



GETTING THE BALL ROLLING

Say there's a problem where you work. Maybe you have a supervisor who humiliates someone in front of co-workers. You've tried reasoning with him, but nothing changes. You want to do something.

- **Think clearly about the problem** you're facing. Try to get past the emotion—the anger, resentment, shame, or whatever you're feeling about it. Write down the simple facts.
- **Resist the urge** to act only on emotion, or to do something all by yourself. That's often when you're most vulnerable, and you might make more trouble for yourself than for the boss. Instead, take a deep breath and reach out to co-workers.
- **Find someone at work you trust**, and share the facts you've written down. Ask for an honest opinion. If you both agree that this is a serious problem, see if you can come up with the names of other co-workers who are affected, too.
- **Talk one on one** with these other people. So far, you're just checking to see if others agree with you, not deciding what you're going to do about it.
- **Some people will be more concerned than others.** Don't be discouraged. Keep talking—without pestering people—until you find even one person who shares your desire to do something.
- **If you find a small handful of co-workers** who share this problem, get them together, perhaps over a cup of coffee during your break. First share your fears about what could happen if your group did something. Then, talk about what will happen if you do nothing. This will usually help make up your mind to do something! Then start talking about steps you could take.
- **Figure out together** who in management is the decision-maker on the issue. Does this boss know about the problem? How could you approach the boss, collectively? What are the risks and advantages of different approaches?
- **Check your workplace map** from Lesson 3. Think about who's involved so far, and who else you'll need to involve in order to win. Are there key leaders you want to involve early on? Who in your group should approach them, and what approach might work best?
- **Use the information** in Lessons 4 and 5 to make a plan. Take small steps to build your trust as a group. This is the best way to overcome fear.

