

STANDING ALONE

INTERVIEW

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

1. How would you define Standing Alone, as a leader?
2. What are some reasons why it is important to stand alone, as a leader?
3. What are examples of situations where a leader should stand alone?
4. What are examples of situations where a leader should not stand alone?
5. What may keep leaders from standing alone?

ESSENTIALS

DEFINITION: Staking out tough and lonely _____, _____ as a lone voice, and taking the _____ that comes with that.

SKILLED BEHAVIORS

- Will stand up and be counted.
- Doesn't shirk personal responsibility.
- Can be counted on when times are tough.
- Willing to be the only champion for an idea or position.
- Is comfortable working alone on a tough assignment.

UNSKILLED BEHAVIORS

- Isn't comfortable going it alone.
- Prefers to be in the background.
- May prefer to be one of many or be part of a team.
- Doesn't take the lead on unpopular stands.
- Doesn't take on controversial issues by him/herself.
- May avoid and shrink from dispute and conflict.
- May not have a passion, may be burned out.

PART 1: BE

Perspective

Motive

Goals

REFLECTION: What insights are beginning to emerge about yourself?

CHANGE PROPOSAL

Complete the following information regarding your desired change at DOS:

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)

-
-
-
-
-
-

VALUE

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

-
-
-
-
-
-

PART 2: DO

Know and be known

Tool 1: Skip Level Meeting

MAP OUT THE STAKEHOLDERS / CRUCIAL DECISION MAKERS IN THE DEPARTMENT

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 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 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 company do you think I can learn the most from?

Tool #2: "How can I do better?"

Stop reacting

Let go of your agenda

CHANGE PROPOSAL, REVISED

Complete the following information regarding your desired change at DOS:

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)

-
-
-
-
-
-

VALUE

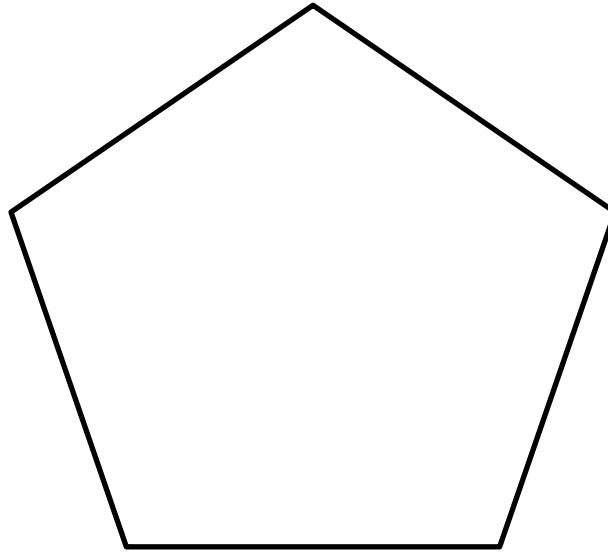
(in bullets, what is the value if we complete the objectives?)

-
-
-
-
-
-

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

PART 3: SELL

Influence Styles



REFLECTION: Write down one key person you will need to influence in order for your change to be implemented at DOS? What influencing style would work best with that person?

Organizational Strategies

- #1: Choose the right timing
- #2: Build coalitions / alliances
- #3: Adopt the right change initiatives
- #4: Ask for help
- #5: Work around resistors

QUESTIONS TO EVALUATE STRATEGIES FOR MY DESIRED CHANGE

1. Am I ahead of my time?
2. Are the stakeholders ready for this type of change?
3. Do I need to be more patient?
4. Am I taking advantage of opportunities when they do arise?
5. Is there a person or group with shared tactics whom I have not considered as a good coalition partner because they have different goals?
6. Is there a person or group with skills or capabilities that would fill a gap?
7. Am I shocking key stakeholders by asking for requests that are too large?
8. What is a smaller request that would allow me to get my “foot in the door?”
9. Is there a familiar project or metaphor I could use that would help stakeholders better understand the need for this change?
10. Does this change initiative have a good opportunity for success?
11. Is it the right timing for this change?
12. Is there enough support for this change?
13. Who do I need to ask for help?
14. Who has influence that could help me?
15. Who has skills that could complement my own skills to help implement this change?
16. What can I control?
17. Am I spending too much time and energy on what I cannot control?

REFLECTION: What is the next best strategy for you to “sell your stand” (desired change)?

TAKEAWAYS

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.