

Dilemmas

Place the shared responsesheet in the middle of the table. Each person finds a small object to represent them, such as a coin or pen cap.

Read the case, think individually and choose what you would do. Place your objects on the sheet at the same time. Share your reflections: What lies behind your choice, and where do your perspectives differ? Move your object if your perspective changes.

You do not have to agree. The aim is to explore different ways of taking action.

Responsesheet

I address it in the moment	I speak to a manager	I speak one-to-one with one of the people	I contact an employee representative or health and safety representative	I do nothing
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Dilemma 1: Being heard

Mette works in a team where she has the same role and responsibilities as her colleagues.

Recently, Mette has noticed that two colleagues often interrupt her or overlook her input. They begin speaking before she has finished and talk over her in conversations. At the same time, they usually engage with other colleagues' ideas, while appearing less interested in what Mette says, almost as if they do not really notice her contributions. Sometimes Mette later hears them repeat something she has just said as though it were their own idea.

Both colleagues are friendly towards Mette, and she is sure they are not doing it deliberately. Even so, it affects her professional confidence and her sense of being an equal member of the team.

Imagine that you are Mette's colleague and she has told you about the situation. You have also noticed the two colleagues' behaviour. What would you do the next time it happens?

Dilemma 2: Talking about a colleague's health

Over the past few months, Thomas has experienced several health problems that have led to several weeks on sick leave. His department has sent flowers and a get-wellcard, and his colleagues have generally shown care and concern.

However, one colleague has started talking to others about Thomas's health and absence. In these conversations, the colleague suggests that Thomas's lifestyle and weight may have something to do with the problems. The colleague implies that Thomas may bear some responsibility for his situation.

Imagine that you are part of the team and overhear a conversation like this. What would you do?

Dilemma 3: Mistakes

Jonas is an experienced and respected colleague who is often seen as someone who has things under control. He has a good relationship with the rest of the team, and colleagues often ask him for advice and help.

Recently, you have noticed several situations in which something Jonas was responsible for did not go entirely as planned. These were minor mistakes that were subsequently corrected, but Jonas has been reluctant to talk openly about them or take responsibility for them with the rest of the team.

He seems concerned that doing so could affect their confidence in his work.

Your manager has previously said that talking about mistakes can help everyone learn from them. Jonas is precisely the kind of colleague who could help create that openness, because others listen to him and regard him as professionally competent.

Imagine that you are Jonas's colleague. What would you do the next time you experience something similar?