

Political Savvy


Making a Difference

Politics

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

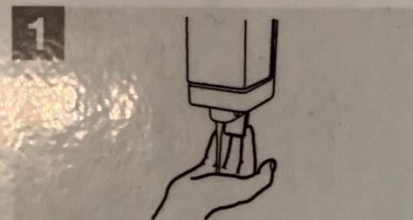
How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



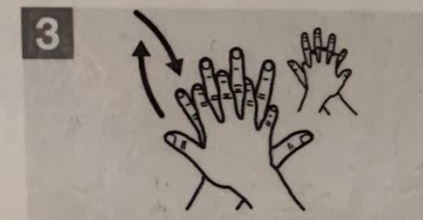
Wet hands with water;



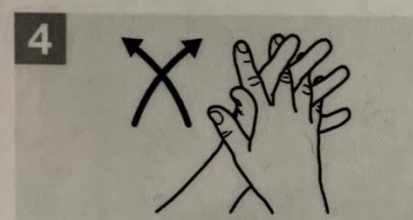
Apply enough soap to cover all hand surfaces;



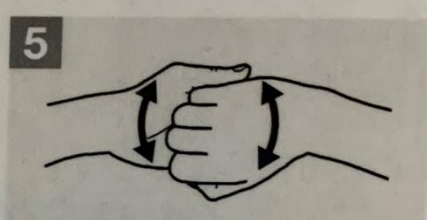
Rub hands palm to palm;



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



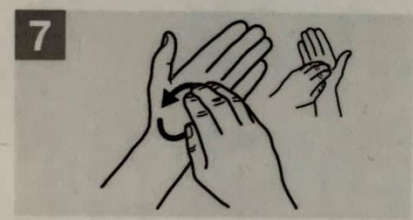
Palm to palm with fingers interlaced;



Backs of fingers to opposing palms with fingers interlocked;



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



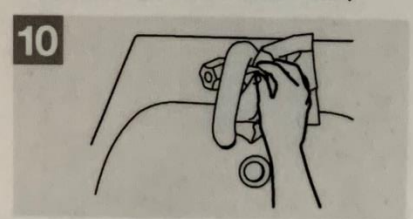
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



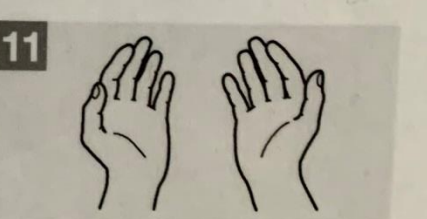
Rinse hands with water;



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

All reasonable precautions have been taken by the World Health Organization to verify the information contained in this document. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the World Health Organization be liable for damages arising from its use. WHO acknowledges the Hospital Universitaria de Girona (HUG), in particular the members of the Infection Control Programme, for their active participation in developing this material.

May 2009

Politics

How work gets done and
decisions are made.

Political Savvy

The ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and who you need on your side; knowing how to map political terrain and get others on your side.

Political Savvy

Knowing how to work an
issue.

Politics

How work gets done and decisions are made in an organization.

Political Savvy

Knowing how to work an issue.



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

Skilled Behaviors: Political Savvy

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

Unskilled Behaviors: Political Savvy

- Doesn't know how to navigate smoothly and quietly through political waters
- Says and does things that cause political problems
- Doesn't understand how to deal with not-invented-here and territory protection
- Rejects politics and may view self as apolitical
- Others might see this as naïve
- May not deal with upper management persuasively
- May be impatient with political process and make procedural errors
- May be too direct and not consider impact on others
- May not project out consequences of his/her actions well

The Key Activity

Building solid working
relationships

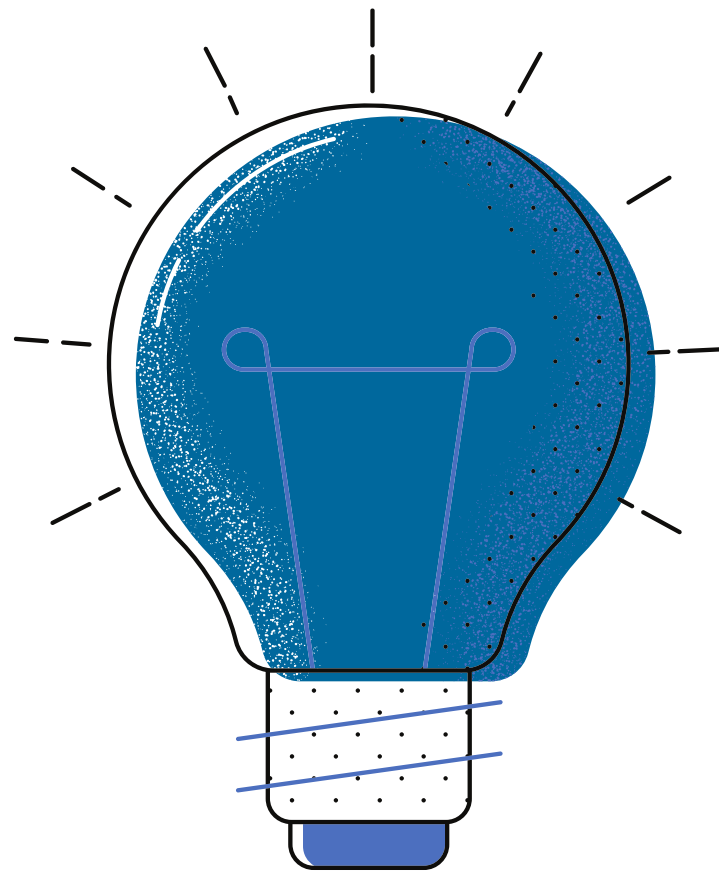
The Key Ingredients

Open-minded

Flexible

Patient

Interview each other with the questions in your handout:



1. What questions did you bring about political savvy or organizational agility to discuss at the summit?
2. If you could change one thing about your ability to influence others throughout DOC, 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 DOC?
4. Look at the unskilled behaviors. Which is a behavior that you have used in the past? What happened?
5. How might your perspective on politics be affecting your ability to make change happen or be more influential in the department?

4 Skills to Become Politically Savvy



.....

Skill 1:
Change my
Perspective



.....

Skill 2:
Know and Be
Known



.....

Skill 3:
Embrace the
Opposing View



.....

Skill 4:
Implement the
Right Strategy

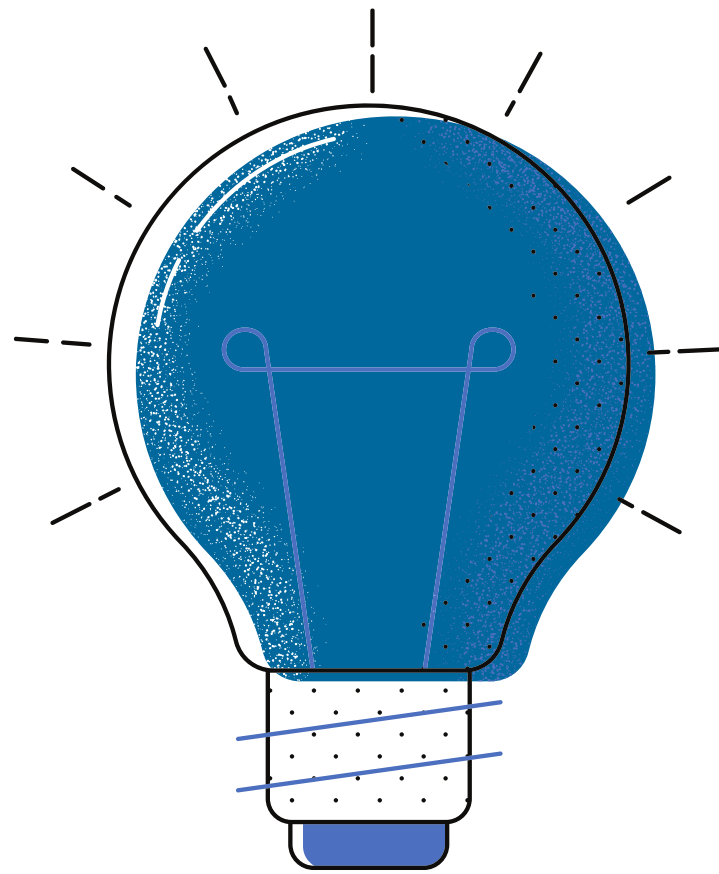


Reflection

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

Change Proposal

Complete the following information regarding your desired change at DOC:



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)?

Example: Change Proposal

1. **Description:** Create a process to disseminate vital information about vulnerable recipients across divisions.
2. **Situation Appraisal:** Currently, recipients of department services may request services from a different division. The team members in that division do not have visibility into the existing services received by the recipient.
3. **Objectives**
 - Create a central information system
 - Develop a process to notify of existing case records
 - Conduct continuous process improvement
4. **Value**
 - Recipients get what they need without having to re-communicate basic info.
 - Reduction in duplicate and erroneous data.
 - Produces data to help move people to independence.
5. **Stakeholders**
 - My Director, Asst. Commissioner, ...

4 Skills to Become Politically Savvy



.....

Skill 1:
Change my
Perspective



.....

Skill 2:
Know and Be
Known



.....

Skill 3:
Embrace the
Opposing View

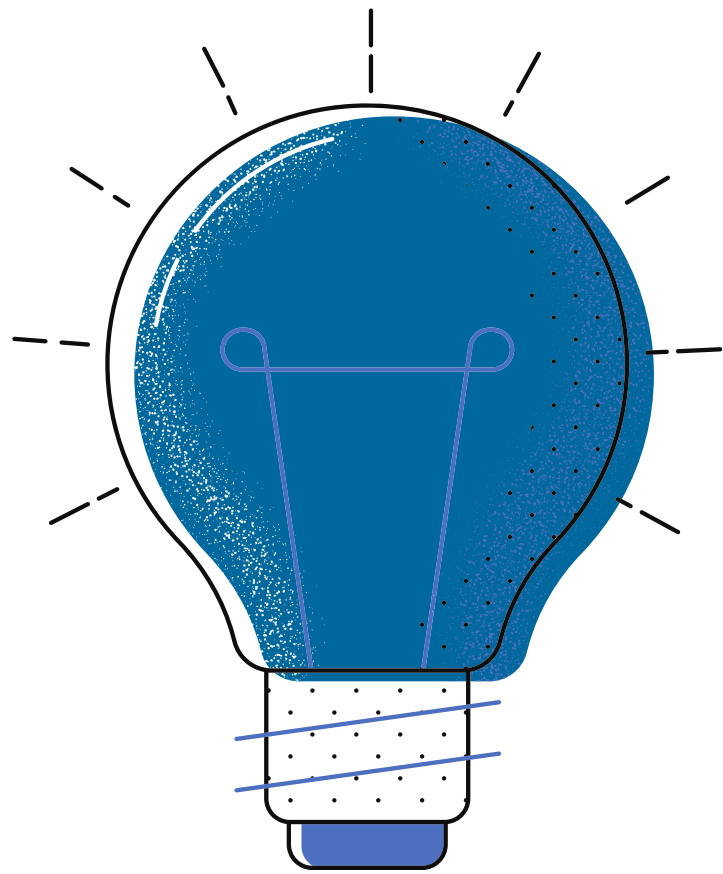


.....

Skill 4:
Implement the
Right Strategy

MARK **S** KENNY

Know



Quiz Time!

MARK **S** KENNY

Be Known

Stakeholder / Decision Maker Map

1. Map out the stakeholders / crucial decision makers at DOC.
2. Circle the ones with whom you need to influence to see your change occur.
3. Reach out for a meeting.

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?



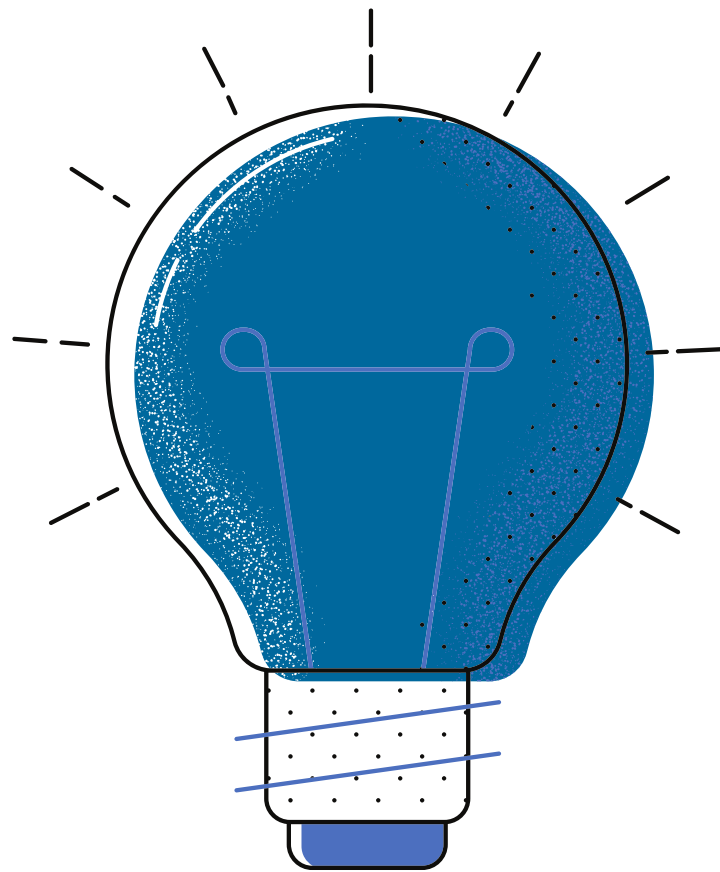
You must be willing to first be uncomfortable
before you can be comfortable.

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

Find someone in another division and ask each other the following questions (groups of 2 or 3):



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)



Reflection

What is one specific action you will take to become more knowledgeable about the organization and/or known within the organization?

4 Skills to Become Politically Savvy



.....

Skill 1:
Change my
Perspective



.....

Skill 2:
Know and Be
Known



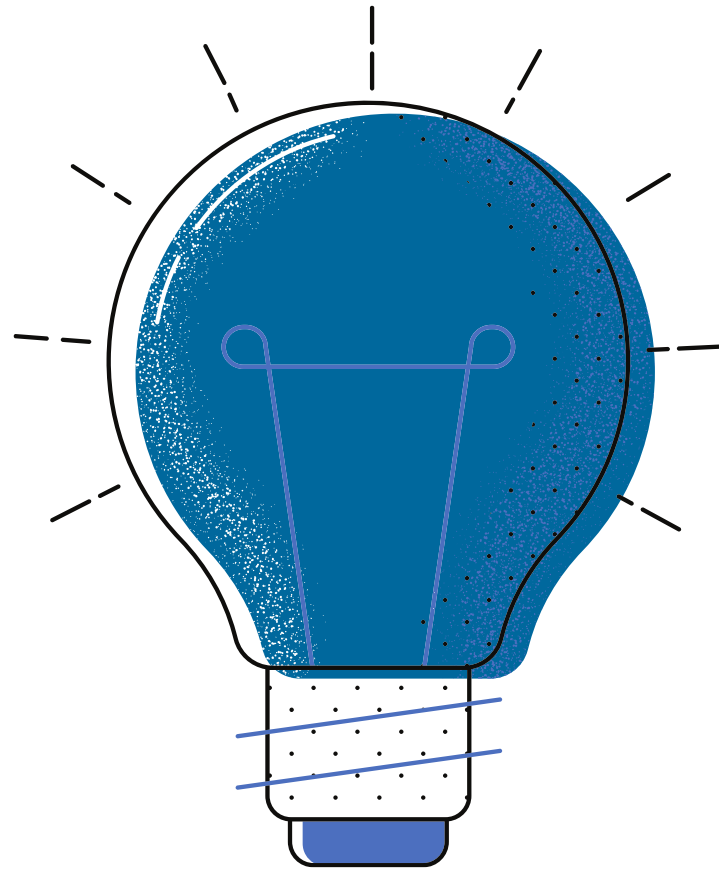
.....

Skill 3:
Embrace the
Opposing View



.....

Skill 4:
Implement the
Right Strategy



Which One is Better?

Topics

- 1) Pick a position you feel strongly about.
- 2) Find someone who adopts the opposite position.
- 3) Debate why your position is the correct position.

Toilet paper should roll from the top vs. toilet paper should roll from the bottom

Glass half full vs. glass half empty

Night person vs. morning person

Marvel vs. DC

Original Star Wars (4-6) vs. Prequels (1-3)

Stay at home and read vs. go out on the town

Mac vs. PC

Dogs vs. cats

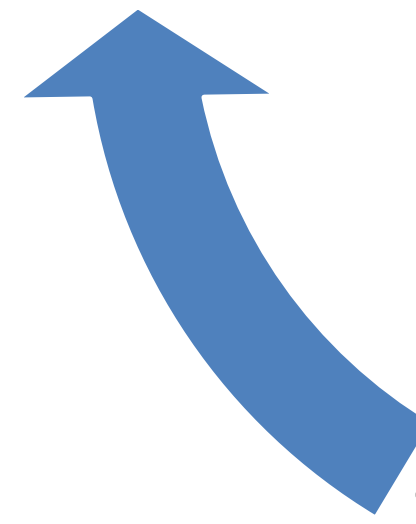
- What would it look like if ...?
- How might we work together to ...?

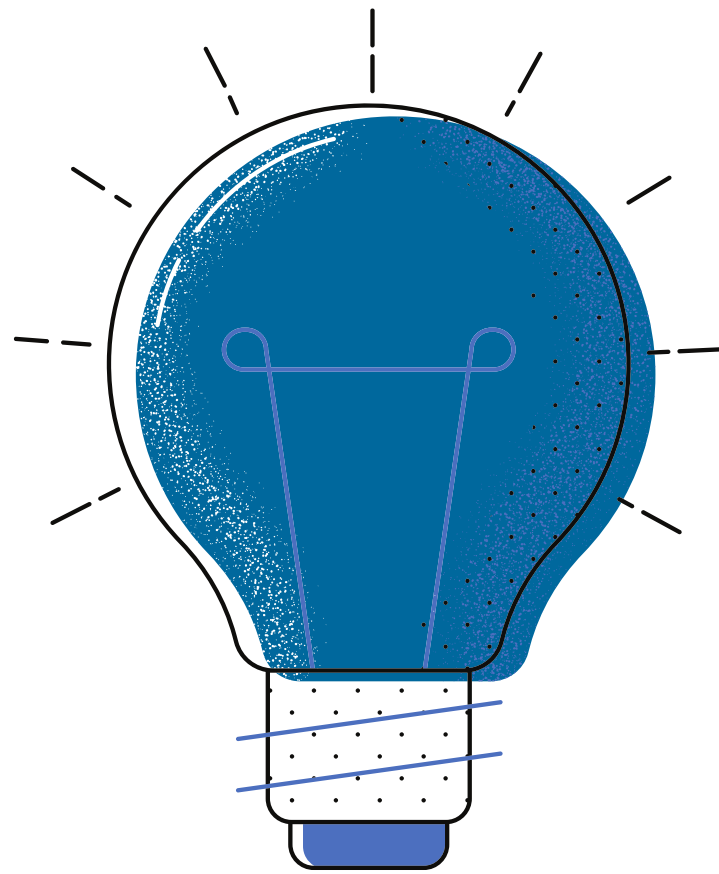
Step 3: Blend
the agendas
together

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 DOC:

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)
4. **Value** (in bullets, what is the value of completing the objectives, as a senior leader may describe it)?



Reflection

What insights are beginning to emerge about yourself?

4 Skills to Become Politically Savvy



.....

Skill 1:
Change my
Perspective



.....

Skill 2:
Know and Be
Known



.....

Skill 3:
Embrace the
Opposing View



.....

Skill 4:
Implement the
Right Strategy

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? What specific parameters should we consider?

#4: Ask for help

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

#5: Work around resistors

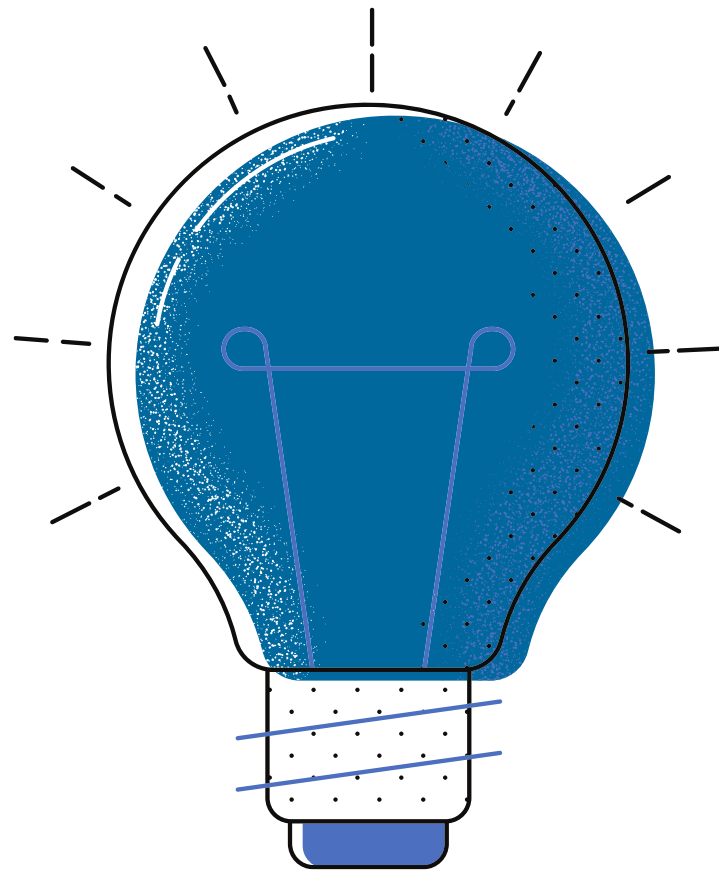
How should we work around resistors?



Reflection

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

(use the question prompts in your
handout)



On your own

Write down something that makes you nervous or uneasy about using these strategies to implement change in your organization.

4 Skills to Become Politically Savvy



.....

Skill 1:
Change my
Perspective



.....

Skill 2:
Know and Be
Known



.....

Skill 3:
Embrace the
Opposing View



.....

Skill 4:
Implement the
Right Strategy

MARK **S** KENNY

Organizational Agility Making a Difference

markskenny.com | mark@markskenny.com

Organizational Agility

Knowledgeable about how organizations work; gets things done both through formal and informal channels; effectively maneuvers through complex political situations.

Organizational Agility

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

Skilled Behaviors: Organizational Agility

- ✓ 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: Organizational Agility

- ✓ 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

3 Skills to Become Organizationally Agile



Skill 1:
Know What Drives Me



Skill 2:
Remove Obstacles



Skill 3:
Enhance my Ability to Influence

3 Skills to Become Organizationally Agile



Skill 1:
Know What Drives Me



Skill 2:
Remove Obstacles

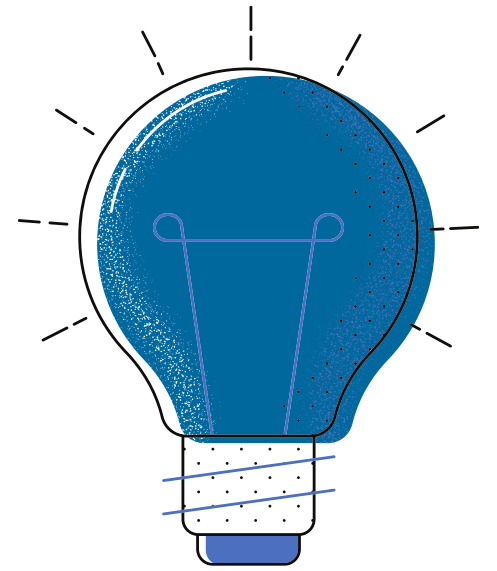


Skill 3:
Enhance my Ability to Influence



Understand My **Invisible** Goal

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



Share the following:

- 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



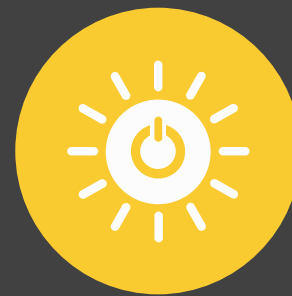
Reflection

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

3 Skills to Become Organizationally Agile



Skill 1:
Know What Drives Me

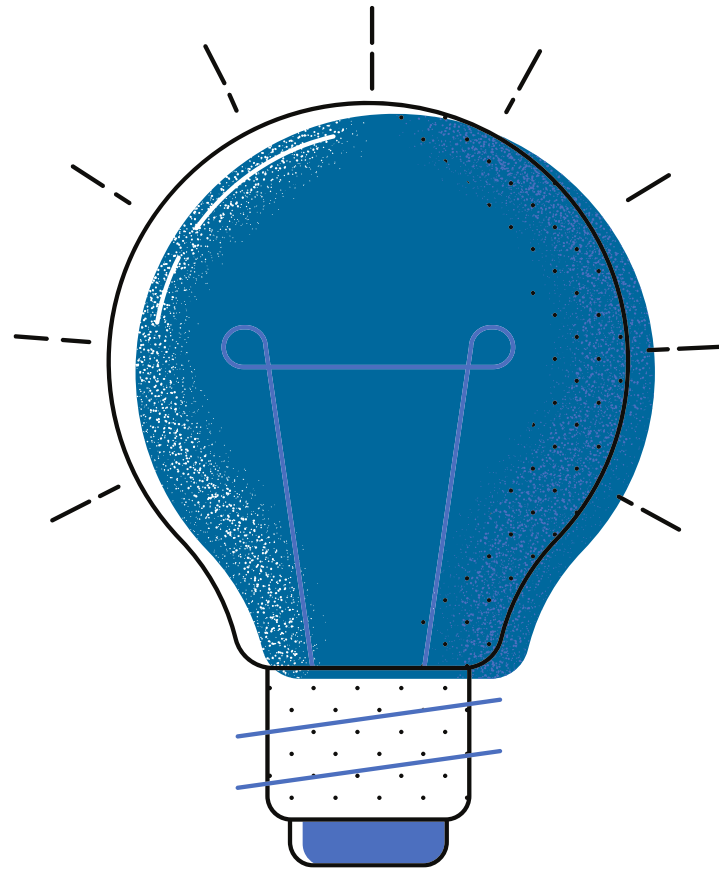


Skill 2:
Remove Obstacles



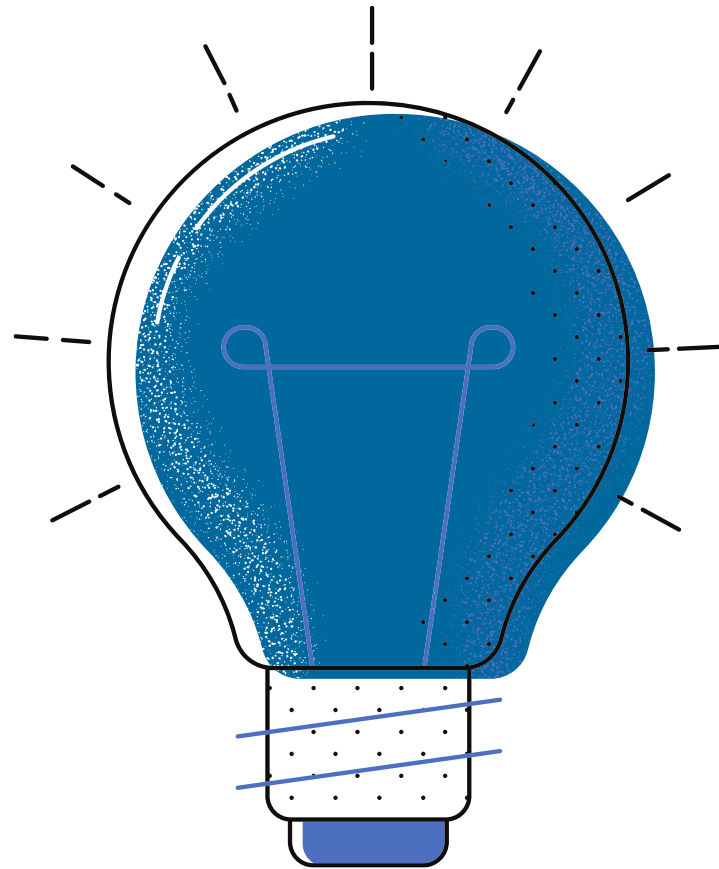
Skill 3:
Enhance my Ability to Influence

- 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



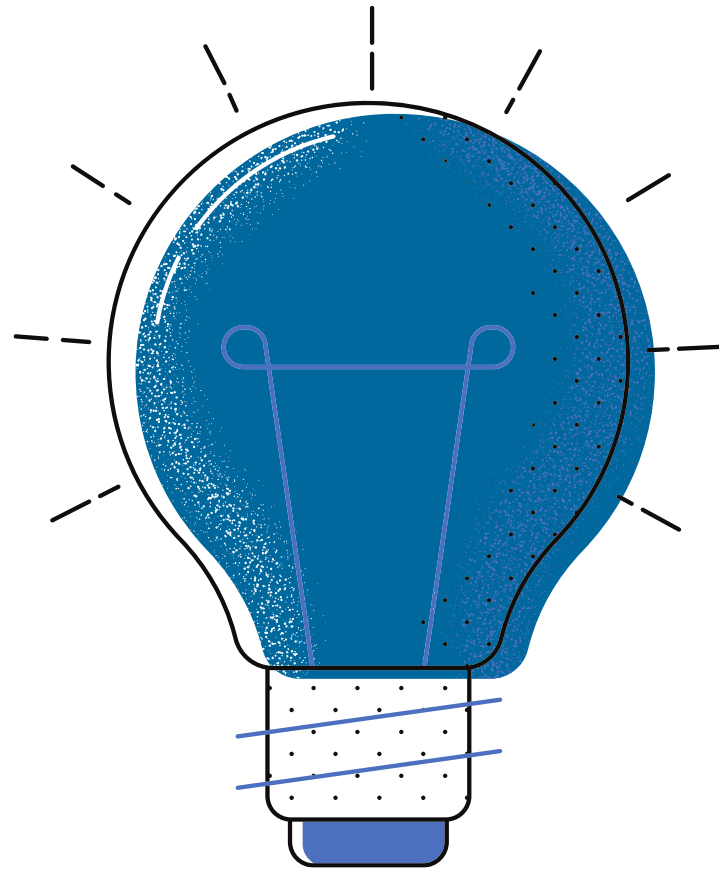
How to Get Good Feedback:

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. Stand up and find one other person.
2. Describe the one behavior you would like to change.
3. Ask for two suggestions for the future that might help you achieve a positive change in your selected behavior.
4. Be prepared to share one suggestion you heard.



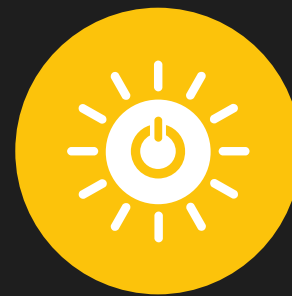
Reflection

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

3 Skills to Become Organizationally Agile



Skill 1:
Know What Drives Me

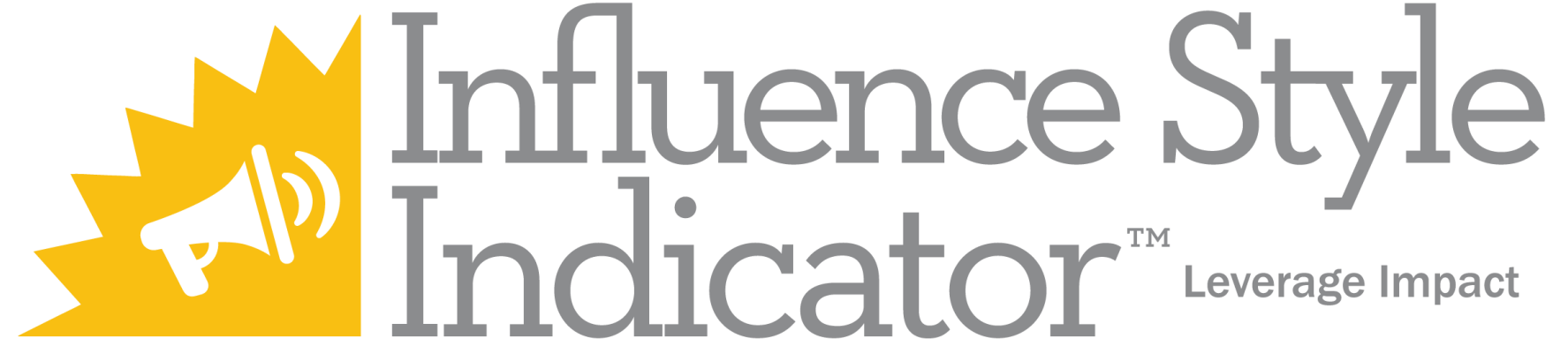


Skill 2:
Remove Obstacles

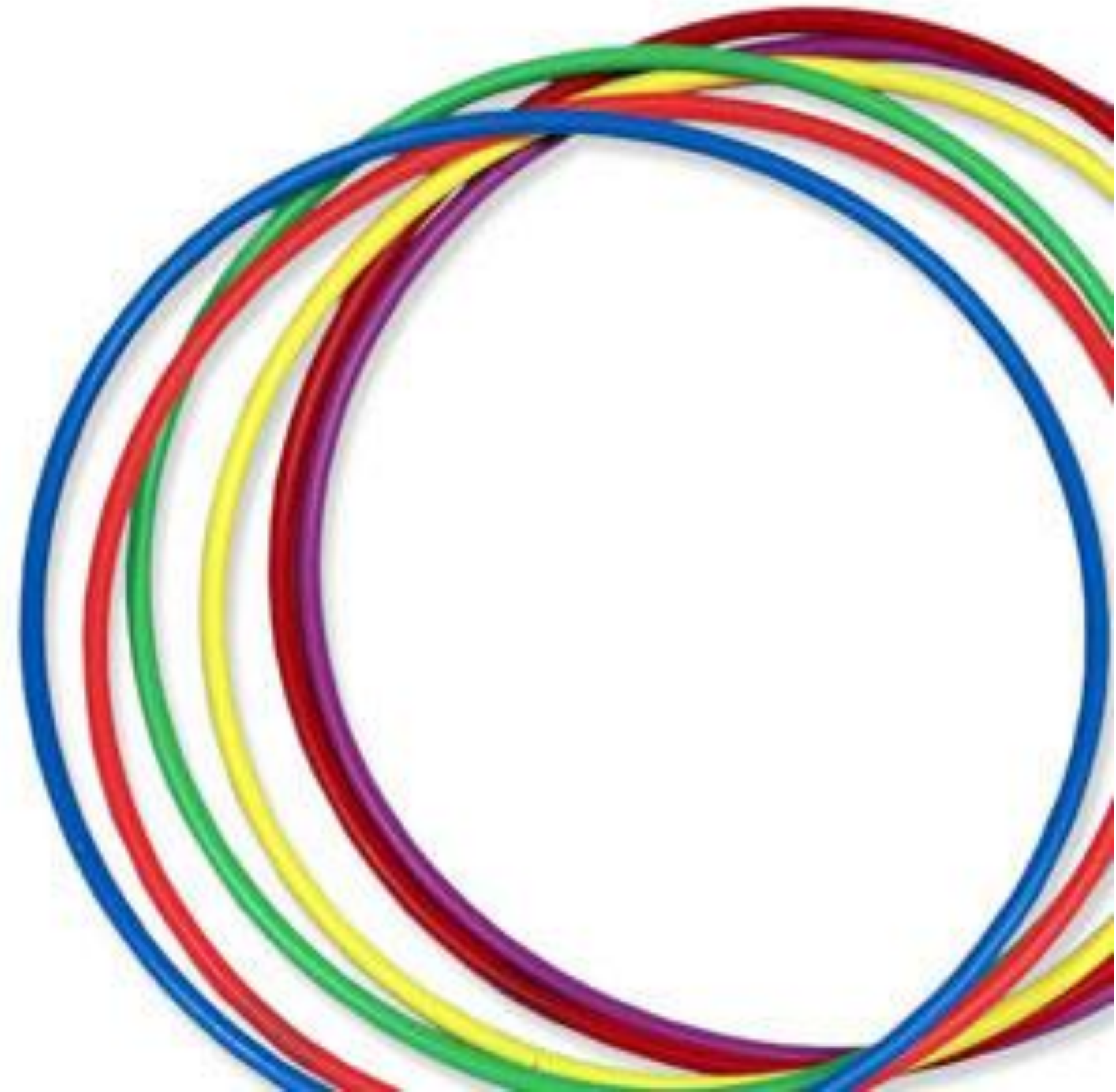


Skill 3:
Enhance my Ability to Influence

Influence Styles

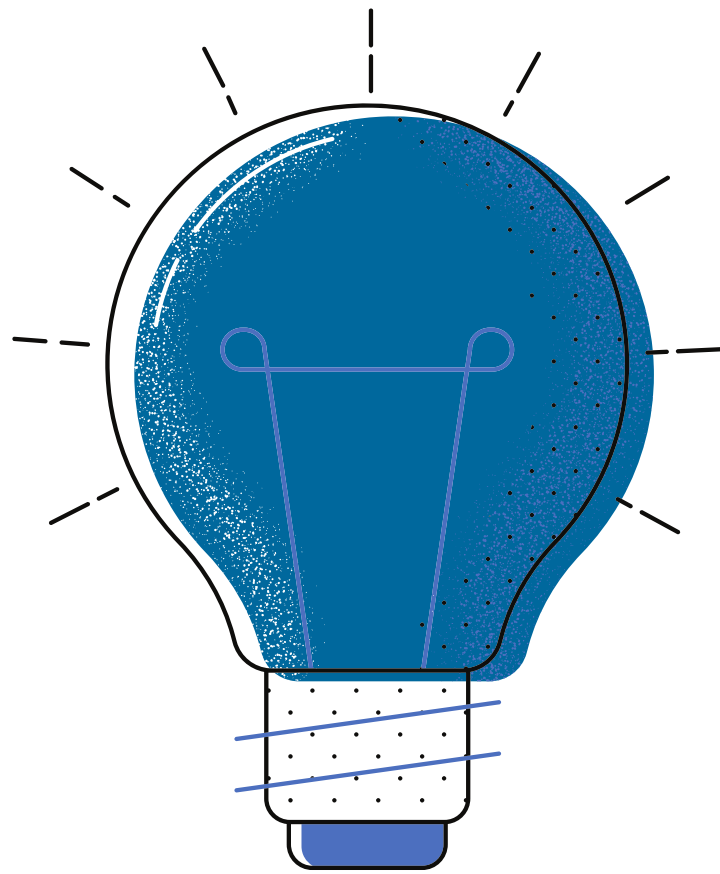


MARK **S** KENNY

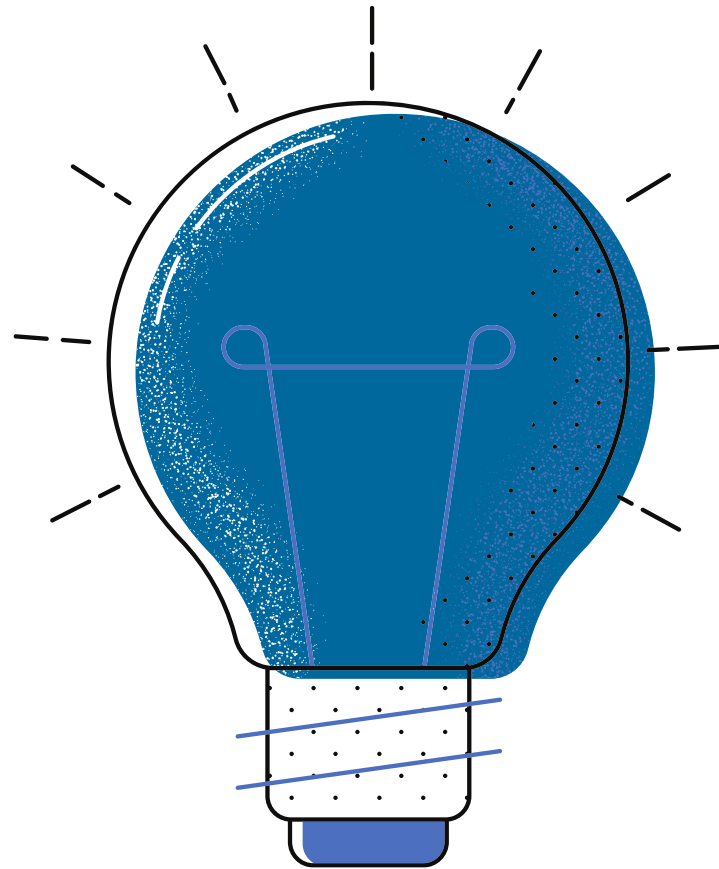


Handle the Unexpected

Handle 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.”



At your tables

- 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?



Reflection

Where are you confident? Where
are you anxious?

3 Skills to Become Organizationally Agile



Skill 1:
Know What Drives Me



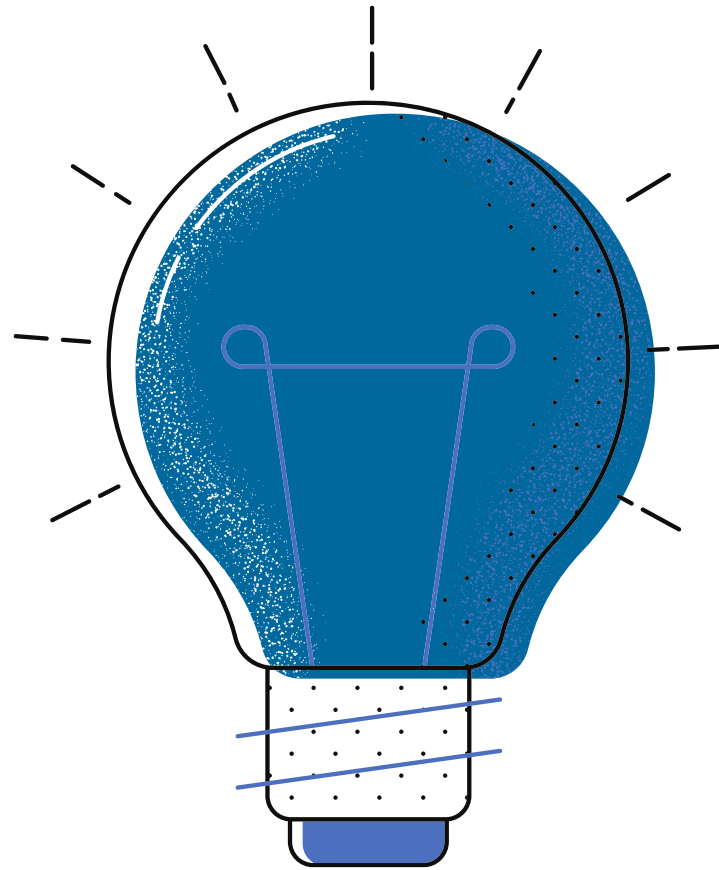
Skill 2:
Remove Obstacles



Skill 3:
Enhance my Ability to Influence

Coaching Questions

What's on your mind?



[When it comes to Political Savvy and Organizational Agility...]

What's the real issue for you?

AWE?

What's the real issue for you?

What do you want?