

CROSS & CURL SCRIPT (50 minutes to go through as cross and then curl and some discussion)

<i>slide</i>	<i>as a cross</i>	
1	The Tale of Curl. This story was inspired by a book by Rosabeth Moss Kanter called “A Tale of ‘O’: On being different in an Organization” which was published in 1980 in the United States. The story is a familiar drama which is performed every day, in every group where there are many more of one kind of people than of others; where some people have an easy time fitting in because they’re just like everyone else, while other people have problems because . . . Well, because they are different.	
2	There are two kinds of characters in our story: ☞ the crosses -	
3	These are the people who are in the majority.	
4	And ☞ the curls -	
5	There are not many of them.	
6	The crosses and the curls could be anybody. What makes someone a cross or a curl is just how common they are in that particular group. From then on, they play a role that may have little to do with what they are really like as people. In fact, in a different group they may have the opposite role, even though they are still the same person.	
	<i>hand out worksheet</i>	
7	Before the first curl arrived, the crosses never knew they had so much in common . . . The crosses didn’t think about how they were doing things as being the ‘cross way’; they thought of it as the ‘normal way’, the ‘right’ way, the ‘best’ way, sometimes even the ‘only’ way, because it was how ‘everybody’ did it not noticing that everybody was a cross.	
	<i>question 1</i>	
8	But then a curl joined the group.	
9	And what had seemed like significant differences: ☞ height, ☞ thickness, ☞ shades of grey, and sometimes even ☞ tipsiness...	
10	..suddenly aren’t so significant any more: the difference between any cross and the curl is so great that the differences among the crosses aren’t so noticeable	
11	And because the curl does some things differently, it may find itself an outsider.	
	<i>question 2</i>	
12	What else happens to the only curl in a group of crosses?	
13	There is a spotlight ☞ on the curl; the curl stands out; the curl is eye-catching; the curl gets more awareness and attention than any one of the crosses. Watch what happens as the members of the group move around.	
14	People tend to notice where the curl is, but pay much less attention to the various crosses. ☞	
15	Because the curl is unique it gets extra attention- it’s a novelty, and that has some real disadvantages!	

16	When crosses look at a curl, what they notice is the differences! Sometimes people don't hear a word the curl says because they're too busy just staring at it. 🗣️	
17	People will remember more about the curl than about any one of the crosses	
18	There will be more gossip about the curl,	
19	More stories and rumours about the curl. "You won't believe what that curl did yesterday!" "Did you see that the curl, blah, blah, blah?"	
	<i>question 3</i>	
20	And the curl cannot hide its mistakes as easily as the crosses can. 🗣️ "It was a curl that did it" 🗣️ "Well, there's only one curl around here"	
	<i>question 4</i>	
21	Another problem is that curls often have to live up to two (sometimes conflicting) standards: On the one hand, they have to demonstrate the same expertise as the crosses, and . . .	
22	At the same time, they have live up to the crosses' idea of what a "good curl" is.	
	<i>question 5</i>	
23	And as if this isn't difficult enough, the curl has another problem: there's usually no one in the group to support it in trying to meet these standards. The curl might be completely alone in trying to figure it out.	
24	While the crosses have lots of crosses behind them - to act as role models, to support them by pointing out the shortcuts, to advise and generally back them up -	
25	The curl doesn't	
26	Furthermore, the curl doesn't have access 🗣️ to the networks that connect the crosses to each other and therefore to even more support	
	<i>question 6</i>	
27	A different kind of problem is that, often without even realising it, crosses develop stereotypes about curls because there are too few examples around to contradict the fixed ideas.	
28	The crosses often assume that the curl they know is typical of all curls, but in fact this is an <i>unusual</i> curl: firstly simply because it's in the group of crosses and secondly because it is probably trying to adapt to the cross way of doing things to meet those two standards of both being a competent cross and a good curl	
	<i>question 7</i>	

29	This creates a dilemma when, as often happens, the curl is asked to be a spokesperson for all curls 🗣️ “what do you curls think about blah, blah, blah?”	
	<i>question 8</i>	
30	Of course the curl knows that curls are not all the same! And they certainly don't all have the same views.	
31	But if the curl acknowledges that curls disagree with each other, the crosses may say: “Why can't curls make up their minds?”. The crosses don't notice that crosses often disagree with each other too.	
	<i>question 9</i>	
32	So sometimes the curl spokesperson doesn't acknowledge the differences, which can lead to 🗣️ challenges from other curls	
	<i>question10</i>	
33	And because of that, and/ or for other reasons, the curl may take the lead in criticising other curls and putting down curl characteristics. 🗣️ For example, this may contribute to making the crosses think of their curl as a 'good' curl.	
	<i>question 11</i>	
34	Whatever happens, the curl will be torn between conflicting expectations of the curl and cross groups. Other curls make claims on the curl, criticise and judge it for its behaviour among the crosses, and remind the curl that it is still a curl - no matter how “in” with the crosses it may be. Sometimes this makes the curl feel like a yo-yo with the crosses saying ‘you're still too much like a curl’ and curls saying ‘you are becoming just like the crosses’	
35	So, how can the curl cope with all these performance pressures??? The glare of the spotlight, being noticed for the wrong things, being expected to live up to two standards, having to do its own job and also serving as a token curl, balancing conflicting expectations of the curl and cross groups Curls have tended to make one of three choices.	
36	The first is to do more, better and faster than any cross. This is how a few very talented curls have always been able to succeed among the crosses.	
	<i>question 12</i>	
37	Some curls make a second choice: they try to look like a cross, to blend into the crowd and become less visible by wearing cross clothing, using cross mannerisms and cross language, and generally acting as much like a cross as possible.	
38	If they are successful, the crosses are likely to define it as an exceptional curl.	
39	Having what the crosses call a “good sense of humour” helps. That means being willing to laugh at the jokes the crosses might tell about the curls and even telling a few. But of course the curl shouldn't tell any cross jokes - that wouldn't be funny at all!	
	<i>question 13</i>	

40	Some curls make a third choice: they avoid the competition altogether and step out of the spotlight, 🙋 by taking a job behind the scenes. This relieves the stress of performing under constant pressure. Instead, the curl can be just an assistant.	
41	This last choice, dropping out, 🙋 has led to a popular conclusion: “Curls are lazy. They don’t want to work hard to get the top jobs.” But you can see that what curls don’t want is all the visibility and the pressures that go with being the only curl in a group of crosses.	
	<i>question 14</i>	
42	The End	