Women into Leadership

Workshop Two
Navigating Power and Politics

Objectives for today:

The difference between influence and manipulation

Exploring how things get done in the University

Office politics – the games people play

Developing your credibility and trustworthiness

Six steps to effective influencing

To influence

To manipulate

Office politics

Power

To influence

the effect a person or things has on another

To manipulate

to handle or manage to give a false appearance to: to turn to one's advantage

Office Politics

the ways that power is shared in an organization or workplace

Power

the ability to do something: the capacity to have an effect: a moving force

- 'To convert somebody go and take them by the hand and guide them.'
- 'I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone.'

Manipulation or influence?

The intent

The truthfulness and accuracy of the information

The transparency of the process

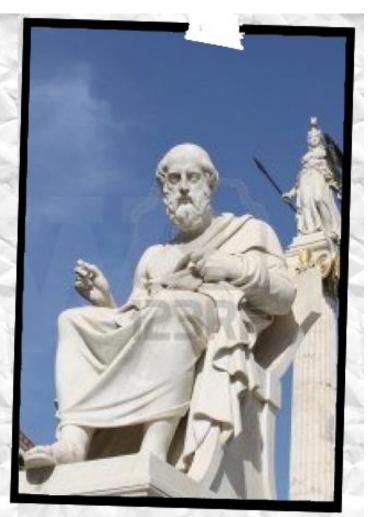
The benefit to the other person

Office Politics the ways that power is shared in an organization or workplace



"One of the penalties for refusing to participate in politics is that you end up being governed by your inferiors."

Plato (423 BC - 347 BC), One of the most influencial Greek philosopher and mathematician



Build relationships and use them constructively Be friendly with all but do not align yourself with one group

'Keep you friends close and your enemies closer'

Don't pass gossip on

Be positive

Maintain your integrity

Credibility comes from:

* Your reputation

* Your expertise

* Your ability to deliver

How do reputations get built?

- Where will people have heard your name mentioned?
- Who is likely to be talking about you?
- What would people find out if they Googled you?
- What would other people in this room say about you?

'A promise is nothing until it is delivered'

Trustworthiness

- Identify someone that you do not trust.
- Consider the reasons that you do not trust them.
- What behaviours generate trust?

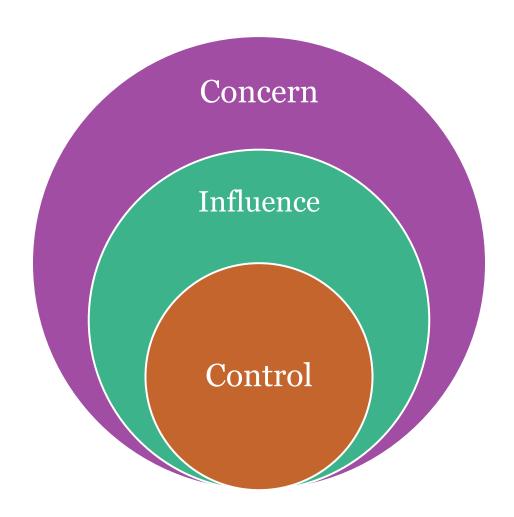


Trustworthiness

- Being clear about your values
- Being consistent with those values
- Being honest and open
- Investing time and energy in building relationships



Circle of Influence



6 Steps to Influence

Defining what you want

Assessing the views of others

Defining our influencing power

Communicating appropriately

Providing space for discussion

Concluding

Sarah had just been in a meeting with a range of people from across her organisation. She was presenting some ideas that she had been working on for several months when her manager (who was chairing the meeting) suddenly announced in a strident voice 'I am going to stop you there Sarah because several of these figures are incorrect and you need to check them before we consider this proposal. I would like us to move on to the next item on the agenda.' Sarah was extremely embarrassed and incredibly angry.

I met her straight after the meeting, she looked upset and so I asked her if she was OK.

'No' she replied 'I am livid, Charlotte has just completely humiliated me in front of half of the senior management team and I am on my way to ask her what on earth she thought she was doing.'

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The 3 Perceptual Positions

- 1st Position seeing and feeling the situation through our own eyes
- 2nd Position stepping into the other persons shoes
- 3rd Position ability to stand back and view the situation as a third party



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Communicating Appropriately:

Your case needs to be:-

Compelling

Credible

Understanding

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