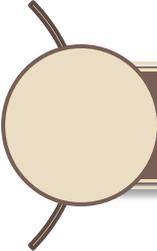


# Targeted Conversation

- **Arrange a Time to Talk:** Where possible, arrange a “protected few minutes” to talk with your colleague.
- **Location:** Choose a comfortable location.
- **Relax:** Begin with light conversation. (How’s your week going?)
- **Focus:** Frame the purpose of the meeting: “I’d like to get your input and learn about your concerns this year and get a sense of what’s important to you.”
- **Be Flexible:** Don’t dictate the program -- ask them.
- **Obey the 80-20 Rule:** Listen 80% of the time, talk 20%. Give them opportunities to speak by asking open-ended questions (e.g. “What are your greatest concerns about your job?”) and encourage them to expand on remarks.
- **Networks:** Ask about social networks. (e.g. “Do you think others in the team/department would agree?” “Should I talk to that person?” “Is there someone who you or others turn to for advice?”)
- **Future:** Where appropriate, invite the contact to participate in future meetings, events, etc.

## Tips

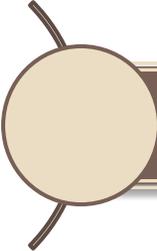
- People will respond in their own way. Body language varies as well. Don’t be frustrated by the variety.
- Do not argue with the member.
- Don’t lie or invent answers. If you don’t know something, it is OK to admit it and say, “I’ll get back to you.”
- Don’t talk more than you listen.
- Do make encouraging remarks.
- Do give non-verbal acknowledgement.
- Do invite more information for understanding.
- Don’t interrupt.
- Don’t change subject.
- Don’t rehearse in your head.
- Don’t interrogate.
- Don’t teach or lecture.



# Do's for Targeted Conversations

## DO

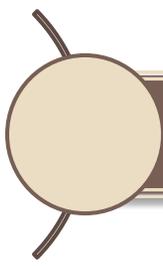
- **Listen** – Don't give speeches. Practice active listening. As long as you're doing most of the talking you're not getting the information you need to work with someone effectively. You can make as passionate a case as you can for the issue, but unless you're addressing what the other person cares about they won't support the cause.
- **Ask Questions** – The best way to organize around an issue is to get the member to do most of the talking by asking questions about what they think. For example you can always ask, "How people feel about the changes to healthcare program?" "If you could change one thing about your job what would that be?" Try to ask open-ended questions that will allow you to respond to what they have said.
- **Be Honest** – Don't promise what the union can't deliver. Never invent information. If someone asks you a question to which you don't know the answer, tell him/her that you don't know, but you will find out and get back to them. Then, do it.
- **Be Systematic** – Make sure you keep good records of conversations and be sure to follow up when you need to, or pass it off to someone else when that makes sense. Make sure you have all the material you need and appear neat.
- **Recruit Others** – Be on the look-out for supporters who will help. Activists from the bargaining unit are usually the most effective organizers. Inviting supporters to step up their commitment keeps us from becoming a clique and makes us stronger. The only risk is that they say no.
- **Empathize** – Try to put yourself in a similar position to the person you're organizing. Where possible, identify with what they are saying.
- **Use Talking Points** – Of course, you should make the conversation your own, but it will help you stick to the main points.



# Don'ts for Targeted Conversations

## DON'T

- **Don't Assume** – Often the issues that you think might be most important aren't the issues that motivate most supporters. Keep an open mind.
- **Don't Give Up too Soon** – We know that this effort is going to be a challenge. Some people may try to brush you off, but be dogged. You have important information for them that they cannot get any other way.
- **Don't Argue** – While many trade unionists are great debaters, you won't be successful if your approach to 1:1s is an effort to prove that you're right and someone else is wrong. Try to find points of agreement. When you have cleared up a misconception or presented a different viewpoint, you may need to ask if that makes the person you're talking to feel differently about the topic.
- **Don't Make a Sales Pitch** – You're not a salesperson. The union is not a product. The union is people, themselves. It's important not to sound like you're making a sales pitch. Again, it is about listening.
- **Don't Avoid Tough Questions** – People will respect you if you answer their tough questions directly. Plan ahead and think about the best answers to the most common questions.
- **Don't Take It Personally** – Sometimes you're going to run into someone who is rude to you. Don't take it personally and don't let it make you afraid to talk to other people. Good 1:1 experiences feel great, but be sure to not let bad ones make you feel down.



# Top 10 Powerful Listening Practices

**Stop talking.** One person speaks at a time. One of the most irritating listening habits is interrupting.

**Pause before speaking.** Allow the person who is speaking time to complete their thought, wait a few seconds before responding. Another variation on this is to ask, “Is there anything else?” There almost always is.

**Listen to yourself.** Be in touch with your inner voice. Ask yourself, “What wants to be said next?”

**Listen for understanding.** You do not have to agree with what you hear, or even believe it, to listen to understand the other person.

**Ask for clarification.** If you do not understand what someone is saying, just ask.

**Let the speaker know that you have heard them.** Be aware of body language: nodding, facial expressions, etc.

**Be patient and present.** Listening well takes time and your presence.

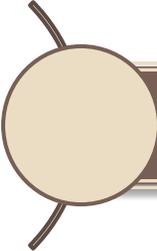
**Listen with an open mind.** Be curious and appreciative of what you are listening to. Listen for new ideas instead of judging and evaluating.

**Pay attention to the environment.** Stop what you are doing to listen. Turn off background noise when possible; move to a quieter corner of the room; clear your desk.

**Listen with empathy and compassion.** Put your agenda aside for the moment. Put yourself in their shoes.

**It only takes one minute a day to practice:**

- Silence – Spend at least one minute each day intentionally silent.
- Reflection – Ask yourself, “What is emerging now? What wants to be said or done now?” Then wait for your inner wisdom.
- Mindfulness – Spend at least one minute per day aware of what you are doing for each second.



# Possible Questions

## **Questions that learn about the member's passion.**

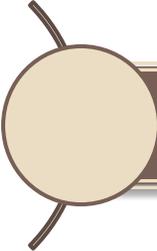
- How did you choose to become an educator?
- Why did you say "yes" to being part of the one-on-one conversation process?
- What excites you about your work?
- Why do you do the work you do?

## **Questions that learn about the member's vision for public education.**

- What is your dream for public education?
- If you could make a major change for public education, what would it be?
- If you could make your job as YOU want it to be, what would it look like?
- On what do you think your union should focus its work?
- There is much discussion about education reform. What is your vision of education reform?
- What ideas do you have about promoting our profession and demonstrating that public school employees care deeply about successful public schools?

## **Questions to learn about the member's resources and willingness to act on their passions and vision.**

- How do you think members should be involved in working through the challenges we face?
- What are you willing to do to make your dream of public education a reality?
- What can you do to work with your union to make your vision a reality?
- Are you interested in being involved this legislative session/bargaining round/candidate races?
- Are you involved in parent and community groups that would be interested in partnering with us around our dream for public education?
- In an ideal world, how would you want your union to connect with you?



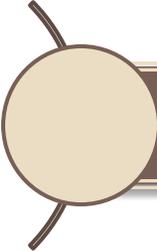
# Possible Questions

## **Questions to learn about other members this member respects.**

- Who among your peers do you see as an educational leader?
- Who else do you think would like to have a one-on-one conversation about the things we have discussed?
- Who are other members that share your concerns about the challenges your union and public education face?

## **Other possibilities:**

- Why do you do the work you do?
- What brings you joy in your work?
- What are the values that drive your work?
- What are your passions as they relate to the work?
- What are the greatest challenges you face in your work?
- Why are you a member of the union?
- What does it look like when the union is meeting your needs? Is it?
- What concerns do you have regarding the current climate of education reform?
- What gives you energy in your workplace?
- What does your union need to hear/know about you to best accomplish the work of the union?
- What ideas do you have about promoting our profession, and demonstrating that public school employees care deeply about strong, successful public schools?
- What about working in this building supports your work?
- What about working in this building provides challenges in your work?
- What about your current contract makes your work more “do-able?”
- What about your current contract impedes your ability to do your best work?



# Helpful Hints on Conversations

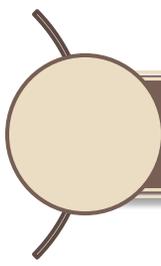
Questions about work and family are easy and safe conversation starters and can be followed up in more depth by asking the member to tell you more. Remember to listen for connections to your own story.

## **Family**

- ❖ Do you have children? What are their names? How old are they?
- ❖ Where did you grow up?
- ❖ How long have you lived here?
- ❖ Where did you live before?
- ❖ Why did you move?

## **Work**

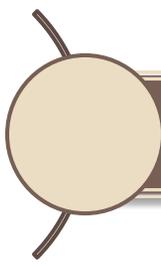
- ❖ How long have you worked here?
- ❖ How did you get into this work?
- ❖ Where did you work before you had this job?
- ❖ What do you like best about your job?
- ❖ What do you like least about your job?
- ❖ Tell me about your best day at work?
- ❖ Tell me about your worst day at work?
- ❖ If you could change something about our job what would it be?



# One-on-One Reflection Documents

I had a conversation with \_\_\_\_\_ from \_\_\_\_\_.

- I learned this about the member's passion (compelling stories, ideas, etc.).
  
- I learned this about the member's vision for public education.
  
- Did this person demonstrate passion, talent, and interest in being involved in the union? What issues are of specific interest to this member?
  
- I learned this about the member's resources and willingness to act on their passion and vision.
  
- Names of colleagues this member respects.
  
- What external contacts does this person have (rotary, service clubs, political involvement, etc.)?
  
- Potential leader? Yes    No
- Perception of local - Positive    Negative
- Other reflections/comments (use back side if necessary)



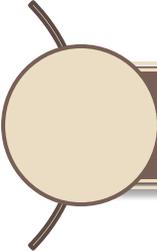
# Bargaining Reflections Document

Your Name: \_\_\_\_\_ Date: \_\_\_\_\_

I had a conversation with \_\_\_\_\_ from \_\_\_\_\_.

Years in district \_\_\_\_ Years in education \_\_\_\_ Position \_\_\_\_\_  
Extracurricular \_\_\_\_\_

- This person would like this changed in the contract.
- The most important item(s) to focus on during negotiations is/are:
- Does this person have an understanding of salary guides?
- Did this person demonstrate passion, talent, and/or interest in being involved in the union? What issues are of specific interest to this member?
- Names of colleagues this member respects.
- What external contacts does this person have (rotary, service clubs, political involvement, etc.)?
- Other reflections/comments (use back side if necessary)
- Should this person receive a follow up contact?
  - \_\_\_\_ For a specific concern
  - \_\_\_\_ Interest in becoming involved



# Check List for Planning Visits

## Mapping your Local

- Create a key for your map
  - Certificated staff
  - Non-certificated staff
  - 5 years or less
  - Building Reps
  - Involved/Uninvolved
  - Agency fee payers

## Complete map by entering key information

### Pick date (or dates) for one-on-one visits

- Decide if you need outside support
- Confirm outside support

### Use the map to divide the local

- Assign specific members to engagement teams

### Send out announcement/description to members one week prior to visits

### Confirmation email to Engagement Teams

- Include location and time to meet as group

### Inform administration of site visits

### Confirmation/remainder sent out to members the day before