



# sabotage playbook



sabotage - find and neutralize



# Hundreds faces of sabotage



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underminingOfCause

resistanceToChange

noResults

preventSuccess

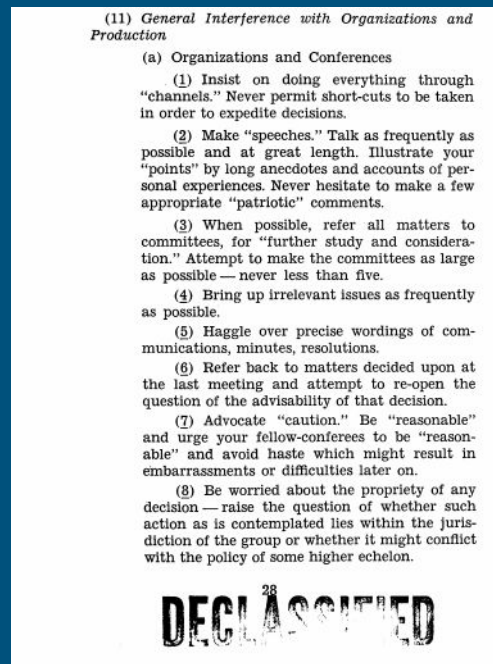
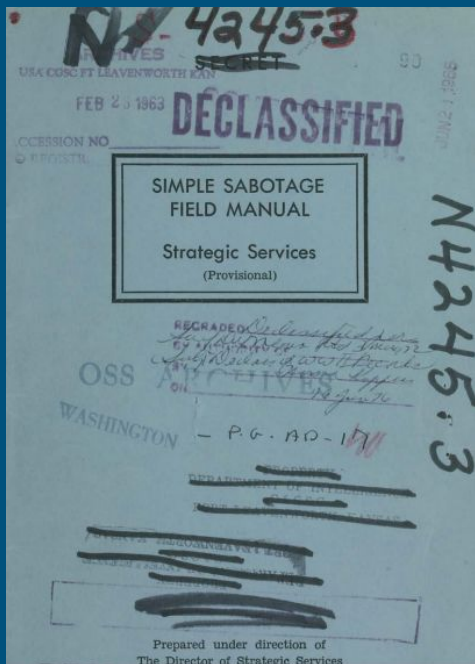
# Sabotage types

**Intention**

<b>Unconscious Intentional</b>	<b>Conscious Intentional</b>
<b>Unconscious Unintentional</b>	<b>Conscious Unintentional</b>

**Consciousness**

# Examples



# Intentional sabotage - Why?

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**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**

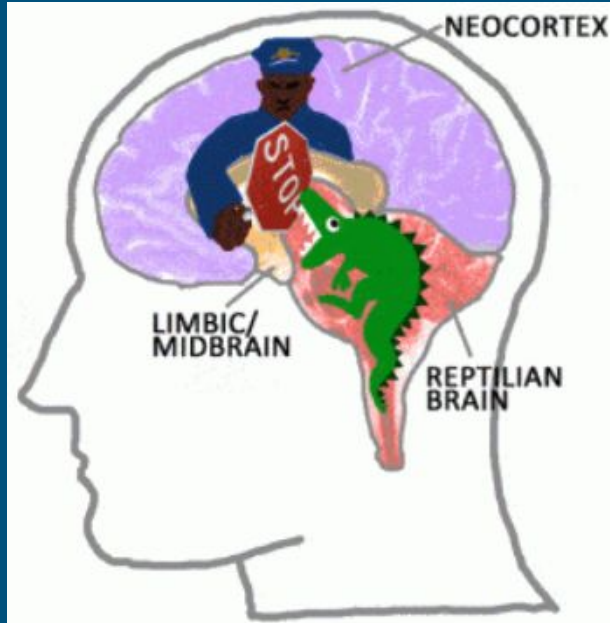
- Good for others

# 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?

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**Conflict** - offence at the company or manager

- Didn't get promotion
- Other person got promotion
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- ...

**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

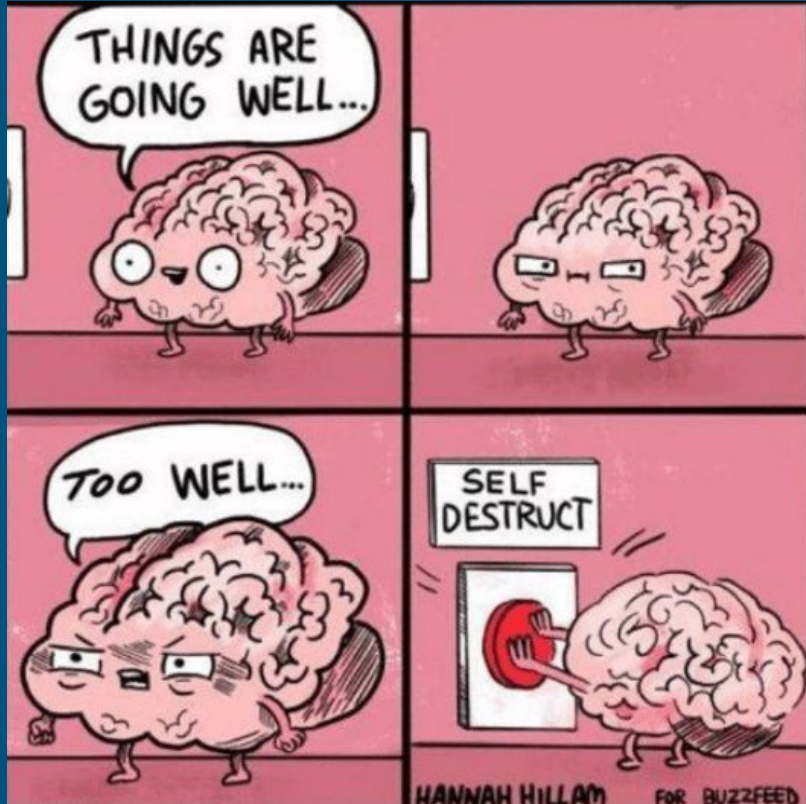
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- damage
- devalue
- ignore
- do lots of things at a time
- believe in omens and superstitions
- set restrictions (not the right time, right people etc)
- procrastinate
- blame game (something happens every time I should do it)
- do not take responsibility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

Не можешь противостоять —  
противолежи!



# 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**

**Unconscious  
Intentional**

**Legalize  
Plan  
Small chunks  
Clear goals  
Intermediate results  
3R - Rest, Resources, Reward  
Ask for assistance/support  
Agility**

**Conscious  
Intentional**

**Fire out  
Rotate**

**Negotiate**

**Unconscious  
Unintentional**

**Conscious  
Unintentional**

**Consciousness**

# Sabotage: identify and neutralize

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$$D \times V \times F > R$$

D	Dissatisfaction
V	Vision
F	First Steps
R	Resistance

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

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## 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

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- 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



НА МОЕМ ТЕЛЕФОНЕ  
ПЯТЬ БУДИЛЬНИКОВ.  
Я НАЗВАЛ ИХ  
«ОТРИЦАНИЕ»,  
«ГНЕВ», «ТОРГ»,  
«ДЕПРЕССИЯ»,  
«ПРИНЯТИЕ».

# 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?

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everything will be okay  
in the end.

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

A word cloud on a dark blue background. The central element is 'Q&amp;A' in large, white, bold letters. Surrounding it are various question words in different colors and sizes: 'What?' (blue, orange, white), 'Where?' (yellow, orange, white), 'When?' (white, blue, yellow), 'How?' (yellow, white, blue), 'Who?' (green, yellow), and 'Why?' (yellow, white). The words are arranged in a circular pattern around the center, creating a dynamic and engaging visual.

# Assignment

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- 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 :)

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