

ORGANIZATIONAL SAVVY



UNDERSTANDING ORGANIZATIONAL SAVVY

OFFICIAL DEFINITION

Maneuvering comfortably through complex _____, process, and _____ - related organizational _____.

SKILLED BEHAVIORS

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

LESS SKILLED BEHAVIORS

- Overlooks or disregards the political complexities of the organization.
- Pursues own area's goals without considering the impact on other groups.
- Says and does things that strain organizational relationships.
- Tends to be impatient with organizational processes and makes political errors.

POSSIBLE CAUSES OF LOWER SKILL

- Ignores or denies the reality of the system.
- Inexperienced.
- Resists the reality of complexity.
- Weak negotiator.
- Rejects the need to "play politics."
- Doesn't read others or their interests well.
- Excessively direct and straightforward.
- Lacks influence.
- Low ambiguity tolerance.
- Cynical.



NAVIGATE THE POLITICAL LANDSCAPE

EVALUATE THE LANDSCAPE

KNOW AND BE KNOWN



NAVIGATE THE INTERPERSONAL LANDSCAPE

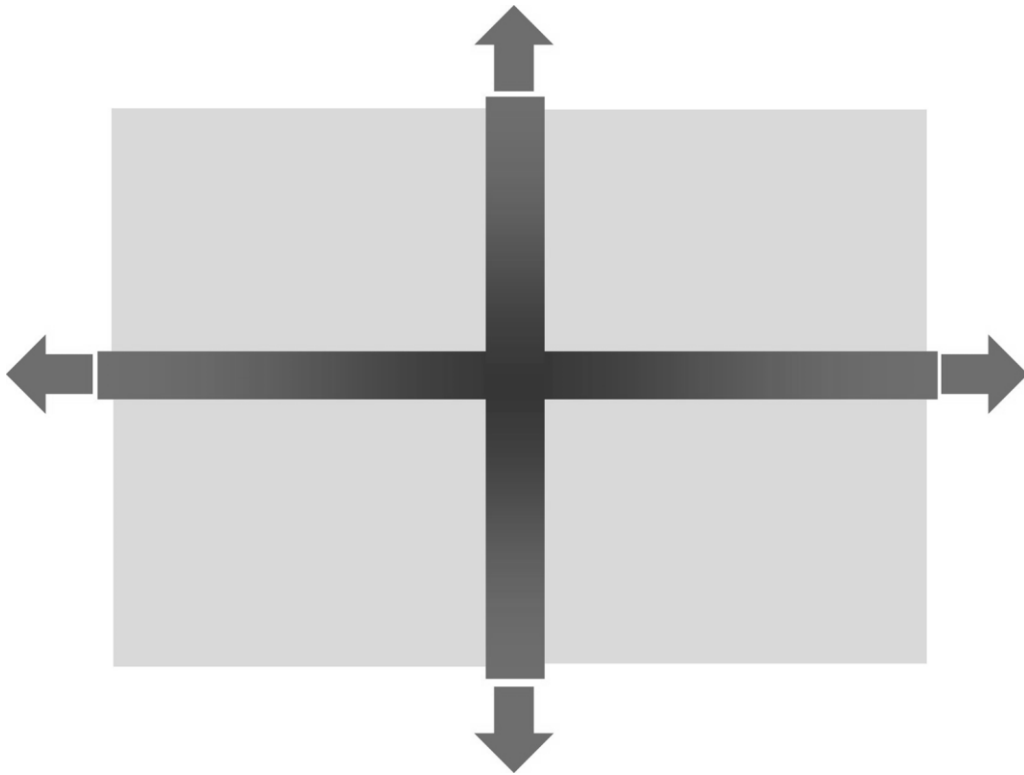
CHANGE MY STRATEGY

INTERVIEW

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

1. What is your greatest strength when relating to people?
2. If you could change one thing about your ability to relate to other people, what would it be?
3. What is something about you that people around you might not know but would help them understand you better?

FLEX MY STYLE



MERGE AGENDAS

**TIPS AND TAKEAWAYS****EXHIBIT: 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?

ABOUT MARK

Mark Kenny works with leaders to eliminate silo mentalities and break down barriers to build collaborative, aligned teams through his speaking, advising, 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*, and a part-time high-school basketball coach. He currently lives outside of Nashville, Tennessee.

To book Mark to speak for your retreat or event, connect with him at mark@markskenny.com, call (615) 656-0465, or learn more about his work at MarkSKenny.com.