

COMFORT AROUND HIGHER MANAGEMENT

DEFINITION

Skilled Behaviors

- Can deal comfortably with more senior managers
- Can present to more senior managers without undue tension and nervousness
- Understands how senior managers think and work (talk their language and respond to their needs)
- Can determine the best way to get things done with them by talking their language and responding to their needs
- Can craft approaches likely to be seen as appropriate and positive

Unskilled Behaviors

- Lacks self-confidence in front of more senior people
- May appear nervous and tense, not at his/her best
- May lose composure or get rattled when questioned by executives
- Doesn't know how to influence or impress more senior managers
- May not understand what top executives are looking for
- Says and does things that don't fit the situation

CHANGE PROPOSAL

Complete the following information regarding your desired change at DOR:

DESCRIPTION

(write a one sentence description of the change)

SITUATION APPRAISAL

(in one paragraph, summarize the current condition that needs to be improved)

OBJECTIVES

(in bullets, what are the expected outcomes from this change, both tangible and intangible, quantifiable and non-quantifiable)

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-
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-
-

VALUE

(in bullets, what is the value if we complete the objectives?)

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-
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STAKEHOLDERS

(in order for this change to be implemented, from which senior leaders will I need support?)

INTERVIEW

When directed, interview a partner by asking the following questions. Be prepared to share what you hear from your partner.

1. What is one of your greatest strengths when interacting with other people?
2. If you could change one thing about how you interact with higher management, what would it be?
3. On a scale of 1 to 7, where 1 is not known and 7 is well known, how would you rate your visibility with senior leaders at DOR?
4. What are some reasons that you rated yourself the way you did?
5. Which situations and personality styles tend to make you uncomfortable when interacting with higher management?

BE CONFIDENT

THE BIG IDEA:

HOW TO BE CONFIDENT

*UNDERSTAND MY **INVISIBLE** GOAL*

*UNDERSTAND MY **IDEAL** GOAL*

LET GO OF THE _____

REFLECTION

What insights are beginning to emerge about yourself?

BE KNOWN

THE BIG IDEA:

HOW TO BE KNOWN

SKIP LEVEL MEETING

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What is worrying senior leadership right now?
4. How does our team support the company's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How do you think I can best win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the department do you think I can learn the most from?

PRE-MEETINGS WITH KEY DECISION MAKERS

VOLUNTEER

OTHERS?

WHAT GETS IN THE WAY?

BEHAVIORS

1. Blame others (instead of taking responsibility)
2. Make up excuses
3. Too direct / say things that cause problems

4. Don't speak up / stay quiet
5. Use too many words
6. Overstate negative views
7. Shade the truth
8. Sarcastic
9. Showing your feelings instead of sharing your feelings
10. Viewed as a loner
11. Pushing narrow / personal interests
12. Don't listen
13. Hedge on tough questions
14. Try to make everyone happy
15. Indicate little or no concern for others
16. Nervous or freeze with upper management
17. Dis-engage: reject politics

The one question: How can I do _____?

JUDGEMENT

REFLECTION

Where are you confident? Where are you anxious?

BE EFFECTIVE

THE BIG IDEA:

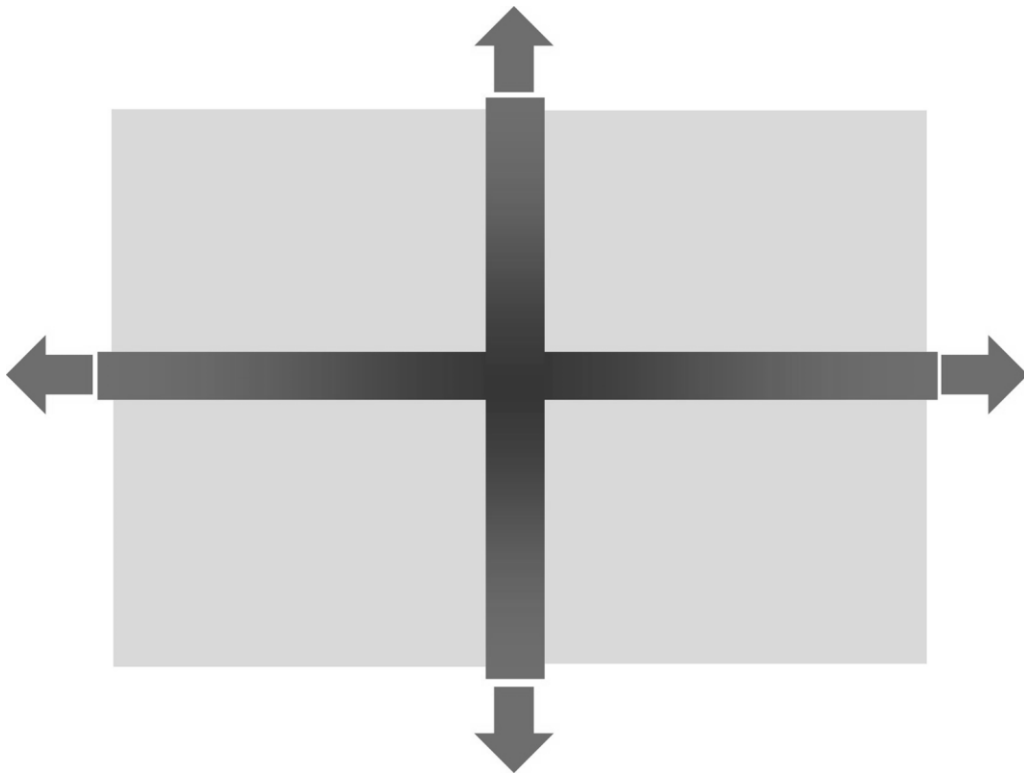
HOW TO BE EFFECTIVE

GET THINGS DONE

STATE YOUR INTENTION FIRST

QUESTIONS OVER STATEMENTS

SPEAK THEIR LANGUAGE



SPEAK IN TERMS OF THEIR PRIORITIES

REVISED CHANGE PROPOSAL

Complete the following information regarding your desired change at DOR:

DESCRIPTION

(write a one sentence description of the change)

SITUATION APPRAISAL

(in one paragraph, summarize the current condition that needs to be improved, *as a senior leader would describe it*)

OBJECTIVES

(in bullets, what are the expected outcomes from this change, both tangible and intangible, quantifiable and non-quantifiable, *that are important to a senior leader?*)

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-
-
-
-

VALUE

(in bullets, what is the value if we complete the objectives, *that matter to a senior leader?*)

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-
-

PREPARE FOR THE UNEXPECTED

<i>Situation</i>	<i>Response</i>
<i>They poke holes in your argument.</i>	
<i>Can't think of the right words.</i>	
<i>Feeling defensive.</i>	
<i>Don't have the answer</i>	
<i>Running overtime?</i>	
<i>They don't agree.</i>	

ACTION

What is one takeaway you will take action on as a result of today's session?

ABOUT MARK

Mark Kenny helps leaders build functional, collaborative, and aligned teams through his strategic team consulting, speaking, and training programs.

Mark brings three decades of experience, first in IT and operations, followed by running a software company, and later in speaking and consulting. Over the course of his career, Mark has worked with multiple industries including public sector, technology, healthcare, manufacturing, engineering, financial services, and retail and in a variety of organizations such as Nissan, Mars, State of Tennessee, Ohio State University, HCA, Vanderbilt, and the US Army.

Mark is the author of *The Hippo Solution: Eliminate Territorial Thinking and Unleash the Power of Teams*, the host of the *Becoming Unassailable* podcast, and a part-time basketball coach.

Mark currently lives outside of Nashville, Tennessee with his wife, daughter, and three sons.

Connect with Mark and learn more about his work at MarkSKenny.com.