

ORGANIZATIONAL AGILITY

DEFINITIONS

DEFINITION: _____ about how organizations work; gets things done both through formal and informal channels; _____ through complex political situations.

SIMPLE DEFINITION OF POLITICAL SAVVY: Building solid working _____ to _____ up, down, and across the organization.

SKILLED BEHAVIORS

- Knowledgeable about how organizations work
- Knows how to get things done both through normal channels and the informal network
- Understands the origin and reasoning behind key policies, practices, and procedures
- Understands the cultures of organizations

UNSKILLED BEHAVIORS

- Doesn't get things done in organizations beyond his/her area
- May lack the interpersonal skills to get things done across boundaries
- May not negotiate well within organizations
- May be too timid and laid back to maneuver through organizations
- May reject the complexity of organizations
- May lack the experience or simply not know who and where to go
- May be too impatient to learn; may neither care to know the origins of how things work around the organization

SKILL #1: KNOW WHAT DRIVES ME

MY INVISIBLE GOAL

MY IDEAL GOAL

REFLECTION: How might my invisible goal be affecting my ability to influence up, down, and across the department?

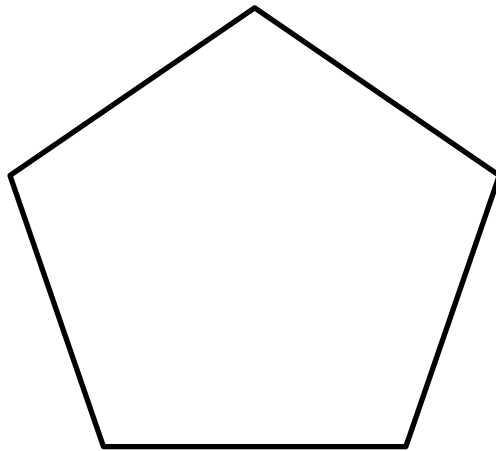
SKILL #2: REMOVE OBSTACLES

REMOVE OBSTACLES

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. Overstate negative views
6. Shade the truth
7. Sarcastic
8. Viewed as a loner
9. Pushing narrow / personal interests
10. Don't listen
11. Hedge on tough questions
12. Try to make everyone happy
13. Indicate little or no concern for others
14. Nervous or freeze with upper management
15. Dis-engage: reject politics

The one question: How can I do _____?

REFLECTION: What obstacle(s) do you need to remove to be more influential? How will you remove them?

SKILL #3: ENHANCE MY ABILITY TO INFLUENCE*LEVERAGE THE BEST INFLUENCING STYLE**HANDLE 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>	

REFLECTION: Where are you confident? Where are you anxious?

TAKEAWAYS

REFLECTION: What is the real issue for you when it comes to your ability to be organizationally agile?

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.