The Art of Influence

Tools for Navigating Workplace Politics



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EXECUTIVE SUMMARY

PURPOSE

- To learn what being politically savvy is, what it isn't, and tools for acting in a politically savvy manner.

VALUE PROPOSITION

- To help you navigate "political land mines."
- Because you can't survive or thrive in the workplace without being politically savvy.

ACTION

- Use and apply the tools such as the Audience Understanding Matrix, 4P's of Style Recognition, Ladder of Inference, and the PRI tool.
- Gain a deeper understanding of and appreciation for being politically savvy.

AGENDA

- Being Politically Savvy
- Audience Understanding Matrix
- 4P's of Style Recognition
- Ladder of Inference
- PRI Tool
- Close
- Q&A

OVERVIEW OF THE AUTHENTICITY CODE™

Your Presence

Authentic Presence Qualities
Warmth *Clarity* **Integrity** Polish/Poise *Thoughtfulness*
Sincerity Inspiration *Confidence* **Trustworthiness**
Openness *Passion* **Respect**
Authentic Brand **Being Politically Savvy**
Body Language Non-Verbal Communication
Virtual Presentation Tips **Professional Image**

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Your Audience

Know Your Audience – Audience Understanding Matrix
Tailor Your Message to Your Audience – Style Recognition
Reading Your Audience *Fielding Audience Questions*

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Your Presentation

Formula for Presentation Success
Attention-Getting Opening Executive Summary
Agenda **Clear Body Message** Finish Strong
Creating Compelling Slides **Managing the Environment**
Giving and Receiving Feedback
Completion & Practice of Actual Presentation
Video Recording **Video Reviews**

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Your Success

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DEFINITION

- Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality and recognizes the impact of alternative course of action.

INCLUDES

- Thoughtfully saying what you have to say
- Networking inside and outside your organization
- Thoughtfully assess your stakeholders – everyone who impacts your career
- Strategically develop support for your ideas and projects:
  - Get feedback/input from critical stakeholders before you make a presentation
  - Do your research, know your audience before you walk into a meeting/presentation

KEY BEHAVIORS

- Understands the process of how decisions are made
- Identifies the key decision-makers and the people who influence them
- Identifies ways to increase visibility and influence by participation in formal and informal activities
- Understands the interests, motivations and agendas of others
- Promotes the interest of other key decision-makers and influencers in order to obtain support for one's own agenda
- Understands the roles people play in an organization and uses that understanding to achieve objectives
- Establishes alliances with people of power and influence in order to influence decisions and outcomes
- Accurately anticipates changes in political climate and plans and executes strategy and tactics based on that anticipation

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TOOL: IDENTIFYING THE KEY DECISION MAKERS IN A MIXED AUDIENCE

WHO MATTERS THE MOST AND WHY

What is the goal of my communication?

Is there a hidden agenda?

PRIORITIZE THE TARGET

Who is the leader?

What is the background of the person you are presenting to?

- For example, a senior leader wants bottom line up front and key takeaways on what they need to know

Translate so they understand it.

Who are the followers?

Who does the leader listen to?

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TOOL: AUDIENCE UNDERSTANDING MATRIX ACTIVITY

- Think of an upcoming presentation or meeting where you will be speaking to an audience..
- Who is your key audience; within that who is/are your key decision maker(s)?
- Complete the matrix to prepare for the meeting/presentation.

	1	2	3	4
What is most important to them?				
What hooks them?				
What details do they need?				
What are they willing to compromise?				

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AUDIENCE UNDERSTANDING MATRIX EXAMPLE

TYPICAL SENIOR LEADERSHIP TEAM EXAMPLE	
What is most important to them?	• Coordination on key areas requiring their decision and engagement. • Clarity of assignment and/or task. • Facts and data to support your decision. • Support their Business Goals and Objectives (BG&O's). • Meet your commitments.
What hooks them?	• A compelling business case when you are trying to sell an idea (facts, supporting data, risks, and mitigation plans). • Engagement - Each LT member wants to be involved in shaping strategies/solutions that personally impact them or their organizations.
What details to they need?	• Sound rationale (Qualitative and Quantitative Data) that supports your position. • Industry position on bullet 1 (particularly competitors and elite companies-Fortune 500). • Feedback from other key stakeholders. • Cost impacts (go/no-go).
What are they willing to compromise?	• In all cases, it's mixed across the group: - Some choose cost and schedule over quality. • Making the hard decision vs. following the status-quo. • Teamwork vs. individual contributor (team first vs. me first).

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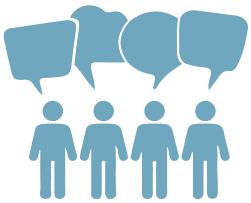
TOOL: STYLE RECOGNITION








	○ PEOPLE PEOPLE	○ PARTY PEOPLE	○ PLANNER PEOPLE	○ POINT PEOPLE
Pattern	Open/Indirect	Open/Direct	Guarded/Indirect	Guarded/Direct
Pace and Orientation	Slower/People Oriented	Faster/People Oriented	Slower/Task Oriented	Faster/Task Oriented
Their Goal	Steadiness	Influencing Others	Compliance	Dominance
Work Area	Casual, Conforming	Stylish, Interesting	Formal, Functional	Busy, Structured
Wants to	Build and Maintain Relationships	Interact and Be Recognized	Gather Information and Know Process	Get to the Bottom Line and Decide Quickly
Fear	Conflict	Loss of Prestige	Embarrassment	Loss of Control
Aggravated by	Insensitivity	Routine	Surprises	Indecision
Makes decision by	Considering Options	Spontaneity	Deliberate Action	Decisiveness
Decisions are	Careful	Impulsive	Planned	Steadfast
Measures success by	Compatibility, Depth of Relationships	Recognition, Applause, Compliments	Precision, Accuracy, Activity	Results, Track Record, Progress

Which style best represents you?

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ADAPTING TO OTHER STYLES

- Think about someone you have trouble communicating with.
- Determine which style best represents that person.
- Click on the boxes for the tips you plan to use when communicating with that person.
- Plan your next interaction with that person and used the tips.
- Use the tool again to plan a conversation with another person.

☐ To adapt to People People

Be warm and sincere by:

- ☐ supporting their feelings by showing personal interest when possible
- ☐ assuming they'll take things personally
- ☐ allowing them time to trust you
- ☐ discussing personal feelings – not facts when you disagree
- ☐ moving along in a slower, informal, but casual steady manner
- ☐ showing that you're actively listening

☐ To adapt to Party People

Show interest in them by:

- ☐ supporting their opinions, ideas and dreams when possible
- ☐ being upbeat, stimulating and fast-pace
- ☐ tolerating digressions and not hurrying a discussion
- ☐ trying not to argue – you'll seldom win
- ☐ being enthusiastic, spontaneous and casual
- ☐ explaining how action can enhance their image
- ☐ sparing them the details

☐ To adapt to Planner People

Show yourself to be thorough:

- ☐ supporting their organized, thoughtful approach when possible
- ☐ showing commitment through your actions, not just words
- ☐ being detailed, accurate and logical
- ☐ listing advantages & disadvantages of any plan organized
- ☐ providing solid, tangible evidence
- ☐ adhering to established procedures
- ☐ giving assurances that decisions won't backfire on them

☐ To adapt to Point People

Be efficient and competent by:

- ☐ supporting their goals and objectives when possible
- ☐ keeping your relationship businesslike
- ☐ using facts – not personal feelings – if you disagree
- ☐ being precise, effective and well organized
- ☐ recommending alternate actions with brief supporting analysis
- ☐ getting to the point quickly
- ☐ stressing competitive results and growth opportunities

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VERBAL CLUES

Listen carefully in a virtual setting to the words used.

SPEED READ PEOPLE—READING OTHERS' STYLES

Verbal clues: If you meet someone, especially for the first time, and they come on strong, they are likely either a **Party** or **Point Person**.

If they are quiet and soft-spoken, they are probably a **People** or **Planner Person**.

NEXT CLUES: *WHAT* THEY SAY.

	STYLE	TYPICAL STATEMENTS	NOTES
	Point Person	"Tell him I want to talk to him ASAP!" "Let's get this settled right now!" "What's the bottom line?" "Cut to the chase; what are the options?" "Here's how we'll proceed…" "I want to win this – no ifs ands or buts." "Tell me what the goal is." "You handle it, but keep me informed."	
	Party Person	"Hey! Here's an idea! Whattaya think?" "Why don't you noodle on that for a while?" "I feel this is the way we ought to go." "Tell me what you think about…" "Spare me the details. Just give me the drift." "I think we're making progress. Now let's…" "My sense is that…" "Let's try it a different way, just for kicks."	
	People Person	"I'd like to go kind of slow on this. Is that okay?" "Have we determined the impact of this on the staff?" "I really enjoy working with you." "I'd like to help you however I can." "We can work this out, I'm sure." "How do you really feel about this?" "How's this likely to end up? I'd like to know first."	
	Planner Person	"Now, let's look at this logically." "Is that really the right thing to do? Can we justify that?" "Let's take this first step. Then we can decide step two." "Give me all the facts first." "What guidelines make sense for this project?" "Precisely what do you mean?" "I don't want any surprises." "Have we touched all the bases?"	

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LADDER OF INFERENCE - ARE YOU UP A LADDER? OR I AM UP A LADDER

Example - Going up a ladder:

ACTION

I will not invite David to the next meeting.

ASSUMPTION

If people don't care, they shouldn't be invited to future meetings.

ADD MEANING

When someone doesn't contribute it means they don't care.

OBSERVABLE DATA

One committee member is looking at his phone and not contributing to the meeting.

Example - Clearing the Ladder

OBSERVABLE DATA (SPEAKER)

"David, I saw you looking at your phone during the committee meeting, and noticed you did not say anything during the meeting."

ASSUMPTION (FROM THE SPEAKER)

"It's my assumption you may not be engaged in this committee any longer."

PARAPHRASE (LISTENER) AND DIALOGUE (BOTH)

Listener: So you saw me looking at my phone during the meeting and noticed I did not say anything. So you're concerned that I'm no longer engaged in the committee. *Speaker:* Thank you for hearing me. *Listener:* Actually, my wife had an accident. She's okay but I was preoccupied with making sure she was alright.

REQUESTED FUTURE BEHAVIOR CHANGE

Speaker: Wow, I didn't know that. In the future, if an emergency happens, please say "timeout" and let us know that you need to step out of the meeting. I agree that family comes first.

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LADDER OF INFERENCE - ARE YOU UP A LADDER? OR I AM UP A LADDER

Check intent – is it to punish or assist in your team member's growth?

STEP 1: Data	Who, What, When, Where?
STEP 2: Impact	How does this affect me? I felt angry, sad, afraid, or happy.
STEP 3: Assumption	What is the story I am telling myself about why this happened?
STEP 4: Active Listening	Check for understanding. What have you heard me say? Receiver says what is heard so far.
STEP 5: Accuracy of Assumption	Giver asks - Is my assumption accurate/true? If not, what is your perception of this?

STEP 6: Keep/Stop	It would mean the world to me if you would (Keep/Stop) doing _____.
STEP 7: Desired Change/Start	What would I like you to do differently in the future? _____?
STEP 8: Check for Agreement	Is this something you can do, and if not, what can you do?
STEP 9: Support	Here is how I will support you if you choose to make the desired change. Or ask, What can I do to support you in making this change?
Steps 6-9 are all about making an agreement about the future.	

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CLEAR ONE OF YOUR LADDERS

- Think about someone you're up a ladder with.
- Write the data, the assumption, and the requested future behavior change.
- Commit to go and clear the ladder.

STEP 1: Data	
STEP 2: Assumption	
STEP 3: Requested Future Behavior Change	

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POSSIBLE INQUIRY QUESTIONS

TO BROADEN THE LEARNING

- What are others' views?
- Does anyone have other reactions or thoughts?
- Does anyone have a different view or data?
- What might we miss by looking at it this way (or) by going in this direction?
- Can you help me understand your thinking here?

TO DEEPEN THE LEARNING

- What leads you to think so?
- What leads you to conclude that?
- What is an example of the kind of thinking you are saying/recommending?
- How would your proposal affect…? Is this similar to…?
- What do you think might happen if we do "X"?
- What causes you to say that?
- Am I correct that you are saying?

TO HELP RESOLVE AN IMPASSE

- I am asking you about your assumptions here because…
- What is the concern behind your view?
- What if we did "Y"? Would that settle your concern or would you still have doubts?
- How does this relate to your other concerns?
- Is there anything I am doing that is contributing to the problem from your point of view?
- What data, if we discovered it, would lead you to reconsider your conclusion?
- What data do you have for that?

HOW TO AVOID A POWER STRUGGLE

- I have a different perspective.
- Here's what it is, here's why.
- What do you think?

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COMMUNICATING IN A POLITICALLY SAVVY WAY

BALANCING ADVOCACY AND INQUIRY

ADVOCACY

- Stating your opinion.
- Defending your opinion.
- Advocating a point of view.

INQUIRY

- Asking questions.
- Withholding judgment.
- How people express curiosity.
- Seeking to understand other points of view.

EXAMPLES

I have a different perspective I think “XYZ” (Advocacy)	Position:
Because “ABC” (Advocacy)	Reasoning:
What do you think? (Inquiry)	Inquiry:

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HOW TO STAY CONNECTED

- Free Style Recognition Assessment: https://insideoutlearning.com/style/
- Follow Dr. Sharon on LinkedIn or join our free Community of Practice on LinkedIn Groups
  - https://www.linkedin.com/in/drsharonlammhartman/
  - https://www.linkedin.com/groups/13841506/
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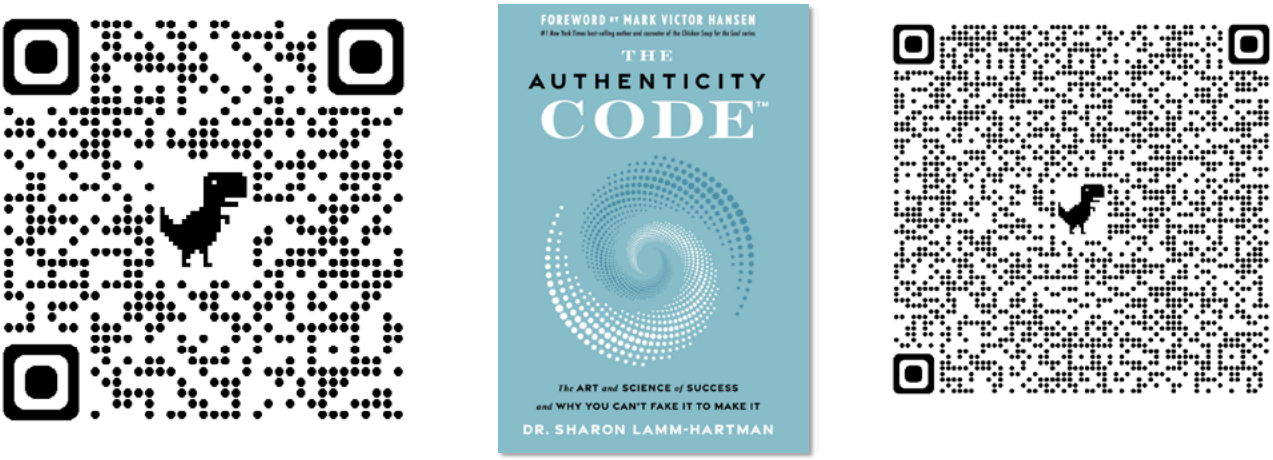

- ***Featured in Forbes, Authority Magazine, CEO World Magazine, Thrive Global***
- ***USA Today, Wall Street Journal, and Amazon Best-Selling book***
- ***Axiom Business Book 2022 Gold Medalist Winner for Best Business Fable***

- Call to learn more about our Authenticity Code™ programs:
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Join the Inside-Out Learning Community of Practice!

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Dr. Lamm-Hartman is an award-winning global executive and presentation coach, leadership development consultant, speaker, writer, and educator. She is the CEO and founder of Inside-Out Learning, Inc., specializing in leadership and personal development. Inside Out Learning is an active member of WBENC and the global Women's President Organization which only 3% of women owned businesses meet their requirements for membership.

With over 25 years of global experience, Sharon has worked across the United States and Europe as well as Beijing, Hong Kong, Singapore, and Thailand for clients such as Boeing, American Express, GE's Leadership Development Center, Exxon, E*TRADE, ARCO Chemical Company, Mobil Oil Corporation, Berlex Pharmaceuticals, Fannie Mae, Arizona Society of CPA's, Volvo Corporation, and the National Reconnaissance Office. She has designed and delivered over 3,000 innovative programs, including many executive presence and presentation skills programs. Dr. Lamm-Hartman has coached thousands of CEO's, executives and entrepreneurs worldwide.

She worked internally at ARCO Chemical in International Training and Development. She knows what it is like to work internally and has a strong client partnership philosophy. For the past 18 plus years, Dr. Lamm- Hartman has been a preferred executive coach for hundreds of Boeing executives with exceptional results, including promotions, developmental job assignments, and saving E-Series. Dr. Lamm-Hartman has also designed and is teaching The Authenticity Code™ Programs, team development programs, and culture-change offsites to thousands of professionals and leaders world-wide. Up to 80% of employees who participated in these programs have achieved a promotion. Sharon has her Top-Secret Security Access and helps executive clients and customer relationships in classified environments. Sharon has consulted on several corporate change efforts, training change agents, and developing effective strategic implementation and communication plans.

In addition to her private practice, consulting, and being on the global lecture circuit, she is widely published. Dr. Lamm-Hartman has served with the Fresh Start Women's Foundation and Arizona State University's Dean's Board of Excellence Mentoring Program. She was the co-founder and first Director of Central Phoenix Women, a networking organization for women business leaders, and wrote a regular column for Phoenix Woman Magazine. She is a regular instructor for WBENC's WeTHRIVE program.

Dr. Lamm-Hartman holds a doctorate from Columbia University in Leadership and Organization Development, a Masters in Industrial and Labor Relations from Cornell University, and two Bachelor degrees. Dr. Lamm-Hartman also trained as a Life Coach with world-renowned author and life coach teacher, Dr. Martha Beck. Dr. Lamm-Hartman is a Certified Executive and Presentation Coach and is certified in the Myers Briggs Type Indicator.

Dr. Lamm-Hartman is an Adjunct Professor of Leadership at Columbia University where she has taught Leadership classes to Doctorate Level students. She also worked as an Adjunct Faculty member at The Center for Creative Leadership teaching courses on Developing Leadership Talent.

Dr. Lamm-Hartman has been quoted on her views of coaching in numerous publications including, Forbes, CEO Magazine, The New York Times, MORE magazine, and Oprah's magazine, 'O' magazine. Dr. Lamm-Hartman has been honored and received awards from the Center for Creative Leadership and the Academy of Human Resource Development for her work and research on personal transformation and leadership development.

Dr. Sharon recently became a best-selling author in the Wall Street Journal, USA Today and Amazon with her book release of The Authenticity Code™. Her book just received the Axiom GOLD Medalist award for best 2022 Business Fable. WBENC buys her book for all WeTHRIVE participants. She was named as one of the top 100 Women to KNOW Across America by the KNOW Women Group in 2022.

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