sabotage playbook

sabotage - find and neutralize

Hundreds faces of sabotage



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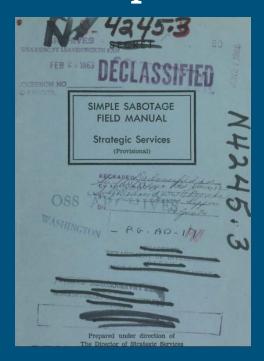
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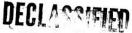
Sabotage types

Intention

Unconscious	Conscious
Intensional	Intensional
Unconscious	Conscious
Unintentional	Unintentional

Examples





- (b) Managers and Supervisors
 - (1) Demand written orders.
- (2) "Misunderstand" orders. Ask endless questions or engage in long correspondence about such orders. Quibble over them when you can.
- (3) Do everything possible to delay the delivery of orders. Even though parts of an order may be ready beforehand, don't deliver it until it is completely ready.
- (4) Don't order new working materials until your current stocks have been virtually exhausted, so that the slightest delay in filling your order will mean a shutdown.
- (5) Order high-quality materials which are hard to get. If you don't get them argue about it. Warn that inferior materials will mean inferior work.
- (6) In making work assignments, always sign out the unimportant jobs first. See that the important jobs are assigned to inefficient workers of poor machines.
- (7) Insist on perfect work in relatively unimportant products; send back for refinishing those which have the least flaw. Approve other defective parts whose flaws are not visible to the naked eye.
- (8) Make mistakes in routing so that parts and materials will be sent to the wrong place in the plant
- (9) When training new workers, give incomplete or misleading instructions.
- (10) To lower morale and with it, production, be pleasant to inefficient workers; give them undeserved promotions. Discriminate against efficient workers; complain unjustly about their work.
- (11) Hold conferences when there is more critical work to be done.

- (11) General Interference with Organizations and Production
 - (a) Organizations and Conferences
 - (1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.
 - (2) Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.
 - (3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible — never less than five.
 - (4) Bring up irrelevant issues as frequently as possible.
 - (5) Haggle over precise wordings of communications, minutes, resolutions.
 - (6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.
 - (7) Advocate "caution." Be "reasonable" and urge your fellow-conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.
 - (8) Be worried about the propriety of any decision — raise the question of whether such action as is contemplated lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.



Intentional sabotage - Why?

Conflict - offence at the company or manager

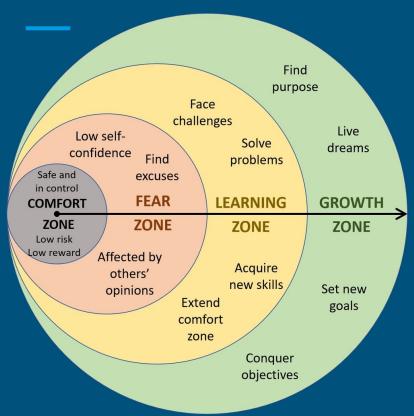
- Didn't get promotion
- Other person got promotion
- Didn`t get bonus/wage increase

- ...

We tried our best - you know the rest

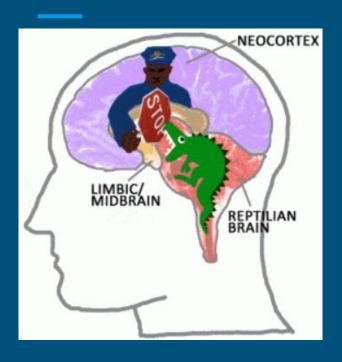
- Good for others

What about less conscious things?



- fear
- shame
- blame game
- not my goal
- incorrectly stated goal

Brain games



Reptilian brain - Low level

Control: reflex/instinct Functions and drivers:

- hunger/thirst
- reproductive drive
- respiration, heart rate, temperature
- hormonal control

Limbic - Midbrain

Control: emotions, hindsight Functions and drivers:

- fear/anger/anxiety/hate
- maternal love

Neocortex - High level

Control: foresight Functions and drivers:

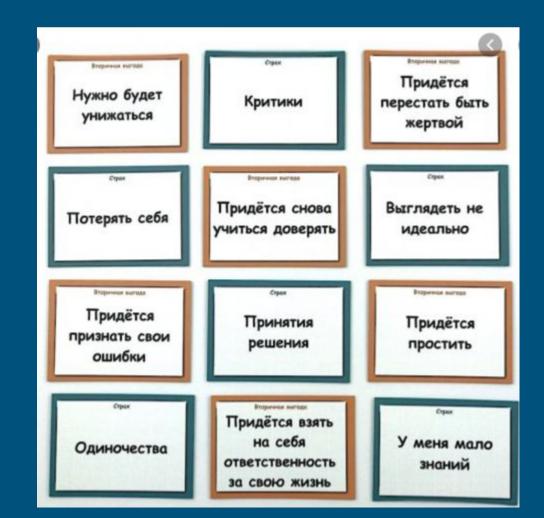
- perception and differentiation of thoughts and emotions
- self-reflection
- imagination
- reasoning
- goal satisfaction

Sabotage - Why?

Sustainable strategies vs new behavior

Rituals and default behavior = calmness & comfort

Secondary benefits



Sabotage - Why?

Conflict - offence at the company or manager

- Didn`t get promotion
- Other person got promotion
- Didn`t get bonus/wage increase
- ...

We tried our best - you know the rest

Good for others

Status quo

- I want to preserve my comfort as is

Professional players



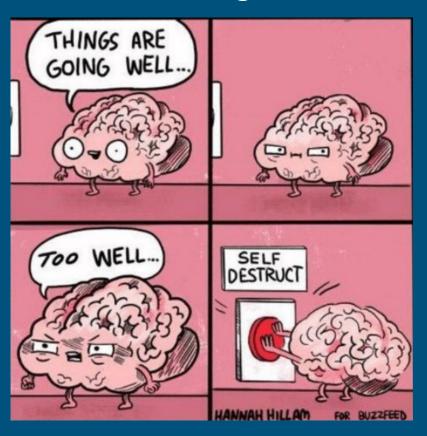
- imposter syndrome I don't deserve
- perfectionist over controlling
- **superhero** overworking
- natural genius ability is greater than effort
- individualist not asking for help
- expert never feels correctly qualified
- accuser blame circumstances or other people
- cognitive dissonance mind doesn't match actions
- certainty fearful of unknown, seeking comfort

Sabotage strategies: how to

- damage
- devaluate
- ignore
- do lots of things at a time
- believe in omens and superstitions
- set restrictions (not the right time, right people etc)
- procrastinate
- blame game (something happens every time I should do it)
- do not take responsibility \ do at a random
- immaturity (refuse or not asking for help)



Self sabotage



- fear to fail or to succeed
- shame
- blame game
- not my goal
- incorrectly stated goal
- impulsion start and quit, not accomplish
- frustration I don't know how to cope with it
- superstition I dreamt that, Moon in Capricorn
- do lots of things at a time
- set restrictions (not the right time, right people etc)
- self restrictions through some beliefs
- avoidance procrastinate
- defence something happens every time I should do it
- do not take responsibility \ do at a random
- low intention level I wish but not that much to start

Sabotage: identify and neutralize

Intention

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Sabotage: identify and neutralize



Beckhard change theory (Gleicher, Harris)

New behavior becomes a strategy if emotions were positive or at least neutral.

There is no failure, only feedback.

If what you are doing doesn't work, test something else.

Practice: frames: blame vs outcome

Blame frame (reactive):

- What's wrong?
- Why do I have this problem?
- Whose fault is it that I have this problem?
- Why isn't it solved yet?
- How long have I had this problem?

Outcome frame (proactive):

- What could be a solution?
- Who or what can help?
- What positive things, in any way, do I get from the existence of the problem?
- What stops me from having the desired outcome already?
- What am I going to do to achieve my outcome?

Well-formed outcome model

- positive statement
- can be represented in the sensory representation system (tangible, heard, seen, felt)
- context
- feasible and achievable
- under your control (resources)
- ecological
- with a time-frame
- first steps defined



Questions for well-formed outcome

Is your goal positively stated?

Do you control the result? Is the result achievement related to somebody else? If related, what you can do to achieve the goal?

How do you know that you have achieved this goal? What will you hear, feel, see, tell when you've achieved your goal?

When, where, with whom do you want to achieve the goal? Is there any situation in which you do not want this?

What can you lose if you achieve your goal? Are you ready to lose it? How can you recoup this loss? How this goal will influence other people?

Is your goal of the proper size?

What resources do you need to achieve the goal? Do you have access to them? What prevents you from starting right now? What obstacles do you see? What can you do to overcome them? What is your first step to achieve the goal?

Are you sure, it works?



everything will be okay in the end.

if it's not okay, it's not the end.



Assignment

- find your saboteur
- analyze some cases of sabotage and try to find patterns
- for your goal (wish, dream) go through the algorithm of well-formed outcome model and make first steps:)

Pro-level

 work in pairs - go through the algorithm of well-formed outcome model with somebody and help him/her make first steps

not the end :)

