

MARK **S** KENNY

Comfort Around Higher Management

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Definition

Being comfortable around
higher management.

Skilled Behaviors: Comfort around Higher Management


- ✓ 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
- ✓ 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: Comfort around Higher Management

- ✓ 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

How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



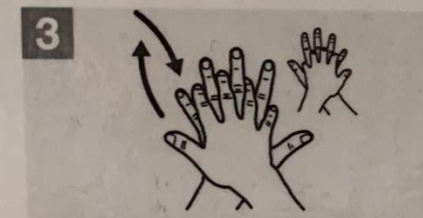
Wet hands with water;



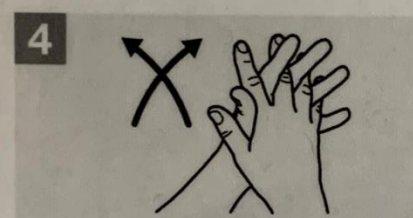
Apply enough soap to cover all hand surfaces;



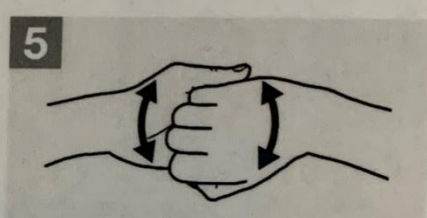
Rub hands palm to palm;



Right palm over left dorsum with interlaced fingers and vice versa;



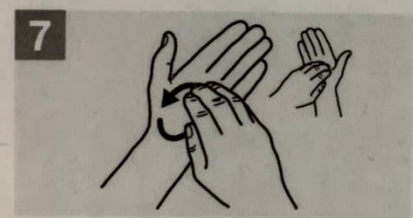
Palm to palm with fingers interlaced;



Backs of fingers to opposing palms with fingers interlocked;



Rotational rubbing of left thumb clasped in right palm and vice versa;



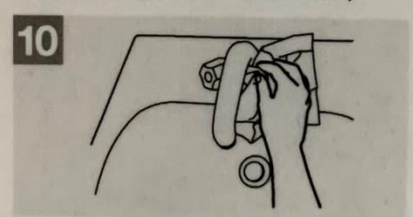
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



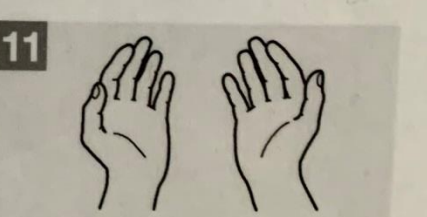
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.



World Health
Organization

Patient Safety

A World Alliance for Safer Health Care

SAVE LIVES
Clean Your Hands

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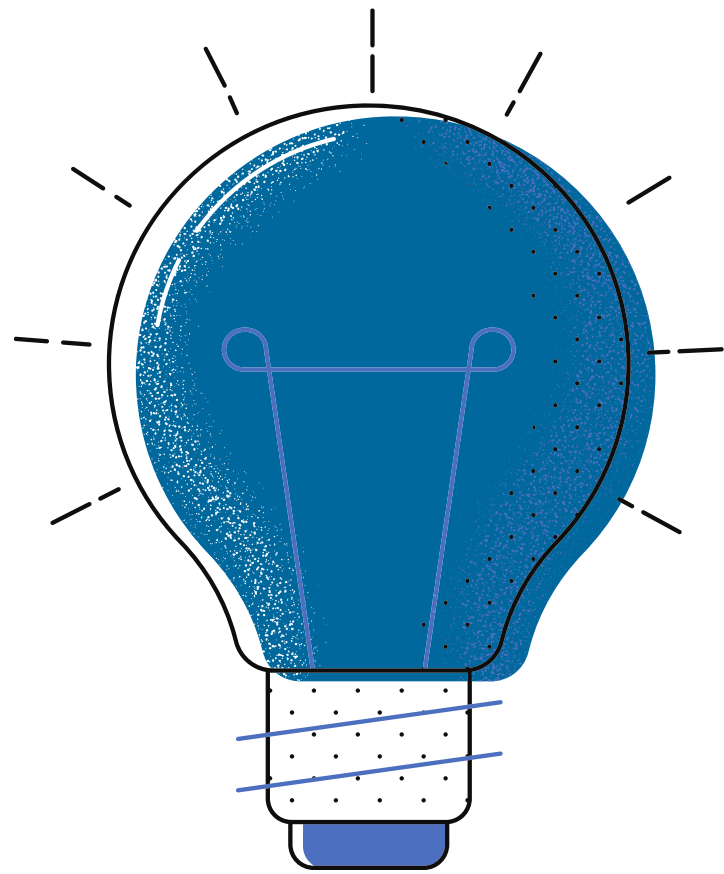
May 2009



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**Be
Confident**

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**Be
Known**

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**Be
Effective**

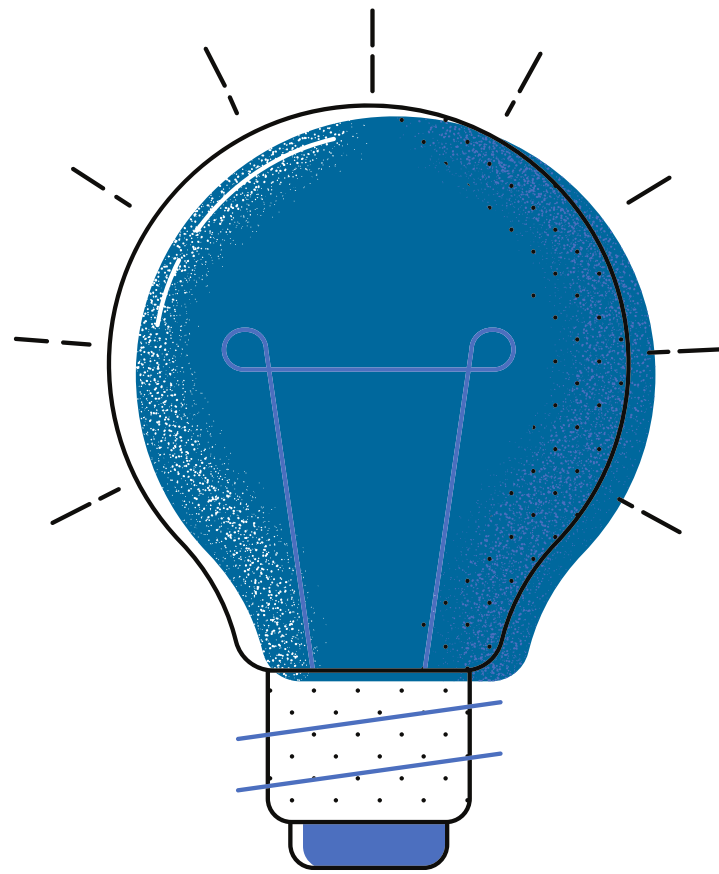


Change Proposal

In one sentence, write down a change that you want to see implemented at DOR? (examples: how work is currently done, a process, a specific initiative, a specific point of emphasis, something that bugs you, a way to better serve our customers, ...)

Change Proposal

Complete the following information regarding your desired change at DOR:



1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved)
3. **Objectives** (in bullets, what are the expected outcomes from this change)
4. **Value** (in bullets, what is the value of completing the objectives)?
5. **Stakeholders** (from which senior leaders will I need support?)

1. **Description:** Create a process to disseminate vital information about programs across divisions.
2. **Situation Appraisal:** Currently, customers may be talking with one division within the department. The team members in that division may not be aware of programs from other divisions or teams.
3. **Objectives**
 - Create a central sharing system

- Develop a process to notify of existing programs and news
 - Conduct continuous process improvement
4. **Value**
 - Customers are knowledgeable about all programs available to them.
 - Reduction in duplicate communication.
 - Produces data to help the department identify which programs are working.
 5. **Stakeholders**
 - My Director, Asst. Commissioner, ...



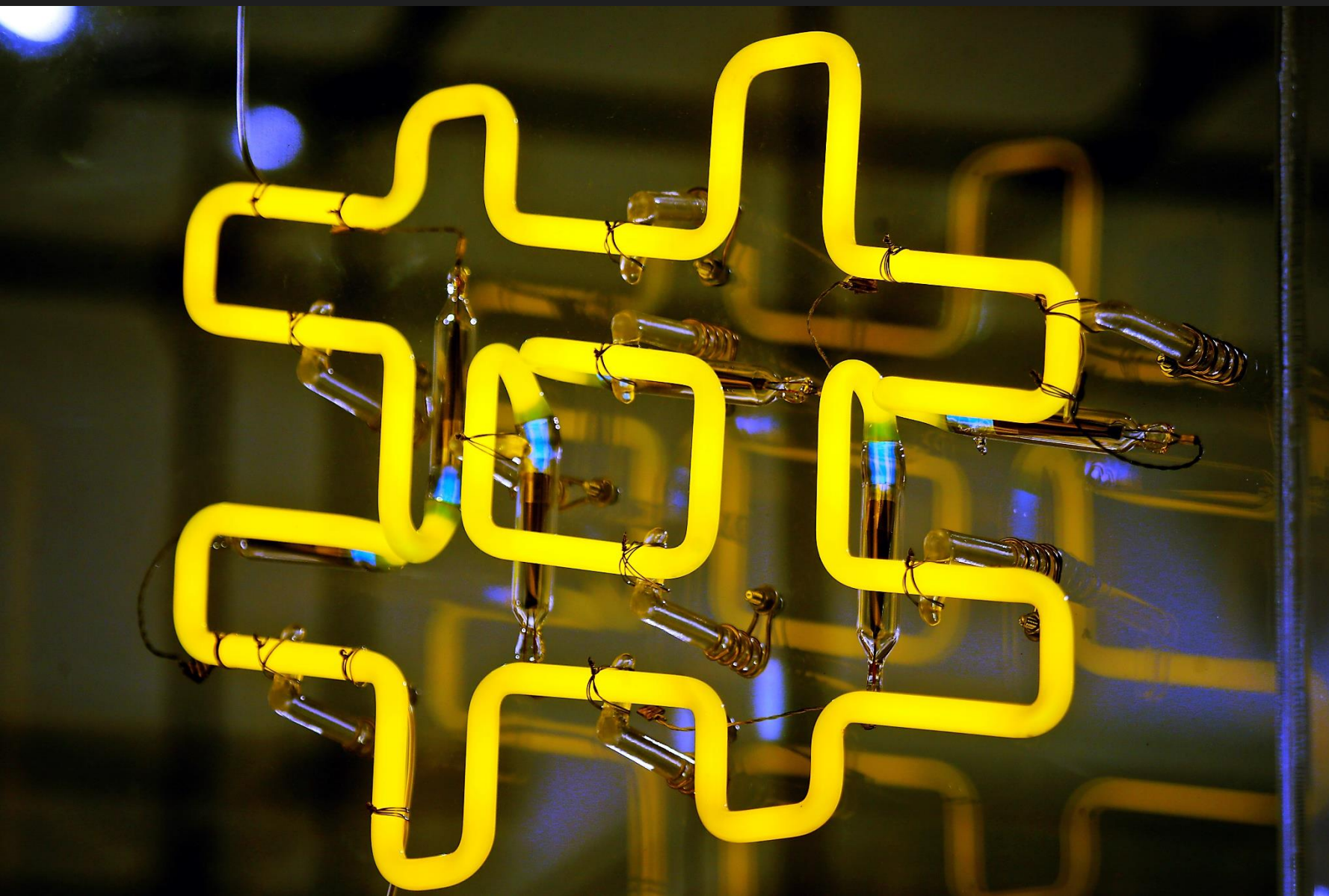
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**Be
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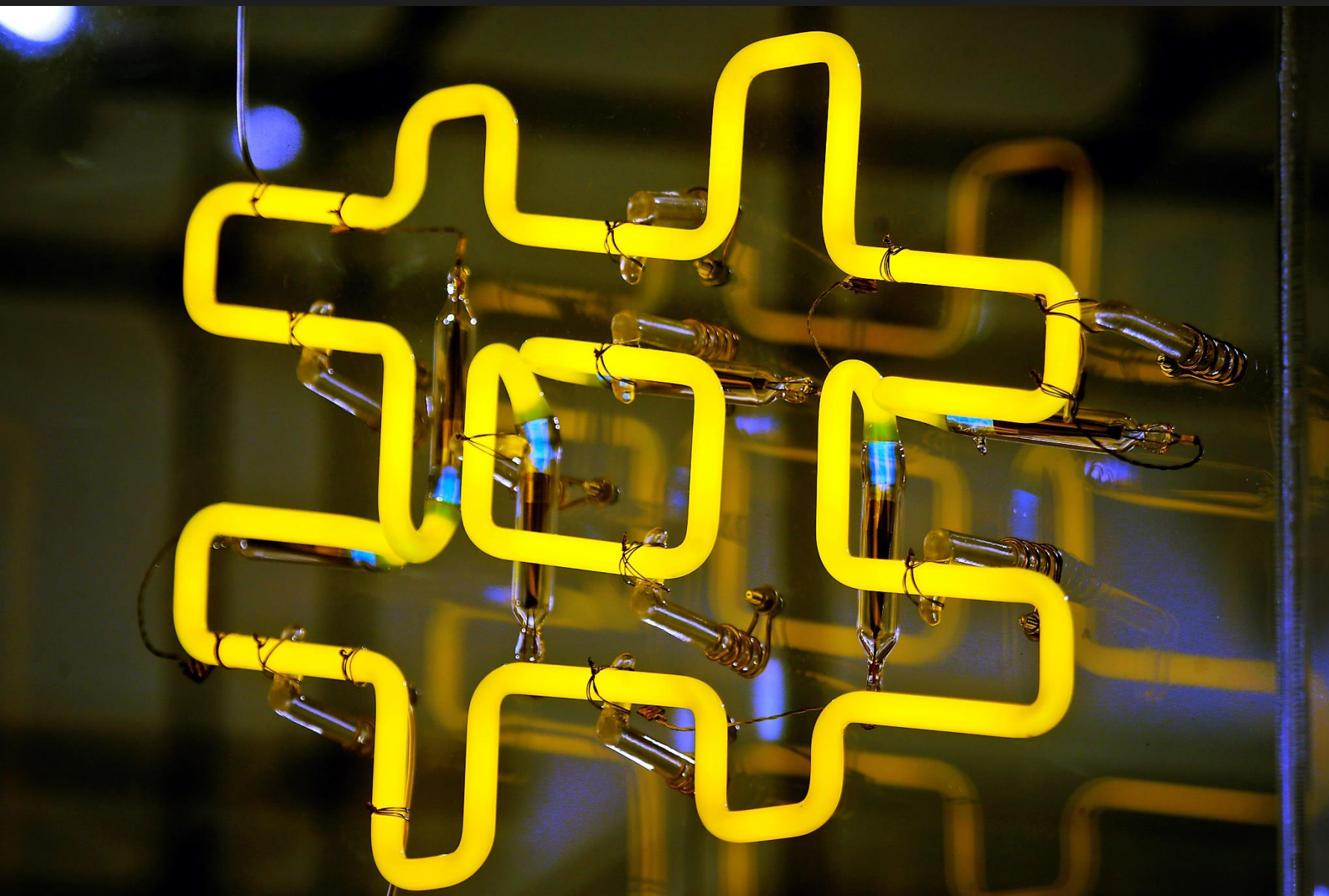
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**Be
Effective**



#SpeedHashTag

In Chat

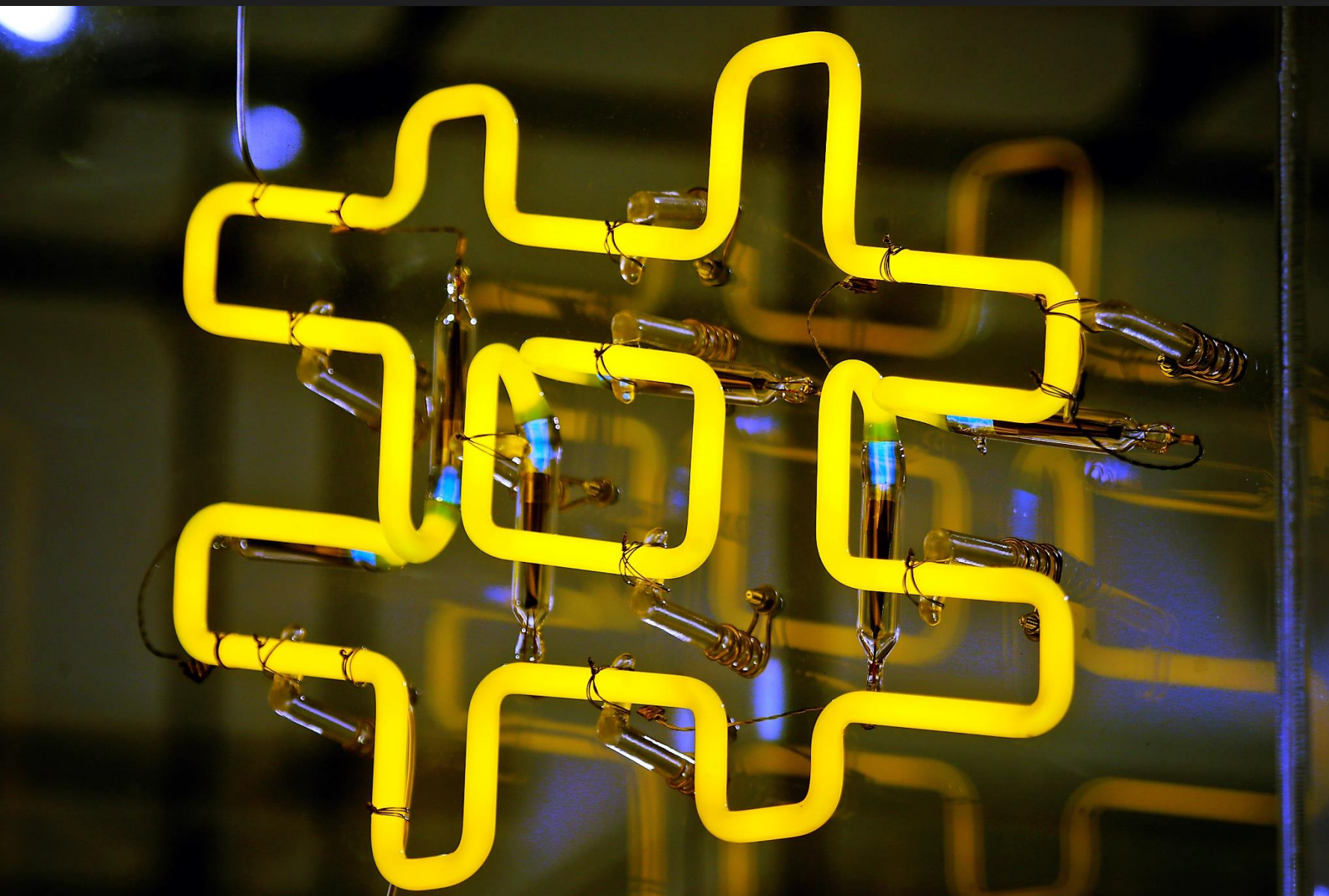
Enter a #hashtag in chat that describes the topic that Mark gives you.



In Chat

Enter a #hashtag in chat that describes **a favorite food**.

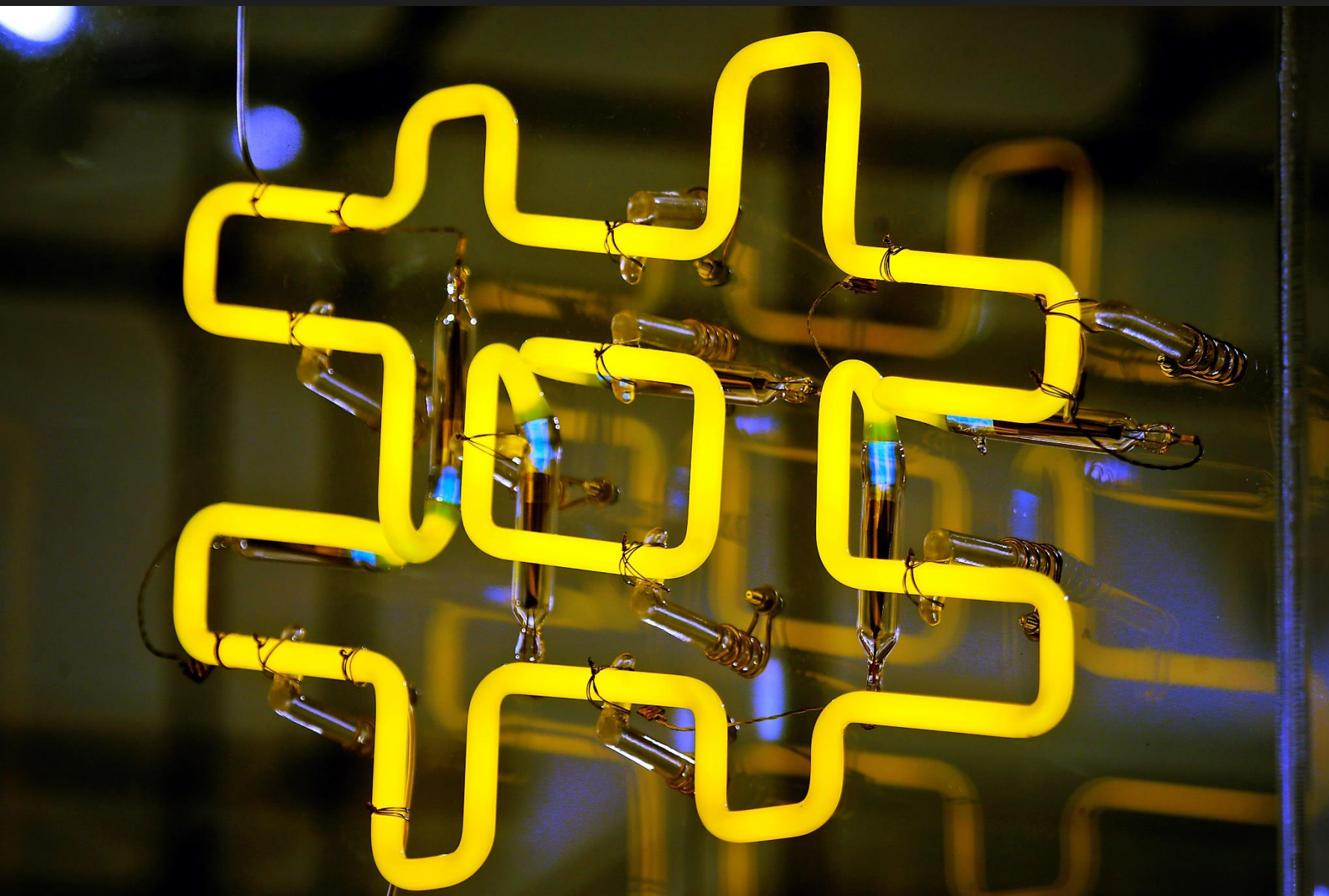
#SpeedHashTag



#SpeedHashTag

In Chat

Enter a #hashtag in chat that describes **a great vacation vibe.**



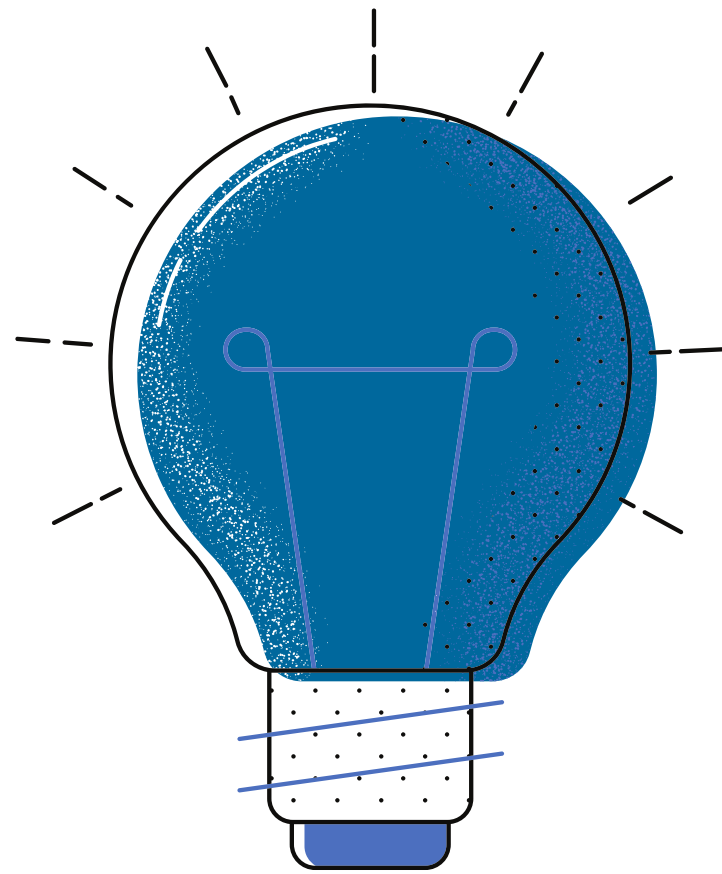
#SpeedHashTag

In Chat

Enter a #hashtag in chat that describes **your feeling when suddenly expected to present to senior leaders.**

Interviews: Breakout Rooms

Interview each other with the questions in your handout:



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 you rated yourself the way you did?
5. Which situations and personality styles tend to make you uncomfortable when interacting with higher management?



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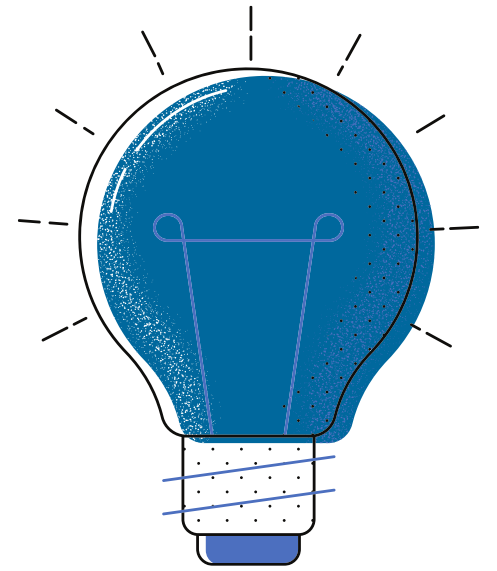
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**Be
Effective**



You must be willing to first be uncomfortable
before you can be comfortable.

Understand My **Invisible** Goal

- To feel right
- To feel liked
- To feel in control
- To feel safe



Share the following in chat:

- To feel right
- To feel liked
- To feel in control
- To feel safe

- 1) Your invisible goal
- 2) A situation where your invisible goal manifested itself when interacting with others.

Understand My **Ideal** Goal

To add value to others

1. Value others
2. Think about ways to add value to others
3. Look for ways to add value to others
4. Actually add value
5. Encourage others to add value



Reflection

What insights are beginning to emerge about yourself?



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**Be
Confident**



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Effective**



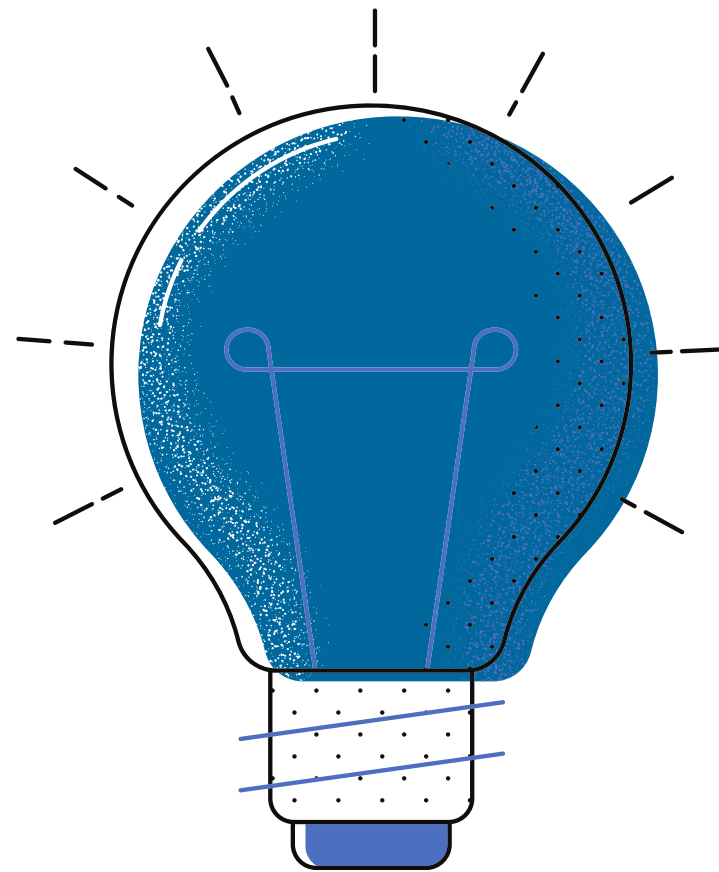
Being known by senior leaders produces
comfort and effectiveness.

Skip Level Meeting Questions

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's worrying senior leadership right now?
4. How does our team support the department'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 best do you think I can 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?

“Skip Division” Meeting

In breakout rooms, ask each other the following questions:



1. How do you think the department is going to change in the next year? 3 years?
2. What's worrying your division right now?
3. Do you have any feedback on the {last project} our team finished?
4. How best do you think I can win over executive support when proposing a project?
5. Who in the department do you think I can learn the most from?

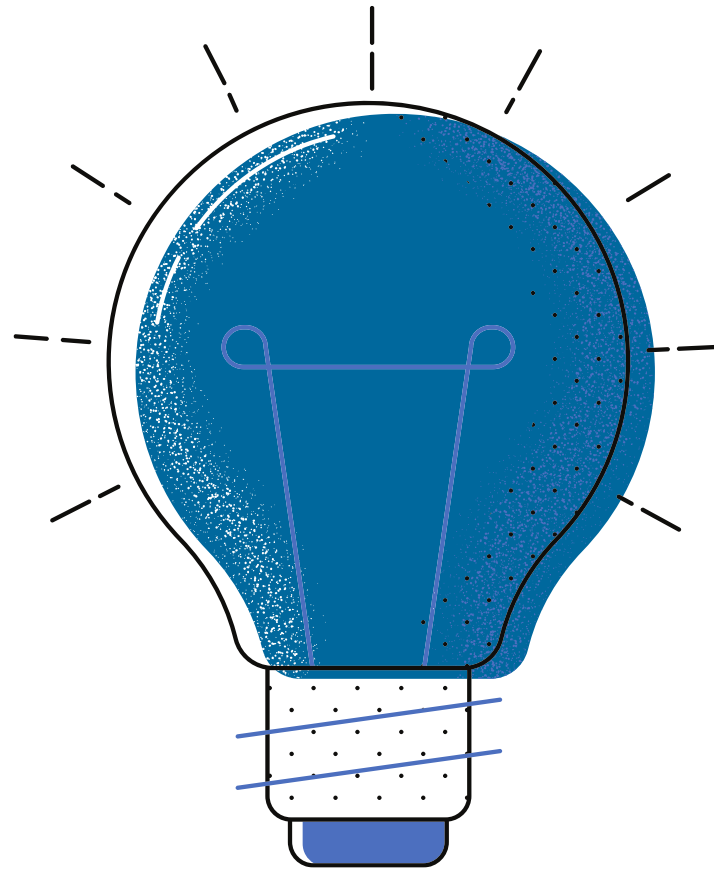
More Ideas

1. Pre-Meetings with key decisions makers (or their team)
2. Volunteer to sit in on meetings for your manager
3. Volunteer for special projects
4. ?

What Gets in the Way?

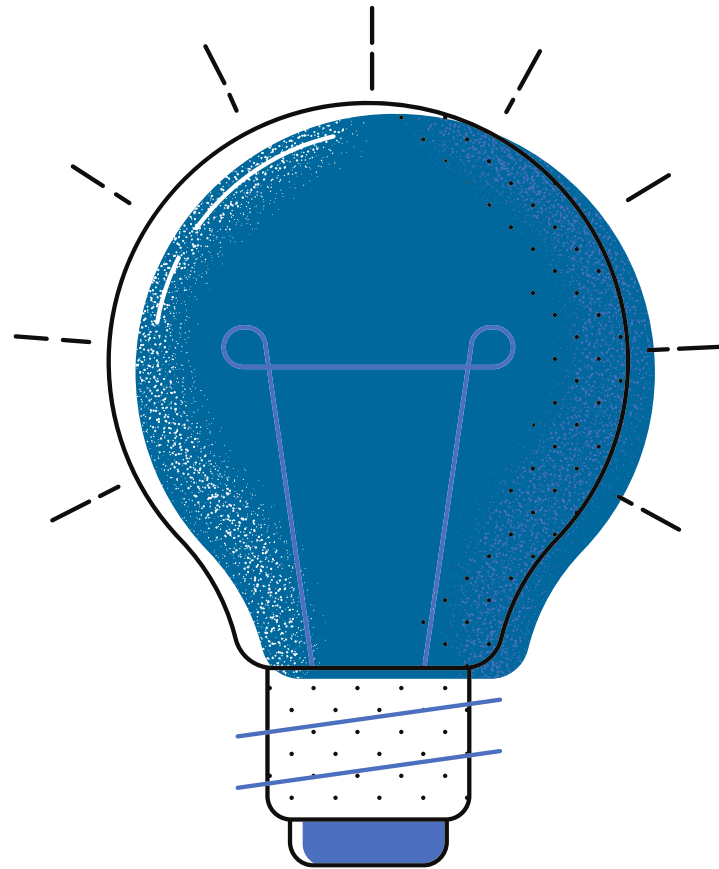
(behaviors, judgement)

- Blame others (instead of taking responsibility)
- Make up excuses
- Too direct / say things that cause problems
- Using too many words
- Don't speak up / stay quiet
- Overstate negative views
- Shade the truth
- Sarcastic
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Dis-engage: reject politics



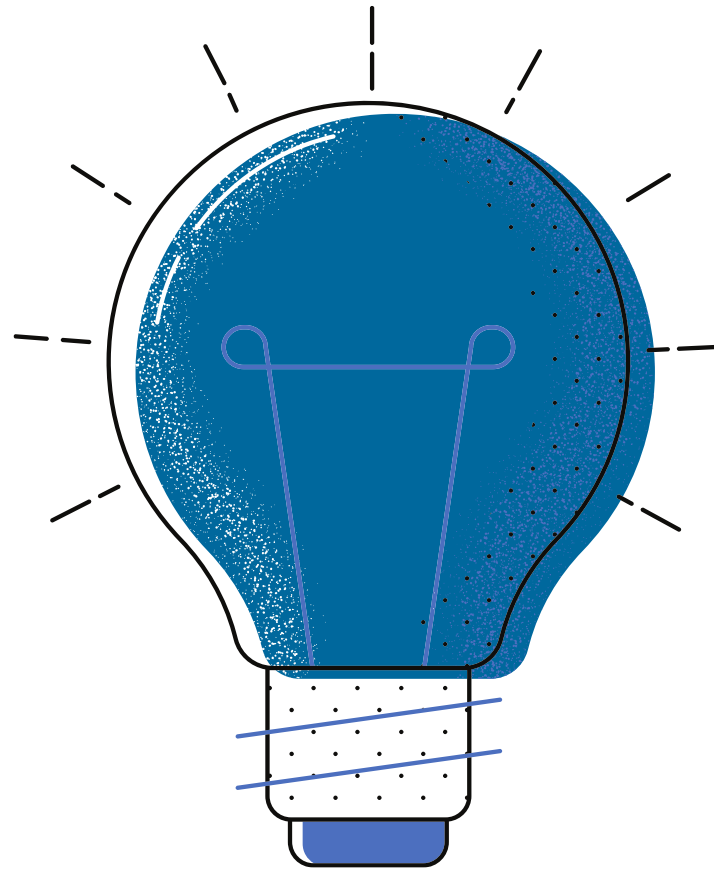
How to Get Good Feedback:

1. Solicit advice rather than criticism.
2. Be directed towards the future rather than obsessed with the past.
3. Couch it in a way that suggests you will act on it – you are indeed trying to get better.



How to Get Good Feedback:

“How can I do better?”



Feedforward

1. In your breakout room, one at a time...
2. Describe the one behavior you would like to change.
3. Ask the others for one suggestion for the future that might help you achieve a positive change in your selected behavior.
4. Be prepared to share one suggestion you heard.

What Gets in the Way?

(behaviors, judgement)



Reflection

Where are you confident?

Where are you anxious?



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Confident**

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**Be
Effective**



The ultimate ingredient to being comfortable
is to actually be effective.

How do we become effective?

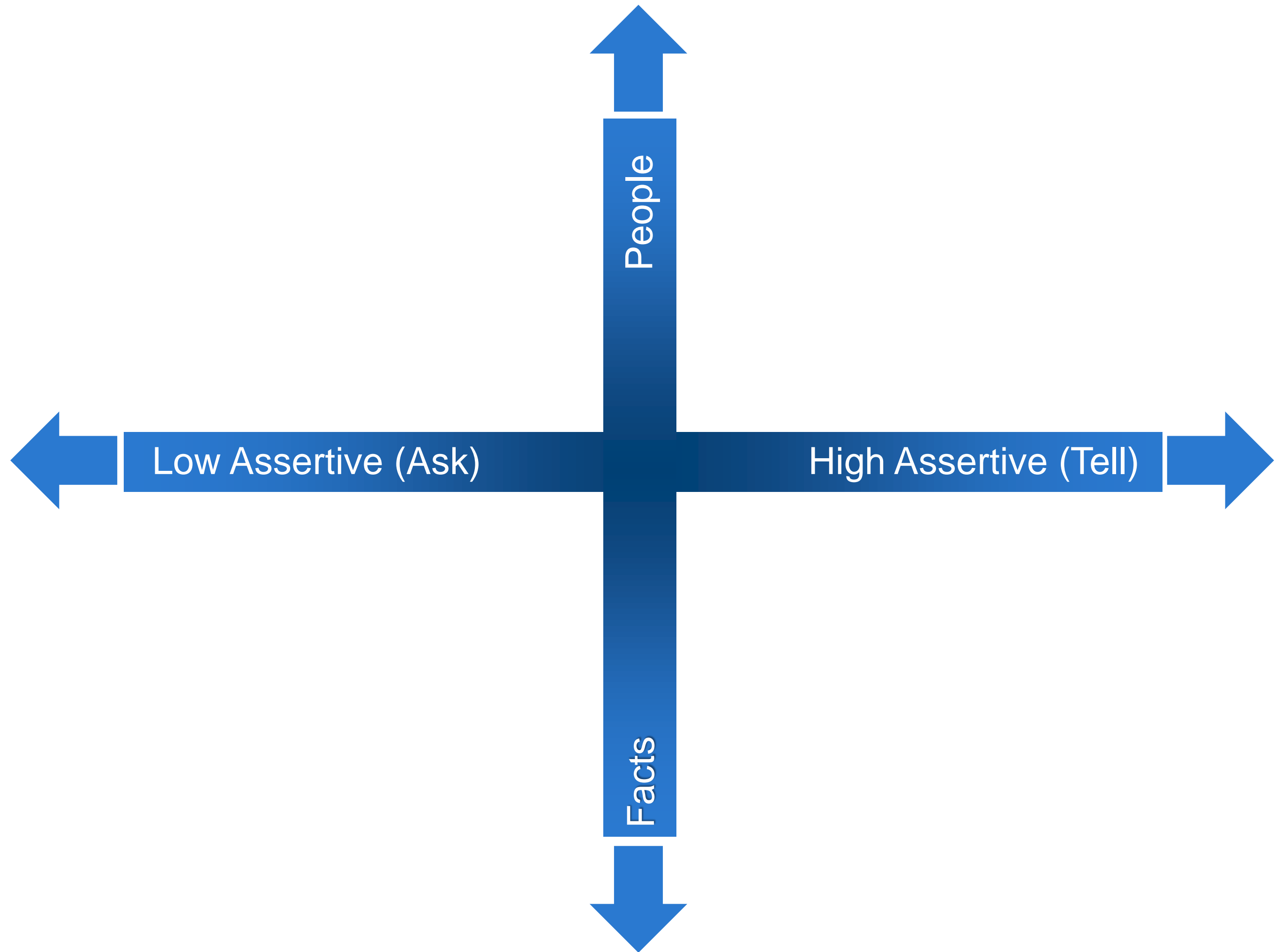
How to Be Effective

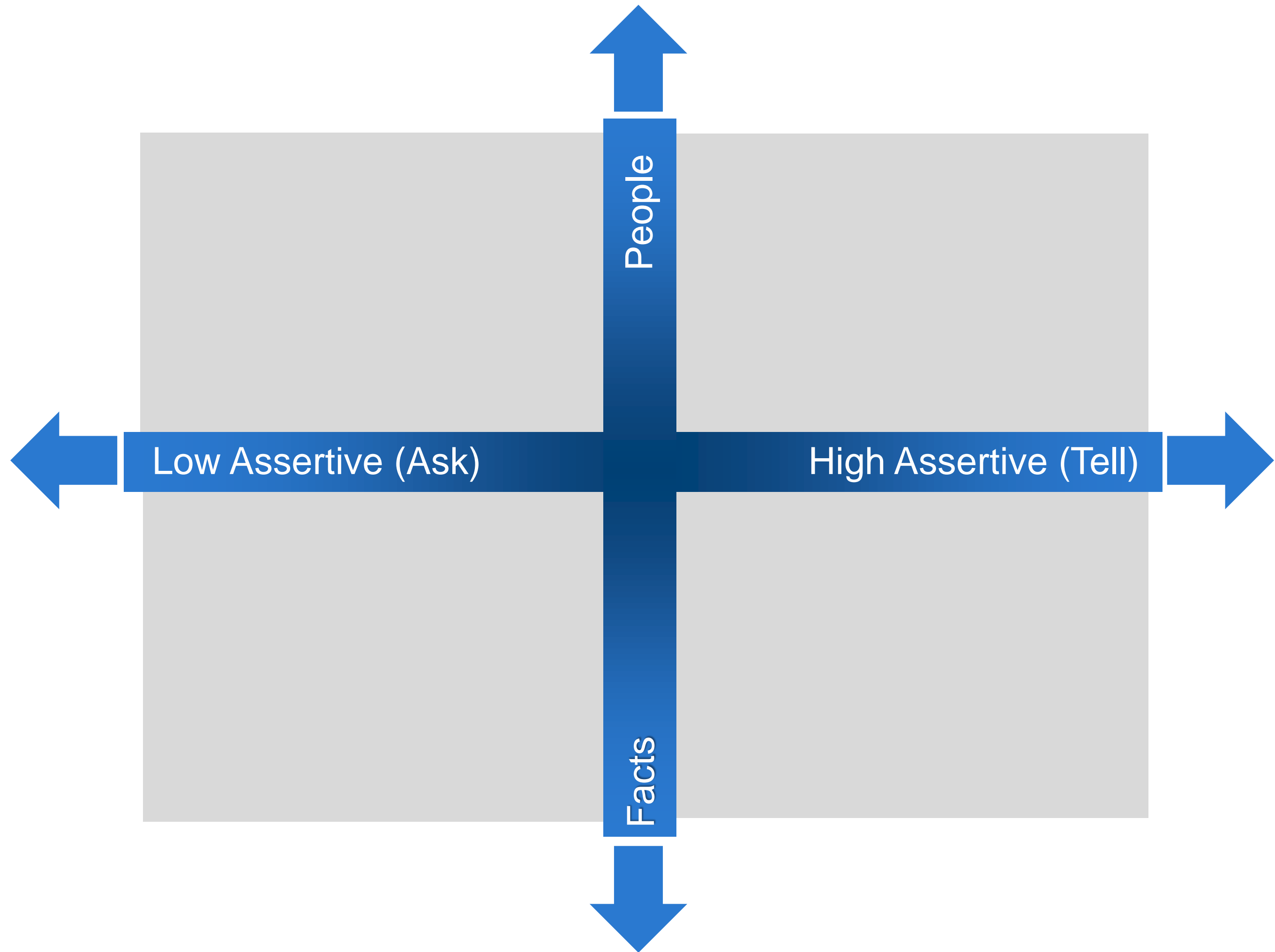
(tips and tools)

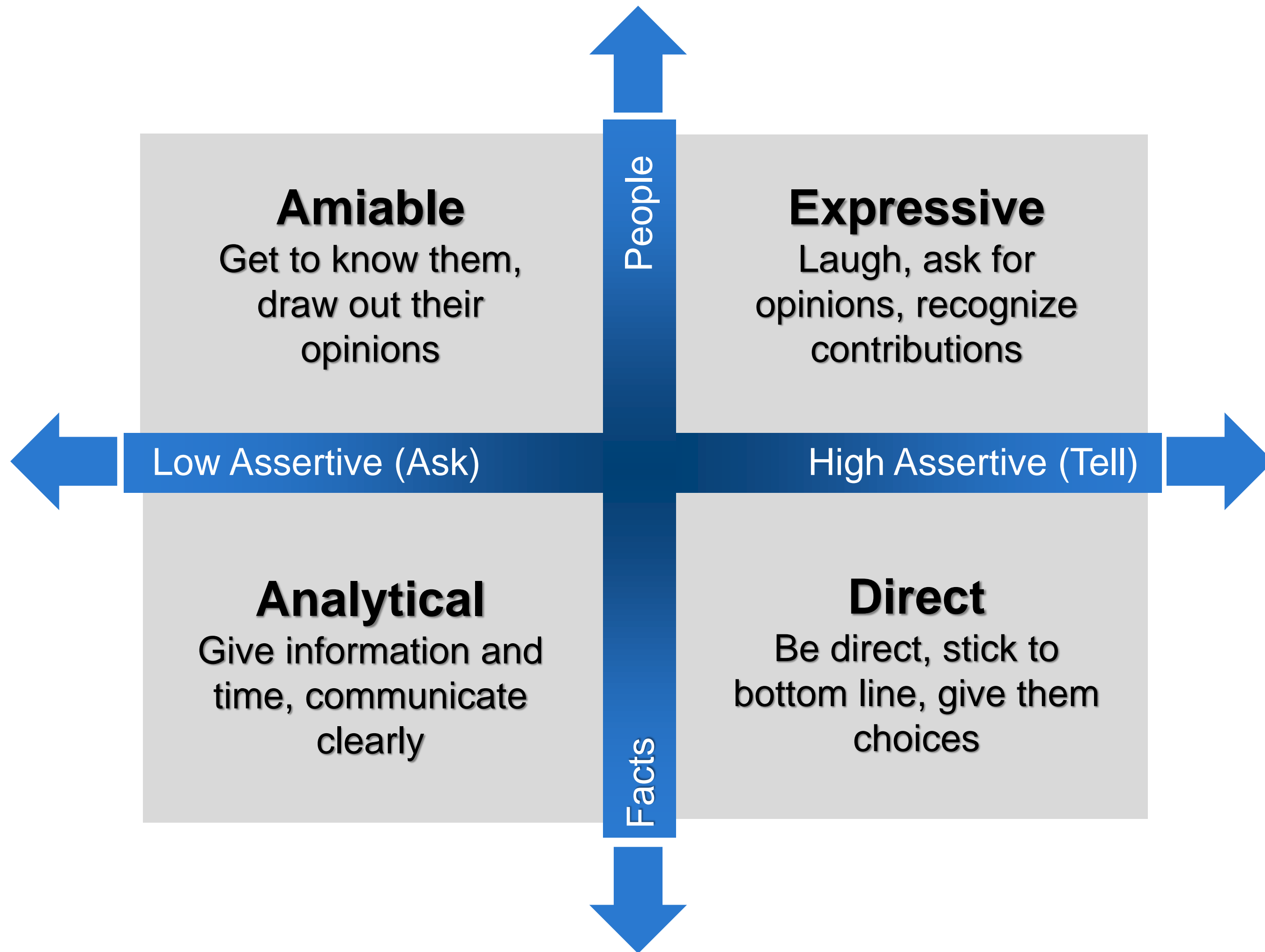
1. Get things done
2. State your intention ahead of time
3. Questions over statements
4. Speak *their* language

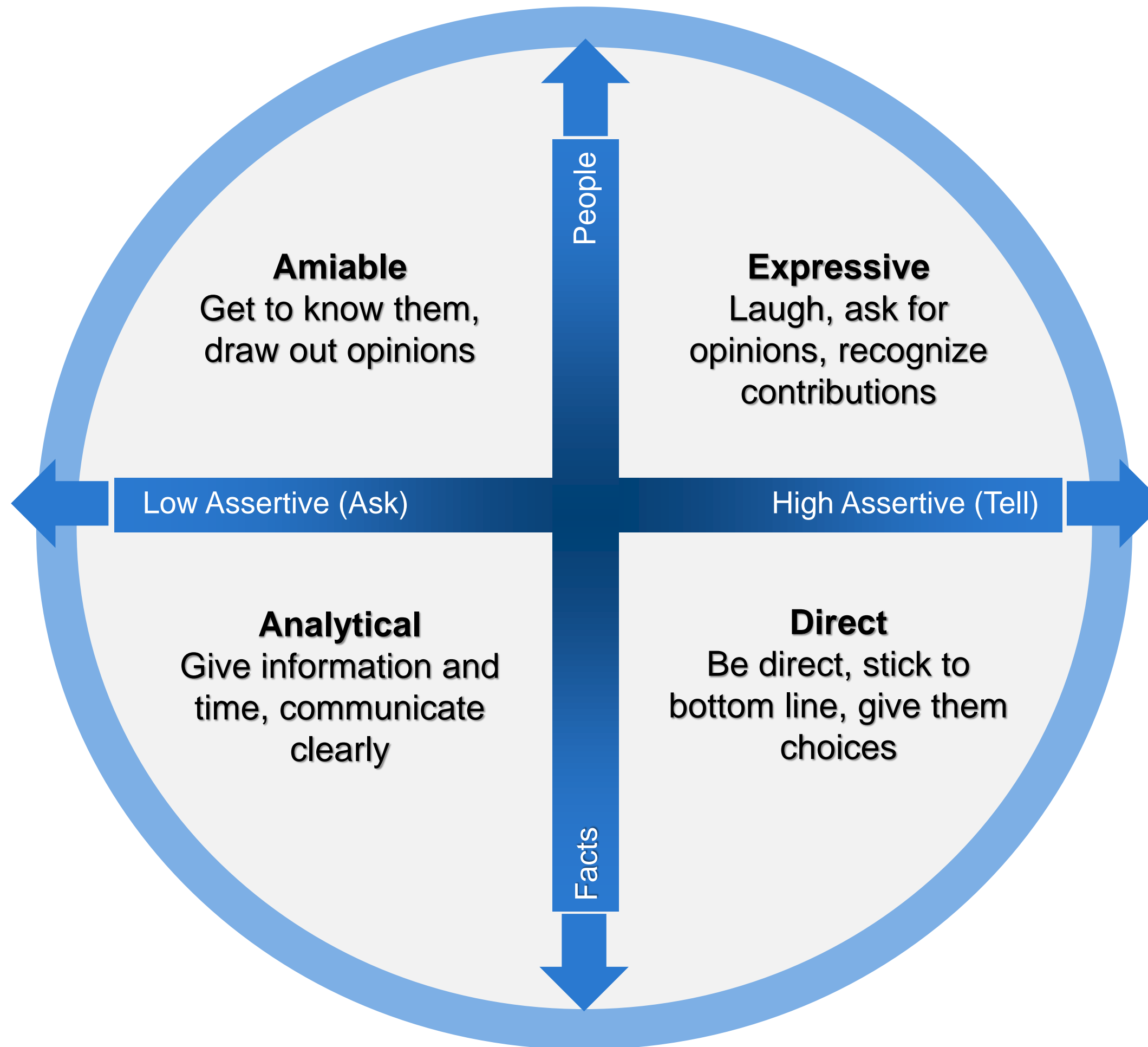


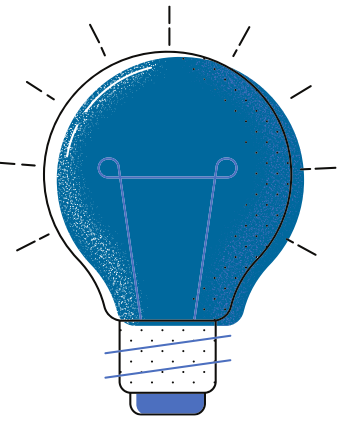










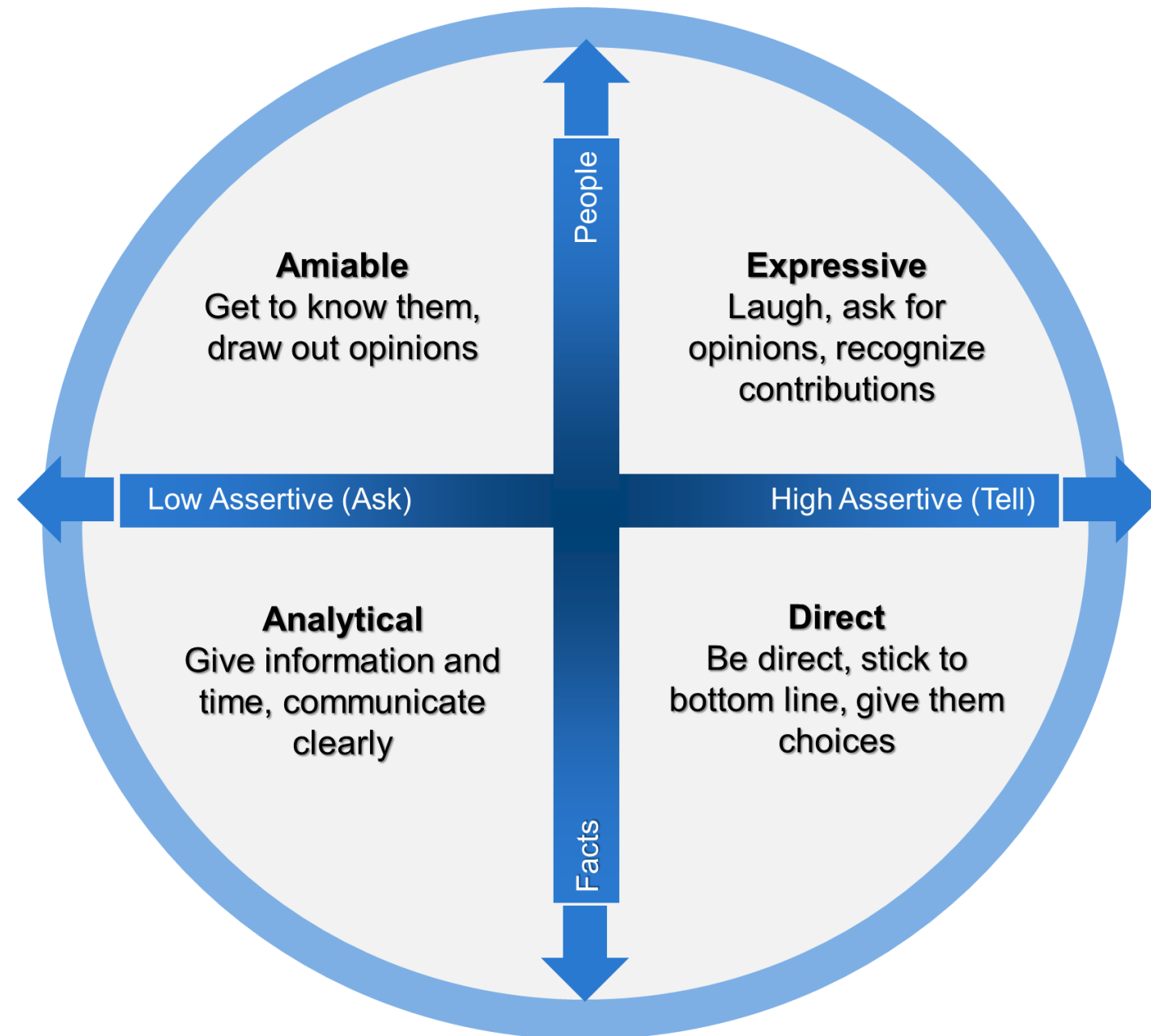


Exercise

Think back to the stakeholders in your change proposal.

On your own:

1. Write down the behaviors you have observed in them.
2. Where do you think they fall in the quadrant?
3. How could you flex your style to “speak their language?”



How to Be Effective

1. Get things done
2. State your intention ahead of time
3. Questions over statements
4. Speak *their* language
5. Speak in terms of their priorities

Topics

1. Toilet paper should roll from the top vs. toilet paper should roll from the bottom
2. Glass half full vs. glass half empty
3. Night person vs. morning person
4. Marvel vs. DC
5. Original Star Wars (4-6) vs. Prequels (1-3)
6. Stay at home and read vs. go out on the town
7. Mac vs. PC
8. Dogs vs. cats

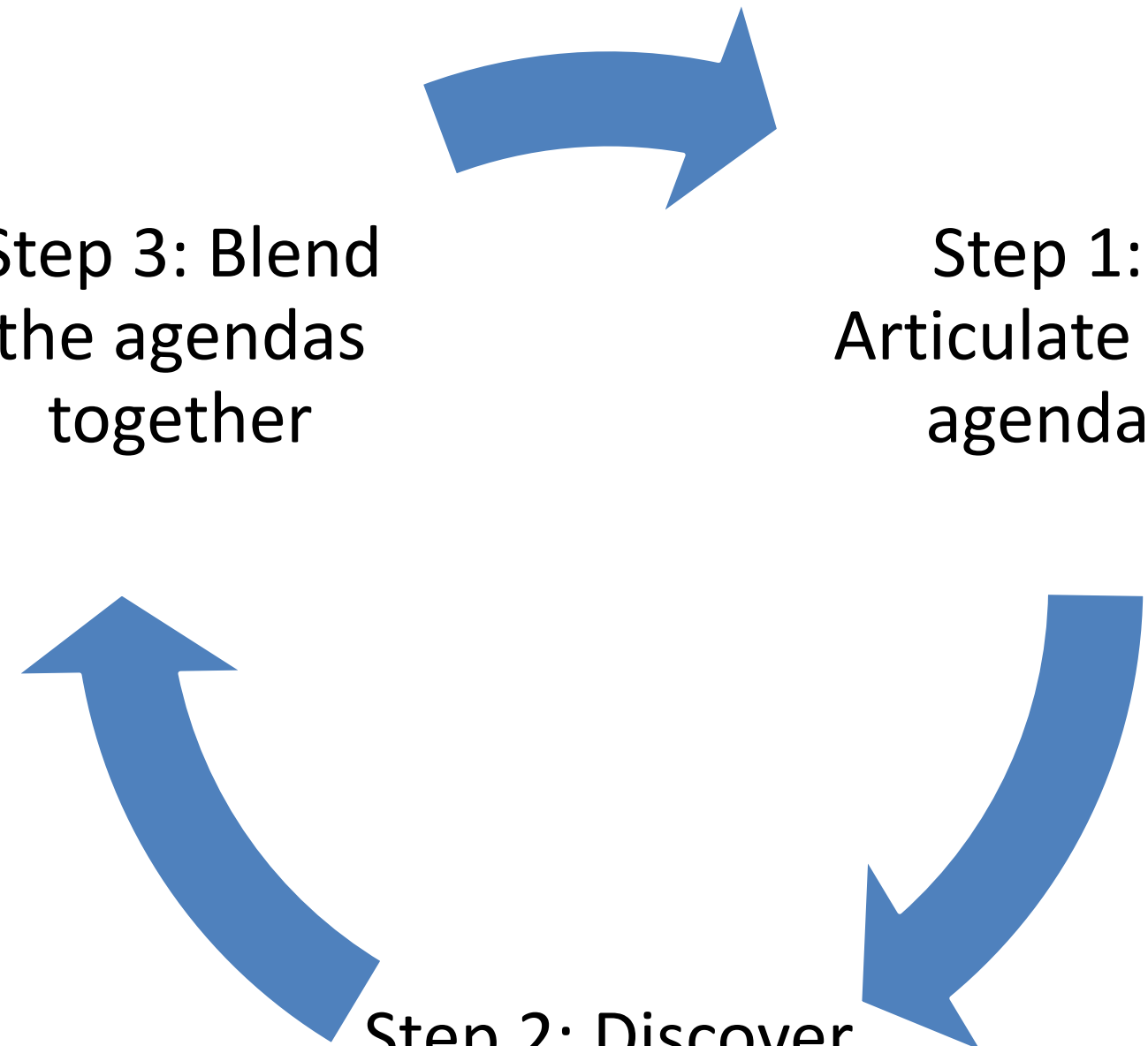
- What would it look like if ...?
- How might we work together to ...?

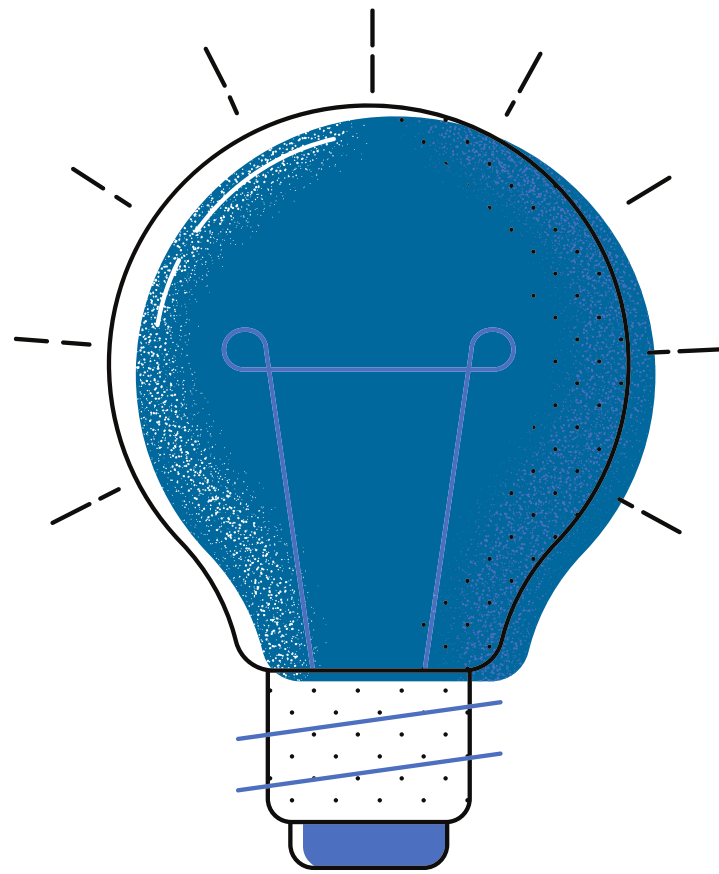
Step 3: Blend
the agendas
together

Step 1:
Articulate my
agenda

Step 2: Discover
their agenda

- How does this impact you?
- What would make this easier for you?
- What questions does this raise for you?





Revised Change Proposal

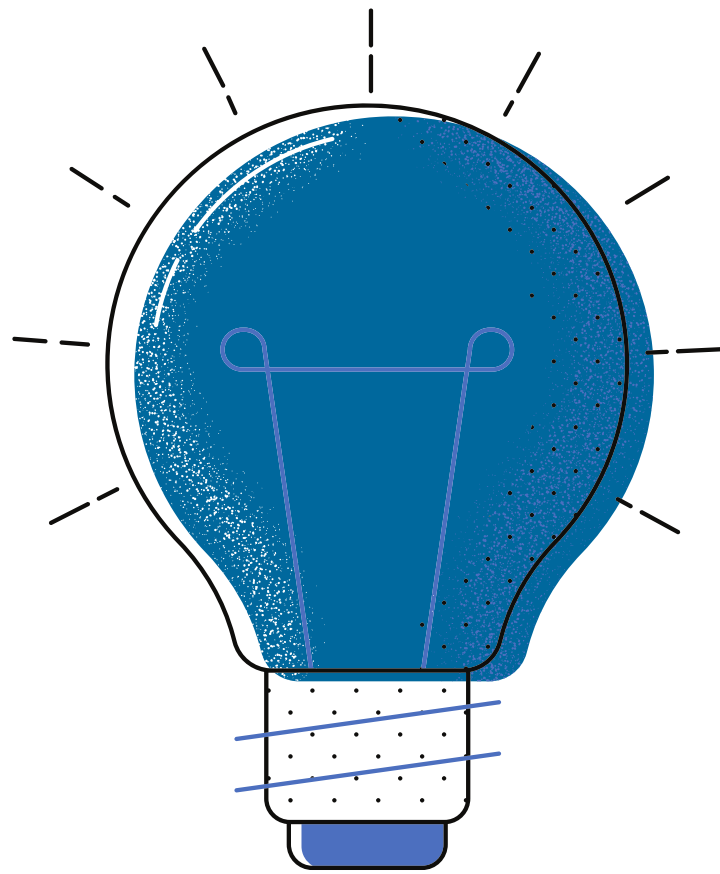
Re-do the following information regarding your desired change at DOR:

1. **Description**
2. **Situation Appraisal** (in one paragraph, summarize the current condition that needs to be improved, *as a senior leader would describe it*)
3. **Objectives** (in bullets, what are the expected outcomes from this change, *in the language of outcomes that a senior leader desires, such as governor's and dept.'s priorities*)
4. **Value** (in bullets, what is the value of completing the objectives, *as a senior leader may describe it*)

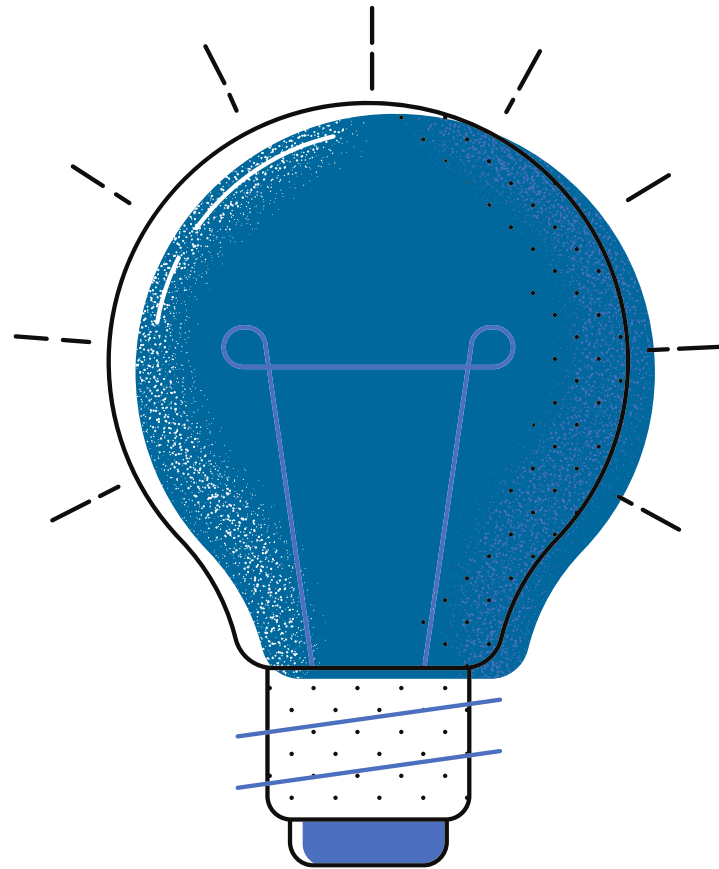
How to Be Effective

1. Get things done
2. State your intention ahead of time
3. Questions over statements
4. Speak *their* language
5. Speak in terms of their priorities
6. Prepare for the unexpected

Prepare for the Unexpected



1. You are peppered with questions. They poke holes in your argument.
2. They say, “I need to leave in 3 minutes, let’s jump right to the end.”
3. They don’t agree. “This isn’t going to work. I don’t agree with this.”



In breakout rooms

- 1) Choose one person to present your change proposal.
- 2) The other people in the group will throw you a curveball: “Pepper them with questions. Poke holes in their argument.”
- 3) Handle the curveball.
- 4) Stop after 60 seconds.
- 5) Laugh and talk about it afterwards: what did it feel like? How would you handle this curveball in the future?

Situation	Response
They poke holes in your argument.	Change your approach
	Instead of selling, give them a problem to solve.
Can't think of the right words.	Pause
Feeling defensive.	Ask a question
Don't have the answer	"I don't know but I'll get back to you."
Running overtime?	Go straight to the conclusion.
They don't agree.	Draw out the person to see if you've been misunderstood and clarify; if that's not the case, let the disagreement be as it is.

Strategies to Handle the Unexpected

1. Pre-Think
2. Practice, practice, practice
3. Others?



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Application

What is one takeaway that you will implement as a result of this session?

Comfort Around Higher Management