The Options Ladder

Four distinct approaches — not sequential steps. Map each against this client's situation, then weigh them together.

Client ref _____ Date _____

Rung	Concrete options for this client	What it asks of the client	Risks
Step Back Internal re-orientation · reducing exposure · withdrawing			
Speak Direct, specific, proportionate · structural gap · inquiry over accusation			
Refer Client referral · self-referral out			
Escalate Formal processes · immediate risk			

Weigh the factors

Evidence	Client's role	Seriousness	Power dynamics	Risks

The client's informed choice

Contingency — what would prompt a re-evaluation or a move to another rung?