

RED INK BEHAVIOR CALCULATOR

TITLE(S)

BEHAVIOR

PERSON 1

SALARY
+ BENEFITS

/52/40 = cost per hour

HOURS ON ISSUE
PER WEEK

X (number of hours)

DURATION

X (number of days/weeks)

DIRECT COST

TOTAL DIRECT COST

PERSON 2

SALARY
+ BENEFITS

/52/40 = cost per hour

HOURS ON ISSUE
PER WEEK

X (number of hours)

DURATION

X (number of days/weeks)

DIRECT COST

TOTAL DIRECT COST

PEERS

SALARY
+ BENEFITS

/52/40 = cost per hour

Lost time /Peers

IMPACT COST

TOTAL

EMPLOYEES

SALARY
+ BENEFITS

/52/40 = cost per hour

Lost time /Peers

IMPACT COST

TOTAL

Disempowering (Red Ink) Behaviors

- 1. Rejecting, attacking** - Rejecting or putting down others' ideas; countering; saying "no" to everything; constant devil's advocate
- 2. Making fun of others** - Sarcasm, "zingers"; double-edged humor; gossiping; telling stories about others' mistakes; open put-downs
- 3. Withholding** - Stinginess with information; keeping information close to the chest; stuffing feelings, not sharing personal feelings and denying those of others
- 4. Distracting, pretending (fogging)** - Pretending everything is all right, masking feelings; changing subjects, jumping to another agenda
- 5. Dismissing, discounting, disqualifying** - Ignoring someone, giving other projects higher priority; giving unrealistic schedules or timelines; discounting
- 6. Blaming and punishing** - Getting even, carrying grudges, "Don't get mad, get even," spreading gossip; blaming someone else, berating others
- 7. Controlling** - Giving orders; manipulating others, carrying secrets; controlling information, dedicating inadequate resources and/or training
- 8. Sabotaging** - Intentionally malicious obedience, knowingly doing the wrong thing to make boss/co-workers look bad, giving misinformation
- 9. Criticizing** - Finding flaws—looking for what is wrong; verbally or nonverbally disapproving, not rewarding or recognizing efforts; judging
- 10. Intimidating** - Making yourself seem powerful, either verbally or non-verbally; serving self-interests, acting like you have "expert" status; bullying, demanding
- 11. Trivializing** - Leaving someone's item off the agenda, allowing too little time; implying that an accomplishment was just OK; suggesting that anyone could have done it
- 12. Excusing** - Not expecting much from a particular race, gender or group; making excuses for people's behavior, explaining it away; overly sympathetic
- 13. Name calling, labeling** - Teasing through name calling; identifying people through their faults; mean-spirited put-downs; talking behind people's backs
- 14. Forgetting** - Not taking responsibility; forgetting people's names; procrastinating; trying to hold information in your head, not recording it appropriately
- 15. Denying** - Denying that some event or behavior occurred, intentional forgetting; not commenting on inappropriate behavior; not taking responsibility
- 16. Distrusting** - Acting suspicious; speaking with cynicism; questioning in a doubting tone; over-responsibility, only you can get it done right
- 17. Intruding** - Completing others' sentences (often pretending to be helpful); interrupting; prying, probing, questioning; inserting oneself into others' conversations
- 18. Egotism, selfishness** - Hurting others to advance oneself; not acknowledging others' needs; self-interest; controlling agendas to promote self
- 19. Competing, perfectionism** - Always wearing the "white hat," and acting superior; flattering high status people, name dropping; politically ambitious
- 20. Reacting** - Knee-jerk responses to certain people and certain words; lack of emotional discipline, responding with charged feelings
- 21. Abusing, abusive anger** - Criticizing people in front of others, being disrespectful; assaulting others with anger; aggressive behavior, table pounding, yelling, sarcastic tone
- 22. Guilt, shame** - Publicly blaming someone in order to belittle them or their contributions with the intent of neutralizing the person's ability to participate in a solution.
- 23. Apathy** - Contributing just enough to survive; feeling as if one's contributions are meaningless; behaving as if consequences for behavior are not relevant or "worth the trouble."