INSIDE-OUT LEARNING INC
Transformative Learning That Lasts

Authentic Executive Presence



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The Authenticity Code™

Authentic Executive Presence

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PROGRAM INFORMATION

PROGRAM EXECUTIVE SUMMARY

PROGRAM AGENDA

FACILITATOR BIOS

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WHAT?

- To learn key authentic executive presence tools and techniques.

WHY?

- Feel more confident and fulfilled being centered in who you truly are as a leader.
- Command a room at a senior leadership or ExCo level.
- Inspire followership through legacy and identity.
- Engage in productive executive conflict while maintaining relationships under pressure.

WANT?

- To learn and apply:
  - The Authentic Executive Presence Qualities to take your presence to your next level.
  - The Authentic Executive Brand Statement to ground yourself in who you are and who you are becoming.
  - The Being Politically Savvy tools to successfully navigate organizational politics and leadership challenges.

SESSION AGENDA

YOUR PRESENCE

7:00 AM PT	Program Introduction
	Authentic Presence Qualities
	Stretch Break
	Your Authentic Brand Statement
	Stretch Break
	Being Politically Savvy
	Close with Homework
11:00 AM PT	End

HOMEWORK

- Finish APQ development plan
- Set Success Criteria for your Brand
- Review remaining Being Politically Savvy Tools

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DR. SHARON LAMM HARTMAN

Founder, Owner & CEO of

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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 has been named as one of the top 100 Women to KNOW Across America by the KNOW Women Group.

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PROGRAM FACILITATOR



Phillip Lechter
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Phillip has served as a senior consultant for Inside-Out Learning for the past 5 years. With Over 20+ years of documented results as an executive coach, Phillip has led measurable transformative organizational changes, mergers and launched large-scale, complex profit centers and business units within the businesses he has served. Profit centers have included launching new client verticals, building internal and external sales teams, creating new products, developing licensing opportunities and strategic partnerships, driving competitor acquisitions, and international territory expansion.

During his Leadership career, Phillip held executive roles leading teams and operations of 25 to 150 people in both revenue-generating and internal roles. In that capacity, he became dedicated to helping people discover their leadership style and impact within the organization.

Phillip worked as an executive at the Rich Dad Poor Dad organization and was key in launching the cash flow game globally.

Phillip has worked with over 500 global Boeing leaders, executives and VP's and is consistently rated as a 5-star facilitator by participants at IOL's Boeing Authenticity Code™ programs.

Phillip holds a BS in Business Management from Arizona State University and serves on the board of a non-profit dedicated to providing services to the developmentally challenged.

Approach to Executive Coaching

Phillip leads clients through a thought-provoking discovery process designed to establish desired results. As desired results are established, he leads his clients to create the ideal strategies and tactics while providing accountability to reach a successful outcome.

Phillip's executive coaching clients include:

•The COO of a travel company who needed to better navigate a complex stakeholder landscape, while demonstrating increased leadership skills and executive presence.

•A CEO of an education company to launch a licensing division and establish leadership, roles and responsibilities.

•Founder and CEO of a non-profit who desired to transition in a new executive leadership team, and then shift her role to Chairman of the Board.

Industry Experience

Education
Manufacturing
Travel
Non-Profit
Financial Services
Technology
Professional Services
Software

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TECHNOLOGY MODERATOR



Jen Medina
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Jen Medina is an Instructional Designer with over 12 years of experience creating engaging learning solutions for global organizations. She specializes in learning experience design, digital learning, and transforming complex ideas into practical, meaningful learning experiences. Passionate about creativity, technology, and continuous growth, Jen believes that learning should be engaging, purposeful, and accessible to everyone.

PROGRAM COORDINATOR



Heather Eisenhut
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Heather Eisenhut is a Program Coordinator at Inside Out Learning with more than 20 years of experience in project management and event leadership across corporate and hospitality environments. She is committed to delivering well-organized, high-quality experiences that support leadership development objectives and align with organizational goals.

Heather began her career in the hospitality industry, managing corporate meetings and events for organizations including Sheraton, Wyndham and Radisson. In these roles, she built strong expertise in client service, logistics, and vendor coordination—shaping her detail-oriented, service-driven approach.

She later spent a significant portion of her career supporting corporate initiatives and events at USAA, where she led project planning, timeline and budget coordination, executive logistics, and on-site execution. In addition to event leadership, Heather contributed to project management initiatives involving training delivery, process improvement, and change management, consistently emphasizing quality and attention to detail.

Heather holds a Master of Business Administration and a Bachelor of Science in Hotel and Restaurant Management. She is a Project Management Professional (PMP) and Certified Project Manager (CPM), with formal training in Agile methodologies.

Outside of work, Heather lives in Cave Creek, Arizona, with her husband and their two teenagers. She enjoys traveling and spending time with family—preferably both at the same time!

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The Authenticity Code™

Authentic Executive Presence

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YOUR PRESENCE

AUTHENTIC PRESENCE QUALITIES

YOUR AUTHENTIC BRAND

BEING POLITICALLY SAVVY

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AUTHENTIC PRESENCE QUALITIES

Clear Page

Please fill out this self-assessment by rating your Authentic Presence Qualities (APQ's). How well do you demonstrate each APQ? Rate yourself on a scale from 1-5 (1–Needs Improvement; 3–Average; 5–Amazing). Once complete, fill in the blanks below to identify your two lowest and your two highest rated APQ's.

		NEEDS IMPROVEMENT AMAZING
Clarity	The ability to communicate your message in an intuitively clear and compelling way.	1 2 3 4 5
Confidence	The air of assurance, such that others know you have the required strength and resolve.	1 2 3 4 5
Inspiration	Feeling passionately about the vision and mission of the organization. The ability to communicate that passion, purpose, and meaning establishes the inspirational culture of the organization. Breathing life into others.	1 2 3 4 5
Integrity	Your beliefs, words, and actions are aligned and demonstrated through the willingness and skills to constructively share your point of view and follow through on your commitments.	1 2 3 4 5
Openness	No prejudging; the willingness to consider another's point of view.	1 2 3 4 5
Passion	The expression of commitment, motivation, and drive that shows people you really believe in what you do.	1 2 3 4 5
Polish/Poise	The look of sophistication, conveying a background of education and experience.	1 2 3 4 5
Respect	Values the thoughts and opinions of others and openly considers these as viable options and opportunities.	1 2 3 4 5
Sincerity	The conviction of believing in and meaning what you say.	1 2 3 4 5
Thoughtfulness	The projection of thinking or having thought through something before responding.	1 2 3 4 5
Trustworthiness	Models true positive character qualities and top-level competence of their profession.	1 2 3 4 5
Warmth	The willingness of being accessible to others and of being interested in them.	1 2 3 4 5

LOWEST RATED APQ'S:

_____ _____

HIGHEST RATED APQ'S:

_____ _____

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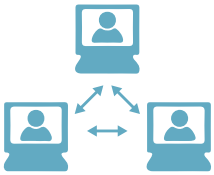
TOOL: AUTHENTIC PRESENCE QUALITIES (APQ's)

Authentic Presence Definition: How you affect others by the impression you make through your character, your virtual presence, your engagement, your communications, and general mode of conversation you have with others.



Clarity	The ability to communicate your message in an intuitively clear and compelling way.
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Inspiration	Feeling passionately about the vision and mission of the organization. The ability to communicate that passion.
Integrity	Your beliefs, words, and actions are aligned and demonstrated through the willingness and skills to constructively share your point of view and follow through on your commitments.
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EXAMPLES OF HOW YOU CAN DEMONSTRATE ON AUTHENTIC PRESENCE QUALITIES

CLARITY
- Flex to others communication style while not losing your own authenticity
- Listen to and watch your recordings while in a virtual meeting

CONFIDENCE
- Practicing for an effective delivery
- Being prepared to address even the most difficult questions

INSPIRATION
- Motivating a stalled team to move forward
- Believing people can achieve the project and helping them believe they can

INTEGRITY
- Follow through on your commitments or renegotiate
- Living the within your values and ethical standards

OPENNESS
- Listening to another's point of view
- Considering all options for the best possible outcome and not just your way

PASSION
- Enthusiastic tone in communicating
- Getting the project done with a positive attitude

POLISH/POISE
- Checking your background and camera set up
- Dressing appropriately for the event and audience

RESPECT
- Good eye contact when speaking virtually
- Acknowledging that diverse opinions & experiences have value

SINCERITY
- Walk your talk; live by example
- Not saying something just to be accepted

THOUGHTFULNESS
- Reconsidering a position after hearing a colleague's stance
- When offended, calm down before responding

TRUSTWORTHINESS
- Repeatedly performing at a high quality
- Following through on your commitments

WARMTH
- Acknowledging someone for a job well done
- Learning & speaking about what you know is special to someone



APQ BREAKOUT GROUP INSTRUCTIONS

With your group:

- Think about a leader you admire who exhibits all (or most of the) 12 APQs.
- Choose one leader for the group and be prepared to share a story or an example of how s/he exhibits most or all of the qualities.
- Elect a spokesperson who will share this information with the main group.

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AUTHENTIC PRESENCE QUALITIES (APQ'S) DEVELOPMENT PLAN

Clear Page

Which two will you work on?

1. [redacted] 2. [redacted]

Why?

What actions will you take to develop your APQs?

APQ [redacted]

-
-
-
-
-
-
-

APQ [redacted]

-
-
-
-
-
-
-

Identify people who can help you work on these qualities and give you feedback over time.

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TOOL: AUTHENTIC BRAND

What do you want to be known for?

How do you want to be seen?

Who are you as a leader?

QUESTION	EXAMPLE	ANSWER
1. What is the ONE leadership role I most want to hold?	*e.g., Executive, ExCo Member, Vice President, Author, Tech. Fellow, Sr. Vice President, Program Manager, Catalyst, Role Model Leader*	
2. What is the ONE THING I most want to do/accomplish as I work in my desired leadership role?	*e.g., successfully lead a new program, empower employees to turn around a failing program/ product, invent a new product/ service, help change a corporate culture, etc.*	
3. What is the ONE THING I most want to change as I work in my desired leadership role?	*e.g., Financial loss – turn a company around, My presence – become calm & peaceful; Negative relationship – Foster healthy workplace relationships, etc.*	
4. What is the ONE THING I know I have as a leadership strength that comes naturally to me?	*e.g., providing a safe environment for everyone to speak their truth, inspiring people to give their 100%, setting a clear vision that many follow, etc.*	
5. What is the ONE THING I most wish I would have received from authority figures growing up?	*e.g., seeing and celebrating my unique gifts and talents, modeling a healthy relationship, listening to my point of view, etc.*	

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MY AUTHENTIC BRAND IS...

I am a	#1
who	#2
I	#3
I give this by	#4
and	#5

AUTHENTIC BRAND EXAMPLE

I am a role model leader (#1) who teaches others how to be better leaders through leading by example (#2). I interact without judging or becoming defensive (#3). I give this by understanding individual choices, making wise decisions and meeting my commitments (#4 and #5).

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SUCCESS CRITERIA FOR LIVING MY BRAND

QUESTION	EXAMPLE	ANSWER
6. What is the ONE THING I most want to see as a leader?	*e.g. My mentees all get promoted, my organization transforms into my vision, to sell a big program, etc.*	
7. What is the ONE THING I most want to hear as a leader?	*e.g. "You helped me transform my life," "Without you we would have failed," "You are the best boss," "You helped increase profits by 50%," etc.*	
8. What is the ONE THING I most want to experience as a leader?	*e.g. Going to bed & waking up on a daily basis knowing I am making a difference, leading a high performing team, being recognized as a leading expert in my field, complete fulfillment in my work, etc.*	
9. What is the ONE THING I most want to say as a leader?	*e.g. "I have made the difference I wanted to make & have no regrets," "Listen I have something important to say," "I am the happiest I have ever been," "We need to pull together & get this done," "I balanced a great career & personal life," etc.*	
10. What is the ONE THING I want to feel as a leader?	*e.g. Proud of the life I have lived and the legacy I have left, happy and fulfilled in my life, confident that I gave my all, satisfied with the business results I achieved, etc.*	

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SUCCESS CRITERIA FOR LIVING MY BRAND

As a leader, I commit to:

1	See	#6
2	Hear	#7
3	Experience	#8
4	Say	#9
5	Feel	#10

SUCCESS CRITERIA EXAMPLE

I commit to:

- See people become great leaders because they modeled me. (#6)
- Hear people say that I was the best leader they ever had. (#7)
- Experience a great big party with a room full of people who thought I made a difference in their lives. (#8)
- Say “Wow I balanced a great career and personal life with no regrets of either.” (#9)
- Feel I would not have changed a thing regarding career and personal life balance. (#10)

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BREAKOUT GROUP INSTRUCTIONS

- Take turns sharing Your Authentic Brand Statement (# 1-5, top of page 14)
- Share how it feels to read your statement aloud

"ONE THING" FOR TODAY

Inspire you to take your brand to your next level and connect with it more deeply than you ever have before.

UTILIZING YOUR APQ'S AND AUTHENTIC BRAND

- Every morning, read your brand statement out loud or before a big meeting or high-stakes presentation
- Make your brand visible.
- Continue to improve and adjust your brand statement throughout life.
- Continue to practice your APQ's – they help you focus on giving to others & get the most authentic "you" out of "yourself"



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BEING POLITICALLY SAVVY ACTIVITY

- Read each statement and individually determine whether you believe it is true or false. Submit your response through the poll.
- For any statement you believe is false, use the blank lines provided to rewrite it into what you believe is a true statement. We will then discuss as a class.
- The focus is to have a dialog using the Authentic Presence Qualities such as openness, thoughtfulness and respect.

1. The Politically Savvy sometimes have to manipulate the situation to get results.

   ◯ True ◯ False - If false, draft your perspective in the section below.

2. The Politically Savvy recognize that dealing with organizational politics is necessary.

   ◯ True ◯ False - If false, draft your perspective in the section below.

3. The Politically Savvy are often more likely to work alone.

   ◯ True ◯ False - If false, draft your perspective in the section below.

4. The Politically Savvy generally care a lot about ideas.

   ◯ True ◯ False - If false, draft your perspective in the section below.

5. The Politically Savvy generally are higher in interpersonal skills.

   ◯ True ◯ False - If false, draft your perspective in the section below.

6. The Politically Savvy often take significant risks to attain important goals.

   ◯ True ◯ False - If false, draft your perspective in the section below.

7. The Politically Savvy are willing to publicly confront those they know are acting purely out of self-interest.

   ◯ True ◯ False - If false, draft your perspective in the section below.

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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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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:

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

Position Statement	
Reasoning Statement	
Inquiry Question	

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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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INQUIRY MATRIX

(1) Objective Questions	(2) Reflective Questions
• What happened? • What did you do? • Tell us more about that? • Who were the key people involved? • What else was happening? • How can I best help you today?	• What does the challenge mean to you? • It sounds like what you're saying is...? • What did you hope to achieve? • Would it make any difference if it were a different time, person, place? • How would you like to respond? • What could you do differently?
(3) Interpretive Questions	**(4) Decision Questions**
• What have you learned so far? • What do you think is going on? • What were the implications? • What prompted you to...? • It sounds as if you are feeling... • How would you react to that? • What might happen if you...? • How would you know if...?	• What will you do next? • What's stopping you from...? • How can you...? • Do you think that...? • What can you do to make the problem different? • Would ... be of any use? • How would you like to respond?



BREAKOUT GROUP INSTRUCTIONS

In your group:

- Take turns sharing your situation and your PRI (Position, Reasoning, Inquiry) statement.
- Offer feedback to help one another strengthen your PRI statements.

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DIAGNOSIS - HELP! WHAT IS GOING ON?

1. Seems like something is going on here. It may be useful to stop and check… Could someone help me?
2. I sense there is _____ (i.e., low energy) in the group. Why do you think that is? Does anyone else feel that way?
3. I feel uncomfortable. I am not sure what is going on right now. Could anybody help me? Is there something I am not catching?
4. I feel _____. Does anyone else feel that way? Why do you think that is?
5. I feel uncomfortable, and would like to check an assumption I am making out with you…
6. I am assuming something has happened to make you feel so strongly about _____. Could you give me an example to help me understand?
7. You seem _____. Help me understand what is going on?

TECHNIQUES FOR STEERING THE AUDIENCE/MEETING

How to regain control when things are going awry!

Focus:
- "Let me ask you to refocus so that we can stay on track."
- "Let's focus on the task at hand."

Flexibility:
- "Since you seem to be familiar with this material, let me move ahead to…"
- "It seems as though these issues have already been addressed. Would you like me to continue or end here?"

Firmness:
- Assert your authority by using your voice – lower, not louder
- Move closer to the "problem" participant
- Make eye contact with the "problem" participant
- Ask directly, "Considering the scope of this presentation/meeting, what information would be of most benefit to you?"

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BREAKOUT GROUP INSTRUCTIONS

In your group, review the scenario and discuss:

- **Diagnosis:** What do you think is happening in the room? Which Politically Savvy Diagnosis question could help you better understand the situation?
- **Steering Approach:** Which Steering the Audience approach would be most effective: Focus, Flexibility, or Firmness?
- **Response:** What could you say to apply both techniques in the moment?
- Be prepared to share your response when you return to the main room.

SCENARIO: WHEN A MEETING GOES OFF TRACK

You are leading a cross-functional meeting to discuss a proposed change to an existing process.

Midway through your presentation, one participant interrupts and challenges your recommendation, saying, “We’ve tried something similar before, and it didn’t work. I don’t see why we’re wasting time discussing this again.”

Another participant agrees, while a few others become noticeably quiet. The discussion begins shifting toward past frustrations rather than the proposed solution.

You sense growing tension in the room, and you’re concerned that the meeting is losing its direction.

How would you apply the Politically Savvy Diagnosis and Steering the Audience techniques to respond?

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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.

1. **Data:** What did you actually observe or hear?

2. **Assumption:** What meaning, interpretation, or conclusion did you draw from the data?

3. **Requested Future Behavior Change:** What would you like the other person to do differently going forward?



BREAKOUT GROUP INSTRUCTIONS

In your group, take turns sharing the ladder you drafted:

- Share what you observed or heard.
- Explain the meaning or conclusion you drew from the data.
- Identify what you may need to check, clarify, or reconsider.

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RESPONSES - TAKING THE HIGH ROAD

Mental Answers	Verbal Answers
What are you asking me this for?	Your question is intriguing; I will need to do more research before I can give you an accurate answer.
You're just trying to show off!	I don't have that information with me, and I'll be happy to get it for you later.
Have you lost your mind?	I appreciate your interest, however, would you hold the rest of your questions until the end?
I don't like you or your question!	That's an excellent point, please jot that down and give it to me later.
If you ask me another question I'm going to scream or worse!	Your question was not clear to me. Will you please clarify?
You never get the point, do you?	Let me make sure that I understand your question correctly. You asked…
Not now, you fool!	Let me take a moment to make sure that I can answer you correctly.

Fill in your favorites:	Fill in your favorites:

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TECHNIQUES FOR MANAGING STAKEHOLDERS

Map your political terrain:

1. Anticipate how your stakeholders – anyone who has an interest in or who would be affected by your idea – might react.
    - List your stakeholders

2. When faced with objections, do NOT undercut your critics by making your critics' bosses or peers or by picking apart a skeptic's argument. It only creates antagonism and a power struggle – increasing the likelihood that people will become active resisters.
    - Instead of undercutting, ask stakeholders questions to determine their goals. Does one person want to tinker with small changes while another is hungry to overhaul a major process? Also ask stakeholders how they prefer to achieve their goals: Does one stakeholder like to plan change carefully, while another tends to improvise?
    - List questions to ask your stakeholders

3. Consider your own goal in proposing your idea (do you have tinkering or overhauling in mind?) and your preferred approach to achieving the goal (will you plan or improvise?)? How do these compare with those of your stakeholders? A stakeholder may share your goal but not your implementation approach (a potential ally or resister), disagree with your goal but share your approach to change (also a potential ally or resister), share neither your goal nor your approach (decidedly a resister), or share both (a close ally).
    - Categorize your stakeholders

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TECHNIQUES FOR MANAGING STAKEHOLDERS CONT.

4. Get others on your side. Build coalitions – politically mobilized collection of individuals committed to implementing your idea because doing so will generate benefits they value. Have informal conversations, meetings, and casual office drop-ins, and tailor your message to each potential coalition member based on your knowledge of what drives them. Consider these approaches:
    - Rational: For data-driven people, use statistics and numbers to show how implementing your proposal will save money and time or make better use of resources.
    - Mimicking: For those fascinated by best practices, cite successful companies that have benefited by adopting the idea you're advocating.
    - Regulation: For individuals concerned about compliance, show how your idea will help compliance with a complex new government policy or standard.
    - Expectations: For people driven to meet or exceed others' expectations, demonstrate how your proposal will delight customers, shareholders, and the community in which your company operates.
    - Plan meetings (informal and formal) and use the approach you feel is best for each stakeholder

5. Many people won't join a coalition unless they can answer the question, "what's in it for me?" You have to make it clear there is a payoff in supporting your effort and possible drawbacks for not joining your coalition (e.g., will it ease your coalition member's workload, give her more visibility, help her cut costs in her unit, etc.).

    Always ask – what can you do to help them?

    - Before you meet with each stakeholder, answer the question, "what is in it for him/her?" Be very clear on the payoff

6. Once you have coalition members, they will convince their peers of the new system's merits and persuade them to support the project. As your coalition grows, don't lose sight of the need for active leadership to keep members focused and to sustain their momentum. For example, if energy flags, evoke members' inner strength: "We can do it. Just hang in there a little longer." If expected funding or other resources fall through, find ways to make up the shortfall.
    - Continue to keep momentum with stakeholders

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PLEASE COMPLETE THE FOLLOWING REFLECTION ABOUT THE SESSION TODAY.

What are the key learnings I'm taking away?

How will I start to implement these?

HOMEWORK

- Finish APQ development plan (page 12)
- Set Success Criteria for your Brand (pages 15-16).
- Review the remaining Being Politically Savvy Tools (pages 28-30)

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NOTES

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HOW TO STAY CONNECTED

1. Get The Authenticity Code™ book
2. Join our our Boeing Authenticity Code Community of Practice where you can interact with other Authenticity Code Program graduates: bit.ly/tacgrad

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