



The Saboteur

“I don’t know why they’re doing that. It’s a stupid idea!”



Who is the Saboteur?

This person has often been with the organisation for a long period of time and may have acquired ‘baggage’ through having poor experiences at work. They have applied for promotions in the past but have never been successful so have given up trying.

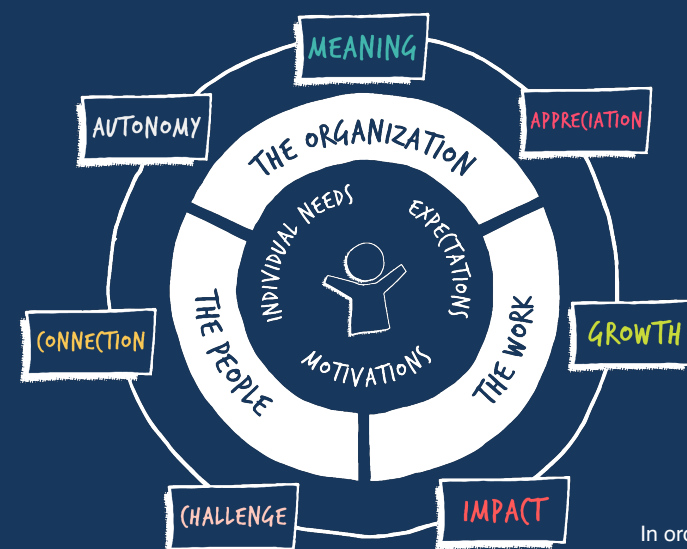
They have experienced various change during their career here, and where it’s not always been managed well, it’s led to growing resentment and cynicism. They can be seen as a ‘moaner’.

They talk about ‘the old ways’ of the organisations positively, even though they may have been critical at the time.

They want their voice to be heard, but they don’t always think about how they put their opinions across. Overall, their presence can be felt quite negatively. They are very vocal in critiquing ideas and decisions. They are more likely to highlight problems and won’t necessarily suggest solutions – and leaders avoid involving them in exploratory conversations because of this.

What do they need most for a great EX?

- Appreciation
- Impact
- Growth
- Connection
- Autonomy



In order of importance



The Saboteur



Pains What worries or frustrates them?

- Constant change
- No trust (cynical of intentions)
- Fed up with being seen as a troublemaker
- Frustrated they're still in the same role
- Not appreciated for their opinion



Gains What would they like?

- For things to stay the same
- To be asked and to be listened to
- Wants to appear to be right
- Wants to be the voice of the people
- Wants to feel respected

Implications, Opportunities and/or risks

- They want to know what's happening and how it affects them explicitly. They want to be the first to know.
- They want to be asked for their opinions and to be put in front of senior leaders
- They want to be considered for opportunities and know they've made a difference

Remember...

- They have loud voices and can be a negative influence on other. **But...** this level of influence can also work in your favour – you just need to get them onside!

Comms preferences?

Channel

Direct email,
no waffle.

Channel

Forums and
town halls

Channel

Informal catch
ups with TM

Content?

Early sight of
big change

Content?

What I need to
do my job



The Saboteur

How engaged
are they in...



The organisation

They're 'anti' organisation



The People

They have friendships in their unit but not further



The work

They're unlikely to go above and beyond



OCEAN – The Big 5...

Openness
Conscientiousness
Extroversion
Agreeableness
Neuroticism



Practical.
Conventional.

O

Curious.
Creative.



Impulsive.
Hasty.

C

Dependable.
Organised.



Quiet. Gets
energy from
themselves.

E

Outgoing.
Gets energy
from others.



Can be
critical.
Challenges.

A

Co-operative.
Empathetic.



Calm,
measured

N

Anxious.
Catastrophises.

