Nailing the One-on-One

transformative conversations in movement

Asking | Moving | Building

- **Typically people try to change things through one of three ways.**
  - **You can ask decision-makers to make certain changes and hope that the accumulated leverage you have is enough**
  - **You can move as many people as possible at a protest and hope that is enough**
  - **Or you can focus a coordinated action at specific moments within social, economic, and political processes and hope that is enough**

Collective Action in Processes

- Collective action is most effective when it is aimed at interrupting specific social, economic, and political processes. Examples:
  - Strikes
  - Boycotts
  - Elections
- To have a powerful impact, however, you have to convince people who affect the outcome of the process in question.
- It depends on building consent and is inherently democratic.

One-on-Ones as Essential Building Block of Workers' Power

1. They demonstrate that you care about your coworkers as unique individuals with unique life experiences and concerns – they a form of direct and personal communication.
2. They are where issue identification happen and where discursive mapping happen – they are a research mechanism.
3. They cut through noise and narratives – they're a political education mechanism.
4. Provide deeper understanding and overview of support and opposition – they're an unmediated feedback mechanism.
5. They allow you to identify spheres of influences – they're a mapping tool.

How to Structure a Campaign-Mode 1:1

Begin with EMOTION –part of the conversation where primary issues are identified and where the organizer agitates the interlocutor.

Then bridge to HOPE – part of the conversation where a credible plan is presented and collective action is made clear to be the only way to resolve issues.

End with ACTION – where the organizer provides a means for action and gives a clear role to play.
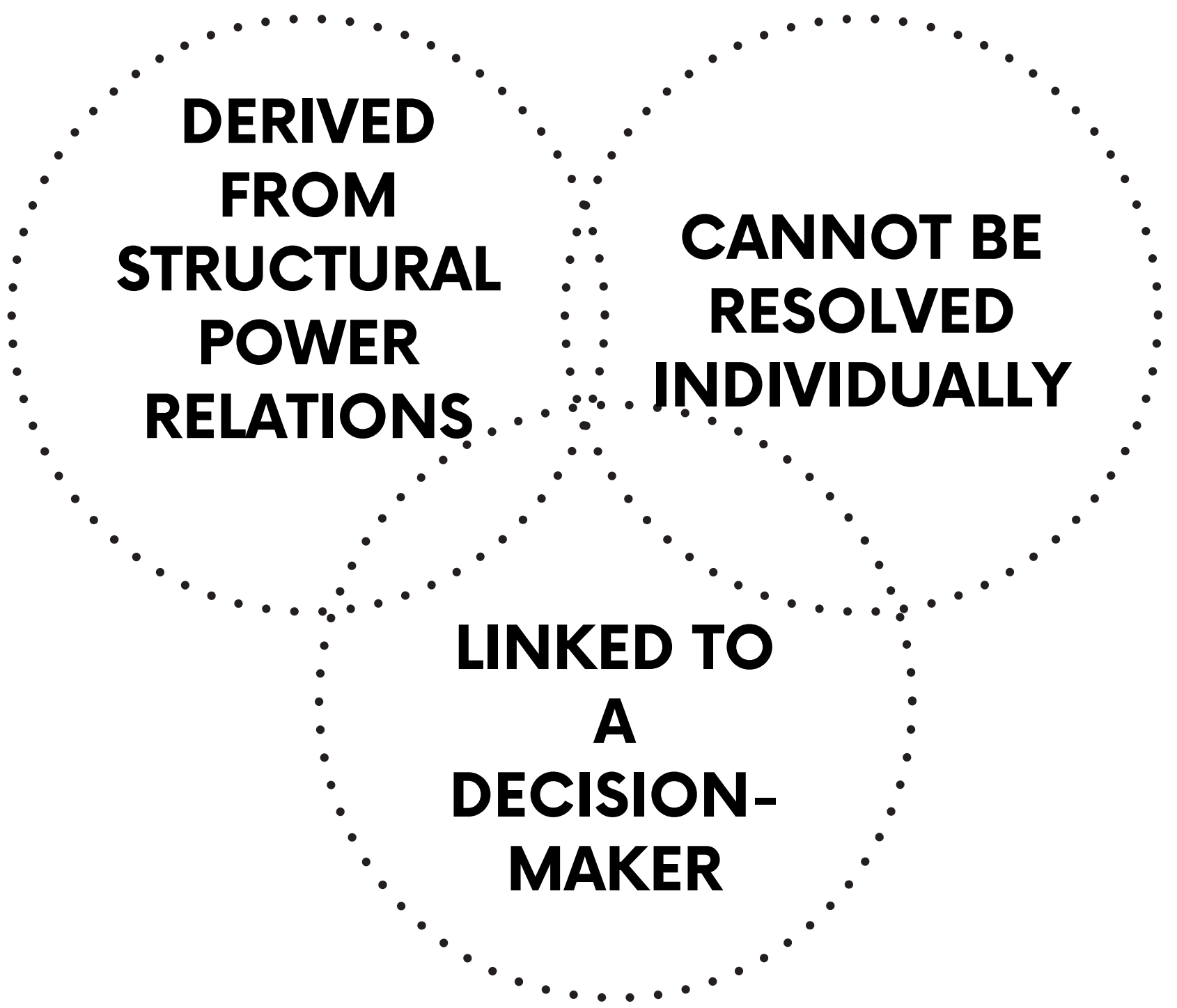
Emotion: Establishing a Meaningful Introduction

- Start enthusiastically
- Should make clear
  - **Who "we" are**
  - Why "we" want to **talk to everyone**
    - You are attempting to talk to *all* workers because they matter and workers are strongest together
  - Emphasize the **second person**
    - "I want to talk to YOU because YOU are critical to changing things YOU and YOUR coworkers need changed."

Emotion: Identifying Issues

- Make concrete questions
  - "How do you feel about scheduling?" "How do you feel about standby?"
- Connect issues to non-workplace problems
  - "Is scheduling affecting your home life?"
- Uncover individual powerlessness
  - "Have you tried talking to management about this?"
- Uncover relationships
  - "Have you talked to any coworkers about this?" "Have they done anything about this?"

DERIVED FROM STRUCTURAL POWER RELATIONS

CANNOT BE RESOLVED INDIVIDUALLY

LINKED TO A DECISION-MAKER

WHAT'S AN ISSUE?

Emotion: Conversational Techniques

- **Mirroring**
  - Pick a few words that stand out and repeat them back:
    - "The boss didn't tell me." "The boss didn't tell you?!"
- **Silence**
  - A GOOD organizing conversations mean **listening, not telling**.
    - 70 percent listening/30 percent talking
- **"The Ask"**
  - After you've made clear the issues they are facing, ask them if they want to continue living with these issues or if they are ready to commit to changing these.

Hope: Present the Plan

- **What are the concrete steps to victory?**
  - Present a credible, realistic, and clear plan of action that can transform their capacity to care for themselves as they'd like to.
- **What do they gain besides the end of the issue?**
    - The plan should make clear that it brings a resolution to the issue and how it will positively affect their life.
- **How does it set them up for future victories?**
  - What does this victory do in order to ensure still greater victories down the road?

Action: Present a Meaningful Role

- **Have a concrete ask.**
  - How can they make a meaningful contribution to the plan?
- **Start high then move to where they are ready.**
  - Some people aren't ready to take big steps. If that's the case, invite them to a social event or plan a personal visit.
- **Inoculate**
  - Let them know the risks. Ask them how they think management might react and prepare them mentally for the risks.
- **Follow up**
  - After you give them a task, follow up via call.