



MK

Mark Kenny

Political Savvy / Managerial Courage: Making a Difference

Politics

A set of activities associated with the governance of an entity (country, state, agency, department, company, non-profit).



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Politics

How work gets done in an organization.

Political Savvy

Building solid working
relationships to influence up,
down, and across the
organization.

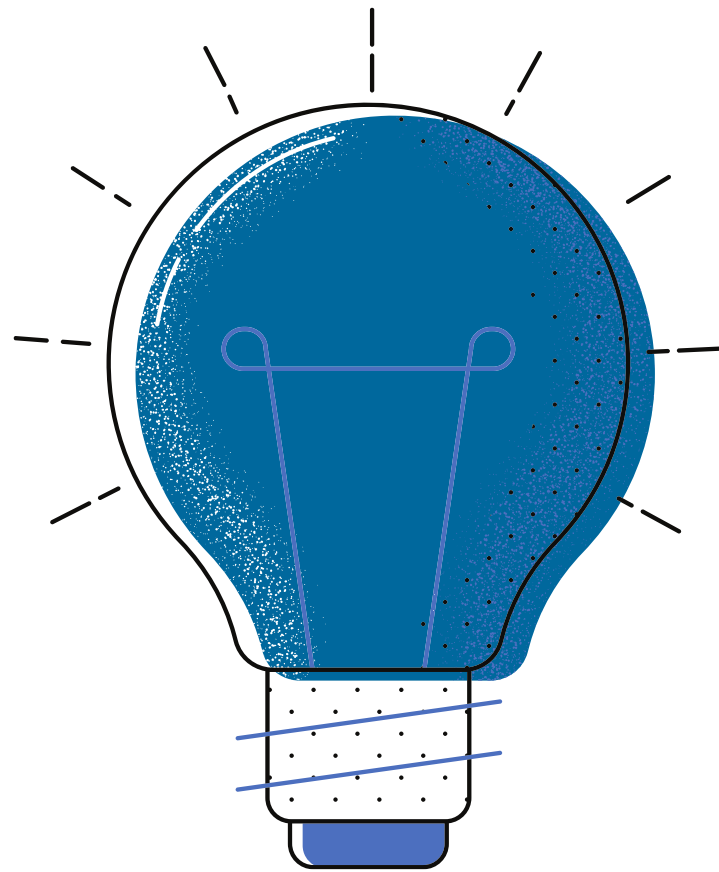


So much emphasis has been placed upon the false notion that...politics has come to convey the meaning of crafty and cunning selfishness, instead of candid and sincere service.

Calvin Coolidge

Managerial Courage

Saying what needs to be said at
the right time, to the right
person, in the right way.



On Your Own

Answer the questions in your handout at the bottom of page one. Be prepared to share.

Skilled Behaviors: Political Savvy


- 1 Can maneuver through complex political situations effectively and quietly.
- 2 Is sensitive to how people and organizations function.
- 3 Anticipates where land mines are and plans his/her approach accordingly.
- 4 Views corporate politics as a necessary part of organizational life and works to adjust to that reality.
- 5 Is a maze-bright person.

Skilled Behaviors: Managerial Courage

- 1 Doesn't hold anything back that needs to be said.
- 2 Let's people know where they stand.
- 3 Provides current, direct, complete, and "actionable" positive and corrective feedback to others.
- 4 Faces up to people problems on any person or situation (not including direct reports) quickly and directly.
- 5 Is not afraid to take action when necessary.

How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



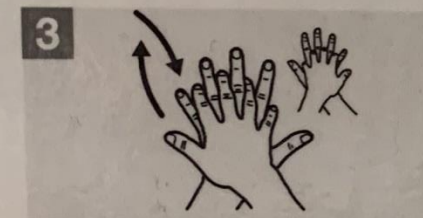
Wet hands with water;



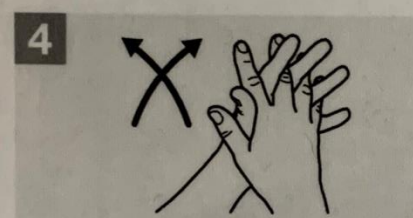
Apply enough soap to cover all hand surfaces;



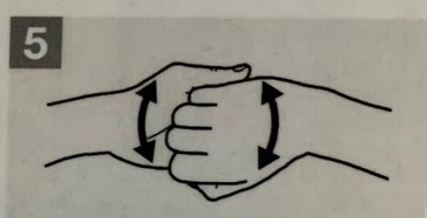
Rub hands palm to palm;



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



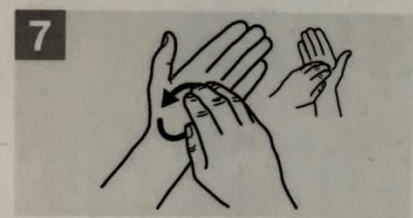
Palm to palm with fingers interlaced;



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;



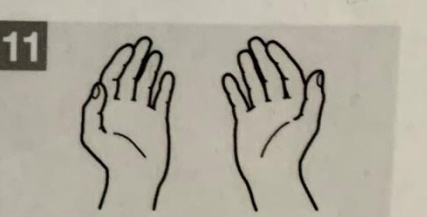
Rinse hands with water;



Dry hands thoroughly with a single use towel;



Use towel to turn off faucet;



Your hands are now safe.



Patient Safety
A World Alliance for Safer Health Care

SAVE LIVES
Clean Your Hands

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Political Savvy: Agenda

Level 1

CHANGE OUR PERSPECTIVE

Level 2

REMOVE OBSTACLES

Level 3

IMPROVE OUR ABILITY TO INFLUENCE

Level 4

CHOOSE THE BEST STRATEGY



Reflection

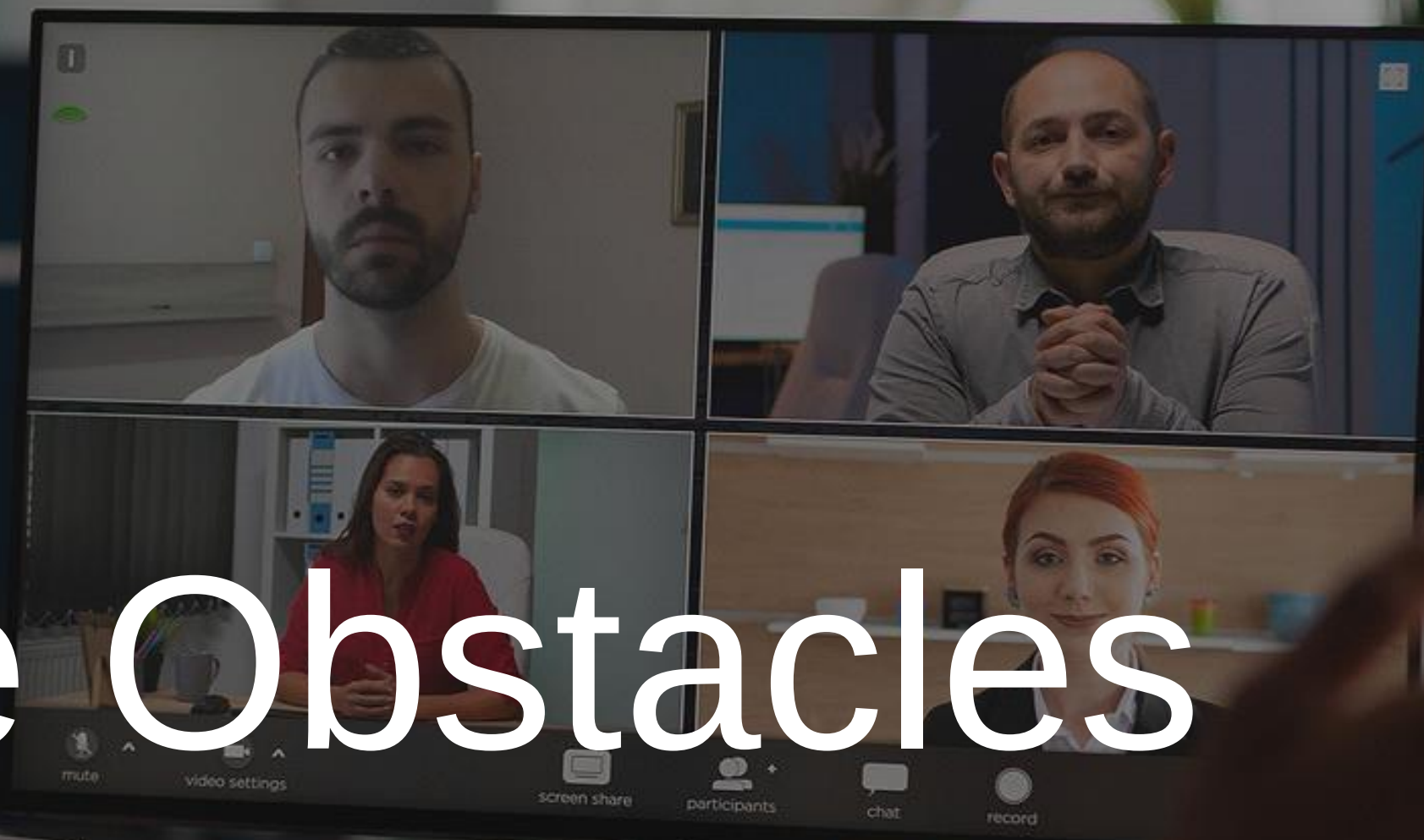
How might your perspective on politics be affecting your ability to make change happen?

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Level 2:

Remove Obstacles



Language Obstacles

- Blame others (instead of taking responsibility)
- Exaggerate
- Make up excuses
- Push your statements to the extreme to make a point.
- Too direct / say things that cause problems
- Don't speak up / stay quiet
- Overstate negative views
- Trash talk to fit in
- Use demeaning words
- Shade the truth

Behavior Obstacles

- Cutting corners
- Viewed as a loner
- Pushing narrow / personal interests
- Don't listen
- Hedge on tough questions
- Try to make everyone happy
- Make rivals look bad
- Don't communicate
- Indicate little or no concern for others
- Nervous or freeze with upper management
- Dis-engage: reject politics

Skilled Behaviors

- 1 Can **maneuver** through complex political situations effectively and **quietly**.
- 2 Is **sensitive** to how people and organizations function.
- 3 Anticipates where land mines are and plans his/her approach accordingly. **(impact of speech)**
- 4 Views corporate politics as a necessary part of organizational life and works to adjust to that reality.
- 5 Is a maze-bright person.

Inconsistencies

- Don't do what I say I do
- Don't follow through on commitments
- Unpredictable responses to situations
- Express values but don't act according to values (integrity, ethics, etc.)

Our Invisible Goals

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



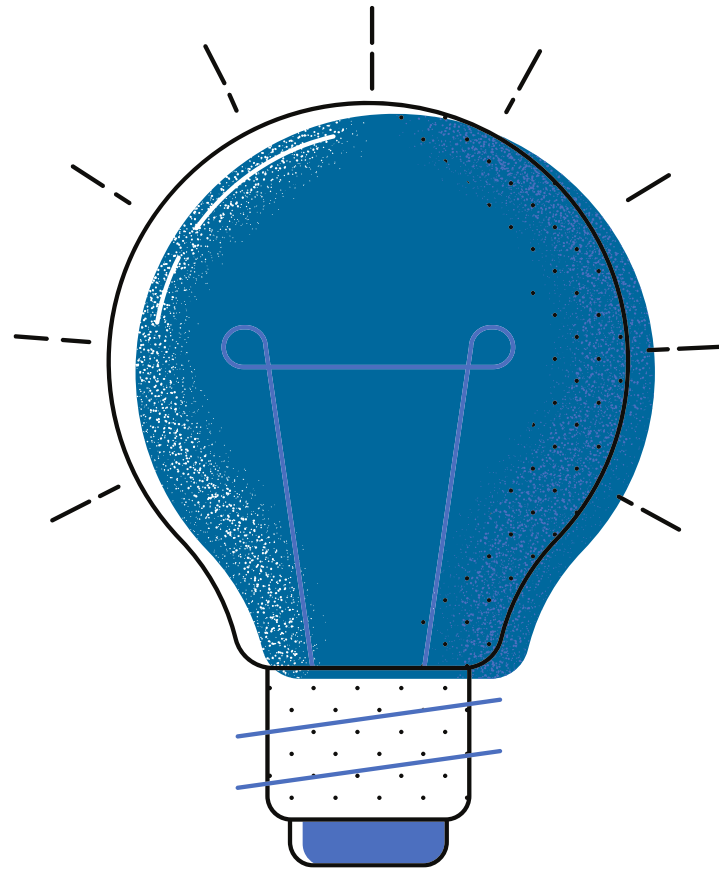
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Hot Buttons



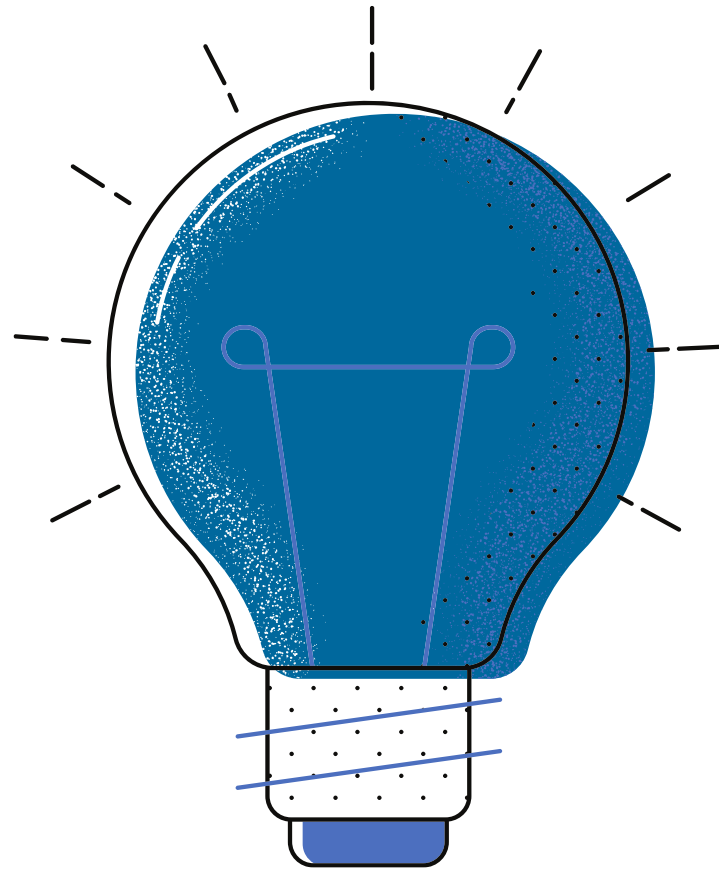
Reflection

Which is one behavior (something you say or do) that you would like to change?



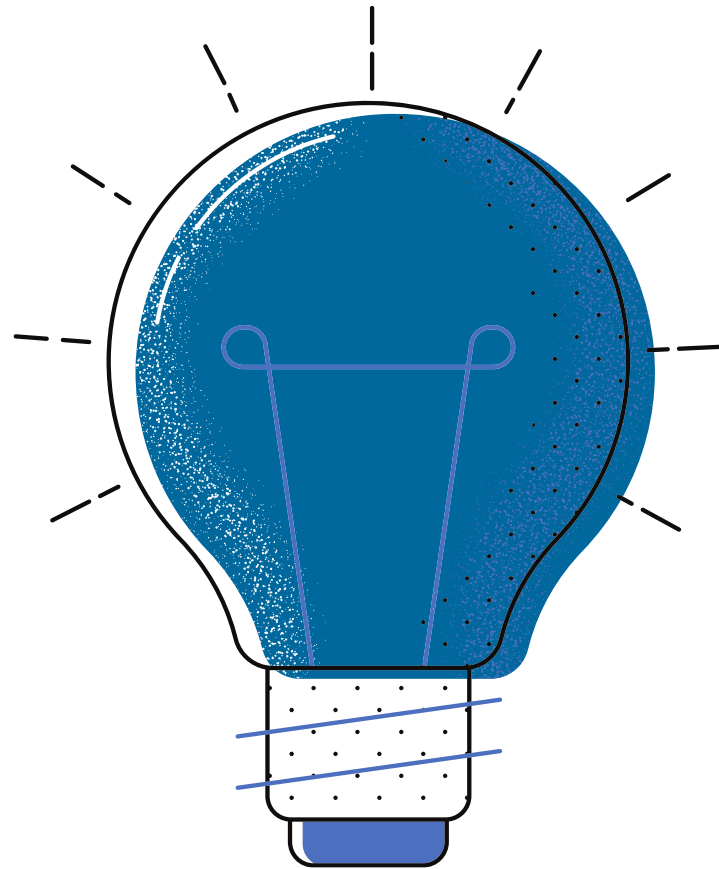
How to Get Good Feedback:

“How can I do better?”



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.



Feedforward

1. Write down one behavior that you would like to change.
2. Find one other person.
3. Describe the behavior to them.
4. Ask them for two suggestions for the future that might help you achieve a positive change in your selected behavior.
5. Do this with three different people.

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Step 3:

Improve your Ability to Influence

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Influence Style
IndicatorTM Leverage Impact

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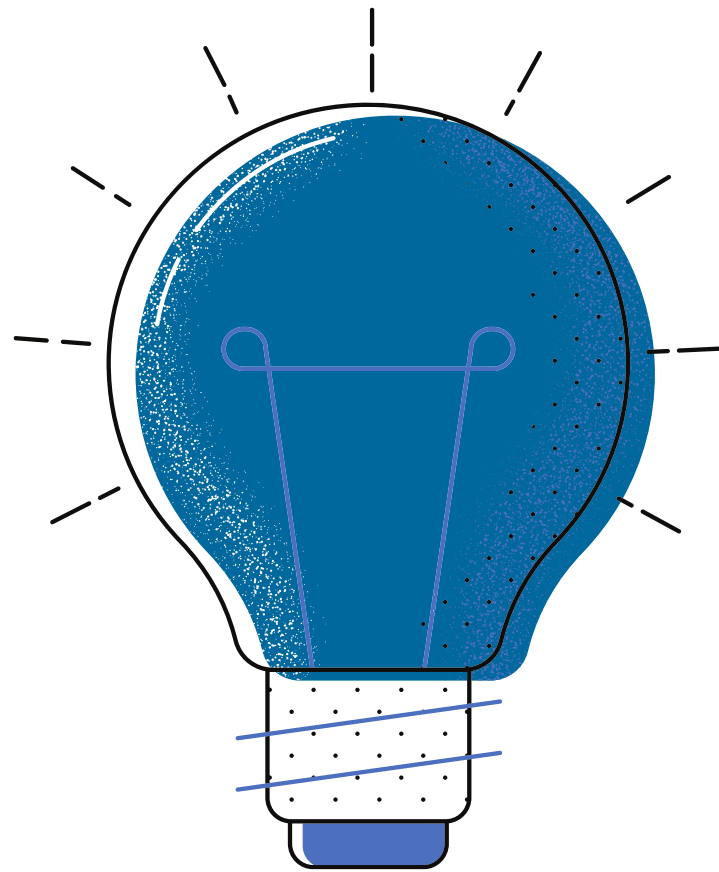
The background image shows two men in a professional setting. An older man with white hair and a beard, wearing a blue button-down shirt, is in the foreground, smiling and holding a pen. A younger man with dark hair and a beard, wearing a dark jacket over a blue shirt, is in the background, looking towards the older man. They appear to be in a meeting or collaborative work environment.

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Step 4:

Choose the Best Strategy



In your handout:

List the key stakeholders, gatekeepers, and potential resistors for the change you want to implement.

Core Disciplines

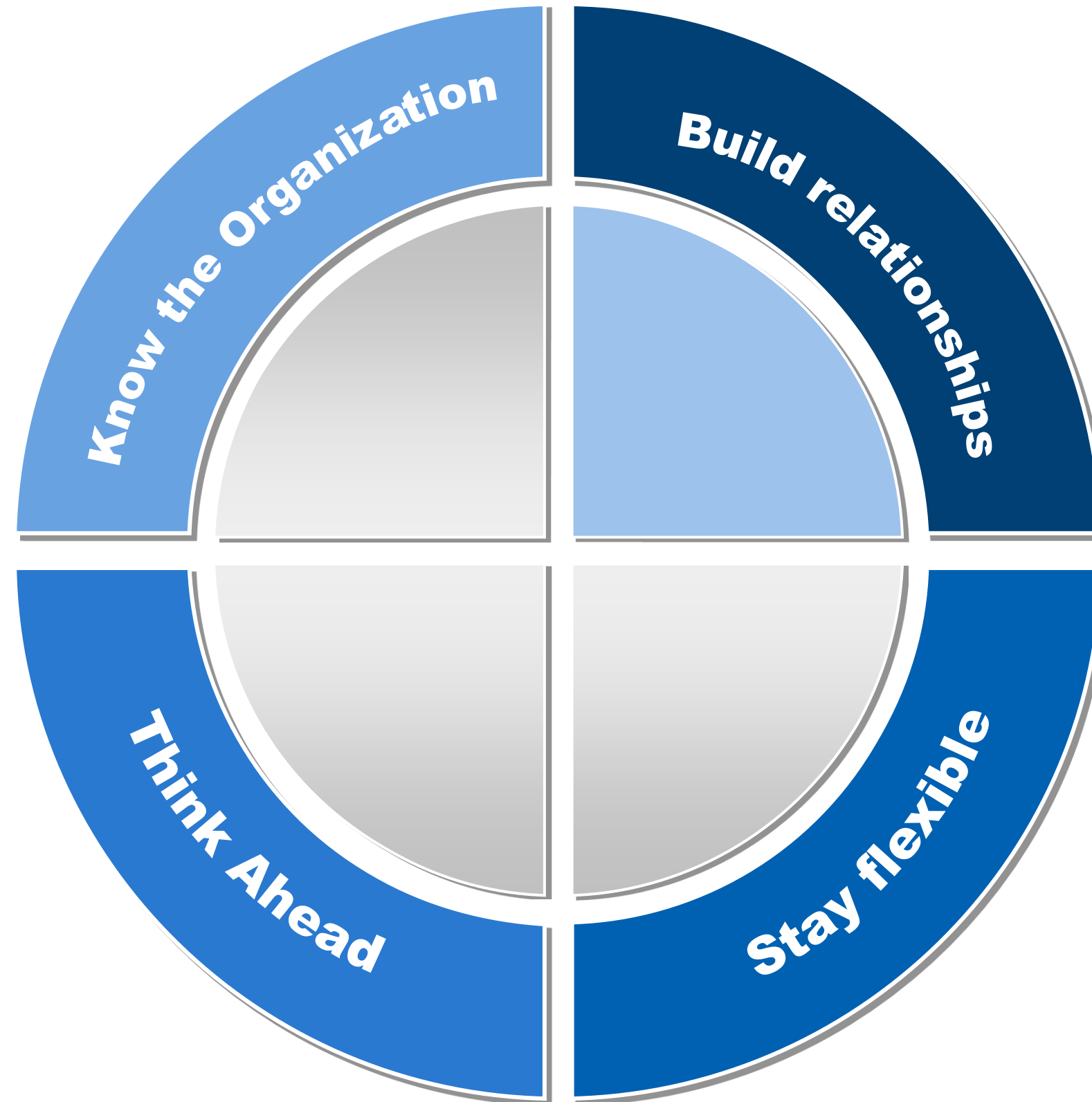
How can you get this done?

What is important to the organization?

Identify the key stakeholders / gatekeepers / resisters.

.....

Where might the land mines be?



Curious, inquisitive.

Naked service.

Advice, insights, recommendations.

.....

Be personally flexible.

Change quickly.

Feedback: Situation, Behavior, Impact

Situation

where the behavior took place

Behavior

describe the specific behavior

Impact

emphasize the impact this behavior has had on the team, individual, or performance



Strategies

#1: Choose the right timing

How do we know it is the right or wrong timing? What considerations for timing should we take into account?

#2: Build coalitions / alliances

How specifically do we go about building a coalition? What would make a good partner? How do you overcome skepticism of key stakeholders?

#3: Adopt the right change initiatives

How do we know this is the right change initiative to pursue?

#4: Ask for help

When do we need to ask for help? From whom? For what?

#5: Work around resisters

How should we work around resisters?



Reflection

What are the next best strategies
for the change I want to
implement?



Takeaways

Stand up and select a card that represents something that you want to take away or remember from today's session.



Takeaways

Get in groups of 2-3 and share why you chose the card you did.

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