

Makin' It Work

SAMPLE

**Transitioning From Corrections
to Community and the World of Work**

**Revised for
2016**

Workbook

MAKIN'

IT WORK

Re-entering Community and the World of Work

A Cognitive Behavioral Soft Skills Training Program

**Revised
June 2015**

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WELCOME!

Goals

“Makin’ It Work” is designed to help men and women who have spent time in jail or prison, on probation or parole successfully make the transition into the community and the world of work.

This program will help us learn to:

1. Understand negative “thinking traps” that make it easy to act impulsively or illegally, even when there are negative consequences.
2. Understand employers’ hidden code of expectations.
3. Recognize and manage emotions before they get out of control.
4. Resolve workplace problems logically instead of impulsively.
5. Express legitimate complaints and take constructive criticism in more professional ways.

Dedication

It has been said that “Life is a journey, not a destination.” At every point along that journey, we have choices to make. Where we stand today is largely a result of these choices -- not fate, chance, or luck. Our own choices. But whether yesterday’s decisions were good ones or bad, tomorrow is a new day. A new path may be chosen, a new journey begun.

This book is dedicated to Patricia, Nikki, Randy, and Daniel, whose real life stories have inspired these fictitious ones, and whose journeys have recently begun anew.

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revised with new graphics June 2015

Lesson 1

Challenges of Change

SAMPLE

**Pearl of
WISDOM**

Introducing Our Characters

Damon spent most of his teenage years locked up in juvenile facilities. He didn't usually get into trouble on his own, but he often ended up taking the blame for things his friends started. He was released from prison a few months ago, after serving two years on a B&E charge.

"Sure, I get high a little. Well, pretty much every day, I guess. But what's wrong with that? I'm just making up for lost time. I've EARNED a little vacation, haven't I? I'm not bothering no one, so what's the big deal if I want to hang with my boys and smoke a blunt?"

How does Damon justify himself and his situation?



Nick was the kind of guy who was always angry about something. He'd been in jail for the past 6 months, this time for assaulting a man in a local bar. Nick got a few bruises, but the other man lost an eye.

"We were both talking crap, and things just got a little out of hand. It's no big deal. He'll be okay. Besides, I was drunk, and you know how I am when I'm drinking...."

How does Nick justify himself and his situation?



Anna was finally getting released after eight months in prison. She'd been locked up for passing bad checks, just one of many things she'd done to support her drug habit.

"My little girl Jenna's been in foster care while I've been locked up. I want her back so bad it hurts. If I could catch just one lousy break, maybe things would turn around. But no, not me! Nothing ever goes right for me!"

How does Anna justify herself and her situation?



Damon's Story Part 1

Damon's last year as a teenager had been a rough one. He failed his GED exam for the third time, got his girlfriend Rochelle pregnant, and then got arrested for breaking and entering -- all within 3 months. He was sentenced to two years in prison.

When Rochelle was 6 months pregnant, she came to see him. Damon was so mean to her that she left and never came back. The next week, his 14-year-old brother Terrell came to visit.

Terrell (worried): **"So what happened with you and Rochelle? She looked all messed up when she and Momma were talking last week."**



Damon (angry): **"It was nothing. She was telling me about the baby. Baby clothes, baby crib, baby this and baby that. Wanted me to get her some money to pay for bills and stuff. But I'm not trying to hear that! I got my own problems in here and I can't be bothered with all that! I'll tell you the truth, Terrell. The way I see it, it's her problem, not mine. She could have gotten rid of this baby if she wanted to. But she wanted to keep it, so now it's all on her."**

Terrell and his mother visited at least once a month, and brought pictures of baby James. Damon looked at them, but he never wanted to keep any. But six months before he was released, Damon heard that his father had died of cancer. Later, he spoke with the prison chaplain about it.

Damon (sad): **"It hurts me more than I thought it would. I've been thinking about all the years I spent angry at him for never being there for me. But I figured he would be around somewhere when I was ready to find him."**

Chaplain (gently): **"It's always hard when you lose someone, especially before you get the chance to make things right."**

Damon (agreeing): **"That's the truth. So now I'm thinking about my son James, wondering if someday he'll feel the same way about me! Being respected as a player was always enough for me, but now I think I need something more in my life. The more I think about it, the more I want to be a good father to my son."**

Chaplain (proudly): **"It sounds like you've put a lot of thought into this Damon. That's the first step to making positive change. I'm proud of you..."**

Stages of Change

We have to work through each stage of change if improvements are going to last. Forced change or skipping stages usually leads to relapse.

1

Stage 1: RESISTANCE

In the RESISTANCE stage, we don't see or admit to the problem at all. The Resistance stage can last for years.

Tim is 50 years old, and has been a heavy smoker all his life. His kids are constantly bugging him to quit. In the Resistance Stage, Tim would probably:

- (a) Try to quit (b) Say he has no problem (c) Help others quit

>> BRIDGE: _____ <<

2

Stage 2: THINKING

In the THINKING stage, we are aware of the problem and its consequences. We might think about doing something in the next 6 months or so, but haven't made a real commitment to it yet.

Tim notices he's getting short of breath and coughing a lot more than he used to. In the Thinking Stage, he would probably:

- (a) Admit his bad cough is from smoking (b) Buy a nicotine patch (c) Refuse to talk about it with anyone

>> BRIDGE: _____ <<

3

Stage 3: PLANNING

It often takes a major event to move us from just thinking about change to seriously PLANNING for it, where we prepare to make a real change in the next 30 days.

Tim goes to see his doctor about his shortness of breath. He is scared when the doctor tells him he has emphysema. In the Planning Stage, he would probably:

- (a) Hide his smoking from others (b) Ask about ways to quit (c) Just quit cold turkey

>> BRIDGE: _____ <<

4

Stage 4: ACTION

In the ACTION stage, we change our behavior, our friends, and even our environment. It usually lasts for the first 6 months after making a change.

Tim has already made some solid plans to quit smoking. In the Action Stage, he would probably:

- (a) Use a nicotine patch to help with cravings (b) Eat carrot sticks or chew gum instead (c) Ask to sit in the non-smoking section

>> BRIDGE: _____ <<

5

Stage 5: MAINTENANCE

In the MAINTENANCE stage, we've been mostly successful in making change. New habits are fairly well established for at least 6 months.

Although Tim has slipped up a couple of times, he hasn't smoked in almost a year. His breathing has improved, he's feeling better about himself, and has actually helped two of his sons quit smoking too.

Prochaska, J. O., DiClemente, C. C., & Norcross, J. C. (1992). In search of how people change: Applications to addictive behaviors. AMERICAN PSYCHOLOGIST, 47(9), 1102-1114.

Recognizing Stages of Change

To begin making lasting change, we must (1) Identify the behavior that's causing us problems, and (2) Figure out which stage of change we are in.



A. Nick admits he has a problem with fighting.

"I DO lose my cool from time to time. I know I ought to do something about it, cuz I get in trouble all the time for it, but nothing seems to work for me. I guess I'm just hot-headed by nature."

Which Stage is Nick in? _____

B. Anna struggles with her drug addiction.

"It's a day-by-day thing. I've been clean and sober for nearly a year now, going to NA meetings and all, but there was a time when I thought I wasn't going to make it."

Which Stage is Anna in? _____



C. Damon has a 2-year-old son that he sees on weekends.

"I used to run around partying all the time, pretending like I didn't have any responsibility for James. But then my father died and I realized that I didn't want James to never know his own father. So for the past 2 or 3 months I've been seeing him as much as I can, trying to be a father to my son."

Which Stage is Damon in? _____

D. Damon's kid brother Terrell got picked up for grand theft auto.

"Enough is enough. This time I got 60 days in the detention center, and the judge told me the next time I would be tried as an adult. When I get out next week, I'm going to find some new friends, that's all there is to it. There's a youth center on West Broad and the director there is real cool -- he says he needs some help after school. I'm going to try that for a while and see how it goes."

Which Stage is Terrell in? _____



KEY POINTS

in Lesson 1

1. There is a natural tendency to resist change, even when change means improvement in our lives. It takes a strong person to start the process of self-improvement.
2. Changing any habit, including habits of thinking, takes time and commitment. Lasting change involves a series of stages which cannot be rushed.

MiniQuiz #1

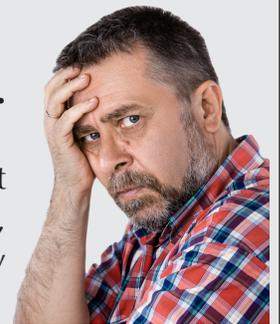
PART 1: Answer each question T (true) or F (false). If False, find the right answer.

- ___ 1. If you can't see the need for changing a behavior even though it has caused you problems, you are probably in the Resistance Stage.
- ___ 2. If you're seriously getting ready for change in the next 30 days, you are probably in the Action Stage of self-change.
- ___ 3. If you've made changes and kept them up for the past 1-2 months, you are probably in the Thinking Stage.
- ___ 4. If you've kept up your changes for more than 6 months, you are probably in the Maintenance Stage.
- ___ 5. If you make short-term changes only when someone pressures you, then go right back to your old ways, you are probably in the Action Stage.

PART 2: Read the following story about a new character, Ronnie. Decide which stage of change he is probably in.

Ronnie was a 42-year-old man who had a drinking problem... or at least his wife thought he did. He'd spent some time in jail because of his DUI's, and he'd gotten fired from his last job for drinking on the job, but he really didn't think of it as a problem.

RONNIE: "My father had a sign that read: 'I don't have a drinking problem. I drink. I fall down. No problem!' My only problem is a wife that won't stop nagging me."



Lesson 2

Thinking Traps

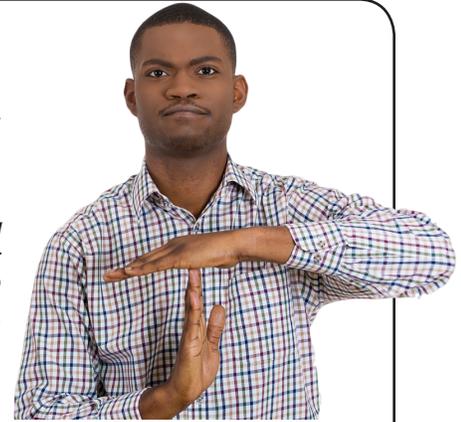
SAMPLE

**Pearl of
WISDOM**

Damon's Story Part 2

Damon had been out for about three months. Most of the time, he hung out at his mother's house, sitting on the front porch, talking with his old friends and getting high. He saw his little boy on weekends, but hadn't yet found what he called a "real job."

Damon (thinking to himself): *'To be honest, I haven't tried very hard either. My little part-time construction job puts some money in my pocket and keeps my P.O. off my back. That's good enough for me.'*



Damon was sleeping on the couch one afternoon when his mother woke him up.



Mother (annoyed): **"So what are you going to do with yourself Damon? You've been out for almost 3 months, and I don't see you doing anything but laying about."**

Damon (sleepy): **"Lighten up, Ma! After what I've been through, I deserve a little vacation, don't you think?"**

Mother (angry): **"It hurts me to say this, but if you don't get yourself in gear, you're going to end up right back where you were. In case you haven't noticed, your brother Terrell has been getting into some trouble lately. I think you should set a better example for him-- and for your little boy too."**

Damon (to himself, shocked): *'I am who I am. I'm not gonna change that for anyone.'*

Damon (out loud, angry): **"You know Ma, this is just who I am. I'm sorry if it's not good enough for you! Maybe you should have thought of that before you took the money I brought in when I was hustling."**

Mother (hurt): **"You know Damon, not a day goes by that I don't feel ashamed of that... but it doesn't change the fact that you have to make some better choices. In fact, if you don't get off this couch and find some honest full time work in the next 2 weeks, then you'll have to get out on your own. You're too old for me to support you on what little I make at the beauty shop."**

Damon (to himself, cornered): *'I'm fed up with people being all up in my business.'*

Damon (betrayed): **"If that's how you feel, maybe I'll just leave right now, Ma!"**

Damon got up and started packing his things. His mother stood by watching, the tears pouring down her cheeks. Damon felt kind of bad, but now that he had opened his mouth, he didn't know what else to do.

THINKING CYCLE

High Risk Situation

SITUATION WITH SERIOUS POTENTIAL FOR SLIPPING BACK INTO HARMFUL HABITS.

Beliefs

WHAT YOU ASSUME IS _____ ABOUT YOURSELF OR OTHERS, EVEN WITHOUT _____.

Thoughts

WHAT YOU _____ TO YOURSELF DURING A HIGH RISK SITUATION.

Consequences

EFFECTS OF YOUR BEHAVIOR ON Y_____ OR O_____.

Feelings

WHAT YOU _____ INSIDE DURING A HIGH RISK SITUATION.

Behavior

WHAT YOU _____ OR _____ ALOUD DURING A HIGH RISK SITUATION.

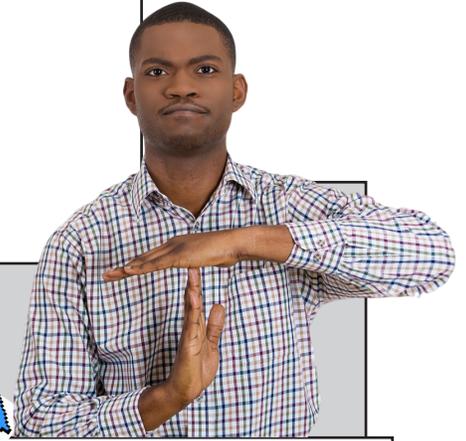
Damon in Conflict

TRIGGER:

Damon's mother says:
"You should set a better example for your brother and your son."

1. BELIEFS

Damon believes that:
'Just do the bare minimum to get by and keep people off your back.'



2. THOUGHTS

Damon says to himself:
'I am who I am.'

5. CONSEQUENCES

Damon's mother feels _____ and she says:
"If you don't find full time work in 2 weeks, then

3. FEELINGS

Damon feels: _____

4. BEHAVIOR

Damon says to his mother:
"Maybe you should have thought of that"



6. THOUGHTS

Damon says to himself:
'I'm fed up with people being _____'

9. CONSEQUENCES

Damon's mother watches and begins to _____

7. FEELINGS

Damon feels: _____

8. BEHAVIOR

Damon snaps back and says:
"If that's how you feel, _____"
and he starts to _____

Thinking Traps

Sometimes, we get used to thinking in ways that justify illegal or harmful behaviors. We call these personal beliefs “Thinking Traps,” because they can so easily convince us that an illegal or harmful action is the right one, even when it hurts others or gets us in serious trouble.

How much is each statement like the way YOU think sometimes?

1: Not like me at all

2: A little like me

3: A lot like me

4: Exactly like me!

[1] [2] [3] [4]

1. “Stand up and defend yourself when you’re criticized (even if you know you’re wrong).”

[1] [2] [3] [4]

2. “Never work harder or faster than you absolutely have to. Just do the bare minimum to get by.”

[1] [2] [3] [4]

3. “Don’t act different to make someone else happy. Just be who you are, even if others don’t like it.”

[1] [2] [3] [4]

4. “Get even with people who are rude or disrespectful to you, or they’ll think they can get away with it all the time.”

[1] [2] [3] [4]

5. “Don’t let anyone tell you what to do. They can ask...”

[1] [2] [3] [4]

6. “Never admit a problem or mistake unless you absolutely have to. Your problems are your own business.”

Thinking in High Risk Situations

High Risk Situation	Personal Beliefs	Impulse Behavior
Damon’s cousin, a successful businessman, embarrasses him at Thanksgiving dinner by asking: “So what are your plans now that you’re finally out of prison?”	This triggers Trap # __: “Get even with people who are _____!”	And Damon would probably:
Nick goes to anger management classes. Everyone is talking about their problems. The leader says: “Nick, why don’t you share one of your problems?”	This triggers Trap # __: “Never admit a _____ unless you absolutely have to.”	And Nick would probably:
Anna is nervous about an appointment with her caseworker, so she dresses in her comfortable street clothes. Her sister asks: “Is THAT what you’re wearing?”	This triggers Trap # __: “Don’t act different to make someone else _____.”	And Anna would probably:

KEY POINTS

in Lesson 2

1. The Thinking Cycle shows how our choices and consequences are directly influenced by what we say to ourselves in high risk situations.
2. It is easy to get stuck in the “Thinking Traps” that justified our old illegal or harmful behaviors. If we’re not careful, we may find ourselves tempted to do the same things all over again.

MiniQuiz #2

PART 1: Match each part of the Thinking Cycle with its definition.

- | | |
|---|------------------------|
| ___ 1. What you say silently to yourself | A. BELIEFS |
| ___ 2. Effects of your behavior on self or others | B. HIGH RISK SITUATION |
| ___ 3. What you assume is true without proof | C. THOUGHTS |
| ___ 4. What you feel inside yourself | D. FEELINGS |
| ___ 5. Situation with potential for backsliding | E. BEHAVIOR |
| ___ 6. What you do or say out loud | F. CONSEQUENCES |

PART 2: Ronnie decided to look for a job, and got an interview for a custodial position at a community center. Label each part below with a term from the Thinking Cycle that describes it best.

7. _____ Ronnie was **kept waiting for 45 minutes for his job interview** while two other applicants came and went.
8. _____ He believed that **most employers would never give someone with a record an even break.**
9. _____ *‘I don’t know why I even bothered coming here at all,’ he said to himself.*
10. _____ He felt **depressed and frustrated,**
11. _____ so **he left the building** before the secretary even came to get him.
12. _____ His **wife was upset with him** when he told her about it later.



Lesson 3

Hidden Code of Work

SAMPLE

**Pearl of
WISDOM**

Damon's Story Part 3

Damon's mother didn't back down, so he finally got serious about finding a full-time job. It wasn't easy because many employers didn't want someone with a record. But his mother knew someone from church who worked with an ex-offender program. In 2 weeks, Damon was loading and unloading trucks at a major shipping center.

Damon (to himself, tired): *'It's hard work! I come home beat every day, but at least it's honest money, and I can help out with Mom's bills.'*

One day, Damon came in 15 minutes late, and not for the first time. His supervisor, Mr. Lamar, called him to the side as soon as he walked in.

Mr. Lamar (uptight): **"Damon, let me see you for a minute."**

Damon (playful): **"Wassup, Mr. L? You havin' a bad day?"**

Mr. Lamar (annoyed): **"I'm not playing, Damon. You've been late twice already this week, and now you're rolling in 15 minutes late again. I don't know -- and I don't really CARE -- why you're late, but I need you here on time every day."**

Damon (to himself, upset): *'I have the right to defend myself if I'm going to be criticized. He needs to listen to my side too!'*

Damon (out loud, angry): **"I hear you, Mr. L., but it's not my fault. See, I don't have a car of my own, so one of my boys has been taking me in. And lately, he hasn't been real dependable and all..."**

Mr. Lamar (to himself, offended): *'I really don't want to hear all these excuses. I wish he'd just listen instead!'*

Mr. Lamar (out loud, angry): **"Listen Damon, I'm not interested in your excuses. Your shift starts at 3:00 PM, and that's when I need you here, ready to work. When you're late, I've got to find someone to cover for you, and pay them overtime to do it. You're a hard worker, I'll give you that. But if you can't be here on time, I'll find someone who can."**

Damon (to himself, stubborn): *'I'm not gonna let someone THREATEN me. And I'll be @#\$\$% if he'll get the last word.'*

Damon (coldly): **"Well, you do what you gotta do, and I'll do what I gotta do."**

Damon walked off, muttering curses under his breath. It wasn't until later that he started wondering if getting the last word had really been such a great idea....



Looking at Both Sides



Damon's Point of View

Damon gets cut off when trying to explain why he's late.

1. BELIEFS

Damon believes that:
'I have the right to

2. THOUGHTS

'He needs to listen to

5. CONSEQUENCES

Mr. Lamar gets more upset with Damon.

3. FEELINGS

Damon feels: _____

4. BEHAVIOR

Damon says:

"I hear you, Mr. L, but

Damon arrives to work late, then plays it off.

1. BELIEFS

Mr. Lamar believes that:

'Workers should accept criticism without getting defensive.'

2. THOUGHTS

'I don't want to hear all these



Mr. Lamar's Point of View

5. CONSEQUENCES

Damon gets upset and says:
"Well you do what you gotta do, Mr. L, and

3. FEELINGS

Mr. Lamar feels: _____

4. BEHAVIOR

Mr. Lamar says:

"If you can't be here on time,

Hidden Code of Work

Every workplace has its written policies and procedures. But most employers also have a HIDDEN CODE which they simply assume new workers will understand.

Some of the more common rules in this hidden code are below.

- 1. Do what you're asked to do, even if you don't really want to.**
- 2. Always stay busy. Your time is our money.**
- 3. If you make a mistake, at least be honest about it. Do what you can to make it right.**
- 4. Accept constructive criticism from your supervisor without getting defensive.**
- 5. Do your best to fit in and get along with others.**
- 6. Be pleasant to customers, even if they are rude to you.**

Nick's Work Conflict



1. Nick gets a maintenance job at a major hotel chain. He has a disagreement with his supervisor when she asks him to cover his tattoos.

Nick: "What's wrong with showing my tattoos? I'm proud of them! I'm not going to pretend to be somebody different just to keep this stupid job."

Which Thinking Trap is he falling into? _____

Supervisor: "He doesn't understand that all those tattoos and piercings can scare off some of our older guests. In our business, you have to keep up a certain image."

What Hidden Code is the supervisor using? _____

Conflicting Beliefs

Sometimes, the beliefs we learned at home conflict with employers' hidden code of conduct, leading us to do the wrong things for what feels like the right reasons.

THINKING TRAPS

1. "Stand up and defend yourself when you're criticized."
2. "Never work harder or faster than you absolutely have to."
3. "Don't act different to make someone else happy."
4. "Get even with people who are rude or disrespectful to you."
5. "Don't let anyone tell you what to do. They can ask..."
6. "Never admit a problem or mistake unless you absolutely have to."

HIDDEN CODE OF WORK

1. **Do what you're asked to do, even if you don't really want to.**
2. **Always stay busy. Your time is our money.**
3. **If you make a mistake, at least be honest about it, and do what you can to make it right.**
4. **Accept constructive criticism without getting defensive.**
5. **Do your best to fit in and get along with others.**
6. **Be pleasant to customers, even if they are rude to you.**

Anna's Work Conflict

2. Anna works as a clerk in a convenience store. Her 19-year-old supervisor Sarah tells her to clean up a spill in the back. Sarah complains later that Anna never took care of it.

Anna: "I'm not going to let some KID tell me what to do. If she'd asked nicely, I might have said yes, but @\$% that!"

Which Thinking Trap is she falling into? _____

Sarah: "I know I'm only 19, but I've worked hard to get where I am. I shouldn't have to justify myself or walk on eggshells every time something needs to be done."

What Hidden Code is the supervisor using? _____



KEY POINTS

in Lesson 3

1. The workplace has its own Hidden Code of conduct that employers use to judge their employees' behavior. Unfortunately, they don't usually bother to explain this code to new workers.
2. Serious problems can happen when we fall into Thinking Traps and react to problems at work the same way we would at home or on the street.

MiniQuiz #3

PART 1: Answer each question T (true) or F (false). If False, find the right answer.

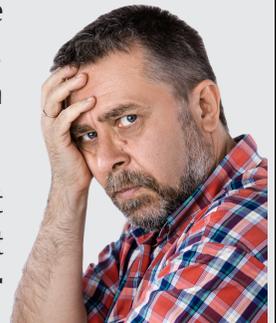
- _____ 1. When a rule is "hidden," we are not allowed to talk about it.
- _____ 2. Many employers just EXPECT new workers to understand their code.
- _____ 3. Every workplace has the same hidden code.
- _____ 4. Our Thinking Traps often conflict with what is expected in the workplace.

PART 2: Read the following story. Underline Ronnie's belief. Then find the two hidden rules that Mr. Johnson tells him about.

Ronnie got a job a month later as a custodian at a community center. He liked his job so far, but was having a hard time with some of the older kids, who would talk back to him. One day, he complained to Mr. Johnson, an older maintenance worker.

RONNIE: "I can't believe the mouth on some of these kids! I'm about to give a couple of them a good whoopin'! I was raised to believe that children should be respectful to adults, and these kids are just asking for it! I was just telling the director yesterday..."

MR. JOHNSON: "Ronnie, hang on. I can understand getting frustrated, but I hope you know that you can't EVER put your hands on any of these kids, right? And it's okay for you and me to talk privately about this stuff, but you've GOT to be careful about what you say around here. Too much talk about 'teaching them a lesson' and someone might think you're abusing the kids. Do you understand what I'm saying?"



Lesson 4

Warning Signs

SAMPLE

**Pearl of
WISDOM**

Nick's Story Part 1



Nick spent a year in jail for assaulting a man in a bar, and was now in a community corrections program. He lived with 40 other men in a residential re-entry center, and worked every day as a maintenance man at a local hotel.

Nick (to himself, disgusted): *'People are always giving me funny looks, like they're better than me or something. One of these days, I'll bust one of them in the head, and then we'll see how funny I am!'*

1

It was a warm summer day, and Nick was mowing the grass around the hotel's parking lot. He was hot and sweaty, talking to himself as he pushed the mower up and down the hills, working himself up into a terrible mood. He hadn't had anything to eat or drink in hours, and he was getting an awful headache.

Nick (to himself, aggravated): *'I'm sick of wearing this long sleeve shirt! And why? So I can cover my tattoos and keep the @#\$% guests from feeling uncomfortable?'*

Nick peeled off his wet shirt, and finished the lawn bare-chested, feeling better.

2

A few minutes later, Nick noticed an older female guest staring at him and shaking her head. He could feel his head pounding harder as he stopped, suddenly furious.

Nick (to himself, furious): *'What the @#\$% is SHE looking at?'*

He stared back at her with his most intimidating look. Then he smiled in a mean way and winked at her. She quickly looked away, running back into the hotel.

3

Thirty minutes later, his supervisor Tammy found him on a break, his shirt back on.

Tammy (uptight): **"Nick, I need to talk with you about a guest who just complained to the hotel manager. She said that a man was mowing out here with his shirt off. She said he looked at her in a threatening way. Is this true?"**

Nick could feel his teeth gritting and his blood pressure rising as he listened to Tammy.

Nick (to himself, angry): *'I'm not going to admit to NOTHING unless I have to!'*

Nick (pretending to be nice): **"Well, Ms. Tammy, there are three of us out here mowing this morning. You can see I have my shirt on, just like you told me to. Do you have any proof that it was me?"**

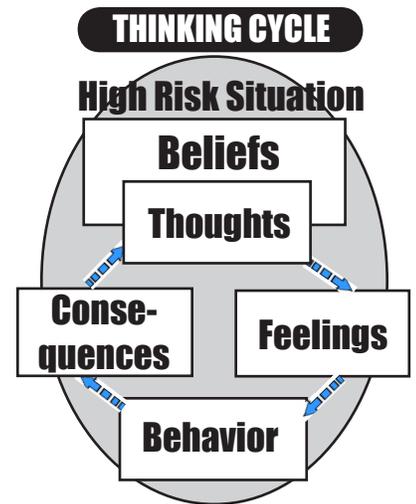
Tammy took a deep breath, getting ready to do this the HARD way. She wished that Nick had the sense to just admit his mistake. But he seemed determined to deny it. She didn't WANT to fire him, but it seemed like she'd have no choice.

High Risk Situations

High Risk Situations can trigger negative personal beliefs. These Thinking Traps make it easy to behave in harmful or illegal ways, often leading to negative consequences.

The first rule of self-control is "AVOID PREDICTABLE PROBLEMS." This starts by knowing what pushes our buttons, and why these situations bother us so much.

When we are aware of our high risk situations, we can make deliberate choices to avoid them.



High Risk SITUATION	Personal BELIEF	Impulse BEHAVIOR
It really gets to me at work when:	This bothers me because I believe that:	What I FEEL LIKE doing or saying is:
<p style="font-size: 48px; opacity: 0.5; transform: rotate(-15deg);">SAMPLE</p>		

Warning Signs

Sometimes, you just can't avoid problems. The second rule of self-control is "KNOW YOUR WARNING SIGNS." This helps us keep unavoidable problems small by catching ourselves before we get too worked up.

Intense Mental Reactions
THOUGHTS

Intense Emotional Reactions
FEELINGS



List your **THOUGHTS** in your High Risk Situation:

List your **FEELINGS** in your High Risk Situation:

PHYSICAL CHANGES

List your **PHYSICAL CHANGES** in your High Risk Situation:

Go back to Nick's story and identify each of his Warning Signs.

Underline his **thoughts**.

Circle his **feelings**.

Box his **physical changes**.

Warning Sign Examples

Directions: Put yourself in the following situations and imagine your warning signs.



1. Tom is the new guy on a drywall crew, and has had a hard time fitting in. When he opens his lunch box today, he sees that it is filled with wet spackling compound (“mud”) -- yet another practical joke. He looks over at Sam, who smiles and says. “Hey, no hard feelings, right? Just a joke!”

My intense THOUGHTS _____

My intense FEELINGS _____

My PHYSICAL CHANGES _____

My IMPULSE BEHAVIOR might be to: _____

But then the CONSEQUENCES would probably be: _____

2. Marie is working as a cashier in a dollar store when a group of old friends that she hasn't seen since she got locked up suddenly walks in. They are all dressed in style, while Marie is wearing a pink nylon smock. She leaves her register, sneaks into the back, and hides out for a while.



My intense THOUGHTS _____

My intense FEELINGS _____

My PHYSICAL CHANGES _____

My IMPULSE BEHAVIOR might be to: _____

But then the CONSEQUENCES would probably be: _____



3. Jake has a job washing dishes in a small Italian restaurant. He's taking a smoke break outside the back door, complaining about tomorrow's 8:00 AM appointment with his P.O. His coworker Al pulls out a joint, lights up, and asks if he wants a hit. “Come on,” he teases. “It won't kill you!” Jake shakes his head and walks away.

My intense THOUGHTS _____

My intense FEELINGS _____

My PHYSICAL CHANGES _____

My IMPULSE BEHAVIOR might be to: _____

But then the CONSEQUENCES would probably be: _____

KEY POINTS

in Lesson 4

1. The first rule of self-control is avoiding predictable problems. This starts by being aware of our highest risk situations, and steering clear of them when possible.
2. The second rule of self-control is knowing our mental, emotional and physical warning signs. Paying attention to these helps keep small problems from turning into big ones.

MiniQuiz #4

PART 1: Identify each of the following warning signs as either:

T (Thought)

F (Feeling)

P (Physical Change).

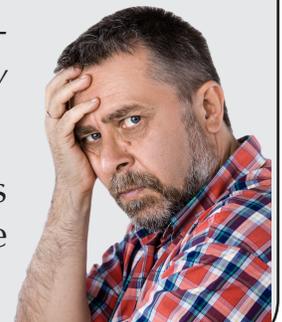
- | | | | |
|----------|----------------------|----------|----------------------|
| _____ 1. | Ticked off | _____ 5. | Confused |
| _____ 2. | Red face | _____ 6. | '@#\$\$% this crap!' |
| _____ 3. | Balled up fists | _____ 7. | Overwhelmed |
| _____ 4. | 'I'm gonna get him!' | _____ 8. | Stomach ache |

PART 2: Read the following story about Ronnie and find his Warning Signs. Underline his thoughts, circle his feelings, and box physical changes.

Ronnie was cleaning up on the playground outside the community center when he saw a 10-year-old boy sitting on a 7-year-old girl, poking her with his finger. Ronnie yelled at him to stop, but the boy just ignored him. He heard the little girl screaming... or was she laughing too? It was hard to tell.

RONNIE (to himself, insulted): *'I'm sick and tired of being disrespected by these kids! I'm going to teach them a lesson, like my Daddy taught me!'*

He could feel his face getting flushed and his jaw tightening up as he walked across the playground, ready to put a stop to this once and for all.



Lesson 5

Stop & Think

SAMPLE

**Pearl of
WISDOM**

Nick's Story Part 2

Nick was sitting in his employment counselor's office. He was talking about getting fired from the hotel yesterday after getting rude with one of the guests.

Nick (smug): **"Tammy tried to get me to 'fess up, but she didn't have nothing on me, so I just denied it. It was my word against that lady's. Tammy couldn't prove a single thing, and she knew it! So instead she says it ain't working out -- that's the best she could come up with. 'It just isn't working out, Nick.' Talk about lame!"**



Mr. Daniels (curious): **"So the way you see it, you came out on top because she couldn't actually PROVE you'd done anything?"**

Nick (excited): **"That's right! You shouldn't accuse someone if you haven't got the goods to back it up. I took her to school on that one. Maybe now she's learned her lesson."**

* Mr. Daniels: **"Maybe so, but it was an expensive lesson for you, wasn't it?"**

Nick (to himself, suspicious): *'What the @\$% is he talking about?'*

Mr. Daniels: **"I mean, you made a deliberate decision to throw away a good job yesterday, rather than just owning up to what you'd done. And now you're trying to convince yourself that it was worth it!"**

Nick (to himself, embarrassed): *'Naw man! This is messed up!'*

Mr. Daniels: **"So instead of admitting your mistake, you're telling yourself that losing a decent job, a week's wages, and a good referral was all worth the satisfaction of 'teaching her a lesson.' Honestly, I'm kind of surprised Nick. I've always thought you were way too smart to fool yourself that way..."**

Nick felt his face getting red with embarrassment. He hated to admit that Mr. Daniels might be right, that ANYONE might be right. His shame turned into anger as he felt his fists clench and his jaw get tight. So he lashed out at Mr. Daniels:

Nick (angry): **"Yeah, what do you know? You've never been where I've been! You couldn't possibly understand! Why don't you take all your psycho B.S. and stick it!"**

With that, Nick threw his paperwork across the desk at Mr. Daniels. He stormed out of the office and slammed the door behind him. He walked away, thinking:

Nick (to himself, miserable): *'How come NOTHING ever works out for me?'*



Analyzing Nick's Situation

Nick certainly could have handled this situation much better!
Look back at the story and find the answers to the following:

1. Nick was in a High Risk Situation when he was confronted by his supervisor Tammy at the hotel. Circle his BEHAVIOR -- what he did when Tammy tried to get him to be honest (see the 2nd paragraph).

2. Nick had a strong personal belief (or Thinking Trap) that justified this behavior with his supervisor. Underline this strong personal BELIEF (see the 4th paragraph).

3. Nick's behavior led to negative CONSEQUENCES:

- a. He lost a decent _____
- b. He lost one week's _____
- c. He lost a good _____

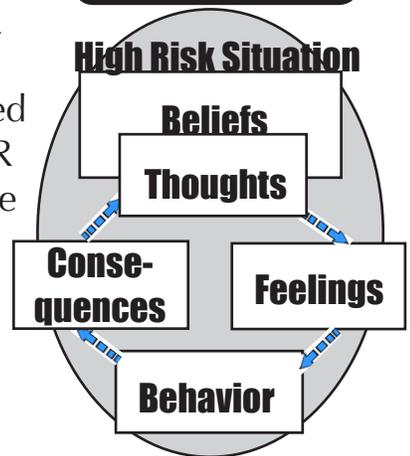
* 4. Nick finds himself in a new High Risk Situation when he is confronted by Mr. Daniels, his employment counselor. He shows several Warning Signs.

- a. Underline two of his intense THOUGHTS.
- b. Circle three of his intense FEELINGS.
- c. Box two of his PHYSICAL CHANGES.

5. Nick loses his temper with his employment counselor, and makes his problem much worse. Write the word "STOP" where Nick should have bit his lip and calmed himself down just before losing his temper.

6. In your opinion, why does Nick have such a hard time being confronted?

THINKING CYCLE



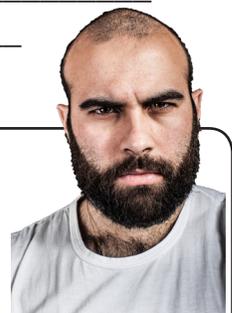
To use the Stop & Think 3-Step

Nick could have:

Step 1: **Be Quiet**

Step 2: **Calm Down**

Step 3: **Think Positive**



Stop & Think 3-Step



The third rule of self-control is "STOP & THINK."
It doesn't solve the problem, but it keeps it from getting worse until we can calm down and think more clearly.



Think!

Step 1: BE QUIET (_____)

Slow down verbally. To keep self-control, you FIRST have to stop talking.

List ways to make yourself **Be Quiet**:

Step 2. CALM DOWN (_____)

Slow down physically. Give yourself some time and space to calm down.

List ways to help yourself **Calm Down**:

Step 3. THINK POSITIVE (_____)

Finally, slow down mentally. Interrupt negative thinking that makes you upset.

List **Positive Thoughts** you could use:



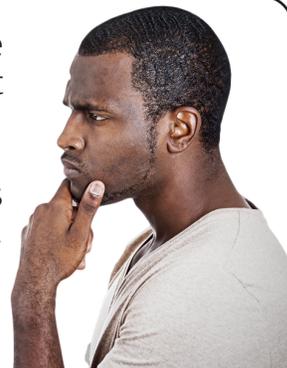
SAMPLE

Stop & Think Examples

Stop & Think is like hitting the brakes -- it prevents an emotional accident.

Directions: Put yourself in the following situations and find a way to use the Stop & Think steps.

1. Tony is interviewing for a job he KNOWS he is qualified for. The interviewer looks at his application and notices the section about felony arrests. He closes the folder and looks away.



Tony feels his stomach knot up. He feels like walking out, but wants to keep cool long enough to explain his past and his qualifications. How could he use Stop & Think to stay calm?

- Step 1: **Be Quiet** _____
- Step 2: **Calm Down** _____
- Step 3: **Think Positive** _____

2. Tanisha is working part time at an animal shelter, trying to keep to herself and stay out of trouble. She walks into the kitchen one day to get a cup of coffee before her shift starts. The room suddenly gets quiet, and she notices that everyone seems to be looking at her.



Tanisha feels her face get red. Part of her feels like yelling "What are you looking at?" But another part just wants to fit in. How could she Stop & Think to stay calm?

- Step 1: **Be Quiet** _____
- Step 2: **Calm Down** _____
- Step 3: **Think Positive** _____

3. George is working as a night clerk in a convenience store. He is trying to stock the cooler in between customers, and doesn't notice two 16-year-old kids waiting at the counter. One of them yells out, "Hey! What's wrong with you? Are you blind? We haven't got all night!"



George stays calm long enough to ring the kids up without an issue, but feels his temper growing after they leave. He's afraid he might get so angry that he walks off the job. How could he stay calm?

- Step 1: **Be Quiet** _____
- Step 2: **Calm Down** _____
- Step 3: **Think Positive** _____

KEY POINTS

in Lesson 5

1. Stop & Think has three steps: Be Quiet (mouth); Calm Down (body); and Think Positive (mind). It takes a serious effort to use these steps in high risk situations.

2. Stop & Think is like putting the brakes on. It doesn't solve the problem, but it helps us slow down and get back in control so that we can think straight again.

MiniQuiz #5

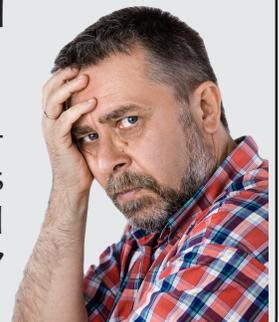
PART 1: Match each item on the left with an example from the right:

- | | | |
|-----------|-------------------|---------------------------------|
| ___ & ___ | 1. Be Quiet | A. Relaxing your body |
| ___ & ___ | 2. Calm Down | B. Covering your mouth |
| ___ & ___ | 3. Think Positive | C. 'I can handle this.' |
| | | D. Biting your lip |
| | | E. Going for a walk |
| | | F. 'Don't let it get you down.' |

PART 2: Read the next story about Ronnie. First, find Ronnie's Thinking Trap. Then, write the word "STOP" where Ronnie should have stopped to think, but did not. Finally, discuss what Ronnie could have done to use the three steps of Stop & Think.

Ronnie stormed across the playground outside the community center, determined to teach the boy a lesson. The little girl kept screaming... and laughing too. It was confusing, but Ronnie had already made up his mind, and he NEVER backed down once he'd made up his mind.

Ronnie reached out and grabbed the boy by the back of his shirt, yanking him off the little girl. As he did, a hearing aid flew off the boy's head! The terrified boy tried to get away from him, and the little girl stood up and screamed, **"You mean man! Leave my brother alone!"**



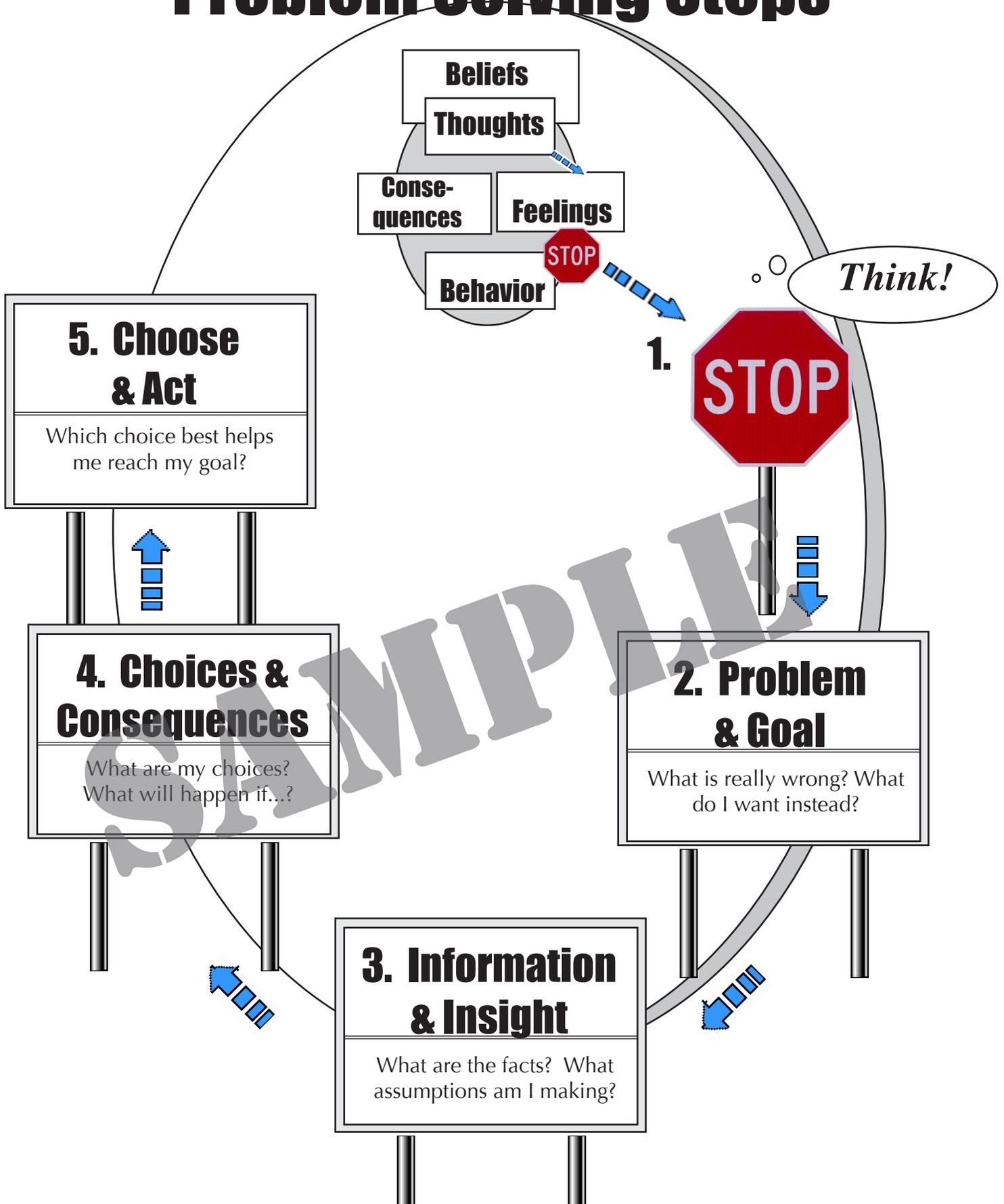
Lesson 6

Problem & Goal

SAMPLE

**Pearl of
WISDOM**

Problem Solving Steps



Problem Solving model © Juliana Taymans & Steve Parese, 1994, 1998. "Problem Solving Skills in Action."
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Anna's Story Part 1

Anna had a fairly normal life before she got mixed up with meth. She had a young daughter, a decent job, and some nice friends.

Anna: “Things weren’t perfect, don’t get me wrong. There was never enough money, but we always managed to get by. But then I got hooked on pain medication after my car accident. When that ran out, I started using anything I could find. I ended up on meth, and things went downhill pretty fast from there.”



Anna did a lot of illegal things to support her habit during that time. There were many nights she left her daughter alone, and many mornings when she was too wasted to get Jenna ready for school. Within 6 months, Anna lost her job, her apartment, her friends, and her dignity. When she lost Jenna too, it was too much.

Since being released, Anna had been staying at Hope House, a halfway house for women with substance abuse problems. Before coming in, she had a very serious talk with Mrs. Roberts, the house manager. Anna told her everything.

Anna (ashamed): “And then when they took Jenna away from me... I don’t know, I just gave up. But now I’m out, and if I can just catch a break, I’ll be able to get Jenna back. Then things will be just like they used to be.”

Mrs. Roberts: “You make your own breaks, Anna. You should know that the rules here are very strict. All the women are required to attend house meetings, do chores, and work at least part-time. We’ll try to help any way we can, but we don’t accept excuses. If you don’t follow the rules, you’re on your own. I’ve got a friend who runs a local hotel, and sometimes hires some of our women. Let me see what I can do.”

Mrs. Roberts arranged for Anna to interview with Jerri, the hotel’s manager, at 10:00 AM the next morning. Anna was nervous because she had no idea how to handle questions about her past. Everyone seemed to have a different opinion.

Marie: “If you tell them you’ve done time, they’ll never hire you. Trust me!”

Rachel: “If they hire you and find out later, you’ll get fired. Tell them up front.”

Tanisha: “On the application, write ‘Please see me’ in the spot that asks about felonies. If they give you an interview anyway, then you can explain.”

Anna (to herself, confused): ‘What should I do? If I don’t get a job, I know they’ll kick me out of the program. But how am I supposed to get a job if no one will hire me? If I had something to just take the edge off, maybe I could think straight...’

Problem Statements

Instead of just complaining or looking for someone else to blame, good problem solvers learn to frame problem statements that focus on what is really wrong.

Rules of problem statements

- Start with “I” and tell how you feel
- Explain the situation (just the facts)

“I feel _____ because _____.”

“I am _____ about _____.”

Damon came in 15 minutes late one morning. His supervisor Mr. Lamar tried to pull him aside, but Damon played it off and acted like it was no big deal. His boss ended up yelling at him in front of his coworkers.

DAMON’S PROBLEM STATEMENT: “I’m upset about Mr. Lamar calling me out in front of my friends when I was 15 minutes late.”

Directions: Write good problem statements using one of the formulas above:

1. Lorraine has a job at an office. Her kids have the day off school, and are at home with her teenage sister, Jennifer. The kids have called her five times this morning complaining that they’re bored.



Complaint: “Why can’t they just watch TV and leave me alone? And why can’t my lazy little sister just do what I asked her to do instead of sleeping all morning? If they call again, I’m going to get in trouble, I just know it!”

Problem Statement: “I am _____ because (or about) _____.”



2. Don works for a company that repairs and maintains gas station equipment around the country. He is on the road a lot, and doesn’t get much direct supervision from his home office. Twice already this week, Don’s co-worker Fred has gotten to the job an hour late, smelling of alcohol from the night before.

Complaint: “I don’t want to rat him out, but this just isn’t right! What if he wrecks a vehicle or something? Or if a client calls the home office complaining about him, and we BOTH lose our jobs? I’m NOT going down for him!”

Problem Statement: “I am _____ because (or about) _____.”

Goal Statements

Problems describe what's wrong. Goals describe how you'd like things to be instead (your outcome or destination). Avoid worrying about specific strategies (your route).

Rules of goal statements

- Simple (What is truly most important to you)
- Self-Focused (What YOU can do or change)

"I want _____, (optional) without _____."
Positive Outcome Negative Outcome

PROBLEM: Damon is upset because his boss yelled at him in front of his coworkers.

POOR GOAL STATEMENT: "I want my boss to treat me with the respect I deserve!"

GOOD GOAL STATEMENT: **"I want to straighten things out with my boss, without losing my job."**

Directions: Write good goal statements that stay focused on a positive outcome.

1. Lorraine's kids are home from school with their teenage aunt. They have been calling Lorraine at work complaining they're bored.

Problem: "I'm upset with my sister because she's not keeping my kids occupied."

Poor Goal: "I wish my sister would stop being so lazy and be more responsible."



Better Goal Statement:

"I want _____
(optional) but without _____."



2. Don's coworker Fred has been coming to the job late and smelling like alcohol.

Problem: "I am worried because Fred's drinking may cost both of us our jobs."

Poor Goal: "I want to teach him a lesson so he'll never do it again."

Better Goal Statement:

"I want _____
(optional) but without _____."

KEY POINTS

in Lesson 6

1. Framing good problem and goal statements keeps us focused on resolving issues with supervisors and coworkers, instead of just complaining about negative situations or people.
2. Most employers value good problem solvers who look for solutions, rather than getting caught up in the “blame game.”

MiniQuiz #6

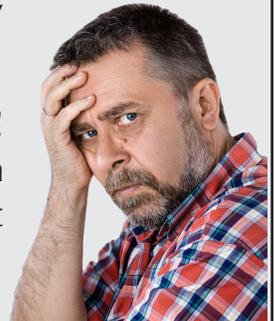
PART 1: Fill in the blanks with the correct words.

1. The first step of problem solving is to S_____ & T_____.
2. A good problem statement should start with _____, tell how you _____, and explain the _____ (but just the _____).
3. A good goal statement is usually s_____ (what is truly most important to you) and s_____ - f_____ (what YOU can do or influence directly).

PART 2: Read the following situation. Then write a good problem statement from Ronnie's perspective.

Ronnie mumbled a quick apology to the terrified boy and his angry sister, then went home and talked with his wife.

Ronnie: “I feel terrible! I can’t believe I lost my temper like that! That poor kid... what if he’s so scared he never comes back? Oh man, and what if he tells his mother, and she calls the director? What if they think I was drinking? I could get fired, or even locked up!”



Write 2 problem statements: One about the boy, and one about his job:

“I feel _____ because _____.”

“I am _____ about _____.”

Lesson 7

Information & Insight

SAMPLE

**Pearl of
WISDOM**

Anna's Story Part 2

The next morning, Anna woke up feeling scared and nervous. Her interview was at 10:00 AM, and every time she thought about it, her stomach started hurting. She got busy on house chores, and before she knew it, it was 9:45 AM.

Anna (to herself, depressed): *'I'll never make it now! I still have to take a shower and catch a ride down there. Why even bother?'*

A few hours later, Mrs. Roberts called Anna into her office.

Mrs. Roberts (hopeful): **“So how did it go at the hotel, Anna?”**

Anna (afraid): **“Oh, okay, I guess...”**

Mrs. Roberts: **“Great! Did you get to interview with Jerri?”**

Anna (nervous): **“Yeah, Jerry. But I don't think he liked me, Mrs. Roberts.”**

Mrs. Roberts (suspicious): **“Anna, Jerri's a she, not a he. Be honest with me. Did you even GO to the interview?”**

Anna was terrified. She couldn't say a word. Not only had she skipped the interview, but now she'd been caught in a lie with the house manager.

Anna (crying): **“Mrs. Roberts! I'm so sorry! I just got so scared this morning! Some of the other girls told me I'd have to talk about my jail time and my drug problem and that they wouldn't hire me anyway. And I didn't know what to say or how to dress and --”**

Mrs. Roberts: **“Anna, hold on for a moment--”**

Anna (crying): **“ -- and now I know I'm NEVER going to get Jenna back! Please don't take away my last chance with my little girl! Please!”**

Mrs. Roberts (calm): **“Calm down, Anna. You're jumping to conclusions, and your friends don't know everything. I told you that Jerri has hired some of our residents before -- did you think she'd be shocked that you've had some problems in the past? I'm disappointed that you missed the interview, but it's not the end of the world. Let's try to figure out what happened, and see what we can do to fix things.”**

Mrs. Roberts spent the next 10 minutes talking with Anna. She coached her on interviewing techniques and set up another interview for later that week. By the time Anna left Mrs. Roberts' office, she felt hopeful for the first time that day.



Defining Facts & Opinions

ACTUAL FACT: Something which has _____
_____ that it is true.

PERSONAL OPINION: Something we _____
is true, but has little _____ behind it.

Two clues for separating facts from opinions:

1. Statements with "always" and "never" are hard to prove, and are usually opinions.
2. Statements with feelings are personal reactions, and are usually opinions.

My First Assumption...

1. You are on the highway in heavy rush hour traffic, finally getting close to your exit. In your rear view mirror, you see another car speeding along the shoulder, passing by all the other cars waiting.

My first assumption about this situation is: _____

So I would probably feel: _____

And I would probably want to: _____

2. A dirty person in torn clothing is sitting on the curb outside your building. He or she looks at you as you approach the door.

My first assumption about this situation is: _____

So I would probably feel: _____

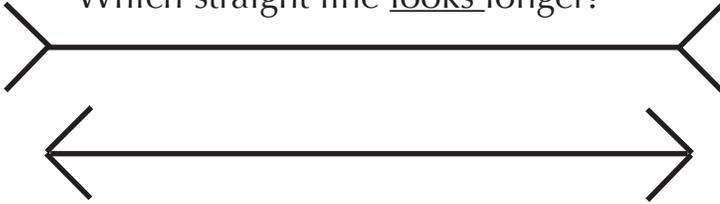
And I would probably want to: _____

Don't Assume Appearances are True

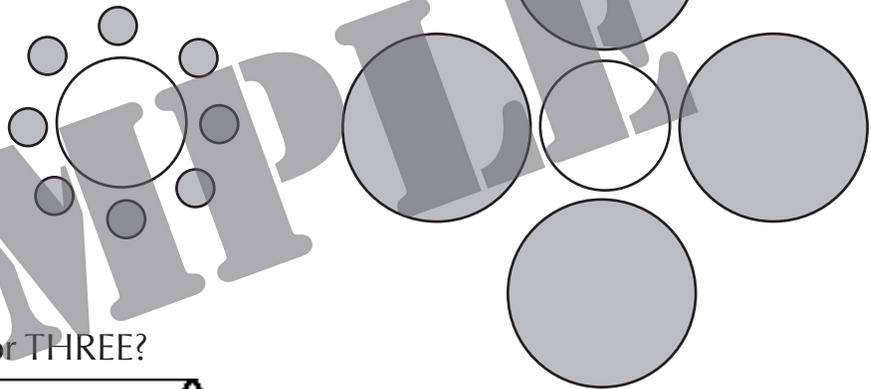
FALSE ASSUMPTION: Things are just what they appear to be.

TRUTH: Looks can be deceiving. Don't judge a book by its cover.

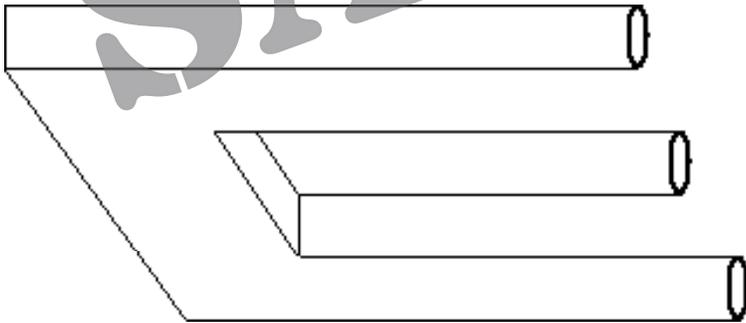
Which straight line looks longer?



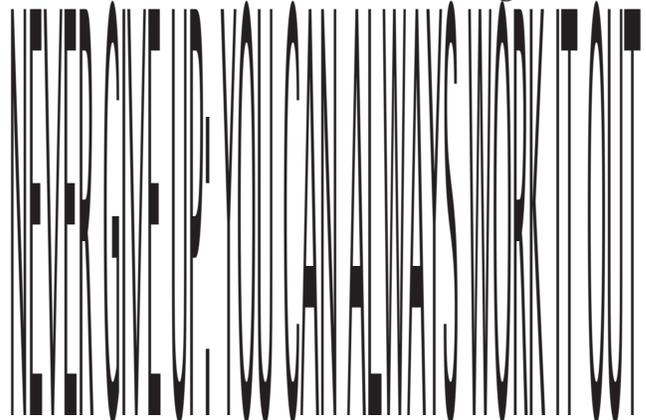
Which white circle looks bigger?



Are there TWO solid bars... or THREE?



Is this a bar code? Or something more?



Don't Assume One Right Answer

FALSE ASSUMPTION: There is only one right answer or point of view.

TRUTH: There are many correct solutions to a single problem.

Some problems have ONLY ONE right answer.

What are the right answers to these math problems?

$$\begin{array}{r} 5 \\ +2 \\ \hline \end{array}$$

$$\begin{array}{r} 12 \\ -6 \\ \hline \end{array}$$

$$\begin{array}{r} 4 \\ \times 3 \\ \hline \end{array}$$

Many problems have MORE THAN ONE correct answer, however.

What do you see when you look at the drawing below?



Don't Assume What People Mean

FALSE ASSUMPTION: Words can have only one meaning.

TRUTH: Words have different meanings to different people.

BRAINTEASERS

1. A man in a hat comes into town on Friday. Two days later, he leaves on Friday as well. How did this happen?

(Clue: Don't assume that " _____ " can mean only one thing.)

2. Two hundred people are found dead in a cabin on the side of a mountain. How did it happen?

(Clue: Don't assume that " _____ " can mean only one thing.)

3. A man is running home when he meets another man wearing a mask, and never makes it home. Why not?

(Clue: Don't assume that " _____ " can mean only one thing.)

ON SECOND THOUGHT...

1. You are on the highway in heavy rush hour traffic, finally getting close to your exit. In your rear view mirror, you see another car speeding along the shoulder, passing by all the other cars waiting.

On second thought, the reason might be: _____

In this case, I would probably feel: _____

And I would probably try to: _____

2. A dirty person in torn clothing is sitting on the curb outside your building. He or she looks at you as you approach the door.

On second thought, the reason might be: _____

In this case, I would probably feel: _____

And I would probably try to: _____

KEY POINTS

in Lesson 7

1. Good problem solvers separate the **FACTS** from their **OPINIONS**. First assumptions are often based on personal opinions, not actual facts.
2. The facts aren't always obvious. Looks can be deceiving, and there is often more than one right answer to a problem.

MiniQuiz #7

PART 1: Fill in the blanks with the correct words.

1. A **FACT** is something that has r_____ p_____ that it is true.
2. An **OPINION** is something we t_____ is true, but has little p_____.
3. Problems between people often get worse when we treat o_____ as if they were really f_____.

PART 2: Ronnie felt guilty about the way he handled the boy on the playground. He decided that his goal would be to get to know the boy he grabbed yesterday and make it up to him. So the next day, he asked various staff about the boy.

Decide whether each statement is an actual fact (F) or just a personal opinion (O).

Community volunteer: "His name is Joseph. (F or O?) He and his sister live with their grandmother. (F or O?) Personally, I feel sorry for him." (F or O?)

Outdoor recreation leader: "He's a whiner, if you ask me. (F or O?) I don't like him." (F or O?)

Tutor: "Twice a week, he doesn't bring his homework from school. (F or O?) He's got a hearing disability (F or O?) but I think he uses it as an excuse. (F or O?) I think he's just lazy." (F or O?)

Center Director: "He's been in my office five times this year for fighting. (F or O?) I have yet to get a call back from his grandmother. (F or O?) I guess she doesn't care." (F or O?)



Notes

SAMPLE

Lesson 8

Choices & Consequences

SAMPLE

**Pearl of
WISDOM**

Anna's Story Part 3

Anna did well in her interview, and a few days later she was hired on as a housekeeper at the Carlton Hotel. She'd been there for four months now, and while the job wasn't easy, she really enjoyed the people she worked with.

Her first custody review had gone well, and she had hopes of getting Jenna back in two or three months. And as soon as she saved up a little more money, she had plans to get an apartment with a friend from Hope House.



Anna: "I'm making \$9.00/hour now, and that's not too bad. Plus, a lot of the guests leave tips when they check out. In two months, I should get a raise to \$9.50/hour and medical benefits too... right about the time I'll get Jenna back!"

The next night, Anna's coworker Tasha came back from break all excited.

Tasha (excited): "Anna! I heard that Harvey's Motor Inn down the road is hiring at \$9.75/hour! Let's go check it out after work!"

Later, the two of them went over to talk with Harvey. Harvey was a middle-aged man with a big belly and a smelly cigar.

Harvey: "That's right, girls! I'll start you out at \$9.75/hour, and give you a raise every 3 months till you're up to \$11.00/hour. And I need two new girls starting tomorrow -- so you're hired!"



Anna walked back to the Carlton Hotel to quit, thinking about all the things she could buy earning \$11.00/hour. She couldn't understand why ALL the girls weren't working for Harvey!

Pete, a trusted coworker, saw her coming and pulled her aside.

Pete (concerned): "Anna, I hope you weren't over there looking for a job. Harvey's is a pretty sleazy place, you know. And Harvey... well, he's pretty sleazy too, if you know what I mean! The manager heard that you went over there, and she wants to talk with you. But if I were you, I'd wait to talk with her in the morning."

Anna (to herself, worried): 'Oh no! I thought I had it all worked out, but should I stay here, or should I work at Harvey's? It sounds like I'm in trouble if I stay here, but do I really want to work for somebody sleazy? What choice do I have now?'

Solving Anna's Problem

1.  **Think** 1. Anna decides to **stop and think** about her problem before jumping to conclusions. She takes a deep, calming breath and walks across the street to Chet's All-Night Diner to think this out.

2. Problem & Goal

2. Anna orders a cup of coffee and writes **problem & goal** statements:
"My problem is that I am feeling _____ because (or about) _____."

"My goal? I want _____
but without _____."

3. Info & Insight

3. Anna realizes that she needs a lot more **information & insight** about Harvey and his job offer. She decides to go back and talk with him again, and jots down a list of questions she should ask him.

Step 4a. Choices

4. Choices & Conseq.

4. After getting her answers from Harvey, Anna decides to list all her possible choices, even the bad ones. Later, she'll look at the consequences too, but for now she wants to stay open-minded.

1. _____
2. _____
3. _____
4. _____
5. _____

Anna's Story Part 4



Anna woke up the next morning with a clearer head, and realized she needed a lot more information before she could make a good decision. An hour before her shift at the Carlton Hotel began, Anna went in to talk with Harvey.

Anna (nervous): **“Hi Harvey... Do you remember me? Anna from yesterday?”**

Harvey (flirting): **“Hello sweetie! Of course Harvey remembers you! How could I forget a pretty thing like you? Are you ready to start?”**

Anna: **“Actually, I have a few questions to ask before I can accept your job offer. Do you mind?”**

Harvey: **“Fire away!”**

Anna (pulling out her written notes): **“First, what are the hours and the job duties and the STARTING salary?”**

Harvey: **“Well, we need two maids -- or I guess you call them ‘room attendants’ these days. You’ll be cleaning 2 rooms an hour over an 8-hour shift. It’s mostly daytime hours, 8:00AM - 4:00PM, plus some odd hours from time to time if we need you for an ‘evening event.’ It starts out at \$9.75/hour --”**

Anna: **“Wait! You said \$11.00/hour!”**

Harvey (winking): **“I said you could make up to \$11.00/hour. You gotta learn to read the fine print, darling. But don’t worry. There are always ways for pretty girls like you to make some extra money!”**

Anna didn’t like the way that sounded, but decided not to push it. She went on with her other questions.

Anna: **“So \$9.75/hour to start with. That’s still more than I’m making right now. What about benefits? How flexible are your hours? And is it okay to bring kids sometimes?”**

Harvey (laughing): **“Benefits? You want a 401K now? Nope, no official benefits, but you can get a discount rate on meals and rooms whenever you want. Your rug rats can watch TV in the lobby I guess, as long as they’re quiet and don’t mind my cigar. And flexibility? Heh-heh... Well, that depends on YOU, I suppose!”**

Anna decided she’d heard enough.

Anna: **“Harvey, thanks for your time. I need to think about this a little more, but I’ll get back to you by the end of the day.”**

Harvey (calling after her as she leaves): **“Well, don’t take too long! Ole Harvey can’t promise that the job will still be there tonight!”**

Anna figured she’d take her chances on that...



Step 4b. Consequences

Many people think only of SHORT-TERM consequences. Think carefully about how your choices will affect both yourself and OTHERS in the LONG-RUN as well.

CHOICE	POSITIVE	NEGATIVE

CHOICE	POSITIVE	NEGATIVE

Step 5. Choose & Act

Last, look back at your options, comparing them to your original GOAL. Your best choice is the one that gets you closest to your goal with the fewest negative consequences.

CHOOSING

First, cross off all options that will definitely not reach your goal.

Second, cross off all options that have serious negative consequences.

Finally, of those left, choose the one with the best chance of working.

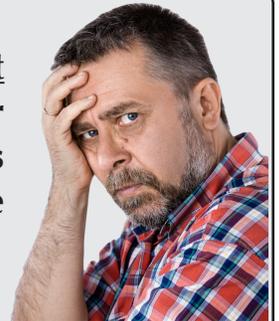
KEY POINTS

in Lesson 8

1. Good problem solvers avoid repeating the same mistakes over and over again. Instead, they come up with as many choices as possible before making a decision.
2. It is important to think about both long- and short-term consequences of our decisions, not only for ourselves, but for others as well.

MiniQuiz #8

PART 1: Ronnie decided that his goal was to keep his job, without having to worry every day that he might be fired if the boy's mother complained about what happened on the playground. To help solve his problem, he and his wife wrote out ten different choices. Some were good and some were bad.



Directions: Cross off choices that: (a) Don't help Ronnie reach his goal;
(b) Create too many negative consequences.

RONNIE'S LIST OF CHOICES:

1. Don't go in to work tomorrow and hope nothing happens.
2. Find out the boy's name and call his home tonight to explain.
3. Try to intimidate the kids into keeping quiet.
4. Apologize again and hope the kids won't say anything.
5. Wait and see if the boss wants to see him. If so, tell the truth. If not, be quiet.
6. If the boss wants to see him, make up a story to minimize what happened.
7. Tell the boss exactly what happened BEFORE he gets confronted with it.
8. Hire a lawyer to represent him just in case.
9. Bring in candy to the kids and try to bribe them into being quiet.
10. Quit and find a different job.

Of the options that are left, which do YOU think is Ronnie's BEST CHOICE? Why?

Lesson 9

Expressing Complaints

SAMPLE

**Pearl of
WISDOM**



Nick's Story Part 3



Nick's employment counselor helped him get a new job as an installer for a satellite TV company. He was still in training, but he got to travel around instead of working in a noisy shop or a hot kitchen like some of the other guys he knew.

Nick was talking to Bill, the installer who was training him, while they were riding back into the office. Nick was exhausted, but looking forward to picking up his first paycheck.

Nick (excited): **"They're supposed to have it ready for me when I get there. Man, do you know how long it's been since I had real money in my pocket? I've worked two solid weeks since they brought me on. That's like 80 hours times \$9.00 an hour..."**

Bill (amused): **"Don't get too excited about that just yet, Nick. You know, they hold back a week on your first check. And then there's taxes and all the rest too --"**

Nick (not hearing him): **"That's \$720! THAT'S what I'm talkin' about!"**

Bill just shook his head as Nick went on about all the things he was going to do with his money. When they got to the office 30 minutes later, Nick ran straight to the payroll clerk to grab his check. He ripped the envelope open, looking inside. When he saw the amount printed on his check, he nearly screamed.

Nick (yelling): **"Wait a minute! \$310? What the @\$% is this? There's supposed to be over \$700 here! Where's the rest of my money? You people better--"**

Payroll clerk (snobby): **"I better? I better?? YOU better lower your voice is what YOU better do. Go see your supervisor Mr. Taylor if you have a problem!"**

Nick walked down the hall to Mr. Taylor's office, knocked once, and walked in.

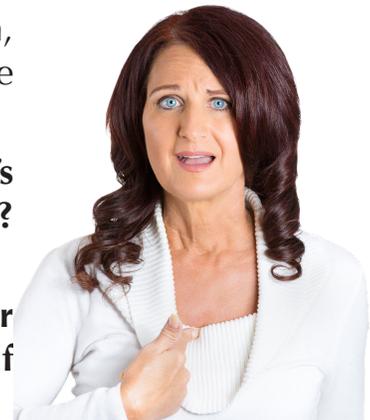
Nick (barely in control): **"Yo, Mr. Taylor. Excuse me, but we gotta talk. Why the heck is my check so short? I tell you what, I better get the rest of my money!"**

Mr. Taylor put his call on hold, and stood up behind his desk.

Mr. Taylor (upset): **"Nick, how do you get off barging in my office and demanding that you 'better get your money'? Are you threatening me, son?"**

Nick (pointing his finger): **"I ain't your son! And if I was threatening you, you'd know it, believe me. Now I don't want no trouble, but I've worked 2 weeks and I want what's mine. That's all I've got to say."**

Nick threw his check across the desk, then walked out and slammed the door behind him. He leaned into the wall, just beginning to realize what he'd done.



Steps to “Expressing Complaints”

It’s hard to express a complaint or concern without making the situation worse. These steps help you stand up for yourself at work, but in a professional way.

Step 1. Stop & Think

Be sure you’re calm and thinking clearly before addressing the problem. Give the other person time to calm down too.

Step 2. Ask to Talk

Pick a good time, a private place, and be polite. If the time isn’t right, wait or ask for a better one.

Step 3. Explain Without Blame

Explain the problem without blaming the other person, or demanding an immediate solution. Simply describe what happened and how it is affecting you.

Step 4. Ask For Help

First, state your goal of working it out. Then, ask for the other person’s help understanding or solving the problem. Listen to their ideas, offer your own, and find an agreeable solution.

Step 5. End Positively

End on a good note, if possible. If not, at least be professional.

Steps 1 & 2: Stop & Think / Ask to Talk



Step 1: Staying calm and in control is essential when expressing a concern. Write the word “STOP” in three places in the story where Nick should have used Stop & Think.

Step 2: Picking the right time and place to talk is important. So is using the right tone of voice and words. When and how should Nick have “Asked to Talk?”

Step 3. Explain Without Blame

Complaints should be professional and specific, not accusatory or vague. Find a good time and place, then explain what's going on and how it's honestly affecting you.

Introduction: What you want to talk about.

Situation: Just the facts of the situation.

Effects: How it is honestly affecting you.

EXAMPLE: Lorraine's kids have the day off school, and are at home with her teenage sister, Jennifer. They've called 5 times this morning complaining that they're bored. She feels like screaming, but instead she calls her sister at lunch:

Introduction: "Jennifer, I need to talk with you about the calls I'm getting.

Situation: "The kids have called 5 times today complaining they're bored.

Effects: "To be honest, I'm getting some looks from my boss, and I'm worried that I'm going to get in trouble."



John works for a landscaping company. He doesn't ask for many special favors, but his son's last football game is coming up and John doesn't want to disappoint him. He asked to get off a little early Friday afternoon, but it's been 2 days and he hasn't heard back from his supervisor yet.

Step 2: Ask to Talk:

"Manny, can I see you when you have a minute?"

Step 3: Explain without Blame:

Introduction: "I want to ask you about _____"

Situation: "My son's last game is Friday, and I haven't _____"

Effects: "I don't want to put you in a bad spot, but _____"

Step 4. Ask for Help

After explaining your situation, you may be tempted to tell the other person exactly what you want them to do. Instead, state a goal of working it out, then ask for their help resolving the problem.

John finishes explaining himself, then asks his supervisor for help:

Step 4: Ask for Help:

"I really want to work this out, Manny. What _____?"

Step 5. End Positively

Try to end positively and professionally, no matter how the other person behaved.

Workin' the Steps, Pt 1

Fill in the blanks to help each character express his/her complaint or concern in a professional way.

1. Tom and the Practical Jokers

Tom is the new guy on a drywall crew, and has had a hard time fitting in. When he opens his lunch box today, he sees that it is filled with wet spackling compound ("mud") -- yet another practical joke. He looks over at Sam, who smiles and says: "Hey, no hard feelings, right? Just a joke!"



Step 1: Stop & Think: Tom feels like pounding Sam, but instead he stops & thinks.

Step 2: Ask to Talk: "Sam, have you got _____?"

Step 3: Explain without Blame:

Introduction: "I want to talk to you about _____"

Situation: "Today, I opened my lunchbox and _____"

Effects: "To be honest, I'm getting _____"

Step 4: Ask for Help: "I just want to do my job and get along. What _____?"

Step 5: End Positively: Sam apologizes for going too far, and agrees to lay off a little. Tom shakes his hand.

2. Jake on a Smoke Break



Jake has a job washing dishes in a small Italian restaurant. He's taking a smoke break outside the back door, complaining about tomorrow's 8:00 AM appointment with his P.O. His coworker Al pulls out a joint, lights up, and asks if he wants a hit. "Come on, it won't kill you!" he teases. Jake shakes his head and walks away.

Step 1: Stop & Think: Jake feels like going back and saying something angry, but he calms down and goes back to work. At the end of the night, he sees Al and says:

Step 2: Ask to Talk: "Al, _____?"

Step 3: Explain without Blame:

Introduction: "I want to talk to you about what happened on our _____"

Situation: "Maybe you were just trying to be friendly when _____"

Effects: "But I'm on probation, and if _____"

Step 4: Ask for Help: "I just want to _____. Can you help me out?"

Step 5: End Positively: Al shrugs and says "Sure, whatever. No big deal."

Workin' the Steps, Pt 2



3. Tanisha and the Animal Shelter

Tanisha's been working part-time at an animal shelter, taking care of dogs and cats, cleaning up the grounds, helping with customers. She really likes her work, but it pays minimum wage and it's only 2 days a week. Yesterday, they posted a full time opening that she would love to apply for, but she's worried that they won't even consider her because of her record.

Step 1: Stop & Think: *Although she'd rather avoid the possibility of rejection, Tanisha calms down and decides to ask her supervisor Stephanie about it.*

Step 2: Ask to Talk: "Steph, is this a _____ to talk?"

Step 3: Explain without Blame:

Introduction: "I want to ask you about _____"

Situation: "I love the work I'm doing here, but I can't afford to stay on working part time. I'd like to apply _____"

Effects: "To be honest, I'm worried _____"

Step 4: Ask for Help: "Can you help me work this out? Do I even _____?"

Step 5: End Positively: *Stephanie explains that Tanisha is welcome to apply, and has a pretty fair chance of getting the job. Tanisha thanks her and leaves with an application in hand.*

4. Anna Negotiates a Raise

Anna has been working at the Carlton Hotel for 4 months now. She's making \$9.00/hour and really enjoys her work, and in another 2 months, she's supposed to get a raise to \$9.50/hour. Harvey offered her \$9.75/hour to come work for him, and though the conditions might be a little sleazy, it's a tempting offer. Anna decides to talk with her boss Chris, to see if the Carlton might be able to match Harvey's offer.



Step 1: Stop & Think: *Anna calms her nerves. Fifteen minutes before her shift starts, she goes to Chris' office and says:*

Step 2: Ask to Talk: "Do you have a minute to see me before _____?"

Step 3: Explain without Blame:

Introduction: "I wanted to ask you about possibly getting a _____"

Situation: "I stopped over at Harvey's Motel yesterday, and he _____"

Effects: "To be honest, I'd rather stay here, but I'm tempted because _____"

Step 4: Ask for Help: "Is there anything we can do to _____?"

Step 5: End Positively: *Chris looks upset, and Anna gets ready to "Deal with Criticism."*

Nick “Expresses a Complaint”



STEP 1. STOP & THINK

Nick stops and catches himself just before going into Mr. Taylor’s office. He covers his mouth... takes a deep breath.... mutters to himself:

Nick: **“Calm down, man.... Calm down and think this through.”**

He knocks on the door and waits till he hears:

Mr. Taylor: “Come in.”

STEP 2. ASK TO TALK

Nick (upset, but in control): **“Mr. Taylor? Do you have a minute?”**

Mr. Taylor: “Sure, come on in Nick. What’s up?”

STEP 3. EXPLAIN WITHOUT BLAME

Nick : **“Mr. Taylor, I wanted to ask you about** _____

The fact is _____

I’m a little upset because _____

STEP 4. ASK FOR HELP

Nick: **“I really want to work this out. Can you explain this to me?”**

Nick hands his check to Mr. Taylor, who looks at it closely.

Mr. Taylor (understanding): “I see what you mean, Nick. You’ve been here two weeks and you were expecting to get a full paycheck today, right?”

Nick (upset, but in control): **“That’s right. I figured out what I was supposed to get, and it’s more like \$720. Where’s the rest of my money?”**

Mr. Taylor (slowly): “Well, it’s like this. The company cuts checks every other Friday, like today. But they figure today’s paycheck based on the hours you worked as of last Friday. So even though you’ve worked two weeks through today, you’re only getting paid for the first week. Your next check will be a full two weeks, and every one after that too.”

Nick (suspicious): **“So I’m only getting one week’s pay this time? Then why isn’t it like \$360? Where is the other \$50? Are they taking more out because I was locked up?”**

Mr. Taylor (smiling): “No. This must be your first time with payroll taxes, isn’t it?”

He explains to Nick about state and federal taxes, FICA, etc.



STEP 5. END POSITIVELY

Nick (standing up to leave): **“Alright, Mr. Taylor. I can’t say I’m thrilled about this, but I appreciate you breaking it down for me. And I’m sorry if I came in here all upset.”**

Mr. Taylor (smiling): “It’s alright, Nick... but you might want to apologize to Ms. Nancy out there. Never mess with the payroll clerk -- that’s good advice!”

KEY POINTS

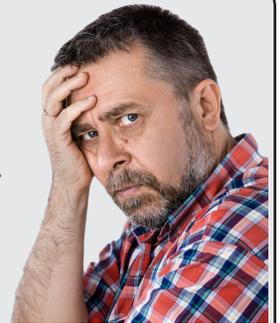
in Lesson 9

1. The goal when expressing a legitimate complaint is to help others understand why we are upset so we can find a good solution to the problem.
2. It is hard to express a complaint without sounding angry and making the problem worse. Doing it calmly and professionally increases the chance that we will be heard, and possibly even get what we want.

MiniQuiz #9

PART 1: Answer T (true) or F (false).

- _____ 1. The main reason for expressing a complaint is to put someone in his/her place.
- _____ 2. We should always Stop & Think before expressing a complaint.
- _____ 3. Using these steps will guarantee that you will never have another serious problem in your life.



PART 2: It is one day after Ronnie grabbed the boy. He has decided to explain what happened on the playground to his boss, Mr. Trenton, BEFORE it becomes an issue.

Directions: Step #1 is Stop & Think. Find and label it. Then move on to step #2, etc.

Step # _____ "Thanks for helping me out, Mr. Trenton."

Step # _____ "I want to tell you about something that happened on the playground yesterday afternoon. I grabbed a boy who looked like he was beating up a little girl, but it turns out they were brother and sister, and only playing. Now I'm worried I might be in trouble over it."

Step # _____ Ronnie takes several deep breaths and calms down.

Step # _____ Ronnie knocks on the door and says, "Do you have a minute to see me, Mr. Trenton?"

Step # _____ "I guess I need your help. What should I do next?"

Lesson 10

Dealing with Criticism

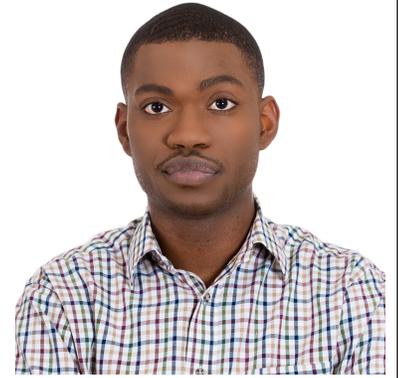
SAMPLE

**Words of
WISDOM**

Damon's Story Part 4

Damon worked second shift loading and unloading trucks at a major shipping center. He worked hard, but sometimes had a problem getting to work on time.

Damon (to himself): *'Well, it's not MY fault I don't have a car yet. What am I supposed to do if my ride is late? I try the best that I can, and that's all they can expect of me.'*



Earlier in the day, Damon got confronted by his supervisor when he got to work 15 minutes late. At first, Damon tried to play it off. But Mr. Lamar kept pressing the issue and Damon ended up mouthing off to him. "You do what you gotta do, and I'll do what I gotta do," he'd said, but now he was wondering if getting the last word had been such a great idea.

Just before his shift ended, Mr. Lamar called Damon over.



Mr. Lamar: **"Damon, let me see you before you leave. I want to finish up the conversation we started earlier. Come into my office for a minute."**

Damon (not moving): **"I think I said everything I needed to say, Mr. Lamar."**

Mr. Lamar (shocked): **"Well, maybe I didn't. I want to be clear about my expectations with you. Like I said this afternoon, your shift starts at 3:00 PM, and that's when I need you here, every day, ready to work. Not at 3:15 or 3:30, but 3:00 o'clock. No excuses."**

Damon (stubborn): **"What am I supposed to do if my ride is late, Mr. L? Walk?"**

Mr. Lamar (upset): **"HOW you get here is your problem. WHEN you get here is mine. You've been late too many times already. From now on, I'm going to dock you an hour's pay every time you're late, even if it's just one minute."**

Damon (angry): **"You can't do that! I know my rights!"**

Mr. Lamar (quietly): **"Your rights? Son, the only right you have is the right to get the heck out of my warehouse. Consider yourself fired."**

Damon walked off, muttering under his breath about calling his lawyer... and wondering what his P.O. would say when he found out that he'd been let go again.

Steps to “Dealing with Criticism”

It’s hard to handle complaints or deal with criticism without getting defensive. These steps help you keep the situation calm while working to solve the problem.

Step 1. Stop & Think

Be sure you stay calm and clear headed when dealing with the problem. Ask for a minute if you really need one.

Step 2. Listen Carefully

Pay attention and listen carefully without interrupting. Politely ask for more information if you need it, but do not argue.

Step 3. Show You Understand

Say something to show that you can see the other person’s point of view, even if you don’t agree with it. Apologize if you want to, but only if it’s genuine.

Step 4. Ask For Help

First, state your goal of working it out. Then, ask the other person for their ideas about solving the problem. If you agree with them, end here. If not, go on.

Step 5. Explain Your Side (if needed)

If needed, explain your side/ideas and try to find a compromise.

Steps 1 & 2: Stop & Think / Listen Carefully

Step 1: Staying calm and in control is essential when dealing with criticism. What could Damon have done throughout the day to stay calm?

Step 2: Listening carefully gets us the whole story. It shows the other person respect, and helps to calm them down so that we can resolve the problem together.



Step 2. Listen Carefully

Most of good listening is just paying attention!

Directions: First, put a G next to GOOD LISTENING HABITS, and a B next to BAD LISTENING HABITS. Then, circle the BAD HABITS that you know you often do, especially when you're upset. Be honest!

- Interrupting
- Making eye contact
- Nodding at the right times
- Shaking your head in disgust
- Getting distracted by people walking past
- Looking at your phone
- Staring blankly
- Rolling your eyes
- Tapping a pencil
- Turning off the TV
- Turning or looking away
- Dozing off
- Checking social media
- "Tell me more..."
- "That's nothing! Wait till you hear what I did..."
- "That must have been upsetting..."
- "What happened next?"
- "Let me tell you what you SHOULD have done..."
- "I see where you're coming from..."
- "But you have to look at it from MY point of view."



Step 3. Show You Understand

The goal when handling complaints is to first calm the situation, then solve the problem. Show you understand the other person by summarizing what they are upset about, without arguing or making excuses. Add a brief but sincere apology if you want to.

“I understand. It sounds like you’re _____ because (or about) _____ . (I’m sorry about that).”

EXAMPLE: Lorraine’s teenage sister Jennifer has been watching her kids, who have the day off school. Jennifer slept in this morning, and Lorraine called in at lunch. “Jennifer, I need to talk with you about the calls I’m getting. The kids have called 5 times today complaining they’re bored. I’m getting some looks from my boss, and I’m worried that I’m going to get in trouble.”

Jennifer: “**I understand, Lorraine. You’re upset that the kids have been bothering you at work. I’m sorry about that, sis.**”



Angelo is working as a customer service agent at a call center, handling home appliance issues. An angry caller is on the line, complaining that his brand new washer is leaking.

“I just bought this washer from you not 3 months ago, and already it’s leaking all over my basement floor! There’s water everywhere! After the money you people charged me for this thing, I think I deserve a little more than 3 months before it breaks down, don’t you? And I’ve spent 15 minutes on hold waiting for you to pick up! I have better things to do with my time!”

Step 2: Listen Carefully:

Angelo listens quietly without interrupting while he gets it off his chest.

Step 3: Show You Understand:

“I understand sir. You’re _____ about your _____ , I’m sorry about the _____. Let’s see what we can do about this.”

Step 4. Ask for Help

After listening to the other person’s concern, you may be tempted to tell them exactly what you will do to solve the problem. Instead state your goal to work things out, then ask for their opinion on how to resolve the problem.

Angelo shows he understands the caller’s concern, then asks for his opinion:

Step 4: Ask for Help:

“We want to keep you as a customer. What _____?”

Step 5. Explain Your Side

If you don’t agree with the other person, explain your side and find a compromise.

Workin' the Steps, Pt 1

Fill in the blanks to help each character deal with a complaint or criticism in a professional way.

1. Nick at the Hotel

A few months back, Nick was working as a grounds keeper at a hotel. One summer day, he was mowing the hotel's grass and got so hot that he decided to ignore the rules and take his shirt off. A few minutes later, he saw an older guest staring at him, and he gave her an angry look. Later that morning, his supervisor Tammy pulled him aside and said: **"Nick, I need to talk with you about a guest who just complained to the hotel manager. She said that a man was mowing out here with his shirt off, and that he looked at her in a threatening way. Is this true?"**



Step 1: Stop & Think: *Nick feels like denying it, but instead he stays calm,*

Step 2: Listen Carefully: *and listens openly without interrupting.*

Step 3: Show You Understand:

"I understand why you're _____, Tammy. You heard that _____
_____. That was a mistake, and I'm sorry."

Step 4: Ask for Help: "I really want to keep my job. What _____?"

Step 5: Explain Your Side: *Nick decides NOT to say anything about how hot and sweaty he was. Instead he accepts the warning and promises not to let it happen again.*



2. Marie at the Dollar Store

Marie is working as a cashier in a dollar store when a group of her old friends walks in. They are dressed in style, and she is in her pink store smock. Embarrassed, she leaves her register, sneaks into the back, and hides out for a while. Later, her supervisor Joanne says: **"Where were you, Marie? We had a store full of customers waiting to check out, every one of them grumbling about how long it was taking! You can't just disappear like that, without telling me where you are going. I won't have it."**

Step 1: Stop & Think: *Marie feels like walking off, but instead she stays calm,*

Step 2: Listen Carefully: *and listens without making excuses or breaking down.*

Step 3: Show You Understand:

"I understand why you're _____, Joanne. I guess I took off when you
_____. I'm sorry about that."

Step 4: Ask for Help: "I don't want to lose my job. What _____?"

Step 5: Explain Your Side: *Since Joanne really wants to know what happened, Marie explains about her moment of panic when her friend walked in, but promises not to let it happen again.*

Workin' the Steps, Pt 2



3. Jake Comes on Too Strong

Jake has been working in an Italian restaurant for the past two weeks, trying to be friendly and fit in. He's asked a few of the waitresses out, but they've turned him down. One day the manager, Bill, calls him into his office: **"I need to talk with you about something, Jake. I've gotten a few complaints that you've been a little too friendly with some of the waitresses. They're... uncomfortable with how pushy you've been, to use their words. Do you understand what I'm talking about, or do I have to go on?"**

Step 1: Stop & Think: *Jake feels like playing it off, but he thinks about keeping his job,*

Step 2: Listen Carefully: *and listens without making any excuses.*

Step 3: Show You Understand:

"No, I get you Bill. You're _____ because the waitresses have _____ . I guess I went too far."

Step 4: Ask for Help: "I want to get along with everyone. What _____?"

Step 5: Explain Your Side: *Bill tells him to just back off a little and things will be fine. Jake agrees and decides not to explain, so it won't sound like he's making excuses.*

4. Anna's Negotiations Backfire

Anna tries to use Harvey's offer of \$9.75/hour to negotiate a raise from her manager at the Carlton, but it backfires on her. Her supervisor Chris says: **"Anna, I've got to tell you, I am shocked. You've got good hours, good friends, a reasonable salary and a safe place to work. You're a good worker, and we've treated you fairly here. With your past, that's not something every employer would do. And you're willing to give all that up to work for this sleaze bag Harvey across the street? Do what you want, but I'm hurt that you would try to use his offer to manipulate me into giving you a raise."**



Step 1: Stop & Think: *Anna feels like shutting down, but instead she stays calm,*

Step 2: Listen Carefully: *and listens without getting angry or panicked.*

Step 3: Show You Understand:

"I see that you're _____ with me, Chris. Maybe it DOES seem like I'm trying to _____. That wasn't what I wanted to do."

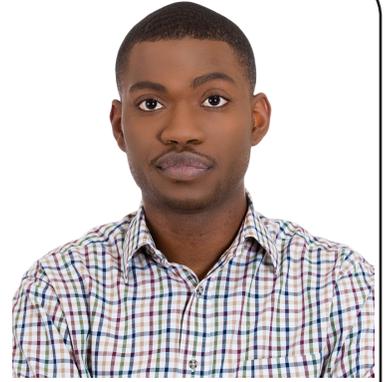
Step 4: Ask for Help: "I don't want to lose this job. What _____?"

Step 5: Explain Your Side: *Chris wants to know if the hotel can count on Anna's loyalty. Anna explains her side -- that she needs to create a good home for her daughter, and only meant to ASK about a raise, not threaten to leave.*

Damon “Deals with Criticism”

Just before his shift ended, Mr. Lamar called Damon over.

Mr. Lamar: “Damon, let me see you before you leave. I want to finish up the conversation we started earlier. Come into my office for a minute.”



STEP 1. STOP & THINK

Damon stops and catches himself just before mouthing off. He bites his lip... takes a deep breath.... nods to himself.

Damon: “**Alright, Mr. L. Be right there.**”

A minute later, calmer, Damon knocks on Mr. Lamar’s door.



STEP 2. LISTEN CAREFULLY

Damon knows this isn’t going to be easy, so he concentrates on being a good listener. He doesn’t roll his eyes or shake his head, and lets Mr. Lamar say his piece.

Damon: “**You wanted to see me, Mr. L?!”**

Mr. Lamar: “Yes, Damon. I’m not happy with the way things went when you first got here this afternoon, and I want to be sure we’re on the same page. You’re a hard worker, but you haven’t been the most dependable guy on the floor. When you’re late, I’ve got to find another guy to cover for you, and pay him overtime to boot. You following me?”

STEP 3. SHOW YOU UNDERSTAND

Damon: “**I understand where you’re coming from, Mr. L. You’re _____ because _____, right?!”**

Mr. Lamar (shocked): “That’s right.”

STEP 4. ASK WHAT TO DO

Damon: “**I want to work this out, Mr. L. What do you need from me at this point?!”**

Mr. Lamar (surprised): “I need you here on time, every day, with no excuses or bad attitudes. If something does come up and you’re running late once in a while, I need a call from you ahead of time.”

Damon: “**That’s fair.**”

STEP 5. EXPLAIN YOUR SIDE, if needed.

Damon: “**I know you understand about my situation, Mr. Lamar. I’m not trying to make excuses, but I’m trying to get back on my feet and it’s been kind of rough. But I’ll do my best to be more dependable.**”

Mr. Lamar (shaking his hand): “Thanks, Damon. Have a good night.”

KEY POINTS

in Lesson 10

1. The goal in dealing with critical people is to understand why they are upset so that we can try to resolve the problem together. It takes strong self-control and good listening skills to get to the root of the problem.
2. It is hard to deal with criticism without getting defensive or feeling disrespected. Having a step by step professional method can keep us from slipping into personal reactions.

MiniQuiz #10

PART 1: Answer T (true) or F (false).

- _____ 1. The main reason for dealing with complaints is to get others to be quiet.
- _____ 2. "Ask for help" means that we will agree to do what we're told.
- _____ 3. We should explain our side before listening to the other side.



PART 2: Ronnie's boss is upset about what happened with the kids on the playground yesterday. Ronnie really wants to keep his job, so he is determined to deal with the criticism the right way.

Directions: Step #1 is Stop & Think. Find and label it. Then move on to step #2, etc.

- | | |
|--------------|---|
| Step # _____ | Ronnie says, "I want to work this out. What do you want me to do, Mr. Trenton?" |
| Step # _____ | Ronnie pays attention respectfully to what the center director is saying. He doesn't interrupt or try to make excuses. |
| Step # _____ | Ronnie takes several deep breaths and calms down. |
| Step # _____ | Ronnie says, "You're right. I made a mistake, and I'll be glad to apologize to the boy if you think that'll help." |
| Step # _____ | Ronnie says, "I understand how upset you are, Mr. Trenton. Even though it was a misunderstanding, I can see how this could cause trouble for the center." |

Makin' It Work

Closing

SAMPLE

**Pearl of
WISDOM**



Whatever happened to...

Damon worked things out with his boss, Mr. Lamar. He still didn't love his job, but it was decent money. Six months later, he'd saved up enough money to buy a used car. Not long after that, he moved into an apartment with a new girlfriend. One Friday night, with his 3-year-old son James sleeping beside him on the couch, Damon whispered:



“Well, young ‘un... my car’s a junker and my place is a dump, but you don’t mind, do you? At least they’re mine. And on weekends I get to see my little boy, don’t I? Yeah, we’re making out okay, I’d say. Things could be a whole lot worse.”



Nick took his boss’ advice and apologized to the payroll clerk after the scene with his first check. He was taking some anger management classes and learning how to control his feelings better these days. His ex-wife even let him have visitation rights twice a month. Things were actually turning out okay.

“Wake up Dad!” his 12-year-old son Johnny teased as a ball went rolling past. **“Are you sleeping out there? You’re supposed to catch the ball when I hit it to you!”** Nick laughed and ran after it as the phone rang inside.

A minute later Johnny came out holding the phone. **“Dad! It’s Miss Nancy, the payroll lady from work. She wants to know what time we’re picking her up for the movie tonight. Well? What do I tell her?”**

After talking with Harvey, Anna decided that her friend Pete was right: Harvey WAS pretty sleazy! Anna learned her lesson from that situation, and was glad her manager had been so understanding.

A year later, Anna and her daughter were arriving at church when they noticed a young woman sitting in the back by herself. She was holding a newborn infant in her arms. Anna thought: **‘She can’t be more than 19 or 20 years old! I remember how tough that time was for me.’**



Suddenly, she stopped and turned around. She smiled at the surprised younger woman and said, **“Hello, I’m Anna. This is my daughter, Jenna. Would you mind if we sat with you?”**

My Favorites

Pearl of WISDOM

My Favorite Pearl of Wisdom:

This was my favorite because _____

My Favorite Character was



He or she was my favorite because _____

KEY POINTS

Makin' It Work

My Favorite Key Point was in lesson # ___

It was my favorite because _____
