Stabotage!
Dealing with the Pit Bulls, Skunks, Snakes, Scorpions & Slugs in the Health Care Workplace

Alaska Nurses Association

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Conflict is . . .

When two or more people assume opposing and different positions in a situation or circumstance.

It can be expressed verbally or nonverbally and in an overt or covert manner.
Stabotage is . . .

Is the intentional undermining or destruction of your personal or professional integrity.

It can damage your personal or professional credibility and lead to the erosion or destruction of your self-esteem and confidence.

It can be carried out overtly or covertly.
# Key Causes of Stabotage & Conflict

<table>
<thead>
<tr>
<th>Managers-Administrators</th>
<th>Staff-Employees</th>
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<tbody>
<tr>
<td><strong>Too much change</strong></td>
<td><strong>Management unclear with goals-objectives</strong></td>
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<tr>
<td>40%</td>
<td>68%</td>
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<tr>
<td>Downsizing</td>
<td>Too much turnover</td>
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<tr>
<td>38%</td>
<td>41%</td>
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<tr>
<td>Mergers</td>
<td>Employees underpaid</td>
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<td>31%</td>
<td>39%</td>
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<td>Workforce not committed</td>
<td>Educ. training reduced</td>
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<td>31%</td>
<td>34%</td>
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<td>Confusion</td>
<td>Management unmotivated</td>
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<td>30%</td>
<td>34%</td>
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<tr>
<td>Turnover</td>
<td>Confusion</td>
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<tr>
<td>30%</td>
<td>34%</td>
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<tr>
<td>Employees incompetent</td>
<td>Management incompetent</td>
</tr>
<tr>
<td>30%</td>
<td>32%</td>
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<tr>
<td>Management unmotivated</td>
<td><strong>Too much change</strong></td>
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<tr>
<td>19%</td>
<td>29%</td>
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<tr>
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<td>4%</td>
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2008 Preference on Working with Gender

In female dominated workplaces, 26% of the working women preferred not to work with other women.

Source:
Stabotage™! Dealing with the Pit Bulls, Snakes, Scorpions & Slugs in the Workplace
Unique Factors in the Female Dominated Workplace
The Cost Factors . . .

If Stabotaging Behaviors are not resolved within a timely manner—

- Morale plummets
- Loyalty diminishes
- Teams splinter
- Distrust grows
- Stress increases
- Productivity dives
- Turn-over increases

The Bottom Line - You lose big bucks!
Identify the Numbers...

- Everyone who works for you gets paid...
- Every department has turnover...
- Write down:
  - Department ____________________________________________
  - No. of Employees _________________________________________
  - Avg $ Comp _____________________________________________
  - Annual Turnover _________________________________________
  - Turnover Rate ___________________________________________
    
    (annual turnover / No. of Employees)

  At 100% __________________________ At 150% ___________________________
Creating a Collaborative Workplace

Problem
Cause
Effect
Solutions

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Conflict Exists...
Satisfaction Scales ...

On a scale of 1 to 5, with 5 being very/extremely satisfied and 4 being satisfied/good, employees that mark “4” are SIX times more likely to defect to the competition than those who marked “5.”

Harvard Business Review
#1
Embrace Change
Why You Resist Change

• I like the way things are now
• I don’t want to look foolish if I make a mistake
• Chaos reigns when change occurs
• I feel out of control
• Change comes too fast
• Everything feels like it is in limbo
Why You Resist Change

- No one wants my input
- Change always brings on more work
- Communications nose-dive
- Too much is implemented at once
- Positive results are expected too soon
- I fear I won’t have the needed skills
Why You Resist Change

• I don’t trust management (or co-workers) to pull it off
• Management can’t make up its mind what it wants to change
• Management doesn’t know what it is doing
• I feel my job will be in jeopardy
Why You Resist Change

- Not enough time to accomplish the goal
- A realistic transition period will not be allocated
- The change proposed is just another management fad
- The goals, purposes and directions are not clearly defined
Thriving for Change Action Plan

1. What is the Change being proposed or implemented?
2. How BIG does the proposed Change feel?
3. In an ideal environment, does the proposed Change match your vision for the organization (or relationship)?
4. What factors of the Change can you control?
5. What elements of the Change can you influence or negotiate?
Thriving for Change Action Plan

6 What factors of the Change can't you control?
7 How do you thing the Change will affect you?
8 What do you think the final result of the Change will be?
9 What skills and strengths do you presently have that will be used during the Change?
10 What skills do you think you need to master the Change proposed?
Thriving for Change Action Plan

11 What attitude adjustments do you need to use during the Change?
12 How much time do you need (or allowed) to implement the Change?
13 What roadblocks do you anticipate could prevent you from completing the Change?
14 What incentive is there for making the Change?
15 How will you identify, reward, and celebrate the completion of the Change?
#2
Speak Up and Out
JB’s Keeper

Use common words to convey uncommon ideas, things and events.
#3
Communicate
the
Unwritten
Rules
#4

Be more Overt . . .

Confront and Carefront
Staboteurs in the Midst

- job in jeopardy
- profit from another’s mistake
- new coalitions
- gossip
- tally sheet
- information

- too helpful
- deny involvement
- impossible tasks
- bypass your authority
- takes credit
- discount you or others

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Reactive Conflict Management

Step 1  Identify Who’s Who
Step 2  Do an Assessment
Step 3  Create a Meeting
Step 4  Prepare an Agenda
Step 5  Carry-out the Meeting
Step 6  F/U with Written Agreement
Honor Conflict Ground Rules

- Share all relevant info with all relevant parties
- Use questions to test and probe assumptions and any inferences
- Explain the reasons and motivations behind your statements
- Work as a group and avoid pre, side and rump conversations
- When appropriate, disagree with opinions
- Don’t attack the person
- Use the CarefrontingScript Dialogue
Conflict
Managing Styles
Questionnaire
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<td>5 Conflict-Handling Modes</td>
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<th>Speak Up</th>
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The Degree That You Cooperate
Meet the Styles … Competitive

Create win-lose situations
Use rivalry
Use power plays to get what you want
Force submission
Feel the issue is very important and you have a big stake in getting your way
Have the power to make the decision, and it appears that is the best way to act
Must make a decision quickly, and you have the power to make it

Feel you have no other options
Feel you have nothing to lose
Are in an emergency situation where immediate, decisive action is necessary
Can't get a group to agree or feel you are at an impasse, and someone must make the group move ahead
Have to make an unpopular decision, but action is required now, and you have the power to make that choice
Meet the Styles ... Collaborative

Are in a problem-solving position
Can confront differences by sharing ideas and information
Search for integrated solutions
Find situations where all can win
See problems and conflicts as challenges
Know that the issues are very important to both or all parties involved
Know that you and the other person are aware of the problem and are clear about what you want
Have time to deal with the problem

Have a close, continuing, or interdependent relationship with the other party
Are confident that the other party is willing to put some thought and work into finding a solution with you
The other party has the skills to articulate your concerns and listen to what others have to say
The other party has a similar amount of power in a conflict, or are willing to put aside any power differences in order to work together as equals in arriving at a solution
Meet the Styles … Accommodating

Being submissive and compliant
When you don't really care what happens in the end
When you want to keep peace and maintain harmony
When you feel like maintaining the relationship and don't want to get the other person angry
When you recognize that the outcome is more important to the other person than it is to you
When you recognize that you are wrong
When you have minimal or no Power
When you want a better position to be heard

When you have no chance of winning
When you think the other person might learn from the situation if you go along with her, even though you do not agree or think she is making a mistake
When you know you are wrong
When you want to learn more
When you want to show that you are a team player
When you want to collect "chits" for later issues
Minimizing a loss when you are outmatched and know that you are losing
When issues are not as important to you as to others
Meet the Styles ... Avoiding

You want to ignore a conflict or hope it will go away
You prefer to put the problems under consideration on hold
Slow procedures can help stifle a conflict
Secrecy is desired to avoid confrontation
You feel an appeal to bureaucratic rules can aid in conflict resolution
Tensions are too high and you feel the need to cool down or back off
The issue is not very important or is trivial to you
You are having a bad day and there is a probability that you will get upset and not deal logically or rationally

It's improbable that you will win, or you know that you can't
You want or need more time, either to gather information or to get help
The situation is complex and difficult to change
You feel any time spent on the issue will be wasted
You have little power to resolve the situation or get a resolution that is beneficial
You feel that you aren't qualified to resolve the situation and others can do better
The timing is bad; bringing the conflict out into the open might make it worse
You want to let people cool down

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Meet the Styles … Compromising

Negotiation
Looking for deals and trade-offs
Finding satisfactory or acceptable solutions
When you have power equal to that of your opponent, and you are committed to mutually exclusive goals
When you want to achieve a resolution quickly
Saving money

When you are willing to settle for complex issue
When you will benefit from a short term gain
As a backup when collaboration or competition is unsuccessful
When the goals are not important to you and you are willing to modify your own
When it makes the relationship or agreement work, and it's better than nothing
CarefrontingScript™
Dialogue

When . . .
Where . . .
How . . .
When to Repeat . . .
When to Move On . . .
When to Exit . . .
CarefrontingScript® Dialogue

“When you . . . (the ACTION),
I felt . . . (your REACTION),
because . . . (it LOOK-SOUND-FEEL like).”

“Was it your intent to . . . ?” (DO NOT RESPOND until question is answered)

“In the future, . . . (What BEHAVIOR/ACTION wanted).”

“Are you committed to . . . (the BEHAVIOR/ACTION)?” (DO NOT RESPOND until response given)

“If there isn’t a change, . . .” (What’s the CONSEQUENCE if there’s a repeat?)

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