other thing that makes this even further is that once you have that sort of positive energy, if you like rippling through a social system, there's then really, really fascinating research on very, very concrete outcomes that can occur in workplaces, for example, if there is more of that positive energy. So, things like fewer sick days - if people are sick, they're back quicker, higher motivation, more likelihood for people to collaborate rather than conflict with one another. better decision making. I've done quite a lot of research, for example, on dentists getting them to improve their mood so that they can make better clinical decisions. This list just goes on and on. It's it's absolutely fascinating. And all of those things are measurable. And all of them seem to be associated with a greater level of positive effect knocking around in, in a system.

**Jackie Congedo** 27:19

Yeah, that's, that's, it's really, it's really illuminating. And validating, I think, is, you know, we all go do the rest of our day, wherever we are today, listening to this, you know, thinking about leaning into those good things and setting that intention. And, you know, while before we might have done it just because like, well, it feels good, or it seems like the right thing to do now, knowing that there's actual science behind the fact that downstream that does amazing things, is even more energizing to continue to sort of be more intentional. I am so appreciative for the time you've spent today. Whatever time it is, what so many hours ahead there. In this conversation, and just for the work that you do every day, I want to end just by asking you if what are two or three things that the people who are listening to this right now can do when they put their phone down, that could change their day could change their world or their community? Through sort of the lens of your work? Are there three things you would hope that someone would take away from this and could implement quickly? Yes.

**Dr. Roger Bretherton** 28:25

So there are some brilliant evidence-based practices people can take. First one I would suggest is something called strength priming. So, strength priming, this is the answer that I give to executives, if I'm coaching them, and they say, I've got a difficult meeting, what should I say? And I go, it's not what you say, it's how you see the person you're about to meet will make the difference. And strengths priming is basically the idea if you have a meeting with someone, it might be someone you like might be someone who's quite difficult. Just spend five minutes before you meet them, thinking about what's good about them, what are their strengths, what do they contribute to you, those kinds of things. And the evidence is that that leads to all kinds of really, really good outcomes for the people will be more engaged, we will be more creative and the way we deal with them, that they will go away feeling better about themselves as well.

**Dr. Roger Bretherton** 29:15

There's even research done with psychologists that say that psychologists who did that, before meeting their clients, they found 20 weeks later, versus control the psychologist did like their clients had done better as a result of

**Jackie Congedo** 29:29

Wow.

**Dr. Roger Bretherton** 29:30

So strengths priming, really simple. If I've got a difficult meeting at work, I'll do it in two minutes walking down the corridor. The other thing that that I love is there's a whole sort of research on the idea of strengths feedback, in other words, how you describe other people's strengths to them. But let me just give you a twist on that is that what I've noticed is that the thing that seems to make the biggest difference to the culture of our workplaces, our social systems on neighbors isn't so much what we say to them, it's what we say about them behind their back. So, I would argue, where could you positively gossip about somebody today? Instead of moaning about what they've done wrong or what you didn't like, where could you go? Wasn't that person creative? Weren't they kind? Weren't they exciting? You know, where can you do that. And particularly with people you might be struggling with a little bit, because you will sometimes find that that will be enough just to tip that relationship into something that feels a bit better.

**Jackie Congedo** 30:29

Okay, so you can just rest assured that I am going to send all kinds of ripple effect waves of positive gossip at you for the rest of the day today. I'm gonna be telling everybody about man, I had this amazing conversation this morning. And what an incredibly brave person even though you don't think you are to be doing this work during a time when it feels pretty dark out there and inspiring so many people. So, thank you again for taking time to shed this light for us to great more ripples in the universe and in our world and all the way across the pond. Really, truly appreciate you, Dr. Roger Bretherton, thanks so much for being with us.

**Dr. Roger Bretherton** 31:09

Thank you so much.

**Jackie Congedo** 31:11

Our thanks to the Mayerson Family Foundation and the VIA Institute on Character for supporting this series. We have a link in the show notes so you can take your own free character strengths survey and learn more about your strengths. We'd love to hear about your experiences with character strengths and how you're using them to stand up. You can reach us anytime by email and you can listen anytime on Spotify Apple podcasts or visit holocaustandhumanity.org/podcast. You can also connect with us on Instagram and Tiktok @holocaustandhumanity and X and Facebook @cincyhhc.

**Jackie Congedo** 31:45

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**Jackie Congedo** 32:01

 Executive Producers are David Wise and Jackie Congedo. Managing Producer is Anne Thompson. Consulting Producer is Joyce Kamen. Technical Producer is Robert Mills. Technical Director is Josh Emerson. Opening Sequence is by Ken Furman. Select music is by Kick Lee. This is recorded at Technical Consulting Partners studios in Cincinnati, Ohio.