

REFEREE THE ROOM

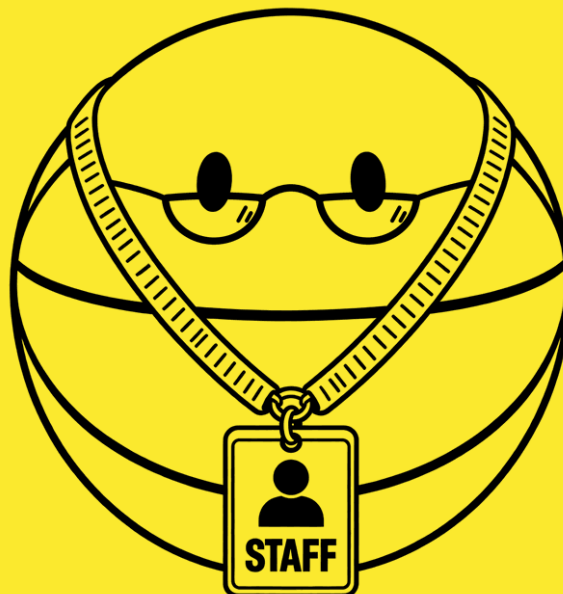
CREW COURSE

Free sample: Module 5, The Private Warning

Every slide, with the words to say underneath it.

Print it, or keep it open on a second screen.

The notes in the PowerPoint file say the same thing.



WHERE CAN I BE MOST USEFUL NOW?

Carry this question through the shift.

Sometimes the answer is a better angle. Sometimes it is a clear decision, a quiet word, or the discipline to leave a harmless complaint alone.



What to say and do

TIME 3 min. The class starts here. Say the question and wait. Then: "Turn to the person beside you. Two minutes. Where were you most useful on your last shift? No client names." Take two answers. Do not fix anything yet.

Say: "We will come back to this question at the end of the course." It is on page 2 of the Introduction. The Afterword ends on the same idea: "Be useful. Stay fair. Keep the room moving."

WHY OFFICIALS?

Professional sport gives these practices a demanding setting: intense competition, powerful personalities, public scrutiny, and consequences for mistakes. Officials have to recognize rising emotion, respond without feeding it, and keep the game moving.

The paragraph is from the Introduction, pages 1 and 2.

**IF IT HAPPENS ON YOUR
SHIFT, SPORTS
OFFICIATING HAS AN
ANSWER.**

What to say and do

TIME 2 min. Read the paragraph. Then the card. If someone says they do not follow sports: "You only need to watch one person: the official."

WHAT OFFICIATING ASKS OF YOU

The referee's influence is everywhere in a well-run match, yet the players still own the game. Aim for that kind of presence on your shift.

Athletes can walk off the field. Many of the people you serve have nowhere else to go. That raises the standard for every call you make.

Officiating tests the character of the person in charge.

- ☐ Can you stay fair when you are annoyed?
- ☐ Receive a correction without getting even?
- ☐ Help someone you find hard to like?
- ☐ Make the call firmly, then let it end?

What to say and do

TIME 2 min. Read the left card aloud. Then ask the four questions slowly and let them sit. Do not ask for answers.

Then read these lines from the same page: "When intimidation goes unchecked, other people lose room to speak, move, rest, and ask for help. Notice the person who has stopped asking. They belong in the picture too." From the Introduction, page 3.

PREVENTATIVE OFFICIATING

Acting while a problem is still small.

**A better
position.**

An early word.

**A clear
expectation.**

**A coworker
watching what
you cannot.**

De-escalation helps when tension is rising. Preventative officiating also works on the conditions around the encounter: where people wait, what they expect, whether instructions agree, and who notices friction before it gathers an audience.

What to say and do

TIME 1 min. This is the starting point of the whole book. Much of this work barely attracts attention. That is the point.

THE COURSE FOLLOWS YOUR SHIFT



Part One WHAT THE SHIFT COSTS

1 The Cost of Absorbing



Part Two START OF SHIFT

2 Take the Handover



Part Three DURING THE SHIFT

3 Get Into Position

4 Name the Behaviour

5 The Private Warning

6 Make the Call Clear



Part Four CLOSE OF SHIFT

11 Hand Over the Shift

12 The Long Ride Home

7 Make Warnings Mean
Something

8 The Rest of the
Room

9 Respond to Danger
and Distress

10 Turn to the Restart

What to say and do

TIME 1 min. Four parts, twelve modules. The face changes as the shift goes on.

TWELVE MOMENTS FROM THE BOOK

Every module opens on one of the book's video stories. You will watch it, pause it, and make the call.

1 **The laugh that cost two people their place**
A laugh on the bench costs a player the game and a referee the season.

2 **The warning landed on the wrong person**
A manager is ejected for something a fan said.

3 **The hand everyone remembers**
The Hand of God. Where were the officials standing?

4 **The peace sign that was not peaceful**
A peace sign in the Super Bowl draws a flag.

5 **The conversation before the card**
A referee's microphone catches the quiet word that works.

6 **George Brett and the pine-tar explosion**
George Brett, a bat full of pine tar, and a home run taken away.

7 **A warning has to mean something**
Warned once. Then a red card in the Premiership final.

8 **The winning runner was tagged out, and the run still counted**
Tagged out at home, and the run still counts.

9 **The loudest person is not the only person in the room**
Conor McGregor storms the cage. The referee still has a fighter to check.

10 **Returning to work after the mistake everybody saw**
The day after the missed perfect game, the pitcher brings the umpire the lineup card.

11 **Two words that meant opposite things**
"Check complete." Two words, two meanings, one wrong result.

12 **The person behind the whistle**
The voice that controls a stadium goes home afterward.

What to say and do

TIME 1 min. Read three or four of these aloud, fast, like a highlight reel. Do not explain them. Say:
"One per session. Watch the official, not the star."

HOW WE USE THE BOOK

ON YOUR SHIFT

Every chapter ends with situations in a worker's own words. We pick one each session and read the answer aloud.

LOOK IT UP

The A to Z at the back. Find the words closest to your situation. Page numbers lead to answers. Danger and distress: Chapter 9, page 111.

YOUR WORKPLACE PAGES

Six sections in the chapters that you fill in for this site, two pages of workplace notes, and two contact pages. Bring a pen.

What to say and do

TIME 1 min. Hold up the book. Show Find It Fast at the front and Look It Up at the back. Ask someone to look up a hard moment from a recent shift. No client names.

My Workplace Notes start on page 217. The two contact pages are on pages 219 and 220.

1 min ■ □ □ □ □ □ □ □ □

MODULE 5 Part Three: During the Shift

THE PRIVATE WARNING

March 2019. Referee Jarred Gillett wears a microphone for his last A-League match before moving to England. Usually, television lets us hear the whistle and the crowd. For once, you can hear the work between those noises.

**Who here has been corrected in front of a crowd?
What did it make you want to do?**



About 25 minutes. Book pages 60 to 69.

REFEREE THE ROOM Crew Course Module 5: The Private Warning

8

What to say and do

TIME 1 min. Say the module title. Then read the setup aloud, like a commentator: every fact in it is from the chapter. Stop before you explain anything. Ask the question on the slide and take two answers. Do not comment on them yet. Then roll the tape.

SETUP: clip cued and sound tested. A book on every table, open to page 60.

ROLL THE TAPE

4 min



The conversation before the card

Jarred Gillett mic'd up. Brisbane Roar v Western Sydney Wanderers, March 2019. Fox Sports Australia. Book video V13.

Listen for

- 1 Listen for the line to Tobias Mikkelsen: "If it is not your free-kick then move away from the ball."
- 2 Ask the room: what was the player told to do? How many words did it take?
- 3 Keep watching. The correction stays small, and the restart gets a route forward before anyone has to make a spectacle of it.

Search: Jarred Gillett mic'd up A-League

[Open the link](#)

REFEREE THE ROOM Crew Course Module 5: The Private Warning 9

What to say and do

TIME 4 min. Say: "Watch the official, not the players." Play it. Then walk the three points on the slide and take short answers.

If the room does not follow sports: "You only need to watch one person. What do they do with their feet, their hands, and their voice?"

BRIDGE TO OUR FLOOR: Gillett gave the player something to do before he had to make a spectacle of it. A private warning works the same way, while the problem is still small.

LINK: <https://youtu.be/UR9wwqjbO1I>

This is the same short link the book prints beside the story. Link checked on October 19, 2026. Test it the day before.

FIND IT: search "Jarred Gillett mic'd up A-League".

BACKUP: If the link fails, search "Jarred Gillett mic'd up" for another upload of the same match.

MORE TAPE FROM CHAPTER 5 (all in Appendix E of the book):

V01 The laugh that cost two people their place. <https://youtu.be/EWf2d0WdA5s> (book page 69)

V09 The coach who became an obstacle. <https://youtu.be/0NpzVqPvfFU> (book page 65)

V14 The Good Friday Massacre. <https://youtu.be/65sYyUEEcsg> (book page 64)

V15 When helping becomes taking a side. <https://youtu.be/QTF7fW5d8aM> (book page 67)

FROM THE FIELD

2 min ☐☐☒☐☐☐☐☐☐☐

BASEBALL
Jack Oujo and Randy Johnson

Oujo waited for a pause to address Johnson's visible disagreement privately. A pitcher's frustration can become a performance for the whole ballpark. Johnson stayed in the game.

HOCKEY
Good Friday, 1984

Montreal against Quebec, a playoff rivalry that erupted into fighting, then boiled over again before the third period. In Bruce Hood's account, he was still telling players to separate when a punch landed within reach.

youtu.be/65sYyUEEcsg

NFL
The sideline, again

The sideline in the Tomlin incident was working space even when it looked like a convenient place to watch. On your floor, a queue marker, usable storage and a clear waiting place do some of the explaining.

youtu.be/0NpzVqPvfFU

REFEREE THE ROOM Crew Course Module 5: The Private Warning 10

What to say and do

TIME 2 min. Three stories, one practice. Ask three people to read one card each. The full stories are in the book, pages 60 to 69.

A card with a link is a clip too. If the room is into it and you have a minute, play one. Watch the official, not the star.

V14 Good Friday, 1984: <https://youtu.be/65sYyUEEcsg>

V09 The sideline, again: <https://youtu.be/0NpzVqPvfFU>

3 min 

The call

NAME THE ACTION. GIVE THE REASON. ALLOW TIME.

- Keep the first request concrete: "Please move the speaker away from the sleeping area."
- Crocodile brain can turn an audience into a test of your authority. A private warning takes some of that pressure out of the exchange.
- A private correction leaves the person fewer public things to defend.
- Check understanding before assuming refusal. A person may need the instruction repeated more slowly, a gesture toward the place you mean, or practical help.
- Do not keep treating active violence as a conversation awaiting the perfect sentence. Create distance, warn bystanders, and activate the emergency response. Call 911 for immediate danger or serious injury.

REFEREE THE ROOM Crew Course Module 5: The Private Warning 11

What to say and do

TIME 3 min. This is the one slide to remember. Read the headline aloud, then the lines. Ask: "Which line would have changed something here this month?" Take one answer.

2 min ☐ ☐ ☐ ☐ ☒ ☐ ☐ ☐ ☐

TWO BAGS AND A STRAP

The worker found a request the man could follow and checked the result.

1

Meal service is starting. Two bags sit in the narrow walkway. One strap lies across the gap.

2

"Please put these bags under your table so people can get through." There is already a large bag there.

3

She checks the storage space nearby and offers it. He moves the bags.

4

She checks the whole walkway, including the strap. The soup stays in the bowl.

What to say and do

TIME 2 min. Walk the four steps from the book's floor scene. Ask: "Where would this have gone differently on our floor?" Remind the room that this works inside your role, your training, and your site's procedures.

1 min ☐ ☐ ☐ ☐ ☐ ☒ ☐ ☐ ☐

WORDS YOU CAN USE

“

Please put these bags in the storage space beside the desk.

“

Please speak to me without the insult.

“

Please wait behind this mark. We'll call you when the tray is ready.

What to say and do

TIME 1 min. Have the room say each line out loud, together, in an ordinary voice. It feels odd. Do it anyway. The first time someone says these words should be here, in a calm room. Every line is from the book.

3 min

WHICH OF THESE HAPPENED HERE THIS MONTH?

Their bags are blocking the walkway. p. 65	They keep asking for my personal number. p. 67
Their phone call is waking everybody up. p. 65	My coworker wants us to lend a client money. p. 68
People are crowding the serving counter. p. 66	My coworker lets things slide that I correct. p. 68
A client wants to give me a present. p. 66	My coworker is getting sharp with people. p. 69

REFEREE THE ROOM Crew Course Module 5: The Private Warning
14

What to say and do

TIME 3 min. Read each line and ask for a show of hands. Pick the one with the most hands. Turn to that page in the book and read the answer aloud. Then ask: "What would we add for this site?"

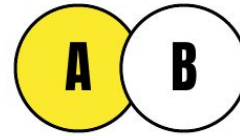
Ground rules: no client names, describe conduct and leave out character.

PRACTISE IT

Drill 5: Make a feasible request

A bag blocks a walkway. Give the owner one clear request. Your coworker explains that the storage place you named is full. Find an available solution and say how you will check that the route is clear.

6 min ☐☐☐☐☐☐☒☐☐



- Pairs. A is the worker. B supplies the facts.
- Three minutes. Then swap.
- Listen for one clear instruction, a reason, and time to respond.
- Practise only the actions covered by your training.

From Appendix B, Practise with Your Crew, page 169.

What to say and do

TIME 6 min. Read the drill aloud. Put people in pairs. Walk the room and listen. You are listening for one clear instruction, its reason, and time to respond. Call "two minutes left," then "swap," then "time."

In your head, everyone is remarkably cooperative. Saying it aloud is the test.

A STORY FROM YOUR FLOOR

2 min ☐☐☐☐☐☐☐☐☐☐☒☐

A repeating argument that a sign, a line on the floor, or a storage space would have ended.

- No client names or identifying details.
- One scene: what you saw, what you did, what you would do now.
- Sports fans: a moment where you saw an official do this counts too.
- If nobody volunteers, the presenter goes first.



What to say and do

TIME 2 to 3 min. Ask for one volunteer: "A repeating argument that a sign, a line on the floor, or a storage space would have ended." If nobody speaks, tell one of your own. Keep it to one scene: what you saw, what you did, what you would do now. No client names. A sports fan can offer a moment from a game instead: the official, not the star.

Then ask the room: "Which line from The call would have changed it?" One answer, then move on. If you are short of time, this is the slide to cut.

ON YOUR NEXT SHIFT

1 min

Find one argument that keeps repeating on your floor. Ask what a line of tape, a sign, or a storage space would do to it.

Read Chapter 5, pages 60 to 69



The tape can repeat itself all night without getting irritated.

What to say and do

TIME 1 min. One thing. Ask each person to say when they will try it. Next session: Module 6, Make the Call Clear.

THIS WAS ONE OF TWELVE.

- Twelve modules, one for each chapter, about 25 minutes each.
- A presenter guide with the script for every slide.
- A 90-minute kickoff plan, ground rules, and three bad moments with what to say.
- One purchase covers one site, as often as you like.



RefereeTheRoom.com

What to say and do

The full course is at RefereeTheRoom.com.