THE EFFECTIVE HSE PROFESSIONAL · BOOK 1

Workbook: Chapters 1–10

Influence Without Authority for HSE Professionals

Blank sheets for writing by hand, with the role-play cards and feedback sheets. Print at 100% (actual size), single-sided. Each page works on A4 or US Letter paper. Complete the sheets by hand with a pen; no software is needed.

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Role-play: give Card A and Card B to different people; each reads only their own card. Use one feedback sheet per round.

Record roles and facts, not the names or health details of individual workers.

Permission (worksheets WS-01 to WS-10). Readers may print, copy and adapt the worksheets for their own use and for internal use with their teams. Resale and public redistribution require permission.

WS-01 Influence preparation sheet

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Date	Concern (a few words; no names or health details)	Prepared by (role, not name)

0. Check first (tick one)

- ☐ **Someone could be seriously harmed now, or before we can talk. STOP: use the site's intervention and stop-work arrangements now, and report it.**
- ☐ **Not sure: treat it as urgent and get a competent person to look.**
- ☐ No immediate serious exposure: continue.

1. What I observed *Where, when, what exactly. Seen, told or recorded?*

2. Why it matters *For people and the work. Unknowns?*

3. Who can decide *Who can say yes? Whose help is needed?*

4. Their constraints: confirmed *They or a record told me.*

Assumed: check first *My guesses.*

5. My request *One decision, an owner, a date.*

6. Options I can offer *Two or more, or a trial.*

7. Likely pushback; my honest answer

8. If no, or not yet *Record; interim; next step; escalation.*

9. Outcome *Circle: Agreed / Trial / Declined / Deferred / Escalated. Who does what, by when? Follow-up date.*

RP-01 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:00, the works supervisor's cabin. The coordination meeting starts at 14:00. The project manager has asked the works supervisor to look for a crane or hoist slot for the next two board deliveries.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You want a workable proposal for the 14:00 meeting: when board packs could be lifted, by what, and what has to happen first.
- You know: the crane plan shows facade panels all week; M&E book most hoist time; Graham will not move facade crane time; the crew is paid on area completed.
- Some facts that matter are known only to Tomasz. Find out what you need before you propose anything.
- Use your completed preparation sheet (WS-01). Tomasz is investigating the open level 5 gate and will report on Friday; it is not the subject of this conversation.
- A clear 'no', with reasons you can record, is an acceptable result. So is 'not yet', if it has an owner and a date.

Cut along this line. Give each card to a different person.

RP-01 Round 1, Card B: Tomasz Nowak, works supervisor

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:00, the works supervisor's cabin. The coordination meeting starts at 14:00. The project manager has asked the works supervisor to look for a crane or hoist slot for the next two board deliveries.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Graham asked you this morning to look for a slot. You have not had time yet. You would like the board carrying off your stair, because it gets in other trades' way, but you think the drylining subcontractor should have planned its lifts. You refused Kwame's hoist requests because M&E had priority, and you still think that was right.
- Share these facts only if asked a relevant question: the crane operator starts at 07:00 and the facade crew at 08:00, so 07:00-08:00 is free except Tuesdays (facade support steel delivery); the operator's daily pre-use checks take part of that hour; a slinger/signaller would need to start at 07:00, and the facade subcontractor would charge for the extra hour.
- Also only if asked: boards delivered the afternoon before could be lifted from the laydown at 07:00 (the laydown holds one delivery); a lift plan for landing board packs on the loading platforms exists from earlier deliveries, and the lifting coordinator would need to confirm it and the number of packs per lift (each platform has a marked safe working load); someone from the drylining crew must receive the packs at the platform.
- You are uncomfortable about the open level 5 gate. If Samira opens with it, become guarded and give shorter answers.
- Also only if asked: site hours allow work from 07:00; boards left at the laydown overnight must be stored dry and covered; receiving packs at 07:00 means paying drylining crew time, which is for Kwame's company.
- Agree only to what you could actually deliver. You may decline, offer a trial, or say who else must decide (delivery times are for the subcontractor's office).

RP-01 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), earlier in the same week: week 23, Monday 11:00, the laydown area. Samira has just watched the core stair. She wants to understand the drylining crew's constraints, agree what happens in the meantime, and ask what she may say to the project manager. If a third person is available, they play the crew colleague who interprets: they translate faithfully but may soften criticism of the foreman.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You counted 14 two-person trips up the core stair in 20 minutes this morning. You want the boards lifted mechanically in the end, but that decision is not Kwame's.
- You want three things from this conversation: Kwame's view of why the crew carries, an interim arrangement until a decision is made, and his agreement on what you may repeat to the project manager.
- A crew colleague is interpreting for two crew members. Keep your sentences short and check understanding.
- Do not collect names or health details. If you learn that someone has reported pain, ask how it is being reported and what support they need, and recheck box 0 of your sheet.

Cut along this line. Give each card to a different person.

RP-01 Round 2, Card B: Kwame Mensah, drylining foreman

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), earlier in the same week: week 23, Monday 11:00, the laydown area. Samira has just watched the core stair. She wants to understand the drylining crew's constraints, agree what happens in the meantime, and ask what she may say to the project manager. If a third person is available, they play the crew colleague who interprets: they translate faithfully but may soften criticism of the foreman.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Your crew is paid on the area completed. Anything that slows them costs them money, and you hear about it.
- Share only if asked: your two hoist requests were refused; about three more weeks of boards remain for levels 4 and 5; you would accept carrying only in the quieter part of the morning and rotating carriers, if output does not drop much.
- Share only if asked, and ask that no names are used: two crew members have told the worker safety representative that their backs ache at the end of the day.
- You do not want the project manager to hear that 'Kwame is complaining': your contracts manager would not like it. You are happy for Samira to mention the board supply.
- You want board trolleys. Your company has not bought them.

RF-01 Role-play feedback sheet

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For RP-01. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Stated the purpose of the conversation and how long it would take, within the first minute.	
☐ Yes ☐ No	Stated at least one observed fact (what, where, when) before giving an opinion.	
☐ Yes ☐ No	Asked at least two questions about B's constraints before proposing anything.	
☐ Yes ☐ No	Restated one of B's constraints in their own words.	
☐ Yes ☐ No	Made no claim about risk, rules or cost that their card does not support, and used no blaming words (such as 'you should have').	
☐ Yes ☐ No	Made one specific request, naming an owner and a date.	
☐ Yes ☐ No	Before ending, said the outcome aloud (agreed, trial, declined, deferred or escalated) who does what and by when, and wrote it down.	
☐ Yes ☐ No	Round 2 only: checked understanding by asking the crew (or interpreter) to say back the key point.	

Debrief

1. *What did B know that A did not find out?*

2. *At which moment did the conversation move forward or stall? What was said just before?*

3. *What would A do differently in the next conversation?*

4. *If pain or an injury was mentioned, did A pause and recheck box 0 before continuing?*

WS-02 Stakeholder and decision-rights map

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Decision (one sentence)	Needed by (date)	Prepared by (role, not name)

Roles (printed on both sheets). Write or circle every role a person holds; one person can hold several roles in the same decision. The letters are for tight cells and are not RACI letters.

Decides (D): can say yes or no to the decision, or to one part of it

Supplies a resource (S): commits people, money, equipment, space or time

Does the work (W)

Exposed or affected (E): their safety or their work changes

Must be consulted (C): has a right, or a duty, to be asked before it is decided

Influences (I): shapes whether others support it, without formal authority

Who (role)	Roles in this decision	What they need or worry about	What I need from them; next step and date
	D S W E C I		
	D S W E C I		
	D S W E C I		
	D S W E C I		
	D S W E C I		
	D S W E C I		
	D S W E C I		

Before you go: who is exposed to the work but missing from this map? Who decides the plan, the money and the people? Need more rows? Continue on a second sheet.

RP-02 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:40, by phone. Samira wants a Thursday-afternoon board delivery and a paid 07:00 start for a one-delivery crane trial. Ian manages the drylining subcontractor's resources. The coordination meeting starts at 14:00.

Each round: read your own card only (3 minutes), talk for up to 6 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have 20 minutes before the meeting. You need to know whether Ian can arrange a Thursday-afternoon delivery and the crew's 07:00 start for one trial.
- You know Tomasz's facts: the crane is free 07:00-08:00 except Tuesdays, and boards delivered the afternoon before can be lifted from the laydown at 07:00.
- You cannot instruct Ian; his company is a subcontractor. Find out what he controls, what he needs, and who else he thinks must agree.
- A 'yes, if' is a good result. So is a clear 'no' with reasons you can take to the meeting.

Cut along this line. Give each card to a different person.

RP-02 Round 1, Card B: Ian Fraser, contracts manager (drylining subcontractor)

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:40, by phone. Samira wants a Thursday-afternoon board delivery and a paid 07:00 start for a one-delivery crane trial. Ian manages the drylining subcontractor's resources. The coordination meeting starts at 14:00.

Each round: read your own card only (3 minutes), talk for up to 6 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You are annoyed that the principal contractor is calling you fifteen minutes before a meeting about your crew.
- Share only if asked: the supplier delivers on a Thursday afternoon if the order is in by Tuesday noon; you can pay the crew's 07:00 start for one trial, but you will not make it a permanent unpaid arrangement.
- Share only if asked: you want it confirmed in writing that this is a trial; you want the trolleys question settled by the package manager, not by your foreman.
- Share only if asked who else must agree: the supplier (only if the order is in by Tuesday noon), and your director if this ever becomes a regular arrangement.
- If Samira tells you what you 'need to' do, say she has no authority over your company and become less helpful.
- Agree only to what you could actually deliver.

RP-02 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:50, the lifting coordinator's cabin. Samira asks Dan whether the earlier lift plan for board packs can be used for a trial on week 24 Friday at 07:00.

Each round: read your own card only (3 minutes), talk for up to 6 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You need to know what Dan must see before he will plan the lift, and by when.
- You do not know the platform loading limits or how the earlier plan was set up. Ask.
- Do not ask Dan to 'just sign'. The lift plan is his decision.

Cut along this line. Give each card to a different person.

RP-02 Round 2, Card B: Dan Whitfield, lifting coordinator

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 23, Thursday 13:50, the lifting coordinator's cabin. Samira asks Dan whether the earlier lift plan for board packs can be used for a trial on week 24 Friday at 07:00.

Each round: read your own card only (3 minutes), talk for up to 6 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Share only if asked about the old plan: it assumed smaller packs; current packs hold about 30 boards, so you must recheck the pack weight against the platform's safe working load.
- Share only if asked what you need: one pack on a platform at a time; a trained slinger/signaller at the platform as well as at the laydown; you will brief the crew on receiving loads yourself before you sign.
- You can revise the plan by Tuesday if you get the pack details by Friday.
- If Samira treats the lift plan as paperwork, say so and slow down.

RF-02 Role-play feedback sheet

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For RP-02. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Named the decision in one sentence within the first minute.	
☐ Yes ☐ No	Asked what B controls and what B needs before asking B for anything.	
☐ Yes ☐ No	Did not claim authority A does not have (no 'you need to' or 'you have to').	
☐ Yes ☐ No	Asked who else B thinks must agree or be involved.	
☐ Yes ☐ No	Said aloud what B will do and by when, and what A will do and by when.	
☐ Yes ☐ No	Said how the agreement will be confirmed (for example, in writing) and when.	

Debrief

1. *What did B control that A had not put on the map?*

2. *Where did B's tone change? What had A just said?*

3. *Who else should be on A's map after this conversation?*

WS-03 Site-listening guide

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Date	Work activity	Spoke with (roles, not names)

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: use the site's intervention and stop-work arrangements, and report it.**

☐ No immediate serious exposure: continue.

1. What I think I know *Assumptions to test.*

2. Questions I will ask *Walk me through it. What makes it harder than it looks? What would you change? What could make that worse? (A menu: use your own words.)*

3. Seen *What I observed myself.*

4. Told *Close to their words; no names.*

5. What changed my understanding

6. To check: with whom, by when *Then note who confirmed it, and when.*

7. What I promised to tell them, and when

RP-03 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 10:00, level 5. Samira walks the route from the loading platform to the drylining work area with an operative. A crane trial is planned for Friday.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You think the trial solves the problem: the crane lifts the boards, so nobody carries them up the stair. You have read Dan's draft: both packs land on level 5, at about 07:15 and 07:40.
- Your aim is to learn how Friday would really work for the people doing it. Ask before you explain.
- Keep what you see separate from what you are told and from what you assume. Use WS-03.
- End by saying what you will do with what you heard, and when you will come back.

Cut along this line. Give each card to a different person.

RP-03 Round 1, Card B: Drylining operative

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 10:00, level 5. Samira walks the route from the loading platform to the drylining work area with an operative. A crane trial is planned for Friday.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have done this work for years. You are polite and will not volunteer problems to a manager who has already decided.
- If asked to walk through it: the pack lands; the slinger unhooks; you open the gate; two people carry each board about 25 metres to the work area. Describe what A would see: the marked escape route just inside the gate, where nothing may be put down, and a ramp over cables at the corridor door.
- Share if asked any open question about difficulty, pressure or what could go wrong: because nothing can be put down inside the gate, about 30 boards must be carried in before the second lift, in about twenty-five minutes; if you are slow, the crane is late for the facade and you will be blamed.
- Share if asked what could make it worse or harder: no trolley or pallet truck can cross the ramp.
- If asked what you would change: put one pack on another platform, or bring the second pack another morning.
- If Samira explains the plan first and asks 'any questions?', say it is fine.

RP-03 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 11:00, the laydown. Samira talks with Kwame about what she has just learned on level 5, before she takes it to the lifting coordinator.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You want Kwame's view of the platform rush and the ramp, and his ideas.
- Do not name or quote the operatives who told you. Describe the problem, not the person.
- You will take the findings to Dan and Tomasz by Tuesday 12:00 and tell the crew where it stands on Wednesday at 07:30.

Cut along this line. Give each card to a different person.

RP-03 Round 2, Card B: Kwame Mensah, drylining foreman

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 11:00, the laydown. Samira talks with Kwame about what she has just learned on level 5, before she takes it to the lifting coordinator.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You are worried the trial will be blamed on your crew if the crane is late for the facade at 08:00.
- Share only if asked for ideas: land one pack on level 4 if M&E have cleared it, or lift the second pack another morning.
- You do not yet know how many of your crew can start at 07:00 on Friday: two of them travel to site together in one car and usually arrive at about 07:25. Mention it only if asked who will be there.
- If Samira names an operative as the source, become defensive: 'Who said that?'

RF-03 Role-play feedback sheet

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For RP-03. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Asked at least three open questions before describing any plan.	
☐ Yes ☐ No	Asked B to walk through or show the task step by step.	
☐ Yes ☐ No	Repeated back something B said and checked it was right.	
☐ Yes ☐ No	Said aloud which points were seen, which were told and which were A's own assumptions.	
☐ Yes ☐ No	Did not name or quote an individual worker to the foreman (round 2).	
☐ Yes ☐ No	Said what A will do with the information and when A will come back.	

Debrief

1. *What did B know that changed A's first understanding?*

2. *Which question opened it up? Which question closed it down?*

3. *What will A check, with whom, by when?*

WS-04 Evidence-to-request worksheet

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Date	Concern (a few words)	For (role) and deadline

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: this is not a briefing. Use the site's intervention and stop-work arrangements, and report it.**

☐ No immediate serious exposure: continue.

1. Seen *What I observed myself: where, when, measured or counted.*

2. Told *By role, close to their words. Directly, by phone, or through an interpreter?*

3. Not yet known *Each gap, and who would know.*

4. What it means for the work *In the work's units: loads, minutes, metres, people. If a number depends on an unknown, show both cases.*

5. What I am not claiming

6. My request *One decision or action, its owner, when.*

7. The 60-second version *Seen, told, not yet known, what it means, the request. Say it aloud once.*

RP-04 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Tuesday 10:30, the lifting coordinator's cabin. Samira has asked the lifting coordinator for about ten minutes. Ian's order deadline is at noon, and the lift plan for Friday's trial is due today.

Each round: read your own card only (3 minutes), talk for up to 5 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Use your completed evidence-to-request worksheet (WS-04). Give the 60-second version first, then answer questions.
- Keep seen, told and not yet known apart, out loud.
- Do not name or describe the operative who told you.
- End with one request, its owner and a time.

Cut along this line. Give each card to a different person.

RP-04 Round 1, Card B: Dan Whitfield, lifting coordinator

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Tuesday 10:30, the lifting coordinator's cabin. Samira has asked the lifting coordinator for about ten minutes. Ian's order deadline is at noon, and the lift plan for Friday's trial is due today.

Each round: read your own card only (3 minutes), talk for up to 5 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Your draft lands both packs on level 5, at about 07:15 and 07:40. You assumed the crew would stack boards just inside the gate.
- You respond well to distances, times and loads. If A uses words like 'dangerous' or 'disaster' without facts, ask: 'Is it unsafe or isn't it?'
- If A gives checkable facts, accept the timing problem.
- You will not sign a plan today that may change, and you will not brief the crew on an unfinished plan. Say so if A asks you to finish it today.
- If A asks you to look at options with the crew, agree to a time and place.

RP-04 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 14:10, a corridor on level 3. Samira meets the works supervisor on his way back from the crane base. He has about two minutes.

Each round: read your own card only (3 minutes), talk for up to 5 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have two minutes. Give a 60-second version that suits a works supervisor: crane hours, the facade start, the order deadline.
- Say what you are not claiming.
- Ask for one thing he owns, or ask him to take one thing to its owner.

Cut along this line. Give each card to a different person.

RP-04 Round 2, Card B: Tomasz Nowak, works supervisor

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Monday 14:10, a corridor on level 3. Samira meets the works supervisor on his way back from the crane base. He has about two minutes.

Each round: read your own card only (3 minutes), talk for up to 5 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You are busy. Ian needs the order by Tuesday noon, and the crane must be back on the facade at 08:00 on Friday.
- If A gives a verdict ('it doesn't work') before facts, ask 'Who says?' If A says 'one of the lads', ask which one.
- If A gives facts in your terms, offer to pass them to Dan, and to ask the M&E supervisor about level 4.
- If A asks you to decide the lift plan, say it is Dan's.

RF-04 Role-play feedback sheet

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For RP-04. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Said how long it would take and that a request was coming.	
☐ Yes ☐ No	Gave what A saw before what A was told, and kept them apart.	
☐ Yes ☐ No	Said at least one thing A does not know yet, and who would know.	
☐ Yes ☐ No	Described the exposure in the work's units (loads, minutes, metres, people).	
☐ Yes ☐ No	Said what A is not claiming; used no exaggeration.	
☐ Yes ☐ No	Did not name or identify the person who told A.	
☐ Yes ☐ No	Ended with one request, an owner and a time.	

Debrief

1. *Which sentence did B find easiest to check?*

2. *Where, if anywhere, did A overstate or understate?*

3. *Could B repeat the request afterwards?*

WS-05 Options and constraints sheet

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Decision and who decides	Fixed limits (an option that breaks one falls away)	Prepared by (role, not name)

Before the meeting, write the three or four constraints every option is tested against in the Check headings. In each option, say what happens to every part of the work. Verdict: Falls away (why) / Preferred, if... / Fallback.

Option (every part of the work)	Check 1:	Check 2:	Check 3:	Check 4:	Who must agree or verify; by when	Verdict

Before the decision: does every surviving option have an owner and a time for each condition? Who will tell the people affected what is still undecided, and when?

RP-05 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Tuesday 15:00, level 4 near the loading platform. Samira tests options for Friday's two packs with the lifting coordinator. (In a group, others can play the foreman and the works supervisor.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Use the options and constraints sheet (WS-05). Name the decision owners and the four constraints before discussing any option.
- Ask for ideas you have not listed. Make sure each option says what happens to both packs.
- Let an option fall away if a fixed limit rules it out; record why.
- Finish by reading back the preferred option, the fallback and each condition's owner and time.

Cut along this line. Give each card to a different person.

RP-05 Round 1, Card B: Dan Whitfield, lifting coordinator

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Tuesday 15:00, level 4 near the loading platform. Samira tests options for Friday's two packs with the lifting coordinator. (In a group, others can play the foreman and the works supervisor.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- The lift plan is yours. If A presents an option as already decided, say: 'Don't bring me a finished plan.'
- Both packs to level 5 with four crew is not something you will plan.
- One pack to level 4 is possible only if M&E clear the platform by Wednesday 10:00 and you then check it and its safe working load.
- With two receiving platforms, your plan needs a slinger at each, plus the laydown: three slinger hours. You will not have one slinger running between floors against the clock. Say this only if A asks what the option needs.
- Facts you hold for the other options: inside the level 5 gate is a marked escape route (nothing may be set down); the order went in this morning, two full packs, Thursday afternoon.
- If asked what 07:00 looks like: operator from 07:00 (checks first), three slingers, you supervising; you want both packs taken in within the first hour.
- If A reads back the result accurately, agree to write both versions tonight.

RP-05 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 07:30, the laydown. Samira tells the crew where it stands, with a crew colleague interpreting. Graham decides at 15:00 today.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Say what is out and why, what has been proposed to Graham, and the fallback.
- Say clearly what is not decided yet, who decides it, and when the crew will hear.
- Use short sentences. Ask the interpreter to check back the main points.
- Do not promise an outcome that belongs to someone else.
- Facts you hold: Ian's company pays the 07:00 start for Friday's trial only, confirmed in writing by Priya; how many start at 07:00 is still for Ian to confirm; a Monday early start is not agreed.

Cut along this line. Give each card to a different person.

RP-05 Round 2, Card B: Nico, crew colleague who interprets

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 07:30, the laydown. Samira tells the crew where it stands, with a crew colleague interpreting. Graham decides at 15:00 today.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Interpret faithfully, but if A's sentences are long, summarise and say so.
- Ask, for your colleagues: 'And if Graham says no?'
- Ask: 'Who starts at seven on Friday? Is it paid?'
- If A checks back with you, repeat the main points accurately.

RF-05 Role-play feedback sheet

BLANK

For RP-05. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Named the decision owners before discussing options (round 1).	
☐ Yes ☐ No	Tested every option against the same constraints.	
☐ Yes ☐ No	Made sure each option covered both packs.	
☐ Yes ☐ No	Let at least one option fall away, with its reason.	
☐ Yes ☐ No	Gave each condition an owner and a time.	
☐ Yes ☐ No	Said clearly what is not yet decided and when people will hear (round 2).	
☐ Yes ☐ No	Promised nothing that belongs to someone else.	

Debrief

1. *Which option fell away, and who supplied the fact?*

2. *Could B repeat what is decided and what is not?*

3. *What would A do if the preferred option failed its check?*

WS-06 Objection diagnosis card

BLANK

Date	The plan or request objected to	Objection from (role)

0. Check first (tick one)

☐ **The objection is about serious, immediate danger, or someone has stopped work because they believe they are in danger now. STOP: this is not resistance to manage. Act on it under the site's intervention and stop-work arrangements, and report it.**

☐ A planned change or request: continue.

1. What was said *Their words, as close as you can. Who, where, when; directly or through someone else?*

2. What I first assumed *Write it down so you can test it.*

3. The question I asked *Open, about the obstacle: what would make it hard? Then: anything else?*

4. What I heard *Facts, separate from feelings. Mark what changed my understanding.*

5. Diagnosis *Feasibility / Misunderstanding / Authority / Resources / Disagreement. Underline those that apply; say why.*

6. What changes *The plan? What I report, and to whom? Nothing (and why)?*

7. Owner, by when; escalate? *Who can resolve each part, and when. Escalate only if the owner cannot or will not act.*

RP-06 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 09:30, level 5, the crew's tea break. Earlier this morning the crew colleague who interprets said he would not interpret Dan's receiving brief on Thursday at 07:30, and Samira tried to change his mind. She has come back to understand.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Start by owning the earlier exchange in one sentence. Do not repeat the case for the brief.
- Ask what would make the brief hard. Check back the reason in your own words, including any uncomfortable part.
- Then ask: 'Is there anything else about Friday I should know?'
- Work out what kind of objection it is before suggesting anything. Ask what would make it work.
- Do not commit B, Ian or Dan to anything. Say what you will take to whom, and by when.
- Ask how B wants to be named when you pass this on.

Cut along this line. Give each card to a different person.

RP-06 Round 1, Card B: Nico, crew colleague who interprets

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 09:30, level 5, the crew's tea break. Earlier this morning the crew colleague who interprets said he would not interpret Dan's receiving brief on Thursday at 07:30, and Samira tried to change his mind. She has come back to understand.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- If A starts by persuading or praising you, say 'OK' and go quiet.
- If A asks what would make it hard: a lifting brief uses words (signals, exclusion zone, safe working load) you are not sure of in your colleagues' language. If one is wrong and something happens, you will be blamed. You are a dryliner, not an interpreter.
- Only if A asks whether there is anything else: you are one of the two who come in by car, at about 07:25. So the four at 07:00 on level 4 would include the two colleagues with limited English, with nobody to explain a change.
- If asked what would work: someone from Ian's office speaks the language and might join by phone. On the day you can help with 'wait, go, stop', but not the brief.
- If A asks how to name you, say A can name you.

RP-06 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 10:15, by phone. Samira tells Ian, the drylining subcontractor's contracts manager, what she learned, and asks him two questions.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Say what you learned and where it came from, as agreed with the crew colleague.
- Ask two things, each with a time: can Nico be brought to site by 07:00 on Friday; and can someone who speaks the crew's language join Dan's brief on Thursday at 07:30?
- If Ian asks why the brief is his business, explain that these are his workers and the brief must reach them in a form they understand.
- Say what happens if either answer is no: without the van, all six start at 07:30; without language support, Dan decides who works at the platforms.

Cut along this line. Give each card to a different person.

RP-06 Round 2, Card B: Ian Fraser, contracts manager

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 10:15, by phone. Samira tells Ian, the drylining subcontractor's contracts manager, what she learned, and asks him two questions.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Your company van passes near Nico's home at about 06:30. You think it can pick him up, but you must check with the driver. Do not promise; offer an answer by 17:00.
- A colleague in your office speaks the crew's language. Whether they can join by phone at 07:30 on Thursday is also an answer for 17:00.
- Ask: 'Is this becoming a permanent arrangement?' You do not want a one-off trial to turn into an obligation.
- If A answers that it is for this trial only, and anything after it goes through Priya, agree to the two answers by 17:00.

RF-06 Role-play feedback sheet

BLANK

For RP-06. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Asked about the obstacle before offering any answer.	
☐ Yes ☐ No	Checked back the reason in A's own words, and asked B whether it was right.	
☐ Yes ☐ No	Asked 'anything else?' after the first reason was heard.	
☐ Yes ☐ No	Named at least two kinds of objection, with a reason for each.	
☐ Yes ☐ No	Committed nobody else to anything.	
☐ Yes ☐ No	Gave each request an owner and a time (round 2).	
☐ Yes ☐ No	Said what happens if either answer is no (round 2).	

Debrief

1. *What did A learn only after asking 'anything else?'*

2. *What, if anything, changed in what A will report to the decision-maker?*

3. *Was there any point where A was persuading rather than asking?*

WS-07 Decision brief and record

BLANK

Meeting (date, time, place)	Decision owner	Present (roles)

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: do not hold this for a meeting. Use the site's intervention and stop-work arrangements, and report it.**

☐ A planned decision: continue.

1. Decision asked (before the meeting) *One sentence, answerable yes or no. Send it in advance.*

2. Decided *What, by whom. Anything declined, and why.*

3. Resources confirmed *Only what is confirmed now: who confirmed it, and how.*

4. Conditions outstanding *Each: owner, time, and what happens if it is not met.*

5. Not decided here *Technical checks, briefs, on-the-day calls, other owners' decisions; with their owners.*

6. Who tells whom, when *Especially the people doing the work.*

7. Read back and sent *Time; anyone who disagreed; who received the record.*

RP-07 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 15:00, the project manager's office. Fifteen minutes before a client call. Samira needs Graham's decision on Friday's trial. (In a group, others can play the lifting coordinator and the works supervisor.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Ask for the decision first, in one sentence, and say how the time will be used.
- Give the background in two or three sentences, including what fell away.
- Say which resources are confirmed, and which are not, with owners and times.
- Keep the lift plan, Friday's checks and the weather call with Dan. Do not ask Graham to approve them.
- Read back by owner, and finish with who tells the crew what, and when.
- Facts you hold: level 4 passed Dan's check at 11:30; three slinger hours needed (two already approved); paid start confirmed by Priya; Ian answers by 17:00 on Nico's transport and language support; if not four at 07:00, all six at 07:30. Lifts finish by 08:00 either way; with a 07:30 start, the boards are off the platforms by about 08:30 (Dan's estimate).

Cut along this line. Give each card to a different person.

RP-07 Round 1, Card B: Graham Ellis, project manager

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 15:00, the project manager's office. Fifteen minutes before a client call. Samira needs Graham's decision on Friday's trial. (In a group, others can play the lifting coordinator and the works supervisor.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have fifteen minutes. If A has not asked for a decision by minute three, ask: 'What do you want from me?'
- Ask: 'Who's in at seven?' and 'If it's called off on Friday, where are the boards?'
- You will approve the third slinger hour, Friday only, and accept the late brief, if A has said who confirms what and by when.
- Decline to book a Monday lift in advance. Say: 'If Friday's off, ring me by eight and I'll decide then.'
- If A reads back accurately, ask for it in writing today, to everyone who has to act.

RP-07 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 15:30, level 5. Samira tells the drylining foreman what Graham decided.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Say what was decided, and by whom.
- Say what is still open: who starts at 07:00 (Ian, 17:00), language support for the brief (Ian, 17:00), the weather call (Dan and the operator, Friday 06:45).
- Say when and how the crew will hear each one.
- Account for both packs, including if Friday is called off.

Cut along this line. Give each card to a different person.

RP-07 Round 2, Card B: Kwame Mensah, drylining foreman

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 15:30, level 5. Samira tells the drylining foreman what Graham decided.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Ask: 'So are we in at seven or not?'
- Ask: 'And if it rains on Friday, what happens to the boards?'
- You will move the crew's trolley from level 3 to level 4 on Thursday, if A mentions it.
- If A says the crew hear on Thursday at 07:30, ask who tells them, you or Dan.

RF-07 Role-play feedback sheet

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For RP-07. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Asked for the decision in the first minute.	
☐ Yes ☐ No	Separated confirmed resources from outstanding conditions.	
☐ Yes ☐ No	Kept technical checks and on-the-day calls with their owners.	
☐ Yes ☐ No	Gave every condition an owner, a time and what happens if it fails.	
☐ Yes ☐ No	Recorded what was declined.	
☐ Yes ☐ No	Accounted for both packs in every case.	
☐ Yes ☐ No	Said who tells the crew what, and when.	

Debrief

1. *Could B say, afterwards, exactly what was decided and what was not?*

2. *Which condition was hardest to give a time to?*

3. *What would A have done if B had said no to the third slinger hour?*

WS-08 Contractor handover sheet

BLANK

Work and date	Employers at this interface	Prepared by (role, not name)

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: do not wait for a handover. Use the site's intervention and stop-work arrangements, and report it.**

☐ A planned arrangement: continue.

1. What each party provides *One line per employer. Confirmed items only: who confirmed, how, when.*

2. What stays with each employer *Their people, their instructions, their plan. Not moved by agreement.*

3. Language and understanding *How information reaches each worker; who supports; stated limits.*

4. Changes on the day *Who decides; who tells whom; by when; how.*

5. Missed messages *How receipt is confirmed; who follows up, by when; backstop.*

6. Open items *Not yet confirmed: owner, time.*

7. Confirmed with *Roles who agreed it; when sent, to whom.*

RP-08 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 17:05, by phone. Ian, the drylining sub-contractor's contracts manager, gives Samira his answers about Friday.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Write down each answer exactly, with the time. Ask what the phone support covers: who, how long, what happens if the line drops.
- Do not arrange anything for Ian's crew yourself. Ask who will tell them, and when.
- Do not ask the crew colleague who interprets to cover anything he has declined.
- Say whom you will pass the answers to (Dan and Kwame), and when.

Cut along this line. Give each card to a different person.

RP-08 Round 1, Card B: Ian Fraser, contracts manager

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Wednesday 17:05, by phone. Ian, the drylining sub-contractor's contracts manager, gives Samira his answers about Friday.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- The van cannot bring Nico for 07:00: the driver starts at another site at 06:30. So all six start at 07:30.
- A colleague in your office who speaks the crew's language can join Dan's brief by phone, Thursday 07:30, for 20 minutes. She knows your paperwork, not cranes. Say this only if asked what the support covers.
- If A offers to text your crew, say: 'Kwame tells my crew.'
- If A suggests Nico covers 'the safety bits', say: 'You told me what he won't do. I'll sort the language.'

RP-08 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Thursday 08:00, level 4, after Dan's brief. Samira, Kwame and Dan agree how a Friday change reaches every crew member. (In a group, someone can play Dan.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Show what is confirmed. Leave the boxes for messages and follow-up to their owners.
- Ask how a 06:45 change reaches six people who travel separately, two of them in one car.
- Ask who follows up anyone who does not reply, by when, and the backstop if the foreman cannot be reached.
- Read back by owner, including any limit a worker has stated.

Cut along this line. Give each card to a different person.

RP-08 Round 2, Card B: Kwame Mensah, drylining foreman

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 24, Thursday 08:00, level 4, after Dan's brief. Samira, Kwame and Dan agree how a Friday change reaches every crew member. (In a group, someone can play Dan.)

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have a phone group for the crew. If asked, you will send the message by 06:55 after Dan rings you by 06:50.
- Only if A asks how you know everyone got it: everyone replies 'OK', including both in the car; you ring anyone without a reply by 07:05; you meet anyone still missing at the gate at 07:25.
- Only if A asks: Emil's colleague did not pass Dan's check; you will put him on the level 4 trolley, away from the platform.
- Only if A asks about a backstop: Ian has agreed to send the message from his office list by 07:00 and ring anyone without a reply by 07:10; Dan would meet the crew at the gate at 07:25.
- If A tries to send messages to your crew directly, object.

RF-08 Role-play feedback sheet

BLANK

For RP-08. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Recorded who confirmed each item, and how.	
☐ Yes ☐ No	Left the employer's tasks with the employer.	
☐ Yes ☐ No	Kept the stated limit on interpreting.	
☐ Yes ☐ No	Asked how a change reaches each worker, including those travelling together.	
☐ Yes ☐ No	Agreed how receipt is confirmed, who follows up, by when.	
☐ Yes ☐ No	Agreed a backstop.	
☐ Yes ☐ No	Read back by owner.	

Debrief

1. *Where did A risk taking over another employer's job?*

2. *Would every crew member hear a 06:45 change before arriving?*

3. *Who would notice a missed message, and when?*

WS-09 Follow-up record

BLANK

Commitment (a few words)	Owner (role) and deadline	Followed up by (role)

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: this is not a follow-up. Use the site's intervention and stop-work arrangements, and report it.**

☐ A planned commitment: continue.

1. Commitment *What, who promised, to whom, by when; where it was recorded.*

2. At the deadline *Done / part done / not done. What I checked, not assumed.*

3. Reminder or escalate? *Can the owner still deliver? What is in the way? What does delay cost, by when? Anyone in danger now?*

4. Reminder *When, how, new time.*

5. Escalation *To whom, when, owner told; decision asked.*

6. Outcome and evidence *What happened; who confirmed; how it was checked.*

7. People told *Who told the people affected, when.*

RP-09 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Monday 12:40, by phone. The works supervisor promised the M&E subcontractor's date for a flat cover by 12:00. It has not arrived.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Start by asking what is in the way. Do not assume the owner has not tried.
- Use the four questions: can the owner still deliver; what is in the way; what does delay cost and by when; is anyone in danger now.
- If you think escalation is needed, ask the owner whether they mind, and agree what you will ask for.

Cut along this line. Give each card to a different person.

RP-09 Round 1, Card B: Tomasz Nowak, works supervisor

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Monday 12:40, by phone. The works supervisor promised the M&E subcontractor's date for a flat cover by 12:00. It has not arrived.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- You have asked the M&E supervisor twice. He says he cannot release the labour; the M&E contracts manager decides their programme.
- If A blames you, say: 'You could have asked.'
- If A asks whether they can take it to the project manager, say: 'Go ahead. Tell him I've asked twice.'

RP-09 Round 2, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Monday 14:00, the project manager's office. The works supervisor is present. Samira asks for one decision.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Ask for one decision, and say why it is the project manager's.
- Say what the delay costs, in proportion: an improvement, not a stop.
- Keep the decision about the next delivery separate; it is on Tuesday.
- Say how the people affected will hear the outcome.

Cut along this line. Give each card to a different person.

RP-09 Round 2, Card B: Graham Ellis, project manager

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Monday 14:00, the project manager's office. The works supervisor is present. Samira asks for one decision.

Each round: read your own card only (3 minutes), talk for up to 8 minutes, then give feedback (5 minutes). For round 2, swap roles and use the round 2 cards.

- Ask: 'What happens if there's no cover by Thursday?'
- If A also asks you to decide about the next delivery today, say: 'That's tomorrow, on the record.'
- If the request is clear, agree to ring the M&E contracts manager now and report by 16:00.

RF-09 Role-play feedback sheet

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For RP-09. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Asked the owner what was in the way before escalating.	
☐ Yes ☐ No	Used the four questions.	
☐ Yes ☐ No	Escalated with the owner's knowledge.	
☐ Yes ☐ No	Asked for one decision, from the person who can make it.	
☐ Yes ☐ No	Stated the cost of delay in proportion.	
☐ Yes ☐ No	Kept the next-delivery decision separate from this request.	
☐ Yes ☐ No	Said how the people affected will hear.	

Debrief

1. *Would a reminder have been enough? Why, or why not?*

2. *What exactly did A ask the decision-maker to do?*

3. *When is this follow-up finished?*

WS-10 30-day plan

BLANK

Start date	Live issue (a few words)	Planned with (role)

0. Check first (tick one)

☐ **Someone could be seriously harmed now. STOP: act today. Use the site's intervention and stop-work arrangements, and report it. This plan is for planned improvements.**

☐ A planned improvement: continue.

1. The live issue *One sentence: what, where, who does the work.*

2. Whom I will hear from *People doing the work first; owners of limits and resources. How I reach people who may not speak up in a group or in English.*

3. The decision I will ask for *One sentence; who can make it; when.*

4. Follow-up dates *At least days 7, 14, 21, 30: what I will check each time.*

5. What would show it helped *Indicators the people doing the work would recognise; baseline if I have one.*

6. What I will not claim *Effects my records cannot show.*

7. Who hears the outcome, when *People affected first.*

RP-10 Round 1, Card A: Samira Haddad, HSE adviser

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Thursday 15:40, the site office. After the committee kept the item open, Samira plans the next 30 days with the worker safety representative.

Each round: read your own card only (3 minutes), talk for up to 10 minutes, then give feedback (5 minutes). For round 2, use your own live issue.

- Start from the representative's criticism. Ask for her help, not her agreement.
- Cover the four questions: whom to hear from; the decision to ask for; follow-up dates; what would show it helped.
- Use your week 23 baseline: 14 two-person board trips on the core stair between 10:10 and 10:30.
- Say what you will not claim.

Cut along this line. Give each card to a different person.

RP-10 Round 1, Card B: Lucía Ferreira, worker safety representative

PARTICIPANT CARD

Read only your own card. Calder Street (fictional), week 25, Thursday 15:40, the site office. After the committee kept the item open, Samira plans the next 30 days with the worker safety representative.

Each round: read your own card only (3 minutes), talk for up to 10 minutes, then give feedback (5 minutes). For round 2, use your own live issue.

- Ask: 'Who are you hearing from? Not just Kwame.'
- Offer to ask the two who reported aching backs, without names.
- If A's indicators are about the crane or about A's activity, ask: 'And for them?'
- If A claims fewer injuries, object.

RP-10 Round 2, Card A: you, with your own live issue

PARTICIPANT CARD

Read only your own card. Your own project. Participant A brings one live issue. Participant B is a colleague who asks the four questions.

Each round: read your own card only (3 minutes), talk for up to 10 minutes, then give feedback (5 minutes). For round 2, use your own live issue.

- State the issue in one sentence and check box 0.
- Name whom you will hear from first, and how you will reach anyone who may not speak up.
- State one decision, its owner and when.
- Give at least four follow-up dates and one indicator with a baseline.

Cut along this line. Give each card to a different person.

RP-10 Round 2, Card B: Colleague (critical friend)

PARTICIPANT CARD

Read only your own card. Your own project. Participant A brings one live issue. Participant B is a colleague who asks the four questions.

Each round: read your own card only (3 minutes), talk for up to 10 minutes, then give feedback (5 minutes). For round 2, use your own live issue.

- Ask each of the four questions in turn. Accept only specific answers: names of roles, dates, things you could count or hear.
- Ask: 'Would the people doing the work recognise that indicator?'
- Ask: 'What won't you claim?'

RF-10 Role-play feedback sheet

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For RP-10. The observer, or Participant B once out of role, ticks only what they saw or heard.

Date	Round (1 or 2)	Observer (role)

Seen?	Criterion	What was said or done (brief note)
☐ Yes ☐ No	Started with the people doing the work.	
☐ Yes ☐ No	Asked for one decision, with an owner and a time.	
☐ Yes ☐ No	Set dated follow-ups, each with something to check.	
☐ Yes ☐ No	Chose indicators the people doing the work would recognise.	
☐ Yes ☐ No	Used a baseline where one exists.	
☐ Yes ☐ No	Said what will not be claimed.	
☐ Yes ☐ No	Said who hears the outcome first.	

Debrief

1. *Which part of the plan would be hardest to keep to?*

2. *What would make A close the issue too early?*

3. *Who will see the plan at day 30?*