

# PREVIEW GUIDE



## Working With You Is Killing Me



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## Training Design Agenda

The workshop agenda runs from 2.5 to 3 hours, depending on the length of discussion. We encourage you to add or remove activities from the overall plan to meet your specific needs or time constraints.

Workshop Segment	Leader's Guide page #	Workbook page #	Duration (min)
<b>Workshop Introduction</b> <ul style="list-style-type: none"> <li>• Purpose and Objectives</li> <li>• Participant Introductions</li> <li>• Ground Rules and Logistics</li> </ul>	13	1	21
<b>Judging the Impact</b> <ul style="list-style-type: none"> <li>• Recognize the impact negative workplace relationships can have on an organization.</li> <li>• How are people affected? What are the potential outcomes or consequences of unhealthy work relationships?</li> </ul>	16	–	6
<b>Video Presentation</b> <ul style="list-style-type: none"> <li>• How workplace relationships can cause negative impacts, and how they can be resolved</li> </ul>	18	–	25
<b>Activity 1: Debrief the Video</b> <ul style="list-style-type: none"> <li>• Group discussion of main concepts introduced in the video</li> <li>• Identify and define Confining Roles, Boundary Busters, and Toxic Relationships</li> </ul>	19	2	10
<b>Activity 2: Confining Roles</b> <ul style="list-style-type: none"> <li>• Understand that we may all play a role in workplace relationships, and that our own roles may be contributing to the toxic relationships we encounter.</li> <li>• Self-assessment of Confining Roles we may play in the workplace</li> <li>• Examples of how to unhook from Confining Roles</li> </ul>	22	3	20
<b>Activity 3: Boundary Busters</b> <ul style="list-style-type: none"> <li>• Identify common Boundary Busters</li> </ul>	25	4	10
<b>Activity 4: Toxic Relationships</b> <ul style="list-style-type: none"> <li>• Identify common Toxic Relationships</li> </ul>	27	5	10

Workshop Segment	Leader's Guide page #	Workbook page #	Duration (min)
<b>Break</b>			<b>10</b>
<b>Activity 5: Unhook Physically</b> <ul style="list-style-type: none"> <li>Review ways to unhook physically</li> </ul>	<b>30</b>	<b>6</b>	<b>5</b>
<b>Activity 6: Unhook Mentally</b> <ul style="list-style-type: none"> <li>Review a structured way to analyze the situation and develop a plan to unhook mentally</li> <li>Partner activity using Case Study</li> </ul>	<b>31</b>	<b>7</b>	<b>12</b>
<b>Activity 7: Verbal Unhooking Techniques</b> <ul style="list-style-type: none"> <li>Use of "I" Statements</li> <li>Unhooking from Boundary Busters using I Statements</li> <li>Unhooking from Toxic Relationships using "I" Statements</li> </ul>	<b>34</b>	<b>8</b>	<b>15</b>
<b>Activity 8: Unhook Verbally -- Practice</b> <ul style="list-style-type: none"> <li>Practice applying what you have learned about unhooking verbally in a case study situation</li> </ul>	<b>41</b>	<b>9</b>	<b>15</b>
<b>Activity 9: Unhook with a Business Tool</b> <ul style="list-style-type: none"> <li>Explore the use of business tools in the unhooking process</li> <li>Review of Business Tools that can be used with employees and supervisors</li> </ul>	<b>43</b>	<b>10</b>	<b>10</b>
<b>Optional Activity: When Your Boss Is Killing You</b> <ul style="list-style-type: none"> <li>Discuss ways to unhook from negative workplace situations with your boss</li> </ul>	<b>46</b>	<b>Handouts 1, 2, 3 &amp; 4</b>	<b>10</b>
<b>Expect to be Tested</b> <ul style="list-style-type: none"> <li>Recognize that these situations are difficult and won't always be resolved on the first attempt</li> </ul>	<b>46</b>	<b>-</b>	<b>5</b>
<b>Close the Workshop</b> <ul style="list-style-type: none"> <li>Workshop Summary</li> <li>Back at Your Desk: the Personal Unhooking Planner</li> </ul>	<b>47</b>	<b>11, 14</b>	<b>5</b>
<b>Total Estimated Time</b>			<b>3 hours</b>

## Activity 2: Confining Roles

Time: 20 minutes

*Purpose: To understand that we all play a role in workplace relationships, and that our own roles may be contributing to the toxic relationships we encounter.*



### SHOW SLIDE 7: CONFINING ROLES



### SAY

Let's talk about ourselves first – and about confining roles. These are the roles that we often take on in our relationships with co-workers.

The authors identify seven confining roles common to the workplace.

A few of these were introduced in the video (Ray was a Hero, Molly was a Caretaker) – and we'll take a minute now to explore all of these categories.

- Hero
- Rebel
- Peacemaker
- Invisible One
- Caretaker
- Martyr
- Entertainer



## WORKBOOK PAGE 3

## SAY

Let's take a quick look at these typical roles.

- Turn to Workbook page 3, and take a few minutes to complete the questionnaire.
- When you finish the last section on page 3, review the form and add up the check marks for each section.
- Write the number of check marks per section in the left margin next to that section.



**Facilitator Note:** Allow all the participants to finish Workbook page 3 before giving the following directions.



## WORKBOOK PAGE 12

## SAY

Look for sections on page 3 where you have three or more check marks. Now, turn to pages 12 and 13 in the Workbook and find those corresponding sections.

Sections with three or more check marks are roles you tend to play in the workplace.

Review the definitions and unhooking suggestions for the roles you tend to fall into.

- Just note that these suggestions do not correspond one-to-one to the initial survey items on page 3.
- Keep in mind – you will probably identify most strongly with one role, but you can play multiple roles in the workplace!

Take about 5 minutes, and read through the ways you can unhook from the confining roles you play.



**Facilitator Note:** Allow about 5 minutes for participants to read through the unhooking suggestions that pertain to them. Then, debrief it as follows.

## Activity 2: Confining Roles

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In each section, check off those statements that apply to your work situation. Then, write the number of checkmarks in each section in the left margin.

- 
- 1  Are you generally the first one to arrive at work and the last one to leave?  
 Have you given up or canceled your vacation because of work?  
 Do you insist on doing business during off-hours?  
 Are you constantly asked to solve problems that aren't in your job description?  
 Do you have a problem saying no whenever someone asks you to take on another responsibility?
- 
- 2  Do you consider yourself an independent thinker?  
 Do you enjoy shocking your co-workers with provocative statements?  
 In a group situation, do you often take a contrary point of view?  
 Does getting into a heated argument energize you?  
 Do you frequently clash with people in positions of authority?
- 
- 3  Are you someone who naturally mediates conflicts between others?  
 Are you able to find a common point of view between two differing perspectives?  
 Does the thought of upsetting your co-workers make you anxious?  
 Do you have a hard time understanding why anyone would want to pick a fight?  
 Do you have difficulty advocating your point of view at meetings?
- 
- 4  Do you prefer to stay out of the limelight?  
 Do you keep your ideas and opinions to yourself?  
 Do you take pride in doing your work and "staying out of the way"?  
 At meetings, do you tend to sit back and observe?  
 Do you feel that your accomplishments are often ignored or disregarded?
- 
- 5  Are you someone who naturally finds out about your colleagues' private lives?  
 Do co-workers always divulge their personal problems to you?  
 Do you make excuses for people at work based on your knowledge of their personal issues?  
 Do you lower your expectations and compensate for under-functioning employees?  
 Do you often feel responsible for solving other people's personal problems at work?
- 
- 6  Is your workload bigger than anybody's else's?  
 Do you find yourself rushing in to "save the day" on a regular basis?  
 Do you secretly feel jealous when a co-worker receives positive attention?  
 Do you feel underappreciated for all that you do?  
 Do you feel overburdened, overwhelmed, and physically exhausted most of the time?
- 
- 7  Is your first impulse in any situation to find the humor?  
 Do you have a knack for making people laugh?  
 Do you take pride in charming and amusing your co-workers?  
 Does interpersonal conflict make you uncomfortable?  
 Do you sometimes wish people took you more seriously?

## ASK

What did you learn about yourself? Is anyone comfortable sharing the roles they tend to play?

How comfortable would you be using the recommended methods to unhook?

What difference does it make? What if we are a hero, a martyr, or even an invisible one? What's so bad about that?



## SHOW SLIDE 8: WHEN IS A ROLE A HOOK?

**When Is a Role a Hook?**

Playing a role becomes a hook if it constricts you or limits your ability to move ahead.

- You may feel branded
- You may be overlooked for promotions or raises
- You are spending too much time on other people's problems

Working With You Is Killing Me

Build 4

## SAY

There are a lot of positives in these roles. However, confining roles can limit you if:

- You feel “branded” as a certain kind of person – and your type is one that gets taken advantage of (like a Caretaker or a Hero)
- You're often overlooked for promotions, key assignments, or raises (like the Invisible One, the Martyr or the Entertainer)
- And most of all, if you find yourself spending too much time on other people's problems (like in the case of the Peacemaker or the Caretaker)!

We won't go any deeper into these types today. But it's helpful to know the role you tend to take on, and how you can unhook from situations you find yourself getting into.

The important thing to realize is that the roles we tend to play will affect what happens to us in the workplace, as well as how we can unhook from negative situations.

Refer to the information on Workbook pages 12 and 13 whenever you are trying to work your way out of being hooked in a confining role.

## Your Unhooking Planner

Select a situation in your workplace that has you hooked. Use this form to unhook.

1. Describe the overall situation	
<ul style="list-style-type: none"> <li>Who is involved and what keeps happening?</li> </ul>	
2. List the symptoms you're exhibiting that indicate you're hooked	
<b>Physical</b>	How is your body reacting? Where is the discomfort?
<b>Emotional</b>	What uncomfortable feelings are you experiencing?
<b>Mental</b>	What thoughts are invading your day-to-day activities?
3. Unhook	
<b>Physically</b>	List the actions you can take to release energy and calm down your body.
<b>Mentally</b>	Take a mental inventory of your situation: <ul style="list-style-type: none"> <li>What's happening here?</li> <li>What are the facts of the situation?</li> <li>What's his or her part?</li> <li>What's my part?</li> <li>What are my options?</li> </ul>
<b>Verbally</b>	What can you say that will resolve the problem rather than perpetuate it? Remember, "I feel... when... because... so, I'd like..."
<b>Using a Business Tool</b>	What business tools can depersonalize this challenging situation and provide ways to document events and measure performance?

Copy this form and repeat this process whenever you get hooked!



## Optional Activity: When Your Boss Is Killing You

Time: 45 minutes

Purpose: Discuss ways to unhook from negative workplace situations involving your boss.

### SAY

We've spent the last few hours working with the unhooking process, thinking about and practicing how to unhook from negative workplace situations.

We've been concentrating on how to unhook from situations that occur with our co-workers.

- But what if we're hooked by someone up the chain of command – our supervisor or manager – or just someone else in the workplace with more authority than we have?
- The power relationship adds a whole other layer to the problem, and makes the solution a bit more difficult.

### ASK

Why is it harder to unhook from a toxic relationship with someone who has more authority?

Look for:

They influence and control our jobs, pay and other aspects of our daily work lives more than our co-workers do.



### SHOW SLIDE OPT-1: WHEN YOUR BOSS IS KILLING YOU

When Your Boss  
is  
Killing You

- Difficult Bosses
- Extreme Bosses

CRM learning Working With You Is Killing Me

Build 2

## SAY

Let's see what we can do about this very difficult situation when it occurs.

[Click slide 2 times]

We'll place these "power people" in two main categories: Difficult Bosses and Extreme Bosses, and talk about how to deal with each one.

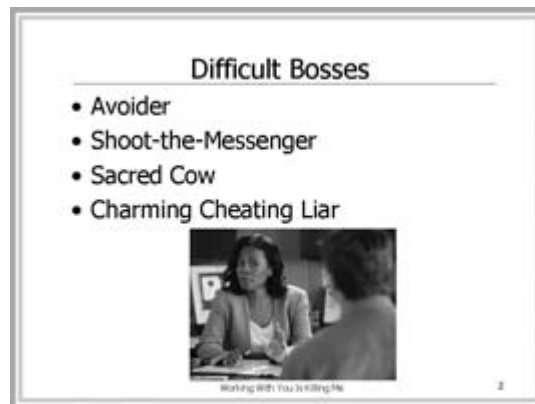
**Difficult Bosses**

## SAY

First, let's talk about the easier one to work with – the Difficult Boss.



SHOW SLIDE OPT-2:



Build 4

## SAY

Let's review the four main types of difficult bosses. These descriptions are listed on page I of the Handout.



**Facilitator Note:** A PDF of the Handout is included on the CD in your Workshop kit. Review the main points about each of the difficult bosses, and allow the participants a few minutes to review the information on page I of the Handout.



HANDOUT PAGE I

## Background Information

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The *Working With You Is Killing Me* workshop is a 3-hour learning experience utilizing group discussions, activities and video to help participants practice the skills they will need to handle negative workplace situations. Supplemental materials are provided for a post-training, back-at-your-desk reinforcement of the concepts presented during the workshop.

Anticipated results include:

- Leaders and workers at all levels will gain useful skills in dealing with the emotional rollercoaster that can exist in the workplace.
- Understanding that when we act unconsciously in a predictable way we may be typecast into a Confining Role.
- Learning how to identify Toxic Relationships and Boundary Busters, and how they impact individual performance.
- Learning a 4-step process that helps reduce or eliminate these difficult interpersonal situations in the workplace.

## Materials Included With *Working With You Is Killing Me*

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Purchase of the program includes all the materials you'll need to facilitate the program for up to 10 participants. Additional materials are available for larger groups and/or subsequent training sessions.

- The chaptered **DVD** of *Working With You Is Killing Me* illustrates the effects of negative interpersonal workplace relationships, the confining roles people play, and a method to successfully “unhook” from difficult work situations.
- A **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore case study scenarios as well as their own unproductive behaviors, and learn an effective approach to regaining control of their personal reactions.
- A **CD-ROM** includes PowerPoint presentations to support the main workshop and the Optional Activity, as well as a handout for the Optional Activity (When Your Boss Is Killing You).
- **5 Participant Workbooks** provide worksheets for completing the workshop activities and space for notes.
- **10 Reminder Cards** provides rapid access to some of the key points and strategies covered in the workshop.

# For more information...

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