

Political Savvy for Results: Employing Influence Tactics with Integrity

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Just because you do not take an interest in politics doesn't mean politics won't take an interest in you. —Pericles, 2500 years ago

Purpose of the Workshop

How to promote career and organizational success by employing influence tactics in a competitive culture



Defining Organizational Politics

- Politics is the exercise of influence, often informal, unofficial, and behind the scenes, to achieve important organizational goals while also enhancing career success.
- In most organizations, people are simultaneously competing and collaborating with each other.

New opinions are always suspected, and usually opposed, without any other reason but because they are not already common.” John Locke

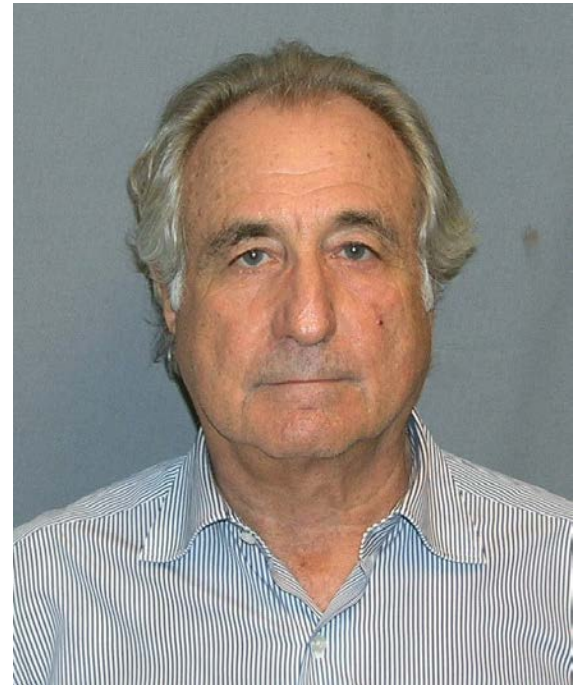
“The Art of the political consists of directing rationally the irrationalities of men” Reinhold Neibuhr



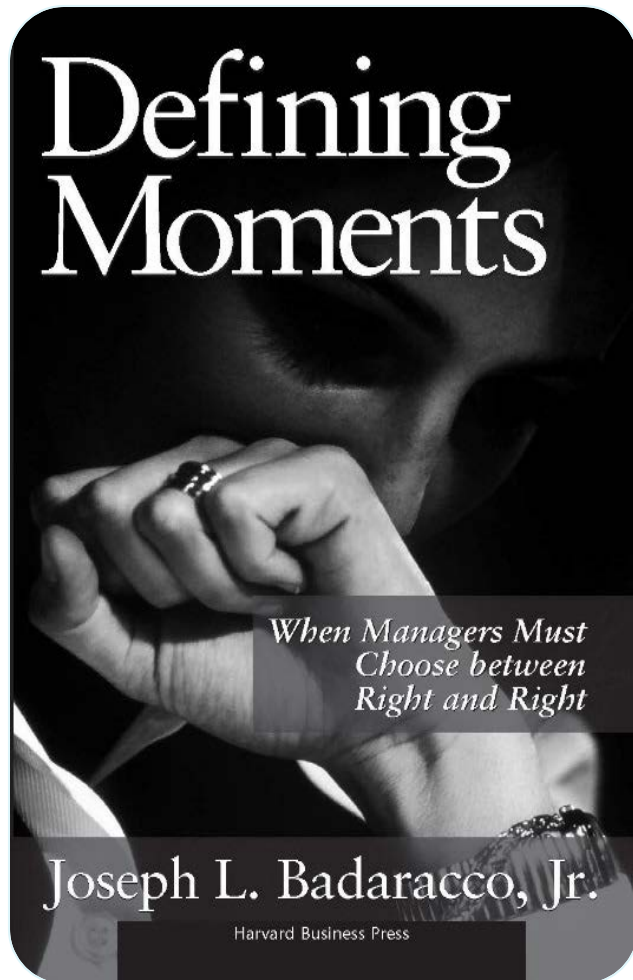
Human Fallibility

The impulse toward:

- Seeking status
- Self interest
- Self deception
- Aggression
- Envy



Bernard Madoff



Managers live in two worlds simultaneously.

One is a web of responsibilities, commitments, and ethical aspirations. The other world is an arena of intense sometimes brutal competition.

Success is embracing the paradox.

Becoming Aware of Your Self-Talk

- Assumptions
- Inferences
- Reprogramming



“The mightiest warrior is he who
can conquer himself”

Confucious

Mapping the Political Environment

- Power pockets: who is aligned with who
- Informal influencers
- Emerging leaders
- Formal and informal structure



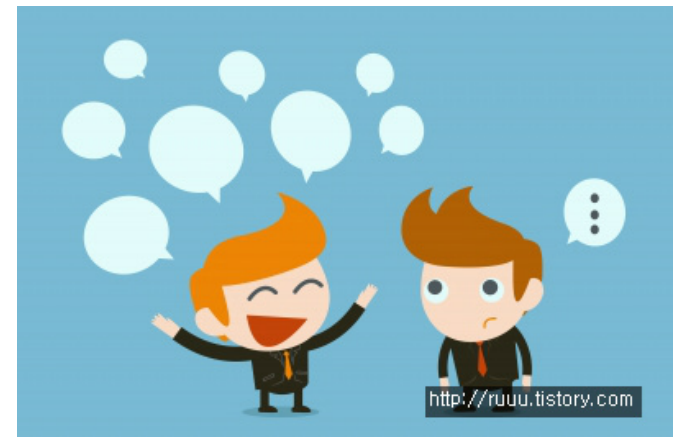
Reclaiming Your Reputation

- Discover the buzz about you
- Modify behaviors that reinforce the negative buzz
- Tell stories that reinforce your new identity
- If you know somebody is going to complain, get there first
- Conduct a brown bag seminar on a highly important innovation

Promote Yourself With Integrity

- Forward testimonials and congratulatory notes
- Serve on committees and organization task forces
- Deliver an executive briefing
- Share credit with others
- Write “thank you” notes
- Quick pitch

Brandon and Seldman



Why Build a Support Network

- Insurance for bad times
- Heads up warning when sabotage hits
- Endorsements for initiatives
- Big picture understanding
- Influence perceptions about you
- Sense of inclusion is enhanced
- Others think of you when opportunities arise

Cultivating the Network?

- Law of reciprocity
- Influence bosses, peers, and subordinates
- Interview superiors
- Learning from peers and subordinates

Cultivate Relationships Purposefully

You should cultivate relationships with:

- Like-minded colleagues
- Powerful seniors
- Unofficial influencers
- Emerging leaders
- People on whom you are dependent
- Issue(s) specific coalition

Intelligent Disobedience

- Obedience is a reflex
- Personal accountability
- Focus on risks and consequences

Ira Chaleff



“Sincerity is everything. If you can fake that, you’ve got it made.”



George Burns

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Political Savvy Addendum