

MK

Mark Kenny



Political Savvy: Making a Difference

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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

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.
- 4 Views corporate politics as a necessary part of organizational life and works to adjust to that reality.
- 5 Is a maze-bright person.

How to Handwash?

WASH HANDS WHEN VISIBLY SOILED! OTHERWISE, USE HANDRUB

 Duration of the entire procedure: 40-60 seconds



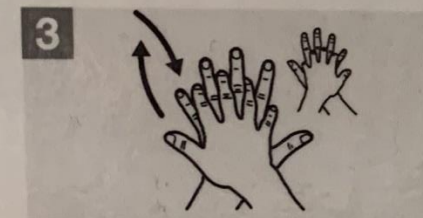
Wet hands with water;



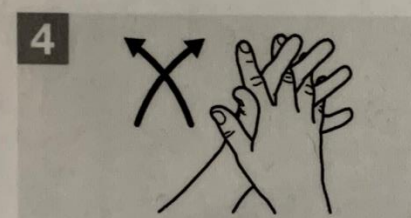
Apply enough soap to cover all hand surfaces;



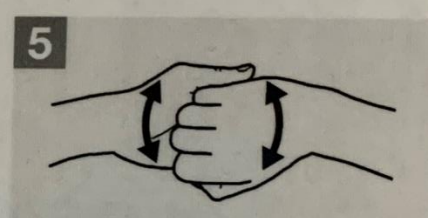
Rub hands palm to palm;



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



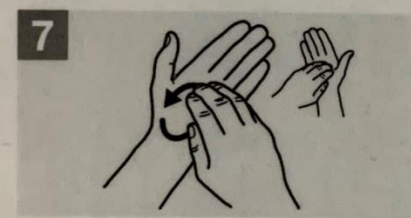
Palm to palm with fingers interlaced;



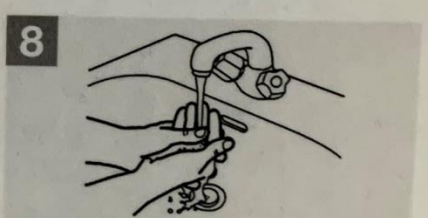
Backs of fingers to opposing palms with fingers interlocked;



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



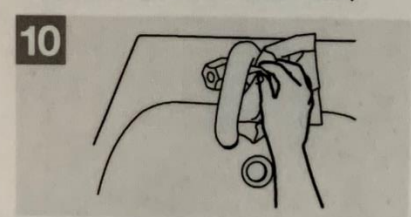
Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;



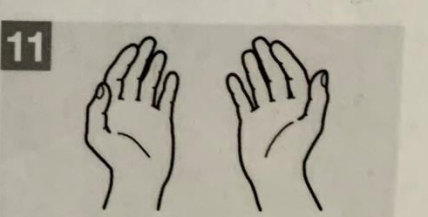
Rinse hands with water;



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

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May 2009

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

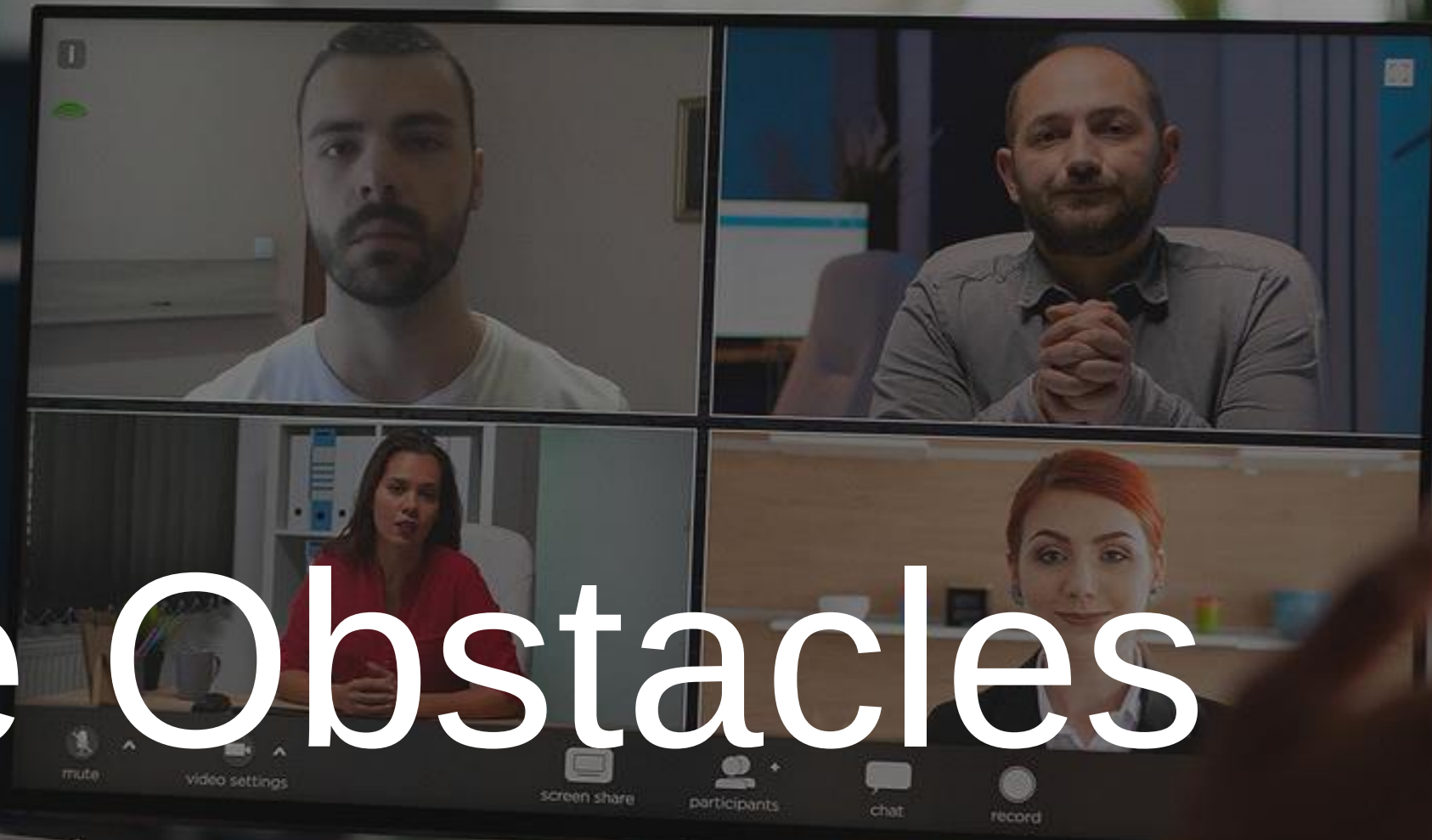
How might your perspective on politics affect your ability to make change happen?

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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 over-communicate
- Indicate little or no concern for others
- Nervous with upper management
- Dis-engage: reject politics

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



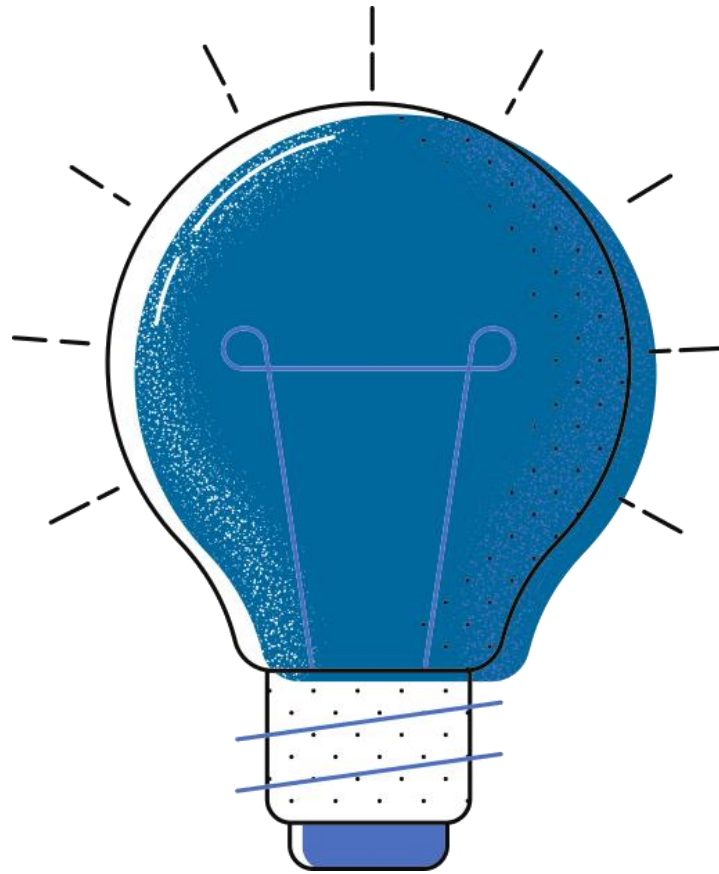
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Hot Buttons



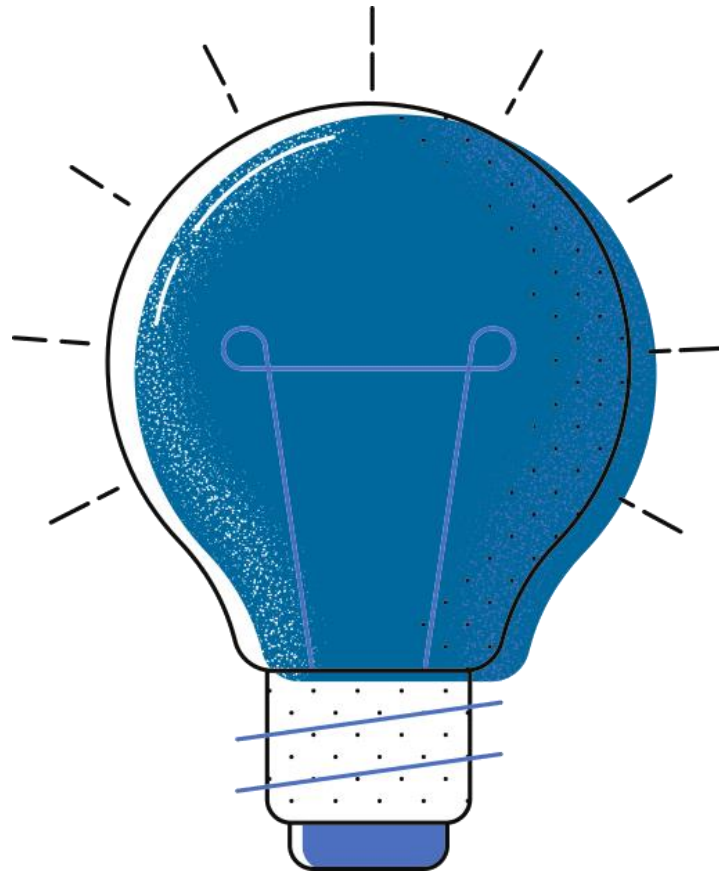
Reflection

Which is one language or behavior that you would like to change?



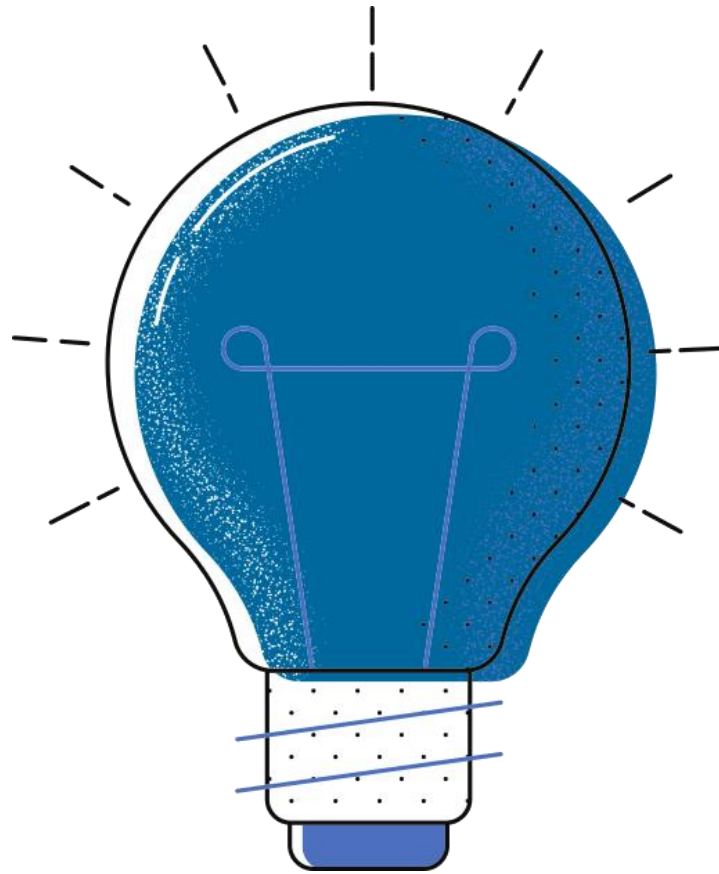
How to Get Good Feedback:

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. 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

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

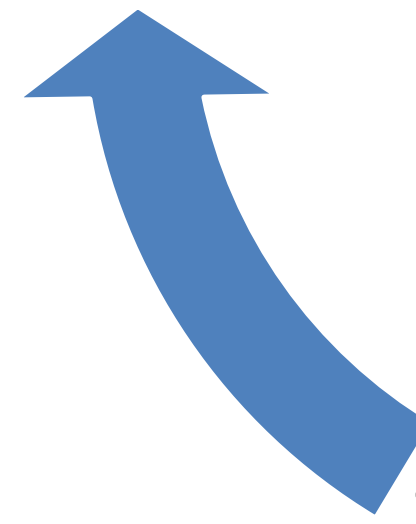
Blend the Agendas

- How does this impact you?
- What would make this easier for you?
- What questions does this raise for you?

Step 3: Blend
the agendas
together

Step 1:
Articulate my
agenda

Step 2: Discover
their agenda



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The background image shows two men in a professional setting. On the left, an older man with white hair and a beard, wearing a blue button-down shirt, is smiling and looking towards the right. He is holding a pen in his right hand. On the right, a younger man with dark hair and a beard, wearing a dark jacket over a blue shirt, is looking towards the older man. They appear to be in a meeting or collaborative work environment. There are some papers and a coffee cup on a table in the foreground.

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Step 4:

Choose the Best Strategy

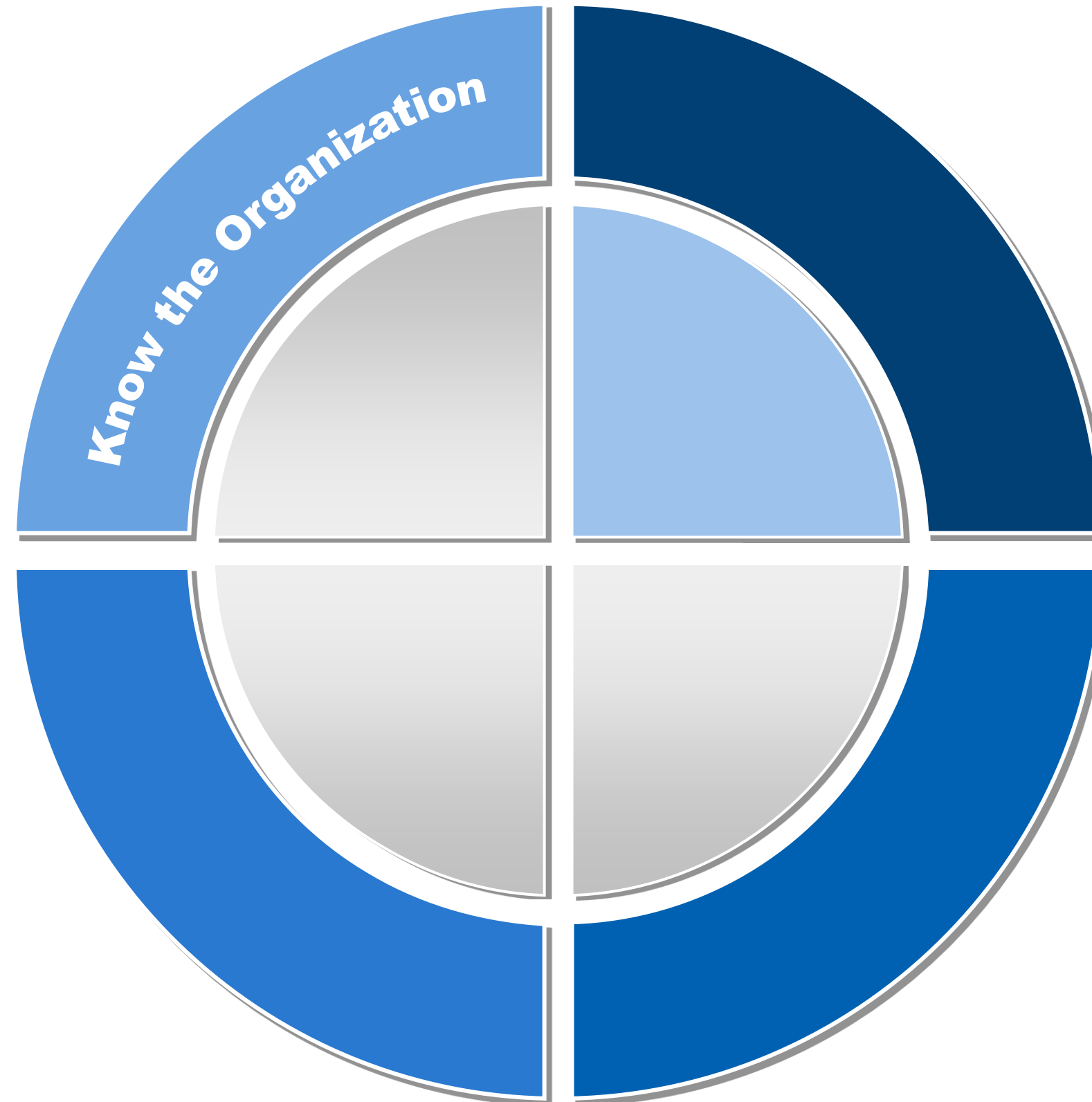
Core Disciplines

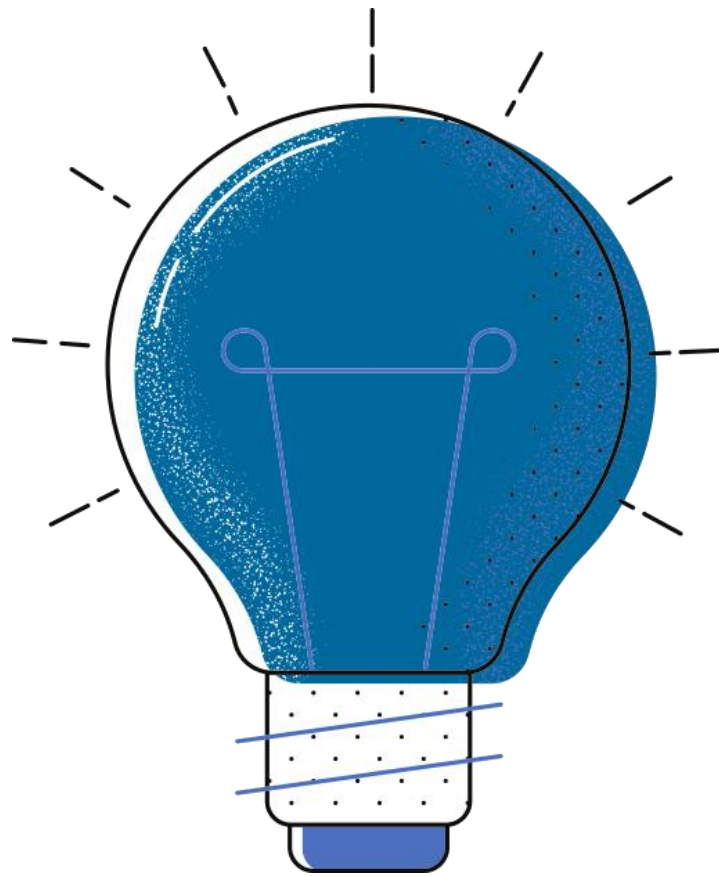
How can you get this done?

What is important to the organization?

Identify the key stakeholders / gatekeepers / resisters.

.....





In your handout:

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

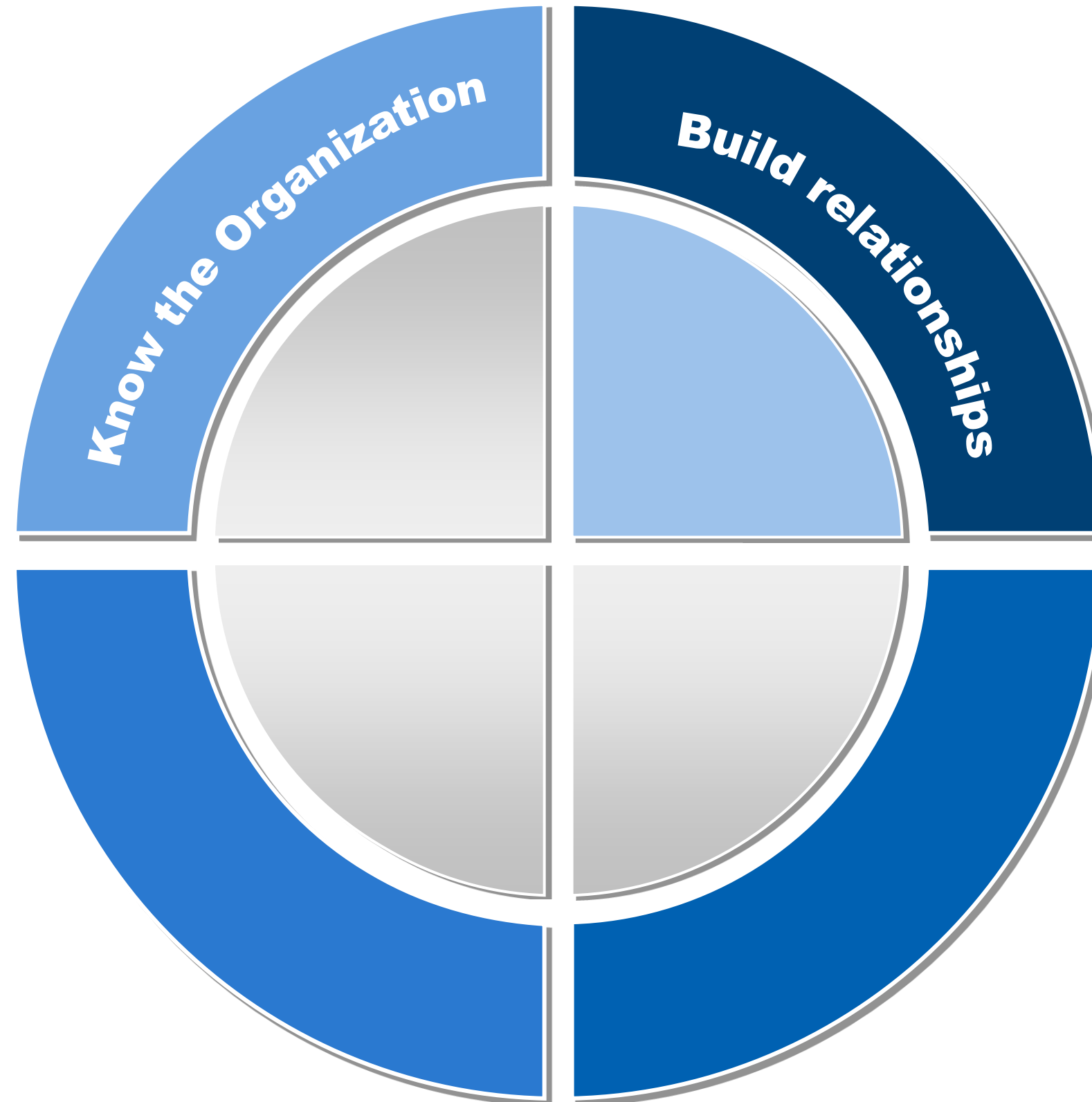
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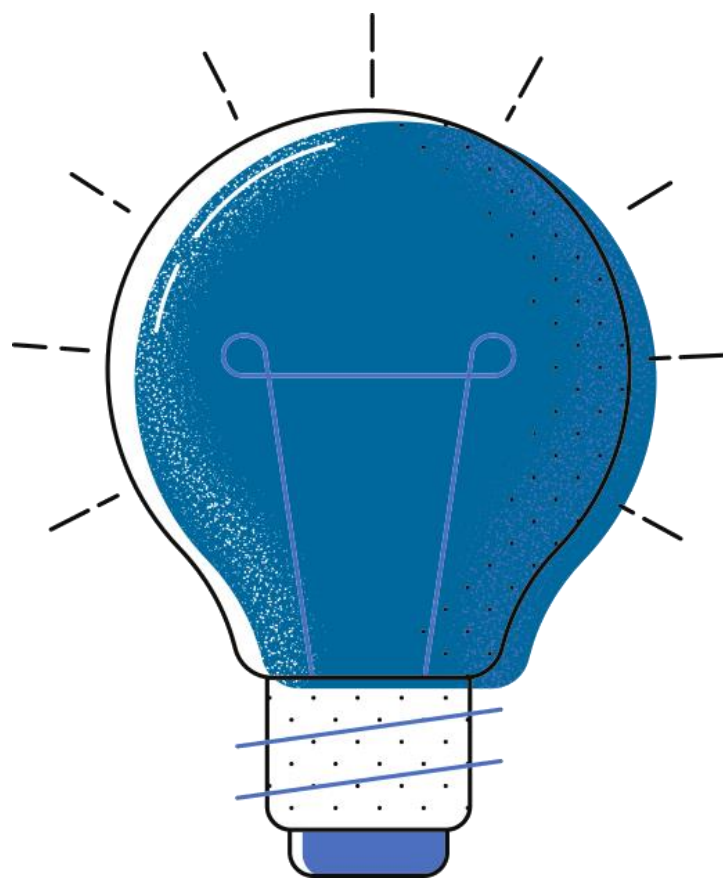


Curious, inquisitive.

Naked service.

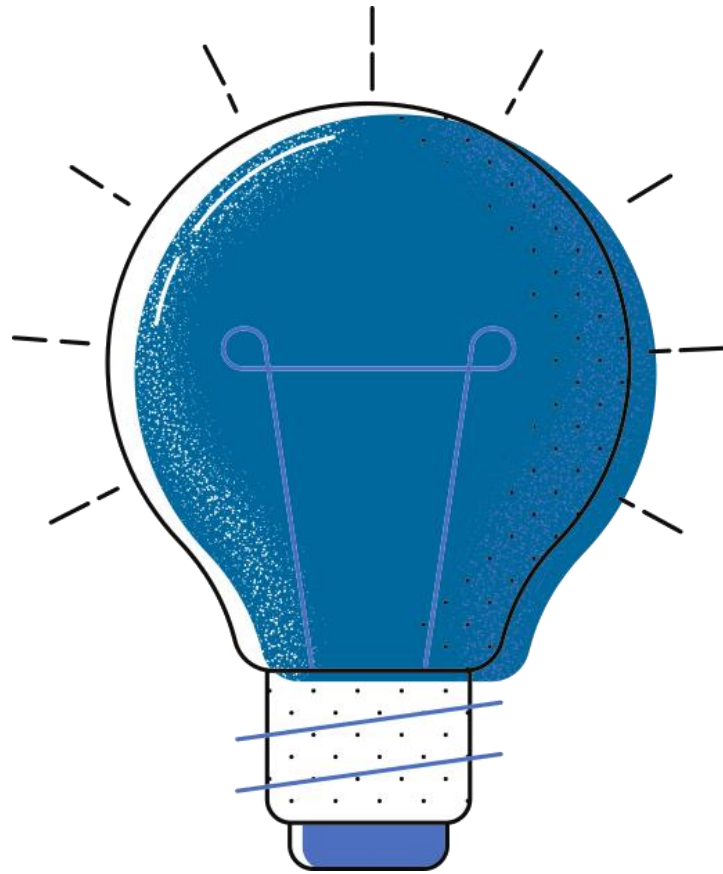
Advice, insights, recommendations.

.....



Write down on a new notecard:

1. The change you want to implement.
2. A challenge you are experiencing or anticipate experiencing with the change you want to implement.



Find another person and:

1. Share the change you want to implement and the anticipated challenge.
2. Ask for their advice, insights, and recommendations.
3. Do this with two different people.

Core Disciplines

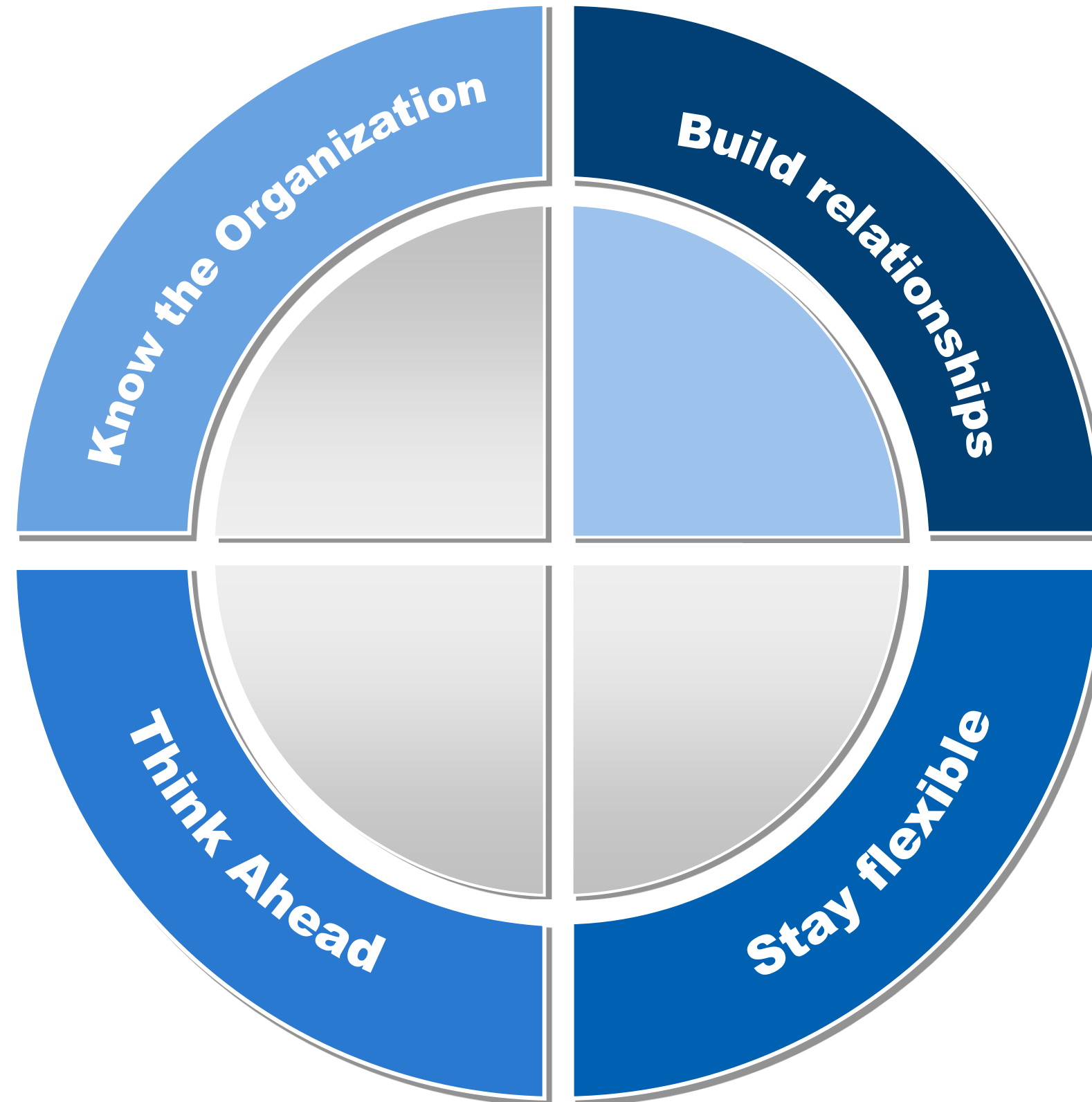
How can you get this done?

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.

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 resistors

How should we work around resistors?



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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