



*NJ-ACDA
Summer
Conference
August 2, 2022*

Strategies for
Managing Difficult
Conversations

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Download from: <https://mfrholdings.com/njacda/nj-acda-summer-conference-difficult-conversations/>

Agenda

Introduction (2 min)

Framework (3 min)

Scenarios (40 min)

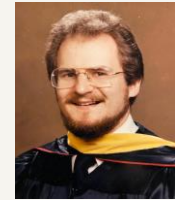
References, Closing, Q&A

Appendix

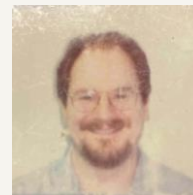
Introduction



Music Ed degree
(Trenton State College;
bassoon)



Twenty+ Years of
HR Management



Twenty+ Years of
Customer Service
management



Now in third career:
Web development

Framework

Experience,
preparation,
and avoidance

In Loco
Parentis



Experience, Networking, Preparation, and Avoidance

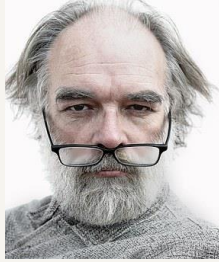
- Experience teaches us what to prepare for.
- Networking leverages the experience of others to help you prepare.
- Preparation is directly related to the potential impact of an event.
- Avoidance of conflict isn't the goal but is the desired result.
- Avoidance of *repeated* conflict is the goal.



In loco parentis

The Latin term *in loco parentis*, which means “in place of a parent,” or “instead of a parent,” refers to situations in which someone other than a biological parent takes on the role of parent to a minor child without formally adopting the child. This situation applies to legal guardians, stepparents, grand parents, and other situations in which an individual has taken on parental duties. Such a relationship has unique significance for insurance law, as well as employment and Workers’ Compensation law. (<https://legaldictionary.net/in-loco-parentis/>)

Scenarios



Colleagues



Curriculum



First Day of School

- Choir Director Responsibilities:**
- Instructing choir members to warm up before rehearsals and performances.
 - Deciding on appropriate musical pieces for the choir to perform based on the venue and occasion.
 - Establishing and enforcing a performance dress code in accordance with established guidelines.
 - Conducting auditions to identify and select suitable choir members.
 - Scheduling choir rehearsals and ensuring that choir members attend rehearsals regularly.
 - Selecting individual choir members to perform solos.
 - Providing the necessary guidance and direction during choir rehearsals to assist choir members in achieving the correct tone, pitch, rhythm, tempo, and harmony.
 - Directing choir members during musical performances to ensure that the desired sound is achieved.
 - Creating suitable choir formations for rehearsals and performances.

Job Description



Students



Parents

Scenarios

Category	Scenario
First Day*	Why didn't I get picked
Parent*	Angry Parent
Student*	I can't sing songs with the word xxxx.
Job Description*	Leading healthy, difficult conversations
Colleague*	Guidance isn't supportive
Curriculum*	Christmas & sacred music
First Day	Chronically late student
First Day	I don't understand why I got a C in Choir
Job Description	I overheard bullying.
First Day	My voice teacher says I'm a Soprano I.

Category	Scenario
Student	Sharing preferred pronouns
Curriculum	Popular music as a teaching tool
First Day	I want to sit next to my friend in class
Colleague	Colleague's teaching methods
Parent	Know-it-all parent
Colleague	Administrator is dictating repertoire.
First Day	Disrespectful student
Job Description	Creating a safe space
First Day	Bedazzled boots

Scenario:

“I just saw the selection list and I didn’t get picked.”



Anticipate the Discussion

- A musician’s audition is subjective, variable, and nuanced beyond description. The adjudication of that audition is similarly subjective, variable, and nuanced.
- Part of being to be a musician is learning that you control your input, not their selection. Your job is to bring the best you can to every audition and then **to live with the results.**
- Learning to be a musician is learning to manage rejection. This is a critical life skill regardless of career path.
- Losing a part, a role, a leadership position is hard and disappointing. Quickly getting back to the practice room after a disappointment is critical because it is how you learn, how you will get better and how you will continue to make music.
- **Losing a part**, a role, a leadership position **does not mean that you cannot play a part**, have a role or *lead*. It means that, for now, you need to seek the next opportunity.

Scenario:
*“Angry parent [fill
in your issue
here].” (1/2)*



Anticipate the Discussion

- In loco parentis
- First Day of School
- Experience

Two Ears, One Mouth

- Even the most contentious have a good intention.
- Many problems can be solved by active listening and note taking.
- Focus with eye contact.
- Use their name.
- Open-ended questions: What, how, can you tell me more...

Scenario:
*“Angry parent [fill
in your issue
here].” (2/2)*

Control

- Timing
- Agenda
- Setting
- Audience

Document, document, document

- Documentation protects you, the parent and the school.
- Documentation precludes - or at least highlights - new issues being introduced after the fact.



Scenario:
“My parents say I can’t sing songs that include the word XXXX.”



Anticipate the Discussion

- In loco parentis
- Know your community
- Preview song selections on Back To School night
- Include song selection in lesson plans

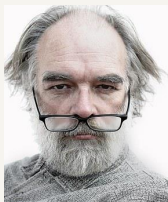
Concede the Point

- OK, what would you like to do?
- OK, sing 'La' instead of *.
- OK, sit out this song.

It's a Business

- Is this a battle you want to fight?
- Is this issue worth your salary?

*Scenario:
“Guidance isn’t
supportive of
performing arts.”*



Strategies for Managing Difficult Conversations

Rick’s Three Rules of Life

- Life isn’t fair.
- It doesn’t matter unless you make it matter.
- Nobody cares unless you make them care.

It's a Business

- There is only one advocate for Choral music in most schools, and that’s **you**.
- Narrow your mission to your responsibility.

Adulthood

- You are an adult with authority equivalent to your tenure.
- Insist on being treated as an adult with authority equivalent to your tenure.
- Treat other like adults.

Document, Document, Document

*Scenario:
“I’m getting
increasing pressure
to de-program
Christmas and
sacred music.”*



Strategies for Managing Difficult Conversations

Concede the Point

- The oldest choral music found dates from 2nd century BC. (<https://www.interkultur.com/newsroom/world-of-voices/details/news/mind-blowing-facts-about-the-oldest-choral-repertoire-ever-found/>)

It's a Business

- Fighting with the administration or the community is biting the hand that feeds you.
- What’s your educational argument for resisting?
- Why were you hired? Why do you work?
- Is the pressure from an individual or a cohort?
- Document, Document, Document

02-Aug-22

Scenarios

Category	Scenario
✓ First Day*	Why didn't I get picked
✓ Parent*	Angry Parent
✓ Student*	I can't sing songs with the word xxxx.
✓ Job Description*	Leading healthy, difficult conversations
✓ Colleague*	Guidance isn't supportive
Curriculum*	Christmas & sacred music
First Day	Chronically late student
First Day	I don't understand why I got a C in Choir
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Colleague	Administrator is dictating repertoire.
First Day	Disrespectful student
Job Description	Creating a safe space
First Day	Bedazzled boots

Scenario:

“Critical student is chronically late for rehearsal.”



Strategies for Managing Difficult Conversations

Anticipate the Discussion

- Remember on the first day of school when I went over the rules? This is an ensemble class and it is important to maintain the continuity of its members. You are expected to be in the room at the assigned time. Late arrival will result in a C grade for the day. Missing class or rehearsal will result in a cut. Excuses are interesting and appreciated but will not result in a change of grade.

Concede the Point

- OK, you just get here when you can.

Sounding Board

- Does anyone assess penalties (other than grades) for chronically late arrivals?

*Scenario:
“I don’t understand
why I got a C in
Choir this
semester!”*



Anticipate the Discussion

- Remember on the first day of school when I went over the rules? Like everyone else, you started with an ‘A’. Let’s look at your attendance record/grade book to see if there’s an error.

Concede the Point

- OK. Can you explain to me how grading is done in this class?

Scenario:

*“I overheard/know something that needs to be reported (bullying, racism, homophobia, *ism.)”*

Anticipate the Discussion

- In loco parentis
- School policy

It's a Business

- Why are you employed? Why are you working?
- Don't ever agree to keep anything 'in confidence' until you know what it is.
- Once you know, don't ever agree to keep anything in confidence.

Clear Director Responsibilities:

- Establishing clear roles and responsibilities for all staff members and volunteers.
- Ensuring the organization's mission, vision, and values are clearly defined and understood by all staff members and volunteers.
- Establishing and enforcing a performance management system that is fair and equitable.
- Ensuring the organization's financial health and stability.
- Ensuring the organization's legal and regulatory compliance.
- Ensuring the organization's risk management and insurance coverage.
- Ensuring the organization's communication and public relations strategy.
- Ensuring the organization's human resources and employee relations strategy.
- Ensuring the organization's technology and information systems strategy.
- Ensuring the organization's facilities and physical environment strategy.
- Ensuring the organization's safety and security strategy.
- Ensuring the organization's environmental and sustainability strategy.

Scenario:
“Yeah, but the student doing the bullying is my Bass I section leader.”



Strategies for Managing Difficult Conversations

Anticipate the Discussion

- In loco parentis
- School policy
- Respect yourself.
- Respect all others in the Choir room.
- Disrespect and bullying will not be tolerated.
- Detail the expected behavior expected of ensemble members in and out of the classroom as representative of the ensembles past and to come.
- Empathy and sympathy are keys to learning and growth.
- Removal of officer-ship for conduct unbecoming.

It's a Business

- Why are you employed? Why are you working?
- Don't ever agree to keep anything 'in confidence' until you know what it is.
- Once you know, don't ever agree to keep anything in confidence.

Scenario:
“My voice teacher says I’m a Soprano I. I can’t be assigned to the Soprano II section.”



Anticipate the Discussion

- Students will audition for voice placement and be assigned based on the audition results and the needs of the ensemble.
 - a) Audition results are final, or
 - b) Audition results are contestable with a second audition by [the section leaders].

Concede the Point

- OK. Here are the reasons that you are (or that the ensemble needs you as) a Soprano II and why you’ll struggle as a Soprano I. You have 24-hours to decide and come back to me with a decision.

Scenario: *“Sharing preferred pronouns.”*

Anticipate the Discussion

- Respect yourself.
- Respect all others in the Choir room.
- Disrespect and bullying will not be tolerated.
- Empathy and sympathy are keys to learning and growth.

It's a Business

- Harassment-free workplace.
- Use the first name.

Concede the Point

- How do you (the student) want to handle this?



*Scenario:
“I want to bring
relevant popular
music into my
‘Enjoyment of
Music’ class.”*



Anticipate the Discussion

- Are you comfortable playing your music selections during Back To School night?
- Are you comfortable defending x-selection as superior to y-selection for the educational concept?
- Are you comfortable explaining why explicit lyrics are necessary for the educational value? (even if you redact the lyrics in class, you will own these lyrics outside of class)
- Are you comfortable playing these selections to your supervisor, administrator and school lawyer?

It's a Business

- Are your musical selections worth your salary?

Scenario:

“I want to sit next to my friend”



Anticipate the Discussion

- Remember on the first day of school when I went over the rules? There are 88 students in this class and attendance needs to be done quickly and efficiently. If you're not in your assigned seat you'll be marked absent, late or cut.

Concede the Point

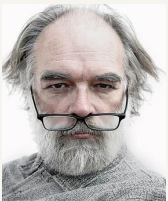
- OK, but you can't sit in a seat position assigned to anyone else.

Sounding Board

- I do attendance by assigned seating. How does everyone else do it?

Scenario:

“Colleague isn’t teaching up to your standards.”



Strategies for Managing Difficult Conversations

It's a Business

- Unless you’re their supervisor, it is none of your business.
- If you are their supervisor, get some help from HR to set up a plan of corrective action. This, literally, *is* your business.
- If you haven’t addressed your concerns with your colleague, privately, directly, in writing, don’t bring it up with anyone else.
- If you *have* addressed your concerns with your colleague, privately, directly, in writing, don’t bring it up with anyone else.
- If your colleague’s issues are compromising your ability to do your job, this is a student-centered conversation about your job with your supervisor after the conversation with your colleague.
- Academic freedom.

Adulthood

- Act as an adult with authority equivalent to your tenure.
- Insist on being treated as an adult with authority equivalent to your tenure.
- Treat other like adults (brutal honesty).

Scenario:
*“Know-it-all parent
who sends you a
post-concert
critique.”*

Give Thanks

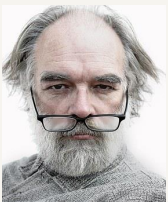
- Engaged
- Spent time thinking of you
- Audience viewpoint
- Email, not Facebook

Concede the Point

- OK, thanks for taking the time to write, move on.



*Scenario:
“Administrator is dictating your repertoire selections.”*



Strategies for Managing Difficult Conversations

It's a Business

- Your boss is your boss.
- They don't want to fire you.
- You do have a union and tenure.
- Academic freedom.

Concede the Point

- OK, I'll let the students know that these are your selections for the concert and if there are concerns, these should be addressed to you.

Adulthood

- Act as an adult with authority equivalent to your tenure.
- Insist on being treated as an adult with authority equivalent to your tenure.
- Treat other like adults.

Two Ears, One Mouth

- Even the most contentious have a good intention.
- Many problems can be solved by active listening and note taking.
- “Is that everything?” coupled with **silence** is very effective.
- “Are you sure?”
- “Is there anything else?”
- Review the concerns from your notes.
- “Did I get everything and am I capturing it correctly?”

Document, Document, Document

Scenario: *“Student posts disrespectful comments about the class or teacher on social media.”*



Strategies for Managing Difficult Conversations

Anticipate the Discussion

- Publicly and privately always treat your students with professional respect. (Please, thank you, no casual sarcasm)
- Always insist on being treated with respect.
- Detail the expected behavior expected of ensemble members in and out of the classroom as representative of the ensembles past and to come.
- Disrespectful behavior will become a school administration action.
- Removal of officer-ship for conduct unbecoming.

Concede the Point

- OK, and move on. You don't want to fight a First Amendment issue.

Sounding Board

- Vent for your emotions.

*Scenario:
“How do I create a safe space when not everyone agrees with the beliefs of the majority?”*

Anticipate the Discussion

- Respect yourself.
- Respect all others in the Choir room.
- Disrespect and bullying will not be tolerated.
- Empathy and sympathy are keys to learning and growth.

It's a Business

- Student beliefs are not pertinent to the choral curriculum.
- Is creating a safe space within your job description?
- Both Sharks and Jets needed to cooperate to form the ensemble, but is this an ensemble question or a sanctuary question?

Choir Director Responsibilities:

- Establishing clear expectations for behavior, attendance and participation.
- Modeling the appropriate behavior, giving to the choir and performing based on the choir and its culture.
- Collaborating and working with performers, their needs, to determine their individual goals.
- Encouraging students to identify and meet their own goals.
- Encouraging choir members and ensuring that choir members attend rehearsals regularly.
- Encouraging individual choir members to perform solo.
- Modeling the necessary gestures and behaviors during choir rehearsals to assist choir members in achieving the same from their vocal and physical responses.
- Encouraging choir members during vocal performances to ensure they are adequately warmed up.
- Encouraging students their feedback for rehearsal and performance.

*Scenario:
“Student comes to
the concert in six-
inch platform
sequin bedazzled
boots under
concert gown.”*



Anticipate the Discussion

- The point of an ensemble uniform is to put the focus on the sound not the singer.
- Any part of the visible uniform which is non-issued must be described in detail, including pictures.
- Variations to the detailed description will have specific consequences.
- Unexpected variation will provide experience to update the First Day documents with additional detail.

Concede the Point

- OK. Do not stand in the front row. (see last bullet above)

Resources

- This presentation: <https://mfrholdings.com/njacda/nj-acda-summer-conference-difficult-conversations/>
- HighSchoolChoralResources.com (<https://www.highschoolchoralresources.com>)
- First day of school: <https://www.highschoolchoralresources.com/1st-day-of-school-september>
- Seth Godin's Blog (<https://seths.blog>)
- Def: Academic Freedom

Teachers in public schools have limited freedoms in the classroom to teach without undue restrictions on the content or subjects for discussion. These freedoms are based on rights to freedom of expression under the First Amendment of the Bill of Rights. However, the concept of academic freedom is quite limited. The content taught by a teacher must be relevant to and consistent with the teacher's responsibilities, and a teacher cannot promote a personal or political agenda in the classroom. Factors such as the age, experience, and grade level of students affect the latitude in which a court will recognize the academic freedom of a teacher. (<https://education.uslegal.com/teachers/teacher-freedoms-and-rights/academic-freedom/>)
- Me (rick@mfrholdings.com, @rickretzko, 201.755.4083)



*NJ-ACDA
Summer
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Thank you!

Strategies for Managing Difficult
Conversations

Appendix

Rules and
Consequences

Strategies

It's a Business



Strategy: Anticipate the Discussion

- Preclude the problem
 - Make a list of anticipated conflicts
 - Each conflict is matched to one-or-many remedies for *avoidance*
- Establish commitments and expectation
 - Rules, not suggestions or guidelines.
- Document, Document, Document
 - [First day of school pdf](https://www.highschoolchoralresources.com/1st-day-of-school-September) (<https://www.highschoolchoralresources.com/1st-day-of-school-September>)

Rules and Consequences

<https://www.highschoolchoralresources.com/1st-day-of-school-september>

The First Day of School

- **Take ATTENDANCE**
- **Read SYLLABUS** - Both Sides
 - Ask students to read parts of the syllabus!
 - **EVERYONE** must see and access their **SCHOOL** email...OR forward it to an email you will check regularly!
- **Cell Phone**, Email Student Work Permission Slip distribute to **ALL** Students. (ATTACHMENT)
- **FIRST ASSIGNMENT** - Complete the day One Sheet, COMPLETE THE TINY URL, Turn in Info Sheet and Cell Phone Permission Slip - **DUE TOMORROW**.

1. When I speak YOU LISTEN, when you speak, I STOP MY WORLD.
2. When you complete the info sheet - WRITE LEGIBLY, please! Name as you would like it to appear on our concert program I NEED those Student ID Numbers too!!! Don't forget the tiny URL.
3. **CHOIR SECTIONALS** will be scheduled during Lunch/Study Halls Periods 4-5-6-7 - Everyone is scheduled into a sectional class (like a lab period) as part of the Concert Choir/Chorale grades. Because these are scheduled during your lunch periods & study halls, if you eat in the cafeteria, you will come to the Choir Room WITH A PASS to participate in the sectional. If you bring your lunch to school, you may eat in the choir room.
4. Everyone is voice tested! Vocal Range and Happy Birthday... **STARTING TOMORROW, PLEASE COME DURING LUNCH/STUDY TO DO VOICE TESTING!!!! It's the best time to bring in new members!**
5. The Pass = Restroom Only - Nearest RR in the lobby. Use the Sign-Out Sheet... 3 Minute limit on the use of the pass please. 2x per week - period. Unless there is a medical reason, which is verified by a nurse's or doctor's note, 3 or more times per week will lower your Marking Period grade. Your RR trips are recorded in the Gradebook. Please do not bring your cellphone with you to the restroom.
6. **NURSE** - You may not go to the nurse without a pass!
7. **Mandatory Concert Attendance**... Marking Periods 2, & 4.
8. **CHORAL CONCERTS ARE MANDATORY** - Ours is a unique situation as our Choral Concerts are a mandatory part of the marking period 2 & 4 grade. If you are absent from school on the day of the concert and do not participate in the concert, I will need a Dr's note to excuse you. Writing a paper cannot replace the experience of participating in a public performance. Therefore, if you miss the concert for reasons other than illness, you will receive a concert grade of F and your marking period grade will become a B.
9. Folders are your property. Once they are assigned, they are just like a textbook in an academic class. They will have a QR code taped inside them so you will scan in our iPad for your attendance. The QR code provides a time-stamp which monitors the time you scan in. We have a cabinet for Concert Choir and Chorale where you can store your folder... at your OWN RISK. If you lose your folder or if it becomes lost - it is still YOUR responsibility even if you tell me it is lost. You WILL be fined for its contents at the end of the year.

10. Dress Codes - Black Pants & White Shirts - Long-Sleeves for Winter, Short Sleeves for Spring. - Black shoes for all.

11. **Introduction of Section Leaders...If you need help, please seek them out...**

S1 - S11
A - T
B -

12. Choir Officers - Nominations next Tuesday. Elections in class on Friday. You may campaign and put up posters in the choral room ONLY!
Speeches are 3 minutes MAX (Timer)

PRESIDENT - Leader by example - The "GO-TO" Person... SENIORS ONLY
VICE PRESIDENT - Alumni Connection & Concert Welcome
SECRETARY - Attendance

11. College Recommendations - If you asked me last spring to write a letter for you, please see me for the info I need from you.

12. In my absence, Substitute rules = sign-in sheet & sign-out sheet.

13. **CELL PHONES** - OFF and in your backpack - NOT IN YOUR POCKET!
NO CELL PHONES ON THE RISERS IN REHEARSAL!
NO UNAUTHORIZED CAMERA USE IN THE ROOM AT ANY TIME!
LINKS IN LINKS ARE CALLED LINKS IN A GRAM
DO NOT MAKE PHONE CALLS FROM YOUR CELL PHONE IN MY CLASS WITHOUT PERMISSION!
NO NEGOTIATION - NO EXCUSES - NO GAMES!

14. **NO GUM IN CLASS.**

15. If you are new to this program, you will need to bring in \$10 for a CHOIR T-SHIRT. We will take size information in the next few days.

16. **VAPING** Powerpoint - This whole entire scares the life out of me.

17. The Choral Room is our home... You are welcome to come and spend your lunch and study halls periods in the room. Please keep it neat and clean and filled with POSITIVE ENERGY.

18. **ATTITUDE** - YOURS... NO Grouchy People, No Back-Stabbing, NO Drama, NO Bad Mouting, No Moping Around... ENTHUSIASTIC REHEARSAL ATTITUDE... You need to WANT to be here to make music every day! PLEASE leave your issues outside the rehearsal room!

19. Here is my FAVORITE question: **"Is there anything I can do for you today?"** (And that doesn't mean for the next few weeks... I'd like to hear that question all the way up until Graduation Day in June...)

My expectations... I expect

2. That you will give me all the energy you have every day in class, even if that means you "just failed a test", "just broke up with your latest soul mate", whatever the crisis du jour is...
2. That you will always be honest and straightforward, you will tell the truth and accept the responsibility of your own actions.

2. That you will make good choices

2. That if you make a commitment to this program and something else comes along, you remember where your first commitment was made.

2. That you will inform your parents of our concert dates so that no family trips are planned that would cause you to miss these concerts and create a conflict.

2. That you will be responsible for the acquisition of appropriate concert attire as described in the beginning of this class (define appropriate for the CHORALE...)

2. That you will follow my rules for attendance and signing in as well as the requests of any substitute teacher in the event of my absence. This size class is not easy (or desirable) for many substitutes, but each of you can help that by simply doing what I ask and cooperating with the section leaders, officers and the substitute.

In return, I will

2. Always give you my honest opinion when you ask and you will always get the truth as I know it.

I have a true passion for this art form... I love this age, because... I respect you for the work day you have... I don't work as hard as you do... explain...

Let's make it another terrific year!

READ... **TEN LITTLE CHOIR MEMBERS**. [READ... Jumbo Letters](#)

Play Mia's Kindergarten <https://www.youtube.com/watch?v=shoTGRVdGM>

Inspiration Video... https://www.youtube.com/watch?v=m_kGdWfNc

Kinders Video... <https://www.youtube.com/watch?v=mTeSALPpA>

Plus another nine pages of information forms and class-specific information



Strategy: Concede the Point

- Not every confrontation is worth your time.
- Not every opinion is worth debating.
- OK is not a question.
- OK is acknowledgement, not agreement.



Strategy: Two Ears, One Mouth

- Most people are good and even the most contentious have a good intention.
- Many problems can be solved by active listening and note taking.
- “Is that everything?” coupled with **silence** is very effective.
- “Are you sure?”
- “Is there anything else?”
- Review the concerns from your notes.
- “Did I get everything and am I capturing it correctly?”



Adulting

- In loco parentis: did you?
- Act as an adult with agency equivalent to your tenure.
- Insist on being treated as an adult with agency equivalent to your tenure.
- Treat others as adults.
- Apologize when you're wrong.
 - Quickly, sincerely and with steps to avoid in the future.
- Accept responsibility for your part.
- Use brutal honesty for clarity.



Strategies for Managing Difficult Conversations

Document, Document, Document

- When you control the notes, you control the agenda
- Every meeting worthy of having is worthy of documentation
- If it's not in writing, it doesn't exist
- Polite, professional, succinct (one page or less; TLDR;)
- Bullets
- Facts, not opinions and not re-litigation
- Define the problem or situation
- Define the remedy
- Develop alternatives
- Documentation keeps everyone on the same page
- **All** adult parties mentioned or in a meeting should be cc'd
- Sent within one-hour of meeting conclusion, never more than 24-hours



Strategy: Sounding Board

- You don't have to go it alone.
- Look around; networking with colleagues on how to handle/avoid situations is a great way to develop relationships!
- Big boards are fine for generalized questions.
- Small text communities (3-7 trusted participants) are best for focused questions.



It's a Business

- They don't want to fire you
- Define your value
- Define the problem
- Define your solution(s)
- [Goals and Responsibilities](#)



It's a Business

Goals

- Be liked
- Be friends
- Be confidant
- Be mentor
- Extra-curriculars

Responsibilities

- Why were you hired?
 - Job Description
 - Union Contract
- Why are you working?
 - Roof over your head
 - Food on the table
 - Coal in the furnace