



Counter Productive Behavior

We have learned that when people work together, problems, opportunities and conflicts (POCs) will arise. This is normal and expected. By addressing these POCs openly and constructively we strengthen our business and deepen our relationships. We have also learned that there are ways of responding to POCs that are counter productive since they make it harder to resolve them, or make them worse. These Counter Productive Behaviors are non negotiable. We do not encourage them or tolerate them in our business.

Cynicism is an attitude of scornful or jaded negativity, especially a general distrust of the integrity or professed motives of others: corrosive. It undermines commitment, change and innovation.

Negativity is simply a milder form of cynicism.

Gossip can easily create a climate of negativity and cynicism. Unfortunately, it is enshrined as an accepted part of daily life and organizational life. Gossip tends to focus on unsolved problems, resentments and fears. See the more extensive REX briefing on gossip.

Passive-Aggressive Resistance is when some one says nothing in a meeting when a decision is being made, but does not support the decision outside the meeting. "I never said I agreed". It is when some one refuses to answer calls or e mails. It is when someone is always late. In meetings when they disagree, they don't speak; they roll their eyes. This sort of indirect or partially hidden resistance is extra difficult to address because of its hit and run behavior.

Indirect Criticism occurs when you criticize some one behind their back. This could be to fellow workers or to outsiders. It saps strength and undermines. The important POCs just never get on the table with the right people and can't get solved.

Enlisting Allies occurs when you criticize behind some ones back and then try to persuade the listener to agree and side with you. This is the beginning of polarizing the work setting into two or more camps attacking each other.

Triangulation is a form of indirect criticism where A has a conflict or criticism with B, but instead of talking directly to B, A does an end run and speaks to some one else, C, often their boss.

Humor Masking is the use a humor to camouflage a criticism. or mask a comment so we get to make it, but not really take responsibility for it. 'No one comes here to get rich!' Do you mean people here are underpaid? Oh it was just a joke. Don't get so serious. END OF CONVERSATION.

Overview: Many of these Counter Productive Behaviors overlap. All of them undermine our organization's ability to solve problems, to build on opportunities and to resolve conflicts. All of them sap our energy and divert it into unproductive activities. Their presence is like a low-level virus that keeps a spark from performing at our very best. Most of them are linked to a fear of conflict, or inability to express ourselves or poor interpersonal skills.

We encourage you to speak up honestly and directly to address issues even if it is scary or you have to work hard to express yourself than engage in any of the above Unproductive Behaviors.