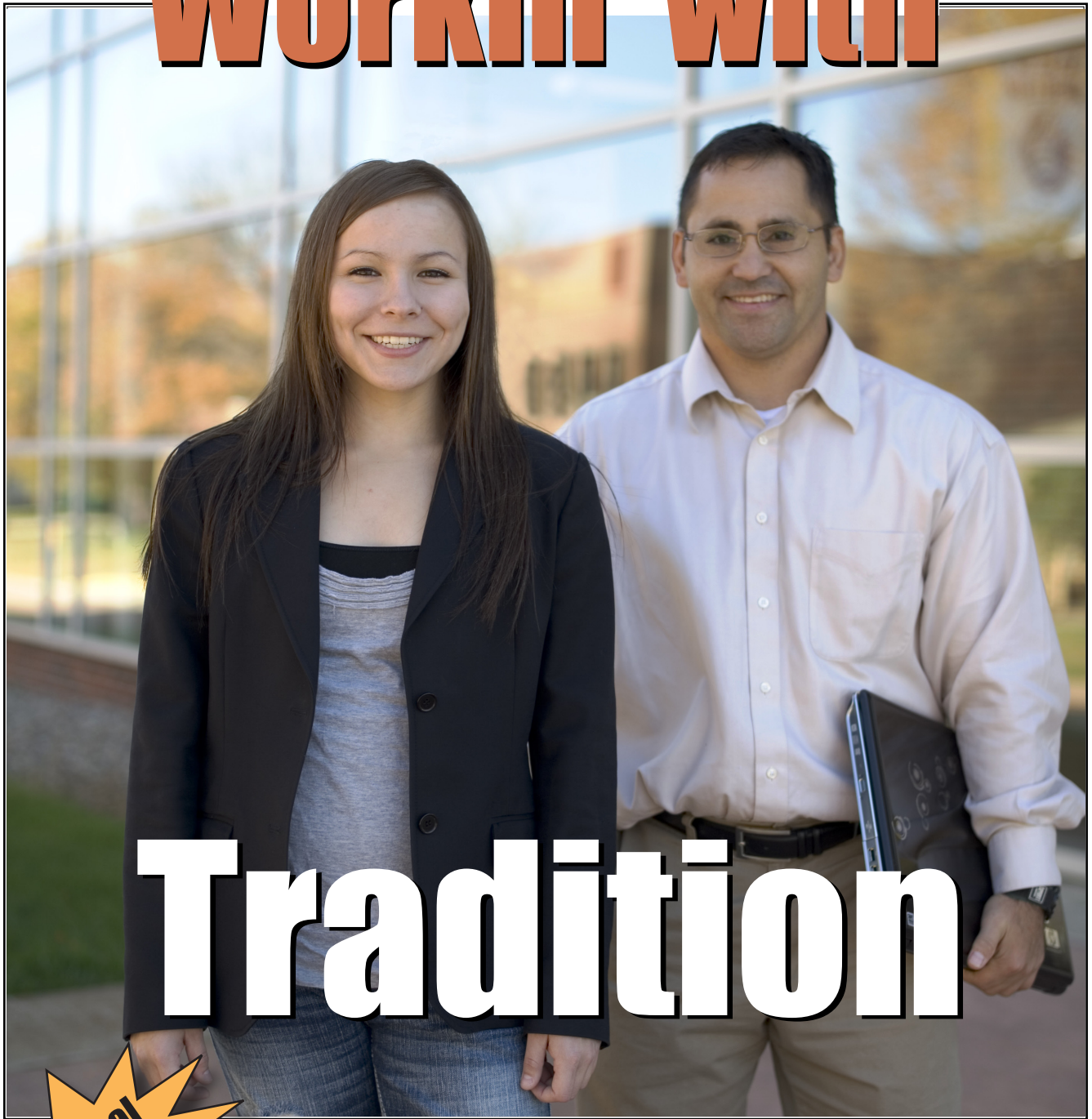


# Workin' with



# Tradition

**National  
Edition**

# Workbook

**"Workin' It Out" soft skills training program developed with Opportunity Link, Havre, MT  
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SAMPLE

# WELCOME!

## Goals

### In the “Workin’ with Tradition” program, we will:

1. Build self-esteem by reinforcing our cultural identity as members of a people rich in tradition and resources.
2. Improve self-awareness by learning how our personal perspectives impact our choices and outcomes in life.
3. Develop greater understanding of employers’ unspoken expectations.
4. Strengthen the ability to manage our emotions in challenging work situations.
5. Improve the organizational and communication skills needed to keep good jobs.

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## Rationale

The original “Workin’ It Out” program series was developed to meet the needs of both employers and employees by (1) better preparing non-traditional workers, especially those from low-income neighborhoods, for the interpersonal challenges of the workplace, and (2) better preparing employers to support and manage entry-level workers.

“Workin’ with Tradition” is designed to help Native American job-seekers of NorthCentral Montana improve self-esteem while developing the self-awareness and interpersonal “soft skills” needed to successfully enter into and advance in the world of work. It was developed with funding provided from Opportunity Link of Havre, MT.

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It is limited to use within the State of Montana, and expires December 31, 2015.

# Lesson 1

# Challenge of Change

**Pearl of  
WISDOM**

SAMPLE



# William's Story, Part 1



William High Plains was a quiet 28-year-old Native American man who had finally found his way back home to the reservation after 10 years on his own. William hadn't been much of a student in high school, but he was a great basketball player, and led his team to the state tournament in his senior year.

William (thinking back): **"No one seemed to pay much attention to my grades or my partying, as long as I scored on the court. I was a real hero back in the day."**

But William's drinking got out of control after basketball season ended, and at age 17, he got picked up for his first DUI. The very next day, his girlfriend Christine told him she was pregnant. It was all too much! He took the old car his Uncle Jimmy Boy had given him, and headed toward Canada with a girl he'd met at a pow-wow.

After ten years of moving around, William showed up at Gramma Sis's door, a duffle bag over one shoulder and a sad look on his face. He knew that Gramma and Uncle Jimmy Boy would welcome him home. They were overjoyed to see him again after so long. William had a big meal and good night's sleep, and the next morning sat down to talk.

Gramma Sis (worried): **"So what have you been doing in Canada for so long, grandson? We heard that you were living in Calgary. Are you back to stay?"**

Jimmy Boy (gentle): **"Don't press him so hard, Momma. Let him tell his story."**

William (sad): **"There isn't much to tell. After I dropped out of school, I went north with that girl I met at the pow-wow. We lived in town for a couple of years, and I did odd jobs to get by. I found work as a mechanic, thanks to all the things you taught me growing up, Uncle Jimmy."**

Jimmy Boy (pleased): **"All those busted knuckles and greasy hands really paid off, huh?"**

William (smiling): **"They're doing good. I've paid a lot and couldn't save up much money. I'm one of the few who never felt like I belonged. I worked security at one of the big casinos for a while. That worked out okay until I got caught drinking on the job."**



# William's Story, Part 1

Jimmy Boy (concerned): **"My boy, you know that sounds just like your father. He had a problem with the bottle too. That's what killed him last year."**

Gramma Sis (with love): **"William doesn't have a drinking problem, Jimmy Boy."**

William (honestly): **"Yes, I do, Gramma. It took me a long time to realize it, but I do. I lost my driver's license and Uncle Jimmy's old car after my second DUI. I got fired from a lot of jobs because I'd show up drunk -- or because I was too drunk to show up at all. For a long time, I just denied it, or told myself that I had it under control, that I didn't need any help."**

Gramma Sis: **"So have you stopped drinking, grandson?"**

William (humbly): **"Yes, I have Gram. Last fall I heard that my father died driving drunk. I never really knew him, but something happened to me. I wanted to be part of my tribe again. I made a commitment to the Creator to stop drinking, to change my life for the better."**

Jimmy Boy (choked up): **"We're here to help you, nephew."**

William (proud): **"I know, Uncle. I've been attending sweats and ceremonies as often as I can, and going to AA meetings. Ninety meetings in 90 days. I wanted to be sober when I came back home. I got this far by myself, but I can't do it all on my own. I'm gonna need you and Gramma Sis and everyone else here to help me make it."**

Jimmy Boy: **"William, you have our support. Our community will support you too. You are a 'High Plains.' To our tribe, that family name has a lot of meaning. There is a lot for you to live up to, and a lot to be proud of. Welcome home, my boy."**



SAMPLE

# Stages of Change

Change takes time, and often happens in a series of predictable stages. We have to work through each stage if improvements are going to last.

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 are working to keep the change we made in the previous stages. We usually stay in this stage for at least 6 months. It is the most successful stage for making change. New habits are only weakly established at this point.

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 first identify the behavior that's causing us problems, and then figure out which stage of change we're in.



A. Cheryl admits she has a temper problem.

**"I never was much good at handling stress, to be honest. Aunt Emma calls me 'high strung,' but sometimes, I'm just an outright @\$%\$, and I know it. What are you gonna do though? You can't change who you are."**

*Which Stage is Cheryl in?* \_\_\_\_\_

B. Sam helps others with their recovery from alcoholism.

**"It's still a day-by-day thing sometimes. I've been clean and sober for almost 5 years now, going to AA meetings and all, but there was a time when I thought I wasn't going to make it. Now I'm a sponsor for others who are trying to get their lives back together."**



*Which Stage is Sam in?* \_\_\_\_\_



C. William has returned home after 10 years away.

**"I used to drink all the time, pretending like I didn't have a problem. But after I lost my license, my family, and my freedom, I realized that enough was enough. I'm 3 months sober now, trying to become the kind of man my family can be proud of."**

*Which Stage is William in?* \_\_\_\_\_

D. Robby is serving 30 days in jail for public intoxication.

**"If it hadn't been for Billy and his mouth, we would have been fine! I can handle MY liquor, but when HE gets going, he just doesn't know how to stop. This is the third time I've gotten picked up because of him -- he needs to get some help!"**



*What behavior is holding YOU back? And what stage of change are YOU in?*

**SAMPLE**



# 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, Bonnie. Decide which stage of change she is probably in.**

Bonnie was an anxious 20-year-old woman who lived at home with her mother. She'd been horribly shy in high school, and now spent most of her time on the sofa in her mother's house watching DVDs.

**MOTHER:** "You need to get out more, Bonnie. Go into town a little... hang out with your old high school friends, maybe get a job."

Bonnie agreed that a job in town might be nice, but even the thought of leaving home in the evening, which she had always admitted that to her mother, she would never do.

**BONNIE:** "I'm fine right where I am, Momma. I like it here. Besides, the bus ride is soooo long, and the shopkeepers are always so rude. I'm happy right here -- honest!"



## Lesson 2

# Positive Goal Setting

Pearl of  
WISDOM

SAMPLE



# William's Story, Part 2

A few days later, William was on his way back from a sweat with Uncle Jimmy Boy. He was surprised and a little nervous when he ran into Sam, an old high school buddy of his. But he relaxed when he found out that Sam was also practicing his traditional ways to help him stay drug and alcohol free.

Sam (honest): **"The good old days weren't so good to me either, William. The partying got out of control after school ended, and I ended up in a lot of trouble. I finally realized how much shame and hurt I was bringing on my family, and I got serious about getting my life straight. I've been on the Red Road for five years now. There's a Wellbriety meeting in the basement of the church tonight at 7:00PM, if you want to come."**



That night before the meeting, William opened up to Sam. He talked about some of the hard lessons he had learned, and the things that truly mattered most in his life.



William (humble): **"I felt bad about running out on my son and his mother before he was even born. When my father died last fall, I resolved to come back here, to try to become part of Thomas' life. But I know that Christine's parents won't want me around either one of them until I've proven myself in the community. I need to find some work so that I can contribute, so I can feel good about myself again. Mostly I need to stay clean and sober, cuz I can't do any of those other things if I start drinking again. "**

Sam (smiling): **"One step at a time, William. You've made a commitment. And you're doing the next right thing by coming to this meeting tonight."**

After the Wellbriety meeting, the two of them went to the Rez Diner with a couple of other members. A hurried young waitress named Cheryl gave them menus.

Cheryl (impatient): **"Sit wherever you want. We're short a waitress tonight, so I'll get to you as quick as I can."**

SAMPLE

# William's Story, Part 2

William (nervous): **"I'm sorry. What are your specials tonight?"**

Cheryl (a little rude): **"They're on the board. Read them for yourself."**

William squinted at the handwritten menu board for a minute then turned to Sam.

William (looking down): **"Sam, I left my glasses at home. What's on that specials board?"**



Sam starting going through the menu. But before he could finish, the waitress showed up again. She took orders from the other men, then tapped her foot impatiently as William tried to decide what he wanted.

Cheryl (snobby): **"Come on. I don't have all night."**

William (panicked): **"Um.... I think I've changed my mind about eating. I just remembered that I promised Gramma Sis I'd help her with something at home."**

The waitress walked away, shaking her head and calling out the orders to the cook.

Sam (concerned): **"William, are you okay? You look kind of sick."**

William (flustered): **"Sure, Sam. I just need to get back to the house. I'm not really hungry anyway. Sorry for the mix-up. I'll see you next time?"**

With that, William walked quickly out the front door, leaving Sam and his friends wondering exactly what was going on.

SAMPLE

# Personal Goals

Self-improvement is harder when we don't know where to start. Goal setting begins by thinking BIG, imagining what could be better in our lives, then focusing in on the details.

**1. List some of your personal, family, and cultural VALUES -- the things that are truly most important in your life.**



William might say:

*"Sobriety, contributing to the family, being trustworthy."*

What would YOU say?

Some of my most important values are:

---

---

**2. LONG-TERM GOALS usually require several months or years to reach, and can seldom be accomplished alone.** Pick just ONE of your values and write a LONG-TERM GOAL for it.

Based on the value of being trustworthy, William's long-term goal is:

*"I want to earn the trust of my family and community over the next year."*

"I value \_\_\_\_\_, so over the next several months/years, I want to \_\_\_\_\_."

Now imagine some positive things that will happen if/when you reach this goal. These things will motivate you to be more successful.

Positive outcomes for William might be:

*"I'll feel proud of myself for being a good grandson/nephew."*

*"I'll prove myself to Christine and her family."*

"When I reach this long term goal, positive outcomes for me will be..."

1. \_\_\_\_\_
2. \_\_\_\_\_

SAMPLE



**3. SHORT-TERM GOALS** require only a few days or weeks to reach, and can sometimes be done on your own. Write two (2) SHORT-TERM GOALS that are related to your long-term goal.

*William's long-term goal is to earn trust with his family & community, so he sets these related short-term goals:*

- (a) "I want to be truly helpful to my family this month."  
 (b) "I want to get involved in community activities on a weekly basis."

"One related short-term goal is:

Another related short-term goal is:

"Over the next few weeks, I want to

"Over the next few weeks, I want to

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_."

\_\_\_\_\_."

**4. ACTION STEPS** are specific tasks that will help you get started on a short-term goal. Write action steps to get started on each short-term goal.

*William plans to get started on his short-term goals:*

To be helpful to his family:

- Clean up yard
- Make repairs to roof

To get involved in community:

- Attend sweats with Uncle Jimmy
- Contribute toward a memorial feast

"To start on my first short-term goal"

"To start on my next short-term goal"

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**SAMPLE**  
 Which of the action steps will you commit to going in the next week? CIRCLE THEM.

# KEY POINTS

## in Lesson 2

1. The path to self-improvement begins with the vision of a better future, and the courage to take the first few steps.
2. Long-term goals take time to reach, and should be based on our core values. Short-term goals and action steps serve as markers along the way, and motivate us during periods of doubt and uncertainty.

## MiniQuiz #2

**PART 1: Label each as L (Long-term goal), S (Short-term goal), or A (Action step).**

- \_\_\_ 1. Alan wants to reconnect with his family someday.
- \_\_\_ 2. Alan wants to improve communications with his oldest son and daughter.
- \_\_\_ 3. Alan decides to write at least one upbeat letter every single week to his children.
- \_\_\_ 4. Brenda commits to visiting at least 5 rental offices this week.
- \_\_\_ 5. Brenda lives at home, but really wants to be independent.
- \_\_\_ 6. Brenda wants to find a place of her own in the next 30 days.

**PART 2: Read the following story about Bonnie and help her with her goals.**

Bonnie was in a terrible mood all the time. She snapped at her mom and brother, and cried at the drop of a hat. One day, her mother was sewing a beaded pow-wow cape for her niece, and suggested again that Bonnie look for a job in town.

**BONNIE:** "I'm just not like those people in town! My clothes, my hair -- I just don't fit in with them. They won't like me anyway! Why should I go work in one of their stupid stores?"

**MOTHER:** "My girl, Indian people did not survive the last five hundred years by sitting at home on their sofas. We are hard workers, and always have been."

**BONNIE:** "I know, Mom. I really do want a job. I want to make money to help out here at home, and I'd love to be able to hang out with my friends when they go to the mall or to the movies. But I freeze up in interviews, and I'm so worried about how people might treat me if I get a job in some preppy office or the Rez. I'm so stupid. I just don't know what to do!"

Underline the type of Bonnie's long-term goals in the paragraph above.

A good short-term goal for her is: \_\_\_\_\_

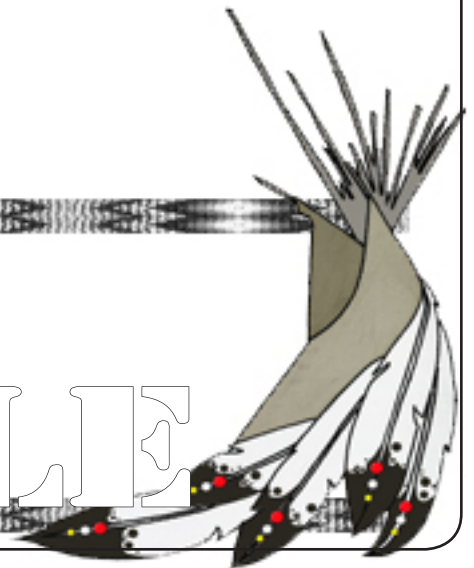


## Lesson 3

# In Survival Mode

Pearl of  
WISDOM

SAMPLE



# William's Story, Part 3

A few days later, William was talking with his Uncle Jimmy Boy about getting involved in his son Thomas' life.

Jimmy Boy (proud): **"It's great that you want to be part of that boy's life, William. It's the right thing to do. But you have to understand that Christine and her parents are not going to welcome you at first. You will have to earn their trust. How do you plan to do that?"**



William (determined): **"You're right. I've set a goal to prove myself in the community, to show them that I mean to stay.**

**I have offered to help them with household needs - cutting firewood and fixing up that old truck of theirs. I think that finding a good job would be a good next step. I appreciate the mechanic's work you've been giving me, but I know there's just not enough business for two of us."**



Gramma Sis had a friend, Ms. Carolyn, who worked with the job service. She set William up with a job interview at an off-reservation casino. He was excited about the chance to work again, but nervous at the same time. He believed that it was best to keep his personal problems to himself, and was worried that something might happen to embarrass him.

\* William walked into the casino's HR office, hoping to speak to Gramma Sis's friend on the side. But instead of having a private conversation with Ms. Carolyn, he found himself face-to-face with a snobby secretary. She shoved a 2-page application at him.

Secretary (snobby): **"Here, fill this out. And don't leave anything blank! Your interview appointment is in 20 minutes, so you better get busy."**

William (to himself, panicking): *'How am I supposed to finish this whole thing in 20 minutes? I'll never be able to do it!'*

William sat down in the uncomfortable plastic chair, shaking. He was tempted to walk out the door right then, but he remembered what he'd told his uncle.

William (to himself, calming): *'I have a commitment to my life for the better. I have a family that believes in me. I can do this.'*

# William's Story, Part 3

After a few moments, he could feel his heart slowing and his nerves calming. He took a deep breath and turned to the man next to him.

William (nervous): **"Excuse me... I sprained my wrist on the job last week, and can't write with my right hand. Would you mind helping me out?"**

Man: **"Sure, no problem. What's your name and address?"**

For a minute it seemed like this might work, but then the man's name was called before he could finish the application.

\* \* William watched the clock ticking away, and began to feel down on himself.

William (to himself, depressed): *'I'll never get this job! I can't even fill out a stupid form. How will I ever earn the respect of Christine and her parents, or prove to Thomas that he can be proud of his father?'*

William sat there doing nothing for almost 10 minutes, heart pounding and feet bouncing up and down. A minute or two before his appointment time, he got up and quietly walked to the secretary's desk.

William (quietly): **"Excuse me, Miss. I left my glasses at home and I can't see very well without them. Is there someone back there who could help me with this form?"**

Secretary (rolling her eyes): **"You people... You're supposed to be here looking for a job. If you can't show up prepared, then you shouldn't be here! Do I look like a social worker to you?"**



\* \* \* William felt his stress go up and his face redden.

William (to himself, angry): *'I can't stand people like this. No job is worth being treated this way! I'm out of here.'*

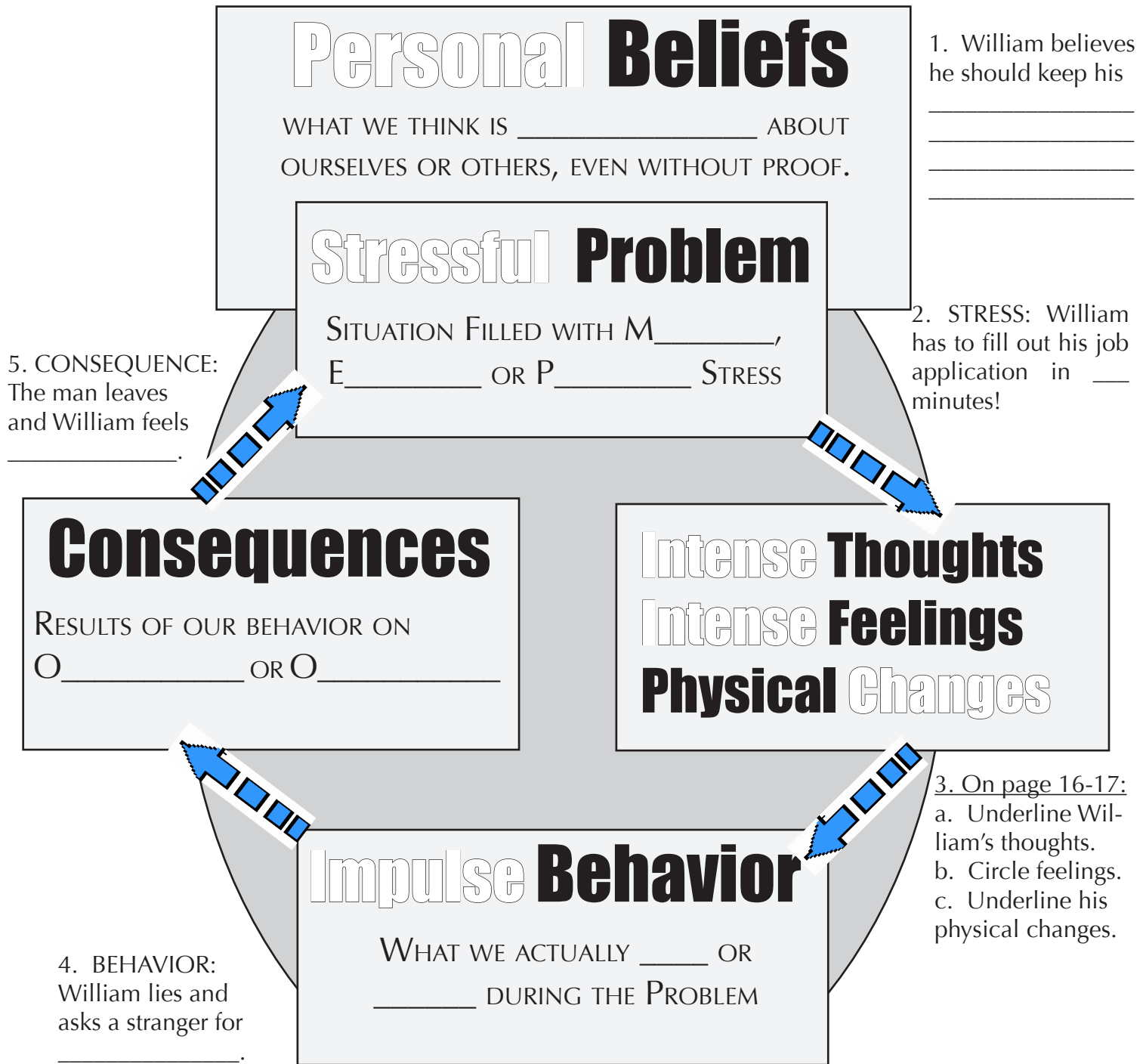
William (out loud, sarcastic): **"No ma'am, you sure don't."**

William balled up his application for a job, threw it past the secretary's desk into the trash can. He muttered **"Two points!"** and walked angrily out the front door.



# CONFLICT CYCLE

Our personal beliefs can often be triggered by small stressful problems. Intense thoughts and feelings can sometimes justify impulsive behaviors, creating negative consequences.



SAMPLE

# “In Survival Mode”

When we feel physically or emotionally threatened by stressful situations, it is easy to slip into “survival mode,” then overreact by fighting, fleeing, or freezing.

## FIGHT

“FIGHT”: Reacting aggressively or sarcastically to a challenging situation by feeling ANGRY, then attacking verbally or physically.

Times when you want to lash out at someone:

---

---

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## FLIGHT

“FLIGHT”: Reacting defensively to a tough situation by feeling ANXIOUS, then retreating or running away.

Times when you want to run away from a problem:

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## FREEZE

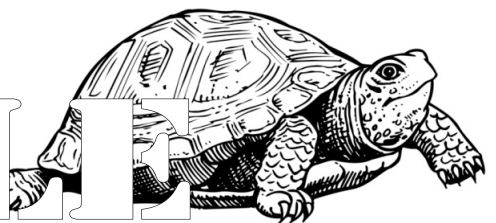
“FREEZE”: Reacting passively to a difficult situation by feeling OVERWHELMED, then hiding, avoiding, or doing nothing at all.

Times when you want to shut down or avoid a problem:

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SAMPLE

# KEY POINTS

## in Lesson 3

1. Our personal beliefs about ourselves and others influence the way we react to problem situations. Some beliefs help us reach our goals, but others hold us back.
2. Under high stress, it can be easy to slip into survival mode, over-reacting to a situation as if our lives depended upon it. Three common survival reactions are fight, flight, and freeze.

## MiniQuiz #3

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

- |  |                      |
|--|----------------------|
| ___ 1. Mental reaction to a situation            | A. PERSONAL BELIEFS  |
| ___ 2. Results of our behavior on self or others | B. STRESSFUL PROBLEM |
| ___ 3. What we think is true, even without proof | C. THOUGHTS          |
| ___ 4. Emotional reaction to a situation         | D. FEELINGS          |
| ___ 5. Difficult situation filled with strain    | E. BEHAVIOR          |
| ___ 6. What we actually do or say in a situation | F. CONSEQUENCES      |

### PART 2: Read the next story about Bonnie. Label each part of the Conflict Cycle.

Bonnie went to Tribal Employment Services to get a list of potential employers in town. She was surprised to find how many services were available. There was help with writing up a resume, listings of HR managers at the big stores, handouts about interview tips, and classes to brush up on computer skills. There were even some limited funds for people needing new clothes or bus passes. The director knew Bonnie's mom, and was happy to help Bonnie by arranging an interview at the county electric co-op.



But on the day of the interview, Bonnie's self-esteem issues got the best of her:

7. \_\_\_\_\_ *'I don't fit in anywhere except at home. No one else really likes me,' Bonnie believed deep inside.*
8. \_\_\_\_\_ Bonnie was waiting for an interview with the HR manager when she noticed a young woman who arrived after her getting called in first.
9. \_\_\_\_\_ *'They'll probably like her better than me. I don't know why I even*
10. \_\_\_\_\_ *both had come to get that same job.*
11. \_\_\_\_\_ *She started getting a bad feeling and*
12. \_\_\_\_\_ *so she left before the HR manager came to get her.*
- \_\_\_\_\_ Her mother was disappointed when Bonnie told her about it later.

## Lesson 4

# Work & Self-Worth

Pearl of  
WISDOM

SAMPLE



# William's Story, Part 4



William felt depressed for days after walking out of the casino. Whenever anybody asked, he told them about the secretary who had been so mean to him.

William (angry): **"I don't want to work for people like that. I have too much respect for myself."**

It was true that the secretary seemed to look down on him, maybe on all of his people. But William had handled prejudiced people before, and he knew how to avoid problems with them. He knew that the real reason went deeper than that. Finally, he opened up to his Uncle Jimmy Boy.

Uncle Jimmy Boy (concerned): **"So what happened the other day? I thought you were all excited about working at the casino. Someone told me that the new secretary up there gave you a hard time?"**

William (sad): **"Uncle Jimmy, I don't want to lie to you, or make excuses for myself. Yes, she was kind of mean.... but to be honest, there was a lot more to it."**

So William opened up to his uncle about his reading problems, something he had been hiding carefully since elementary school. Even though mechanics and sports came easily to him, book learning had always been hard.

William (looking down): **"I just couldn't concentrate on school stuff back then, and I could always find someone to do my work for me. Even when I messed up my tests, the teachers usually passed me anyway. I think I could do better now that I'm focused, but I've never had the confidence before."**

Jimmy Boy: **"No matter how many times you fall down, my boy, you have to get up and try again. Maybe it is time for you to get into the adult literacy classes at the tribal college."**

William (hopeful): **"That is a good idea."**





# William's Story, Part 4

Jimmy Boy (wisely): **"My grandfather used to say, 'The Creator lays our path before us, and gives us the tools to make our way.' Listen to your past, nephew, so that you can do something about your future."**

.....

Six months later, with some reading skills and new confidence under his belt, William felt ready to give the casino another try. He felt nervous, but he got courage thinking about all the reasons for working a full time job -- not just the money, but the commitment he had made to himself and his family.

So this time, William went in the day before to pick up an application, and filled it out at home. He practiced what he was going to say with his friend Sam, and went in 10 minutes early to settle in.

His heart jumped when he saw the same snobby receptionist at the front desk. As he signed in and got ready to go back for his interview, she said:

Secretary (sarcastically): **"Oh, William is it? Nice to see you again, William. Good luck in there. You're gonna need it!"**

For just a moment, William felt his old negative thinking creep up on him. Then he cleared his head, concentrating on all he had learned in the past 6 months. He took a deep breath, and reading her name tag said:

William (politely): **"Why thank you very much, Miss... Miss Richards. I look forward to working here with you."**



His kindness shocked her so much that she was speechless, and THAT was the best thing that had happened all day!

SAMPLE

# Why Work?

At first, most people work because they need the money. But when we find enjoyable work in the company of good people, employment can fill many other needs as well.

**Think about a “great job” for you at this point in your life. What would it be like?**

1. What type of work? What hours? What kind of co-workers and supervisors, etc.?

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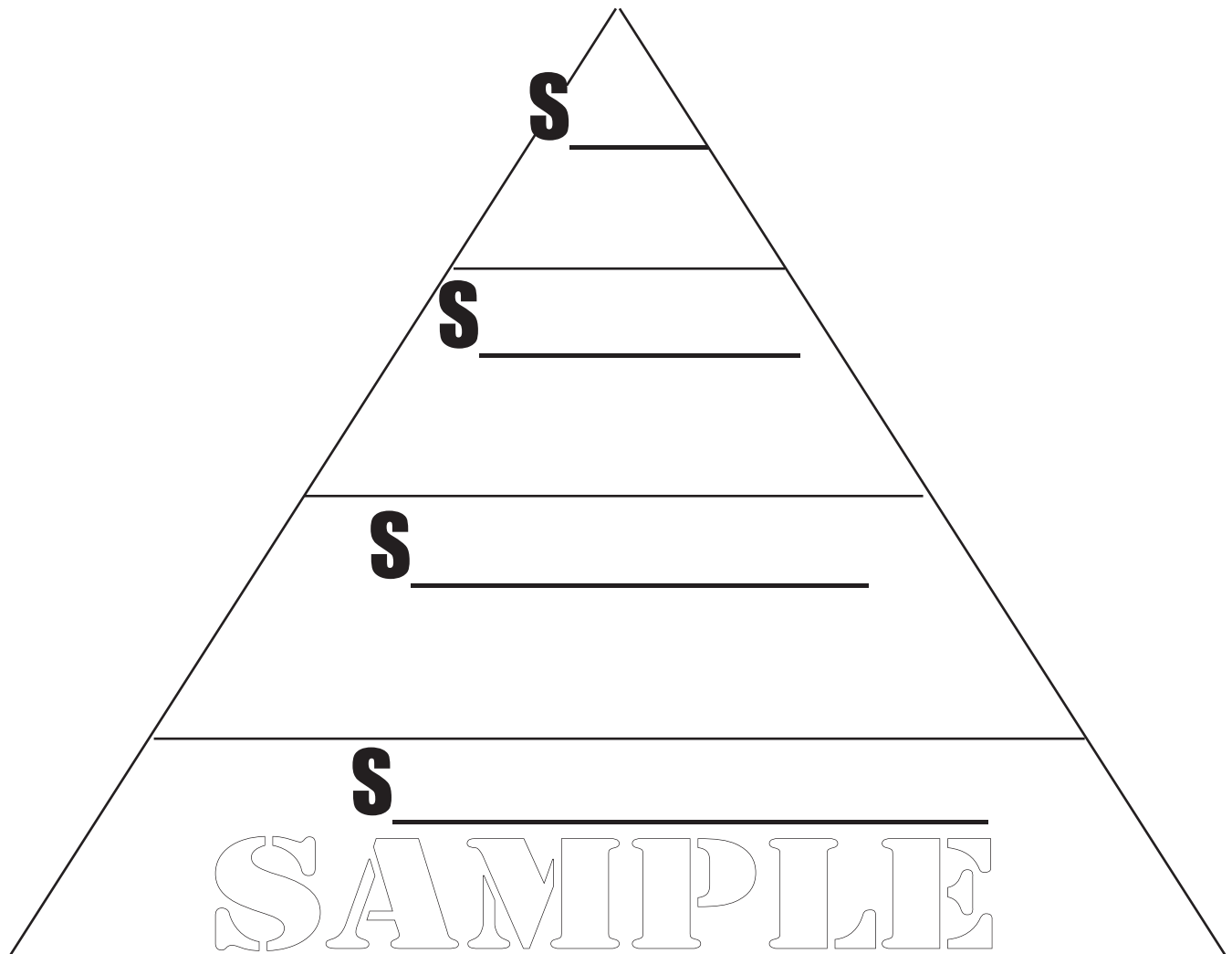
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2. What benefits does this kind of job provide?

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**“Great jobs” often do more than simply pay the bills.**



# Challenges and Resources

**Challenges are the problems that keep us from reaching our goals.** Some challenges are external (e.g., living in a shelter), and some are internal (e.g., shame or guilt).

What challenges prevent you from getting and keeping a fulfilling job?

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**Resources are the strengths that help us overcome our challenges and reach our goals.** Some resources are external (e.g., supportive family), and some are internal (e.g., faith).

**Rate each of the following resources on a scale of 1 (definitely not) to 5 (definitely yes).**

- |                     |  |
|---------------------|--|
| [1] [2] [3] [4] [5] | 1. HOUSING (I have a safe place to stay.)                                |
| [1] [2] [3] [4] [5] | 2. TRANSPORTATION (I have a reliable way to get places.)                 |
| [1] [2] [3] [4] [5] | 3. INCOME (I have enough money to pay for the basics.)                   |
| [1] [2] [3] [4] [5] | 4. PHYSICAL HEALTH (I am physically mobile & reasonably healthy.)        |
| [1] [2] [3] [4] [5] | 5. EMOTIONAL STRENGTH (I am determined & have self-control.)             |
| [1] [2] [3] [4] [5] | 6. MENTAL HEALTH (I am a clear thinker, & free from mental illness.)     |
| [1] [2] [3] [4] [5] | 7. LITERACY SKILLS (I can read, write, and figure out forms, etc.)       |
| [1] [2] [3] [4] [5] | 8. VOCATIONAL SKILLS (I have specific job-related skills.)               |
| [1] [2] [3] [4] [5] | 9. SPIRITUALITY (I draw strength from faith, believe in higher purpose.) |
| [1] [2] [3] [4] [5] | 10. COMMUNITY (I draw strength from my friends, community, culture.)     |
| [1] [2] [3] [4] [5] | 11. FAMILY (I have a supportive family to share my joys & concerns.)     |
| [1] [2] [3] [4] [5] | 12. ROLE MODEL (I have a supportive role model to guide me.)             |

What OTHER resources do you have that help you face your challenges?

---

Which resources could you IMPROVE (e.g., from 2 to 4 rating) with just a small effort?

---

SAMPLE

# KEY POINTS

## in Lesson 4

1. Employment meets many important needs beyond those of simple survival (paying bills). Meaningful work around people we enjoy can be fulfilling on many levels, and may become its own reward.
2. Work goals can seem unreachable if our challenges seem overwhelming. Most people have greater resources than they utilize or even realize.

## MiniQuiz #4

### PART 1: Label each worker's reason for working according to which need it fills.

- \_\_\_\_\_ 1. Adam (a carpenter) takes a lot of pride in how his cabinets look in his customers' homes.
- \_\_\_\_\_ 2. Barbara (a waitress) is relieved that tips were good enough to make her car payment.
- \_\_\_\_\_ 3. Candy (a secretary) enjoys going out to lunch with the other ladies at the office.
- \_\_\_\_\_ 4. David (a mechanic) likes how it feels when he can make a rough engine purr.
- \_\_\_\_\_ 5. Eileen (a pastor) feels a true calling to her work in the ministry.
- \_\_\_\_\_ 6. Frank (a ranch hand) is glad to have enough left over each week to go out to dinner.
- \_\_\_\_\_ 7. George (a truck driver) enjoys stopping at the same restaurant and talking with old friends every time he drives his northern route.

### PART 2: Read the next story about Bonnie. Which two work needs does she mention?

The Tribal Employment Service Director found out that Bonnie walked out of the interview, but she didn't give up on Bonnie. Instead, she called her into her office to talk about what happened. She helped Bonnie to recognize how she sometimes acted as her own worst enemy.

Director: "So what would be your ideal job Bonnie? What are you looking for?"

Bonnie: "Well when I was younger, I wanted to be a film maker. But I'm more realistic now. I just want to make some money so that I can help my mom with the monthly bills. I would like to hang out with people my age and have fun sometimes. It would be cool to work with nice people who don't make you feel bad because you aren't from town, and don't make fun of you when you make mistakes."

Director: "So some money for bills, and some nice people to work with? And you like to hang out with people your age? Let's get our hands together and see if we can find something for you."



## Lesson 5

# Home vs. Work Beliefs

Pearl of  
WISDOM

SAMPLE





# William's Story, Part 5



A few weeks later, William started his new job working security at the casino. Once he got to know the people and the routines, he found that he really enjoyed the work. He didn't always see eye to eye with his supervisor Star, but at least the secretary up front had stopped giving him such a hard time.

One day, a group of William's old high school basketball buddies came in.

**Billy: "Hey look guys, it's William High Plains! We heard you were back. Man, it's been forever. How you been?"**

As the group gathered around him, the smell of alcohol became overpowering. William knew he was supposed to turn people away if they were drinking, but it was hard to enforce the rules with his old friends.

**Robby (pushy): "So what do you say, William? Can you hook us up with some extra "\$5 for \$5's"?"**



**William (torn): "I'm really not supposed to, Robby. In fact, I'm not even supposed to let you in if you've been drinking. But I guess you should help out your friends when they need you, right? Just don't cause any problems, or you'll get me in trouble."**

William gave them several "\$5 for \$5" coupons, and let them in. An hour later, he was watching football on the big screen TV in the lounge when he heard some noise in the lobby.

**William (to himself, nervous): "I still have a couple of minutes left on my break, I think. I've been working hard today and deserve a chance to kick back, so let Star handle it. Besides, if it's Billy and Robby, I really don't want to get involved. We gotta look out for our own people, right?"**

Fifteen minutes later, the cops arrived, and William's old friends were dragged out, laughing and cursing. His supervisor Star found him in the lounge, and pulled him aside.

SAMPLE

# William's Story, Part 5

Star (furious): **"I want to talk with you, William! Where have you been? The cops just dragged off a group of drunken, rowdy fools. I could have used your help."**

William (angry): **"I was on my break, Ms. Star. I've worked hard, and earned some time off my feet."**

Star (even more furious): **"First off, your break ended 20 minutes ago. And even if it didn't, you come running when you're needed, regardless! Second, those men reeked of alcohol, and had Mickey's in their pockets -- you must have noticed that when they came in! Did you check them at all? What were you thinking?"**

William (to himself, angry): *'No one has the right to talk down to me, no matter what I did or didn't do. Besides, those were my friends, and friends come first.'*

William (out loud, quietly): **"Ms. Star, I don't know what to tell you. I was on my break, like I said. Is that all? I need to use the men's room."**

William walked off calmly, leaving his supervisor steaming. True to form, he walked toward the front door, ready to walk out on this job as he had so many others.

William (to himself, sorry for self): *'How come nothing ever works out for me? Why did those guys have to come in here on my shift?? If it wasn't for bad luck, I'd have no luck at all!'*



SAMPLE

# Personal Beliefs Survey

Our personal beliefs guide our behavior in our home and community lives. These are learned from family, friends, and culture, as well as through individual life experiences.

Directions: How strongly do you believe in each statement in your PERSONAL life?

1: Not at all  
2: A little

3: Somewhat

4: A lot  
5: Very Strongly

## IN MY PERSONAL LIFE, I BELIEVE THAT:

[1] [2] [3] [4] [5]

**A. Family and friends come first, no matter what the cost.**

[1] [2] [3] [4] [5]

**B. Rude people need to be put in their place.**

[1] [2] [3] [4] [5]

**C. No one has the right to talk down to you, no matter what you've done.**

[1] [2] [3] [4] [5]

**D. Life is unpredictable, so people should be understanding when you're running late.**

[1] [2] [3] [4] [5]

**E. Be your own person. Don't change who you are just to make others happy.**

[1] [2] [3] [4] [5]

**F. Your problems are your private business. Keep personal things to yourself.**

## Personal Perspective

William works security at a casino. Some of his old friends ask him to let them by and give them some extra "\$5 for \$5" coupons.



William (to Robby): "I'm really not supposed to, Robby. In fact, I'm not even supposed to let you in if you've been drinking. But I guess you should help out your friends when they need you, right? Just don't cause any problems, or you'll get me in trouble."

Which personal belief is William using at work? \_\_\_\_\_

SAMPLE

# Unspoken Rules of Work

Every workplace has its written policies and procedures, but there are also UNSPOKEN RULES. Unfortunately, they are not always obvious, and they sometimes conflict with our personal beliefs. It can hard to abide by these unspoken rules without betraying our own sense of right and wrong.

## AT WORK, WE ARE EXPECTED TO:

\_\_\_\_\_ **1. Be dependable. Come on time and be ready to work when your shift begins.**

\_\_\_\_\_ **2. Be loyal to your employer. Put work first and do your job, leaving your friendships or grudges at home.**

\_\_\_\_\_ **3. Be honest about problems and do your best to fix them.**

\_\_\_\_\_ **4. Be open to criticism or redirection from supervisors without making excuses.**

\_\_\_\_\_ **5. Be polite to customers, even if they are rude to you.**

\_\_\_\_\_ **6. Be a team player. Try to fit in and get along.**

## Professional Perspective

Star supervises security at a casino. The police had to be called to drag out four drunken men who came through William's checkpoint.

Star (to William): **"Those men reeked of alcohol, and had Mickey's in their pockets -- you must have noticed that when they came in! Did you check them at all? What were you thinking?"**



Which workplace rule is Star using?

\_\_\_\_\_ **SAMPLE**

# Home v. Work Conflicts

1. Lori works as a clerk in a supermarket. Her supervisor got all over her case for being 15 minutes late.

Lori: **"But I was here on time! I looked at the clock on my radio when my boyfriend dropped me off and it was 8 o'clock on the dot. He has no idea how hard it is for me to get up and going this early -- I'm just not a morning person!"**

Which personal belief is Lori using at work?\_\_\_\_\_

Supervisor: **"Being in the parking lot at 8 o'clock isn't good enough -- she needs to be at her register at 8 o'clock. The night shift guy had to stay an extra 15 minutes while she used the ladies' room to change and get herself ready."**

What workplace rule is the supervisor using?\_\_\_\_\_

2. Angel answers phones at a call center. His shift manager Bill reprimands him up for hanging up on an irate customer.

Angel: **"They don't pay me enough to put up with jerks like that! That guy needed to learn that he can't push people around! So I hung up on him! Serves him right!"**

Which personal belief is Angel using at work?\_\_\_\_\_

Supervisor: **"People don't call here with compliments-- they call with problems! Of course they're going to be irritable, but you do your best to be polite anyway."**

What workplace rule is the supervisor using?\_\_\_\_\_



3. Elizabeth's sister Teresa is in the hospital, struggling through her first chemo treatment for breast cancer. Elizabeth wants to be there with her, but doesn't want to have to explain why she needs a couple of days off her job in the school kitchen.

Elizabeth (later): **"I knew my supervisor would ask for details, and wouldn't understand that it was private. So I just took the time off, and ended up losing the job. It's a shame. It was a good job, but it was really none of his business."**

Which personal belief is Elizabeth using at work?\_\_\_\_\_

Boss (later): **"When I heard she was late that the first time with a sick sister, I felt bad about letting her go. I should have asked her about it and we could have worked something out."**

What workplace rule is the supervisor using?\_\_\_\_\_

# KEY POINTS

## in Lesson 5

1. We all have powerful personal beliefs about what is right and wrong. The workplace has its own set of unspoken expectations of behavior at work, some of which may be very different from our personal ideas.
2. Serious problems can happen when we use personal beliefs to judge what is appropriate at work. To be successful at work, we must look at things from BOTH perspectives and choose a path between.

## MiniQuiz #5

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

- \_\_\_\_\_ 1. When a rule is “unspoken,” we are not allowed to talk about it.
- \_\_\_\_\_ 2. Many employers simply EXPECT new workers to understand their unspoken rules.
- \_\_\_\_\_ 3. Every workplace has exactly the same unspoken rules.
- \_\_\_\_\_ 4. Personal beliefs often conflict with what is expected in the workplace.

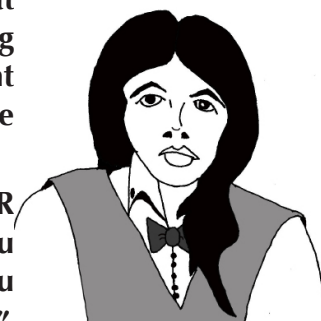
### PART 2: Read the following story about Bonnie. Underline TWO unspoken rules of her new workplace that Leah warns her about.

Bonnie’s Employment Director got her an interview at the movie theater in town. At first, she was very nervous, but the theater manager started by asking: “What’s your favorite movie?” They started chatting way about films, and before she left, she was offered the job!

Bonnie liked her new job most of the time, but she had a hard time with some of the preteen kids who made noise and threw popcorn on the floor, then ignored her when she told them to behave. A few weeks later, she was complaining to her co-worker Leah, who worked the concession stand.

Bonnie: “These little brats are just asking for it! I’d never put up with that kind of behavior from my little brother or sister. One of these days I’m going to grab one of them by the ear and drag him to the manager --right in front of all their friends, too! I’ll tell him that he either bars these kids from the theater or I quit. That’ll teach them!”

Leah: “Bonnie, I understand how you feel. But you know that you can’t EVER go off on customers like that. No matter how much you think the kids are, you can’t lose your temper and you can’t make a scene and choose between you and the job. You might get out of your job. Do you understand what I’m saying?”





# Notes

SAMPLE

## Lesson 6

# Understanding Stress

Pearl of  
WISDOM

SAMPLE



# Cheryl's Story, Part 1



Cheryl was a 22-year-old woman with 2 young children, living with her Aunt Emma. She was enrolled in classes at the Tribal College, and worked evenings as a waitress at the Rez Diner. She never seemed to have any time to herself, and was always worried about making ends meet.

Life had gotten a lot more complicated since Aunt Emma had taken in her uncle Billy's children. Now every day was even more stressful. Not only was Cheryl often short of sleep because of her own infant, but they had to share the little house with five extra kids. She felt constantly crowded, and lately had started feeling panicked that Aunt Emma might ask her and her children to find a new place to stay.

Cheryl (to herself, uptight): *'Billy should be taking care of his own kids, if you ask me. It's not right that they dump them off on Aunt Emma. That just ticks me off!'*

Cheryl had just finished a long day of classes, and was sitting in a booth at the Rez Diner, waiting for her shift to start in 20 minutes. Her 1-year-old kept her up half the night, so she was exhausted, head-achey, and in a bad mood already. She was complaining to her co-worker Susie.

Cheryl (irritated): **"You know what bugs me the most? Picky customers. The ones who ask for a \$3 salad and then want three dressings on the side. Like I have the time..."**

Susie (laughing): **"And the cheap ones! I hate cheap customers! You know: the ones who run you ragged, ask for 30 refills on their coffee, then don't even leave a tip!"**



The two continued complaining loudly, not noticing the looks they were getting from customers sitting nearby. After a few minutes, the shift supervisor Ms. Barbara, called her over. Ms. Barabara never seemed to have a kind thing to say to her, and Cheryl had just started complaining. She stood up as loudly as possible, smoothed her top, and rolled her eyes.

SAMPLE

# Cheryl's Story, Part 1

Cheryl (sarcastically, to Susie): **“Here we go again. I just loooooooooooooove working for Ms. Barbara, don’t you? She’s always looking for ways to help me improve myself!”**

Cheryl could feel her stomach grumbling from hunger as she walked slowly to where her boss was standing.

Cheryl (to herself, worried then angry): *‘I’ll bet she’s going to say something about my top. It’s none of her business -- she’s not my mother. And why should my clothes even matter, as long as I do my job?’*



Ms. Barbara (uptight): **“Cheryl, how many times have I told you that you can’t come to work looking like THAT? You can see everything -- it’s just not right! There’s an old sweater in the office. Go put it on and button it all the way up.**

Cheryl (to herself, smirking): *‘I knew it! She’s soooooo predictable! Now watch, she’ll say something about Susie too.’*

Ms. Barbara (uptight): **“And I don’t know what the two of you are talking about over there, but you sure are making a lot of noise. Isn’t it time for you to get ready for your shift? You’re on in five minutes. I’m paying you to work, not to socialize with your friends.”**

Cheryl (muttering under her breath, first embarrassed then angry): **“What EVER! Maybe if you HAD any friends, you’d understand...”**

Ms. Barbara (suspicious): **“I’m sorry. Did you have something to say?”**

Cheryl just ignored her and stomped off to the back room, muttering some more. After putting on the sweater, she went back to hang out with Susie until the last possible moment. The two of them began giggling loudly, hoping that it would drive Ms. Barbara crazy.

SAMPLE

# Understanding Stress

Stress acts as a magnifying glass, making small problems LOOK bigger. Too much stress can kick us into survival mode, causing us to overreact with Fight, Flight, or Freeze.

## 1. Physical STRESS

Caused by physical aches and pains. Some are temporary (stubbed toe) and others are long-term (diabetes).

*Physical stress in my life:*

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## 2. Emotional STRESS

Caused by overwhelming feelings. Some feelings are an immediate reaction to a problem (anger at a rude person) but others build up over time (worry over unpaid bills).

*Emotional stress in my life:*

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## 3. Mental STRESS

Caused by beliefs about how things SHOULD be... but aren't. Can be sparked when others act in ways we think are wrong, or when we find ourselves stuck in a personal/professional beliefs conflict.

*Mental stress in my life:*

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### PHYSICAL INDICATORS of ON-GOING STRESS:

Insomnia  
Persistent Fatigue  
Irritability  
Nail-biting  
Intestinal Distress  
Ringing in the ears  
Frequent colds  
Loss of Concentration  
Increased use of alcohol  
Hunger for sweets

# Reducing Stress

Most stress can be reduced with healthy physical, emotional and mental choices. Underline a few ideas from each box you can use the next time that you get stressed out.

## 1. For Physical Stress

### Specific Strategies

a. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sudden physical stress often puts us in a survival posture: hunched over, mouth dry, breathing hard, muscles tight. Instead, sit up straight and take a sip of cool water. Take a slow, deep breath through your nose. Hold it for a second or two, then slowly release it. Stretch out your shoulders and lightly massage your neck or temples. Better?

b. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Long-term physical stress takes its toll on the body over a period of months or years. To reduce its hold, take care of your body. Easiest is proper nutrition: drink more water, eat more fruits and veggies, take vitamin supplements as needed. Next, get at least 6-7 hours sleep each night. Finally, exercise every day, even if it's only a 15-minute walk after lunch or dinner. Your body thanks you kindly!

## 2. For Emotional Stress

### Specific Strategies

a. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Unexpected problems can create a roller coaster of emotional ups and downs. When you feel overwhelmed, make an excuse to step away from the issue for just a moment. Indulge yourself in a 60-second distraction (mindless conversation with a friend, e.g.). When you return, take a deep breath and put on a small smile... you'll bring a new attitude that may improve others' attitudes too!

b. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Long-term emotional stress builds up over time and takes a toll on the spirit. Most of the things we worry about never come to pass. Instead, enjoy your daily blessings and visualize the future you want to have. Talk about your dreams, create your goals, and design your plans. Focus on possibilities, not on obstacles.

## 3. For Mental Stress

### Specific Strategies

a. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Short-term mental stress can occur when someone's behavior violates our core values or beliefs. We take it personally, convinced they're doing it on purpose to upset us. Instead, try some positive self-talk, such as: 'It wasn't personal. After all, s/he can't help being ignorant, right?'

b. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Mental stress may also be focused inward. We often judge ourselves far too harshly. We minimize our successes and relive our failures. Gain a perspective on your life. Instead of focusing on your shortcomings and what-if's, focus on what you're good at. Remember that something were to happen, then try to let it go. If it happens, you're ready. If not, learn from it.

[NOTE: Overwhelming, long-term stress could be a sign that something more serious is wrong and needs professional help.]

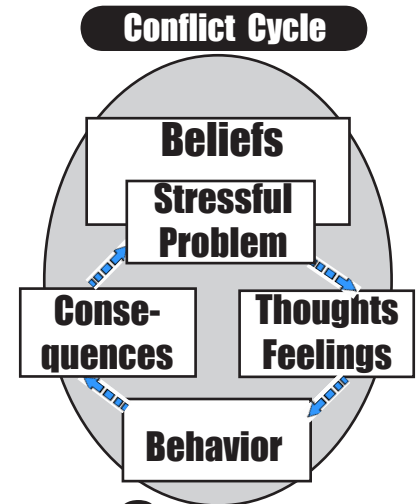


# Hot Spot Situations

Hot Spot Situations are predictably stressful work problems. It's easy to behave impulsively in these situations, often leading to negative consequences with co-workers and supervisors.

The first rule of self-control is SITUATIONAL AWARENESS. This means knowing what situations push our buttons, and why they bother us so much.

When we are aware of our hot spot situations, we can make deliberate choices to avoid them or deal with them rationally.



## What Pushes YOUR Buttons?

Hot Spot SITUATION	Personal BELIEF	Impulse BEHAVIOR
It really gets to me at <u>work</u> when:	This bothers me be- cause I believe that:	What I FEEL LIKE doing or saying is:
SAMPLE		

*For thought: Which survival mode is YOUR impulse reaction: Fight, Flight, or Freeze?*

# Workplace Button-Pushers



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 stress would be 1(low) -5 (high): 1 • 2 • 3 • 4 • 5

This situation would bother me because:

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---

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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 Cheryl and Susie, old high school classmates that she hasn't seen in years, suddenly walk in. They are dressed in the latest style, while Marie is wearing a pink nylon store smock. She's never forgotten how they used to tease her about her clothes and acne back in high school.



My stress would be 1(low) -5 (high): 1 • 2 • 3 • 4 • 5

This situation would bother me because:

---

---

---

My IMPULSE BEHAVIOR might be to: \_\_\_\_\_

---

But then the CONSEQUENCES would probably be: \_\_\_\_\_

---

# KEY POINTS

## in Lesson 6

1. High stress can lead to unnecessary conflicts at home and at work. Reducing stress by caring for ourselves physically, emotionally and mentally makes us healthier people and more successful workers.
2. The first rule of self-control is situational awareness. When we know what kinds of situations push our buttons, we can prepare to handle them professionally rather than reacting impulsively.

## MiniQuiz #6

**PART 1: Label each stress as P (Physical), E (Emotional), or M (Mental).**

- \_\_\_\_\_ 1. Adam (a carpenter) can't get his mind off a critical comment his boss made.
- \_\_\_\_\_ 2. Barbara (a waitress) has a terrible headache and her feet are hurting.
- \_\_\_\_\_ 3. Candy (a secretary) still feels angry about an argument with her husband at home.
- \_\_\_\_\_ 4. David (a mechanic) just smashed his finger trying to remove a rushed bolt.
- \_\_\_\_\_ 5. Eileen (a pastor) is questioning her calling to the ministry.
- \_\_\_\_\_ 6. Frank (a ranch hand) has a stomach ulcer that is acting up after a spicy lunch.
- \_\_\_\_\_ 7. George (a truck driver) is worried about his daughter and her crazy friends.

**PART 2: Read the following story about Bonnie. First underline her stressful thoughts, then circle her stressful emotions and underline her stressful physical changes.**

Bonnie was checking Theater #3 during an afternoon matinee. Up near the screen, the floor was littered with popcorn, crumpled candy boxes, and soft drink cups. She saw a group of pre-teen boys laughing and throwing popcorn at each other, even when they saw her coming. She was shocked! She could feel her teeth gritting, her heart pounding, and her face getting hot as she thought:

BONNIE (to herself, furious): *'I can't stand these little spoiled brats! And I'm sick and tired of cleaning up after them!'*

BONNIE (whispering to a friend): *'Hey, pop at it now! Who do you think is going to clean that up?'*

*"You are!"* they laughed and threw the rest of their popcorn directly at her! She was so stunned that she froze, unable to say a thing... then ran out of the theater in embarrassment as they laughed and laughed.



## Lesson 7

# Stop & Think

Pearl of  
WISDOM

SAMPLE



# Cheryl's Story, Part 2



A few days later, Cheryl was working a long shift at the Rez Diner. She had to cover for Susie, who had never showed up for her shift. Cheryl was twice as busy as usual, and her mood was twice as bad. Her head was aching, her feet hurt, and the night was just getting started.

Cheryl (to herself, aggravated): *'That's just not right. I'll bet she's out with Robby again -- if he's out of jail, that is! Susie never thinks of anyone but herself.'*

Just then, she got a text message from Susie.

Susie (by text): **"Hey Cher. Sorry 2 bail on u 2nite but Robby just got out. Plz 4giv me? I'll make it up 2 u L8R, I promise!!!"**

Cheryl (to herself, smug): *'I just knew it! Robby! She'd BETTER make it up to me!'*

Cheryl ducked into the break room and texted her friend back about the terrible night she was having. In a minute, she found that she was feeling a little better. Ms. Barbara walked by and glared at her, so she quickly put her cell phone away.

[#1] .....

As she walked by one of her six tables, the customer called out to her:

Jimmy Boy (calmly): **"Young lady, I STILL haven't gotten my coffee. I can see you're busy, but I've been waiting 10 minutes."**

Cheryl (to herself, face red with embarrassment):  
*'Oh nuts! There goes that tip!'*

But instead of calming down and apologizing, she got even more worked up.

Cheryl (rudely): **"Well if you can see I'm busy, then you know I'll get to you as soon as I can! I've only got two hands!"**

**SAMPLE**  
Cheryl rushed back to the counter, and poured up of scalding hot coffee into a mug. She spilled some on her own hand, scalding herself, which only made her more angry.



# Cheryl's Story, Part 2

[#2] .....

Barely holding her temper, Cheryl stomped back to the customer.

Cheryl (to herself, teeth gritting in aggravation): *'Now I've gone and burned myself. Hope he's happy!'*

She slammed the coffee cup down in front of him, and said sarcastically.

Cheryl: **"Here you go. Nice and hot, believe me. Happy now?"**

Some of the coffee sloshed out of the cup onto the table as Jimmy Boy's normally friendly face went cold. Feeling overwhelmed, Cheryl told Ms. Barbara that she needed a 5-minute break, then ran out the side door and broke into tears.

[#3] .....

A few moments later, Cheryl managed to get herself back in control. She walked back inside, hoping that the coffee customer had left. She could see that one of the other waitresses had come in to cover for Susie, and things had calmed down a bit. But there he was at the counter, talking with Ms. Barbara!

Cheryl (to herself, terrified): *'It's over now. I might as well get out of here before they see me.... Oh no! Too late!'*

As Cheryl walked toward Ms. Barbara, she could feel her stomach turning over and her legs shaking. She started to babble an apology when the customer gave her a kind look and said in a gentle voice:

Jimmy Boy (gently): **"Don't worry about it, young lady. Everyone has bad days. Just try not to make them worse. Center yourself, remember who you are, and you'll be okay."**

He walked off, leaving her wondering what he meant by that advice. Then she looked at Ms. Barbara, and any sense of peace she'd gained suddenly disappeared as she got ready for the turn she



SAMPLE



# Warning Signs

We all have warning signs when we are getting stressed out. The second rule of self-control is SELF-AWARENESS. This means knowing what is happening inside us, so we can catch ourselves before getting too worked up.

**Mental Warnings: Intense**  
**THOUGHTS**

Intense THOUGHTS:

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**Emotional Warnings: Intense**  
**FEELINGS**

Intense FEELINGS:

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**Physical Warnings: Sudden**

**PHYSICAL CHANGES**

Sudden PHYSICAL CHANGES:

**SAMPLE**

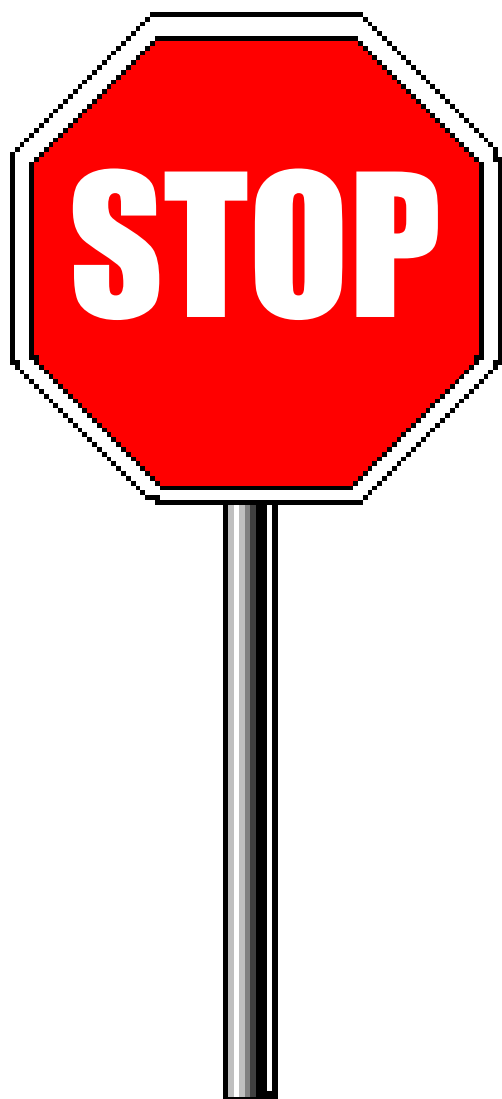
# Stop & Think 3-Step



The third rule of self-control is STOP & THINK. This 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.

Quick ways to be quiet:

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## Step 2. CALM DOWN ( )

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

Quick ways to calm down:

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## Step 3. THINK POSITIVE ( )

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

Quick ways to think positively:

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SAMPLE

# KEY POINTS

## in Lesson 7

1. There are often clear warning signs when we are about to do something we may later regret. It is wise to pay attention to these and catch ourselves before a conflict gets out of hand.

2. Stop & Think gives us a chance to consider our options before reacting to a problem. However, it takes a serious effort to use these self-control steps in stressful situations.

## MiniQuiz #7

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

- \_\_\_\_ & \_\_\_\_ 1. Be Quiet  
\_\_\_\_ & \_\_\_\_ 2. Calm Down  
\_\_\_\_ & \_\_\_\_ 3. Think Positive

- A. Relaxing your body  
B. Covering your mouth  
C. 'I can handle this.'  
D. Biting your lip  
E. Taking three deep breaths  
F. 'Don't let it get you down.'

**PART 2: Read the next story about Bonnie. First, underline all of Bonnie's warning signs (thoughts, feelings, physical changes). After reading the story, predict what you think she is about to do, and discuss how she could stop herself.**

Bonnie's face was hot as she ran out of Theater #3, trying to escape the embarrassment of what just happened. For a minute, the tears poured down her face --- and then the anger kicked in.

BONNIE (furious): *'I am NOT going to let some pimply-faced 12-year-olds make ME feel like trash. I'll SHOW them trash!'*

Bonnie walked straight to the concession stand with a hard look on her face. She ordered a jumbo Coke with extra ice and a supersized popcorn with double butter. Her friend Leah looked concerned, but filled the order, then followed Bonnie as she walked quickly back toward Theater #3.

As she approached the front of the room, she whispered to the group of boys.

BONNIE (sweetly): "If you've ever seen, know you 'accidentally spilled' your popcorn and drink earlier, so I brought you a free refill -- on the house!"



## Lesson 8

# Planning & Time Management

Pearl of  
WISDOM

SAMPLE



# Emma's Story, Part 1

Emma was in her early 50's, a mother of four and already a grandmother of 12. Her three daughters had managed pretty well, but her oldest son Billy had some serious problems with meth, and she worried about him all the time.

One night, Billy and his wife got into a terrible fight. His wife ran off with another man, and the next day Billy dropped off all five children to Emma. After feeding them all and putting them to bed that first night, she called her younger sister, Elizabeth, who lived with her husband off the rez.



Emma (overwhelmed): **"They're a handful, I can tell you that. Junior is 13; he's the oldest, and just like his father, always fighting. Little Bitsy is the youngest; she's three, but she hasn't even started talking or using the toilet yet."**

Elizabeth: **"Then there's Peter and Nikki, and -- what's the middle one's name?"**

Emma (sighing): **"Sissy, the 8-year-old. She's still wetting the bed almost every night. They're sweet kids though, and I love them all. Billy spent 3 hours here last night before taking off again. God knows where he went, or when he'll be back. If those children are going to have any chance at all, it looks like I'll be the one raising them."**

Emma had a part-time job at the tribal Senior Center, but knew she wouldn't be able to manage everything on her little salary. So she went to the social services department to find out what services were available for the children. Mr. Johnson, one of the caseworkers at the department, set her up with an interview for a full time job in town.



Mr. Johnson (friendly): **"My friend Gene Stevens runs the American Inn in town, and I heard there's an opening for a front desk clerk. It's a 35-minute ride from the rez, but the tribal bus will pick you up at the center and drop you off two blocks from the hotel. I'll call Gene about an interview if you want."**

Emma agreed to give it a try and Mr. Johnson set her up for a 10 AM interview. She was nervous but ready.

SAMPLE

# Emma's Story, Part 1

But the morning of the interview, she just couldn't seem to get organized, and ended up missing the 9:00AM bus. She complained to her sister on the phone as she waited for the next bus to show up:

Emma (nervous): **"I got up a little late, then had to fix all five of them breakfast, tend to Sissy's wet sheets, pack the kids up and get them on the bus, drop little Bitsy off at the neighbor's and get to the Community Center by 9:00AM. Normally Cheryl would be able to help a little, but she was out late with her friend Susie last night, so I had to tend to her little ones while she was in the shower, on top of all the rest! And then at the last minute, I realized I left my paperwork at home, and had to run back to get it."**

Elizabeth: **"Sounds like a tough morning. But you did the best you could -- what else can you do?"**

The 9:30AM bus was 10 minutes late, and Emma felt more and more nervous as the minutes ticked by. It was 10:15AM by the time they pulled into town. By then, Emma's nerves were so frazzled that she decided to just stay on the bus and ride it back to the reservation.



.....

A few hours later, Mr. Johnson called.

Mr. Johnson (positive): **"So how did the interview go this morning, Emma? Did you get to meet with Gene?"**

Emma (scared): **"Yes, Jean. But I don't think she liked me, Mr. Johnson."**

Mr. Johnson (pausing): **"Emma, Gene's not a SHE, he's a HE. Be honest with me. Did you even go to the interview?"**

Emma was so shocked and embarrassed that she completely froze. She had no idea at all how to handle a situation like this, so she quietly hung up the phone and got busy on household chores. She at least had to make something to eat...

SAMPLE



# Time Management Strategies

Poor time management is a major source of stress, and causes serious problems at work. Good time managers meet deadlines by predicting the tasks they have to do, estimating the time each will take, and scheduling them in the right order.

Use the tasks from the story as a starting point. Then:

1. As a group, add 4-5 other things Emma probably had to do that morning.
2. Number all of Emma's tasks in order.
3. Estimate the time needed to do each task, adding a few minutes to each.
4. Finally, calculate her wake-up time if she is to arrive at the hotel on time.



## Emma's Busy Morning

- |       |  |                        |
|-------|--|------------------------|
| [ 1 ] | Get self out of bed  | (Time needed: ____min) |
| [ ]   | Drop little Bitsy off at the neighbor                              | (Time needed: ____min) |
| [ ]   | Grab job application / paperwork                                   | (Time needed: ____min) |
| [ ]   | Fix five grandchildren breakfast                                   | (Time needed: ____min) |
| [ ]   | Pack the kids up, get them on bus                                  | (Time needed: ____min) |
| [ ]   | Tend to Sissy's wet sheets   | (Time needed: ____min) |
| [ ]   | Walk to Community Center   | (Time needed: ____min) |
| [ ]   | _____  | (Time needed: ____min) |
| [ ]   | _____  | (Time needed: ____min) |
| [ ]   | _____  | (Time needed: ____min) |
| [ ]   | _____  | (Time needed: ____min) |
| [ ]   | _____  | (Time needed: ____min) |
| [ ]   | <b>Get to Community Center 10 minutes before 9:00AM bus leaves</b> |                        |
| [ ]   | Ride bus to town   | (Time needed: ____min) |
| [ ]   | Walk 2 blocks from bus stop to hotel                               | (Time needed: ____min) |
| [ ]   | <b>ARRIVE Hotel 15 minutes later (for 6 AM appointment)</b>        |                        |

Total time needed for all tasks: \_\_\_\_\_ min (or \_\_\_\_ hrs \_\_\_\_ min)

EMMA'S WAKE UP TIME: \_\_\_\_\_

# Applying the Skill: Time Management Strategies

Imagine that you need to run some errands and arrive somewhere by a certain time:

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**GOAL:** Complete all errands and arrive at \_\_\_\_\_ by \_\_\_\_\_ AM/PM

1. First, list all the tasks or errands to accomplish by this deadline.
2. Then number them in the order they must be done.
3. Next, estimate how much time each task will probably take, adding a small buffer.
4. Finally, calculate the starting time to meet your deadline.

[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)
[ ]	_____	(Time needed: _____min)

**Total time needed:** \_\_\_\_\_ min

**SAMPLE** hours, \_\_\_\_\_ min

To be where you want to be, you need to leave home by:

**STARTING TIME:** \_\_\_\_\_

# KEY POINTS

## in Lesson 8

1. 'Arriving on time and ready to work' is the first expectation of most employers. Good time management skills are essential, especially when our home lives are filled with stress.
2. Good time managers are able to organize themselves by prioritizing their tasks, predicting the time required for each, and beginning early enough to avoid having to rush.

## MiniQuiz #8

Bonnie was grateful that her friend Leah managed to catch her arm just in time to stop her from throwing the popcorn and soda, though a part of her would have LOVED to see the look on those boys' faces! She decided to take some time to herself on her day off and do something that she could feel good about.



Bonnie planned a little gardening project to keep her mind on something positive. She wanted to have the garden planted by 6:00 PM Monday evening so she can show it off when her friend Leah is supposed to come over.

Put the following steps in the correct order, then calculate her starting time.

- |   |                     |
|---|---------------------|
| [ ] Plant seeds or plants, then cover with mulch.         | (Time: 1 hour)      |
| [ ] Water garden.   | (Time: 15 min)      |
| [ 1 ] Stake out area for 12' x 12' garden.                | (Time: 30 min)      |
| [ ] Take bus to garden store for seeds/plants after 12PM. | (Time: 2 hours)     |
| [ ] Clean up garden area, put tools in shed.              | (Time: 30 min)      |
| [ ] Clean up patio and prepare food for grilling.         | (Time: 45 min)      |
| [ ] Mix grass, leaves & compost into turned soil.         | (Time: 30 min)      |
| [ ] Break up mulch.                                       | (Time: 5 min)       |
| [ ] Remove & turn over soil in garden.                    | (Time: 1 hr 30 min) |
| [ ] Take shower, dress.                                   | (Time: 20 min)      |

To be ready by 6:00 PM, Bonnie should begin by: \_\_\_\_\_

## Lesson 9

# Expressing Concerns

Pearl of  
WISDOM

SAMPLE



# Emma's Story, Part 2

Emma's caseworker Mr. Johnson called her back the next day, and apologized for putting her on the spot. He was very understanding, and taught her a few tricks for organizing her time better. He even called his friend Gene Stevens.

Mr. Johnson (on phone): **"Sorry, Gene. We had a little mix-up about the time. Can you see her tomorrow? At 10:00AM? I'll be sure to let Emma know."**



The second interview at the American Inn worked out well, and the next week Emma began her new job as a desk clerk. Once she got to know the people and the routines, she found that she really liked her job: checking people in and out, dealing with minor problems, setting up reservations.

Emma talked to her sister Elizabeth a couple of months after she started the new job.

Emma (upbeat): **"It really isn't that much different than running a family! My co-workers are a lot of fun, even the non-Native ones, and we all get along pretty good. I'm a little nervous around my boss, Mr. Stevens, though. He's nice - he never yells or insults anyone. But he doesn't understand Indian ways, so I just keep to myself when he's around."**



Elizabeth (worried): **"What are you going to do about the memorial feed for Teresa next week? Will he understand about that?"**

Emma (unsure): **"I honestly don't know. But family comes first, so if he doesn't understand, I'll just do what I have to do."**

Emma tried to sound confident, but in truth she felt very nervous. The one-year anniversary of her sister's death was coming up next week, and her family had planned a big memorial feed.

On the one hand, she knew that she was supposed to talk with management about time off requests.

SAMPLE

# Emma's Story, Part 2

But on the other, she felt pretty sure that Mr. Stevens would question her about it, probably make her feel bad. Emma wasn't an in-your-face kind of person, like some of her nieces. She was more traditional, and found it easier to avoid conflicts.

So on the morning of the feed, she called in to the American Inn and asked to speak to her clan aunt, who was working an earlier shift. Her head was pounding and her stomach was in a knot as she waited for her aunt to come to the phone.

Emma (nervous): **"Just leave a note on his door saying that I won't be in today or tomorrow. You don't even have to sign it, okay? He'll probably fire me when I get back, but whatever happens happens, you know? I can't miss Teresa's feed."**

When Emma came back in two days later, she wasn't surprised to find that Mr. Stevens was upset. He tried hard to stay calm and not raise his voice, but she could feel the tension as they sat down in his office.



Mr. Stevens (upset): **"How could you do that to me, when you knew we had a basketball tournament in town? I thought I could count on you, Emma. I'm disappointed. I thought you were different...."**

Emma went off to start her shift, confused and a little hurt. She wasn't sure what her boss meant by that last comment, or if this job was going to work out after all now that things had turned sour.

SAMPLE



# Steps to “Expressing a Concern”

It's hard to express a concern without slipping into Fight, Flight, or Freeze mode and making a situation worse. These steps help you express yourself professionally at work.

## **Step 1. Stop & Think**

Be sure you're calm and thinking clearly before addressing the problem -- and give the other person time to calm down as well.

## **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 situation without blaming anyone, or demanding an immediate solution. Simply describe what is happening and how it is affecting you.

## **Step 4. Ask For Help**

First, state a goal of working it out. Then, ask for the other person's help understanding or solving the problem. Listen to their ideas, then 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.

Describe a work-related situation where you might need to explain a problem or express a concern without making the situation worse.

Your example: \_\_\_\_\_

\_\_\_\_\_  
**SAMPLE**  
\_\_\_\_\_

# Step 3. Explain Without Blame

Professional concerns shouldn't sound like accusations. Find a good time and place, ask to talk, then simply 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:** Marie's kids have the day off school, and are at home with her teenage sister. The kids have called several times this morning complaining they have nothing to do. Marie stays calm, then calls her sister at lunch:

Introduction: "Sis, 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. I'm worried I'm going to get in trouble if they keep bothering me."



*John works for a landscaping company. He doesn't ask for many special favors, but his son's last basketball 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 James yet.*

## Step 2: Ask to Talk:

"Boss, 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 puts the ball in his supervisor's court:*

## Step 4: Ask for Help:

"I really want to work this out. What \_\_\_\_\_?"

# Step 5. End Positively

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

# Workin' the Steps



## 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 fighting, but instead he calms down.*

**Step 2: Ask to Talk:** "Sam, have you got \_\_\_\_\_?"

### Step 3: Explain without Blame:

Introduction: "Listen, I want to talk to you about all these \_\_\_\_\_"

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.*

## 2. Angel and the Angry Callers

Angel answers phones at a call center, handling home appliance issues. Last week, he got reprimanded for hanging up on a caller and nearly quit his job. After taking some time to think, he decides to talk with his supervisor about getting more training in how to manage angry customers.



**Step 1: Stop & Think:** *Angel feels nervous, but he calms down and approaches his supervisor 15 minutes before his shift begins.*

**Step 2: Ask to Talk:** "Excuse me, Bill \_\_\_\_\_?"

### Step 3: Explain without Blame:

Introduction: "I'd like to talk to you about what happened \_\_\_\_\_"

Situation: "I'm sure you remember that \_\_\_\_\_"

Effects: "To be honest, I think I could use \_\_\_\_\_"

**Step 4: Ask for Help:** "I want to do a good job here. What \_\_\_\_\_?"

**Step 5: End Positively:** *By implementing and I'll be scheduled to join the next class on customer service skills.*

SAMPLE

# Emma Expresses Her Concern

Elizabeth: "What are you going to do about the memorial feed for Teresa next week? Will your boss understand about that?"

Emma: "I honestly don't know. Family comes first. I can't miss the feed... maybe I can find a way to work it out, to help him understand."



## 1. STOP & THINK

Emma felt very nervous, but she calmed her nerves and waited till the end of her shift. She knocked on her boss's door.

## 2. ASK TO TALK

Emma: "Mr. Stevens? Do you have a minute?"

Mr. Stevens: "Sure, Emma. Come on in. Just give me a minute to finish this up..... There. What can I do for you?"

## 3. EXPLAIN WITHOUT BLAME

Emma: "I wanted to talk with you about taking some personal time off next week. I know I've only been here a month or so and haven't earned any paid time yet, but my sister's memorial feed is on Wednesday. I don't want to put you in a bad spot, but I really can't miss it."

## 4. ASK FOR HELP

Emma: "I'd like to figure this out somehow. What do you think? Can we work it out?"

Mr. Stevens: "I'm sorry. A 'memorial feed?' What is that?"

Emma explained about her tribe's custom of holding a feast to celebrate the life of a loved one exactly one year after their passing. She told her boss a little bit about her younger sister Teresa, who'd died of breast cancer a year ago, and how important this ceremony was to all the people who had loved her.



Mr. Stevens: "Emma, I'm so sorry about your sister. This feed of yours sounds like a wonderful way to remember her. I lost a sister to cancer too, and I know how painful it is. Let's see if we can do some juggling with the schedule. How much time do you need?"

The two worked together to find coverage for Emma, who was grateful for her employer's flexibility.

## 5. END POSITIVELY

Emma: "Thank you, Mr. Stevens. I'm glad I brought this to you."

Mr. Stevens: "I'm glad it worked out this time, Emma. We may not be able to do this every time there is a cultural or family event, but we'll do our best to improve it if we can't find coverage. But keep me in the loop about any other events coming up, and we'll try to work it out."

SAMPLE

# KEY POINTS

## in Lesson 9

**1. Expressing our concerns calmly helps others understand what we need from them without making a difficult situation worse. It takes a great deal of composure and self-control to do this well.**

**2. It is hard to express a concern without sounding defensive. Doing it professionally increases the chance that we will be heard, and possibly even get what we want.**

## MiniQuiz #9

### PART 1: Answer TRUE or FALSE.

- \_\_\_ 1. The main reason for expressing ourselves is to put others in their place.
- \_\_\_ 2. We should always Stop & Think before trying to express ourselves.
- \_\_\_ 3. "Explain Without Blame" means that WE should take the blame for all problems.
- \_\_\_ 4. These steps help us handle stressful situations in a calm, professional way.

**PART 2: After talking with Leah, Bonnie decided to tell the theater manager about what happened with the group of boys over the weekend. She is scared, but she knows it is the right thing to do, and feels sure that her boss won't fire her.**



- Step # \_\_\_ "Thanks for helping me out, Mr. B. I'll be glad to point them out if they come back so that YOU can talk to them."
- Step # \_\_\_ "I'm worried about something that happened last weekend. Some boys were cutting up in Theater #3, throwing popcorn and making a mess, and getting rude to me when I asked them to stop. I ALMOST lost my temper with them, and probably would have if Leah hadn't stopped me."
- Step # \_\_\_ Bonnie knocks on the door and says, "Do you have a minute to talk?"
- Step # \_\_\_ "I really want to keep this job. What should I do now?"

## Lesson 10

# Logical Decision Making

Pearl of  
WISDOM

SAMPLE





# Emma's Story, Part 3

Things were going pretty well for Emma at the American Inn. She was talking with her sister on the phone one evening.

Elizabeth: “So it’s been what -- five months now? How’s it going?”

Emma: “Good! Most of the customers are okay, although there are a lot of little comments that I have to ignore, just like everywhere off the reservation. My co-workers are a lot of fun, and I get along pretty well with my boss now. Sometimes I bring Nikki and Sissy in with me if they’re off school, and they love it there. Next month, I should get a raise to \$10.00/hour, and I’ll be eligible for benefits and paid time off.”



The next day, Emma’s young co-worker Tammy came rushing in.

Tammy: “Emma, come here! I just heard that Harry’s Motor Inn down the street is hiring room attendants at \$12.00/hour! Let’s go over and check it out after our shift ends!”

The two went over to talk with Harry, who was a 60-something man with a creepy smile and a smelly cigar. He looked them up and down, and then said:



Harry (flirting): “That’s right girls! You can make up to \$12.00 working for Harry. And it just so happens that I need two new fillies, so consider yourselves hired! Show up tomorrow morning around 10:00AM if you want the job.”

Emma was a little anxious, but excited about making \$12.00/hour. She talked with her trusted clan aunt Rose as they both waited for the bus.

Emma (excited): “That’s an extra \$100/week, Rose! I’ll be able to afford those new basketball shoes for Junior after all!”

Rose (concerned): “Honey, Harry’s is a kind of sleazy place. And Harry... well, he’s kind of sleazy too, if you know what I mean. Mr. Stevens wasn’t too happy when he heard that you two were going over there. He said to tell you he wanted to see you, but I’d wait ‘til tomorrow when we can talk to him.”

Emma (to herself, conflicted): “Oh no... what do I do? It sounds like I’m in trouble if I talk with my boss. But do I really want to work for someone sleazy? What choice do I have now??”

# Decision Making with Emma, Pt 1



1. Emma realizes that she has some time to think this over. She decides to wait until tomorrow to deal with the manager. She uses the bus ride to calm down, then stops for a cup of tea at the Rez Diner to think this out.

*Where do YOU go when you need time to think through a problem?*

## 2. Identify Goal

2. Emma sips her tea. She thinks about her goal to provide for herself and the five grandchildren she has taken into her home. Her problem right now is that she's confused about which job to work.

"Things would be better if I knew which job provides:

## 3. Get the Facts

**Good decision makers separate actual FACTS from personal OPINIONS.**

*"Facts have r \_\_\_\_\_ p \_\_\_\_\_ that they are true."*

*"Opinions may s \_\_\_\_\_ true, but have little p \_\_\_\_\_ behind them."*

3. Emma realizes that she may be making some assumptions about Harry and his job offer. She decides to go back and talk with him again first thing tomorrow morning before her regular shift at the American Inn begins.

To be sure she gets the facts, she jots down a list of questions to ask him.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

SAMPLE

*[See "Emma Gets the Facts" on the following page.]*

# Emma Gets the Facts

Emma 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 American Inn began, Emma went in to talk with Harry.

Emma (nervous): **"Hi Harry... Do you remember me? Emma from yesterday?"**

Harry (flirting): **"Hey sweetie! Of course I remember you! How could I forget a pretty thing like you? Are you ready to start?"**

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

Harry: **"Fire away!"**

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



Harry: **"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 eight-hour shift. It's mostly daytime hours, 8:00AM - 4:00PM, plus some odd hours from time to time if we need you for special events. It starts out at \$9.75/hour --"**

Emma: **"Wait! You said \$12.00/hour!"**

Harry (winking): **"I said you could make UP TO \$12.00/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!"**



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

Emma: **"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?"**

Harry (laughing): **"What? Benefits? You want a 401K now? 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? Well, that depends on YOU, I suppose!"**

Emma decided she'd heard enough.

Emma: **"Harry, 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."**

Harry (calling after her as she leaves): **"We'll be here for a while! I can't promise that the job will still be there tonight!"**

Emma figured she'd take her chances on that....

SAMPLE

# Decision Making with Emma, Pt 2

## 4. Consider Choices

4. After getting her answers from Harry, Emma decides she really doesn't want to work for him at all! However, she has another problem: Mr. Stevens wants to see her, and apparently he isn't too happy. Her instinct is to avoid this stressful situation, but she decides to think it through first.

List all her possible choices (good or bad) for dealing with Mr. Stevens.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

## 5. Make a Decision

5. After considering all of her options, Emma reminds herself about her goal: To provide for herself and the five grandchildren she has taken into her home.

Cross off all choices that keep her from reaching her goal or have serious negative consequences. Of those left, circle the one with the best chance of working.

Describe a work-related situation (past, present, or possible future) where you might need to calm down and make a careful, logical decision about what to do.

Your situation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SAMPLE

# KEY POINTS

## in Lesson 10

1. Good decision makers try not to base their decisions on opinions or assumptions. Instead, they get the facts before making a choice.
2. Wise decision makers also try to avoid repeating the same mistakes over and over again. Instead, they consider as many options as possible, and think about the impact of their choices on others.

## MiniQuiz #10

### 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 that s\_\_\_\_\_ true, but has little p\_\_\_\_\_.
3. Problems between people often get worse when we treat o\_\_\_\_\_ as if they were really f\_\_\_\_\_.

**PART 2: The manager had a serious talk with the group of boys the next time they came in. Most of them played it off, but one of them looked completely ashamed, and Bonnie felt kind of bad for him. She decided to find out more about him, so she asked various theater staff about him, trying to get the facts.**

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

Manager: "The quiet one? His name is Joseph. (F or O?) He and his younger sister live with their grandmother. (F or O?) He wears a hearing aide (F or O?) I feel kind of sorry for him." (F or O?)

Ticket seller: "He comes in with his sister on Friday afternoons. (F or O?) He's a whiny brat, if you ask me. (F or O?) I don't like him." (F or O?)

Concession stand guy: "Well, I think the group of them are trouble makers. (F or O?) The quiet boy's got a disability (F or O?) but I think he uses it as a excuse. (F or O?) My wife's a bad the r" (F or O?)

Leah: "His sister got sick and passed away. (F or O?) He and his little sister live with their gramma. (F or O?) They go to my church (F or O?) but I haven't seen them in 2 months. (F or O?) I guess his gramma doesn't care what happens to him anymore." (F or O?)



# Lesson 11

# Closing

Pearl of  
WISDOM

SAMPLE





# William's Closing Story



Three months after nearly walking out on Ms. Star at the casino, William High Plains celebrated his first year of sobriety. He spoke to his Welbriety group that night:

William: "It's been a tough year, but I've made it through and I've learned a lot. I've learned to have faith in my family, my people, and my Higher Power -- that they are a source of strength and forgiveness when you have trouble forgiving yourself. I've learned that I am capable of more than I ever knew, that old dogs CAN learn new tricks.

Mostly, I've learned that I am part of something much bigger than myself, a proud people with a rich history, and that I honor those who came before me by living my life with dignity...."

William went on for a little while longer, catching smiles and nods of encouragement from his friend and sponsor Sam, and from Uncle Jimmy Boy, who had been his father-figure all his life.

As they walked out of the church afterward, he heard a boy cry, "Dad! Catch!" A basketball came flying his way, and his hands shot out on their own to snatch it out of the air. His 11-year-old son ran up and stole it back.

Thomas: "Nice one, Dad. Now if you're finally finished with the grown-up stuff, can we play some hoops? You promised to help me with my hook shot, remember?"

# Cheryl's Closing Story



It was almost a year after the incident with the coffee, and life had gotten better for Cheryl. She was breaking in a new waitress at the Rez Diner, trying to be patient with her as she made one mistake after the next. Cheryl could tell that getting upset with her would only make the 16-year-old girl even more nervous, so she took a deep breath, put a smile on her face, and explained for the THIRD time how to ring out a customer.

Cheryl: "It's all right, Jennifer. Everyone has bad days. Just center yourself, remember who you are, and you'll be okay."

A familiar voice called out behind her. Jimmy Boy (playful) "That's my girl. You did it. Imm... Where have I heard that before?"

SAMPLE

Cheryl turned around and gave her “uncle” Jimmy Boy a big hug. The two of them sat down and had a cup of coffee together. He joked with her about spilling it on him, but it was an old joke by now, and she laughed.

Jimmy Boy (joking): **“I’m glad to see you doing so well, young lady. So they gave you the promotion to manager after Ms. Barbara left, huh? Must have been desperate!”**

He flinched as Cheryl swatted playfully at him, then went on in a more serious tone.

Jimmy Boy: **“But seriously, my friend. When are you going to come over for dinner? There’s a young man I want you to meet. It’s taken him a little while to get his life back together, but he’s finally turned the corner. I think you’d be good for each other. I’ve told you about my nephew, haven’t I?”**

## Emma’s Closing Story

As it turned out, Rose was right about Sleazy Harry. Emma was glad that her manager at the American Inn had been understanding. In the seven months since that day, Emma had gotten two raises and a promotion to front desk manager. Things were working out pretty well!



That evening, Emma was walking into a ceremony with her five grandchildren in tow. Junior was still having some problems in school, but he seemed to have gotten more focused since starting basketball. Twelve-year-old Nikki was a huge help with the kids. Peter, the five-year old, had just started kindergarten. Little Bitsy had finally started talking, and Sissy hardly ever wet the bed anymore. Emma hadn’t heard from her son in almost 5 months, and though it saddened her to think about the problems he had, she was glad to have the blessings of these children in her life.

As she sat down, she noticed a young woman two rows behind her, struggling with two young children of her own. It was their first time at a ceremony, and they were fidgeting and whining.

Emma (whispering to Nikki): **“Isn’t that Cheryl’s friend? My, but those kids are a handful, aren’t they?”**

Nikki gave her a little smile, stood up, and quietly approached the frazzled young mother. Emma beamed with pride as she heard her whisper:

Nikki (softly): **“Hi, my name’s Nikki. I love my Aunt Cheryl’s friend Susie, aren’t you? Would you mind if I sat with you guys today?”**

# My Favorites

My Favorite Pearl of Wisdom was:

Pearl of  
WISDOM

This was my favorite because \_\_\_\_\_

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My Favorite Character was:



WILLIAM



CHERYL



EMMA



HARRY



JIMMY BOY

He or she was my favorite because \_\_\_\_\_

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