



PEOPLE MOVE LITTLE BY LITTLE

Remember the bullseye chart from Lesson 1. You're not trying to move someone from disengaged to organizer in one conversation, but maybe from disengaged to supportive, or from supportive to active, or from active to part of the core group. Slow and steady wins the race.

There's one major exception to this rule. When people are in a high-stakes fight where they're forced into action against a powerful enemy, it can change their thinking overnight. But most times, you will make better progress, and be less prone to disappointment, if you expect people to dip their toes in gradually.

Don't give up on people because of one "no." They may warm up over time. There may be things they're willing to do that neither of you has thought of yet.



CWA Local 2108



ONE STEP AT A TIME

Organizer Paul Krehbiel remembers talking to a medical technologist at Los Angeles County Hospital, who complained that the union didn't do much. Krehbiel asked him to sign a petition about a workplace problem.

"What's the point?" the guy asked. "It won't do any good."

Krehbiel explained that the petition alone wasn't expected to fix the problem, but it was part of a long-term campaign. If the petition didn't get results, the stewards were planning to attach it to a group grievance. Next they would get as many people as possible to attend the grievance meeting and speak out. The technologist signed the petition.

Sure enough, even after 70 percent of the workers signed, management refused to fix the problem. So the union filed a group grievance.

The next time Krehbiel saw him, the medical technologist was more interested. He asked if the grievance meeting had been set yet, and he brought up a complaint he and some others had on another issue. Just a little bit of participation had begun to change his perspective.