

*Tell What You'll Do With It*

The next worry people generally have is:

"If I discuss this openly, what will be the result? What will he/she do with it? Why should I be a party to that?"

If your issue deals with fellow workers there is the loyalty issue to contend with, and the feeling that the troops bond together, not necessarily with the leader. There's also the consequence of lapsed privacy and secrecy. So tell them what you'll do with the information and how, in as much as you can.

*Help by Leading*

"There are probably two things you can tell me about that. You worked with the . . . so you could start there."

Leading people toward some organized direction instead of saying, "What can you tell me?" is very reassuring. Since the concerns are generally as we have described them, it helps to have *you* edit and eliminate, rather than leaving them to flounder in a sea of choices, most of which look dangerous. Starting them talking helps you to ask follow-up questions to pinpoint more specifically or to move off to another direction.

*If You're Not Getting What You Need*

Say it. Tell the person being questioned what the problem seems to be and what's missing. I don't suggest too many manipulative cross-examiner tactics, especially if you have no training in this. If someone feels backed into a corner, they will become even more defensive and guarded.

**Handling Anger—Yours and His/Hers**

The major clue to handling anger successfully is: First, agree it's there! Generally, we try to deny it or pretend it's not happening, on both sides.

In a business setting, the person with more power allows him/herself to express anger much more commonly than the subordinate. Yet there are many levels of seething or hostility, and you need to learn to recognize the many faces before you can deal successfully with anger—yours and his/hers.

Perhaps the best way to tell you how to do this is to tell you a story.