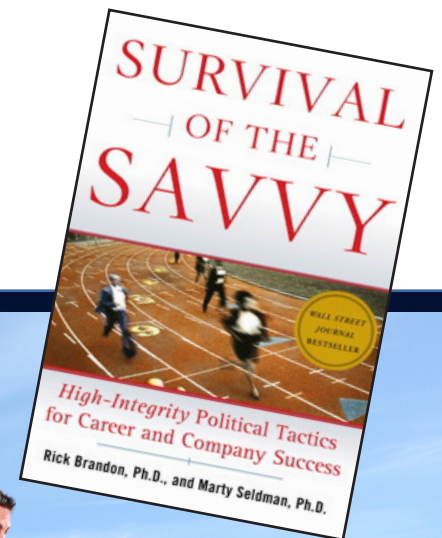


organizational savvy FOR WOMEN

Shattering the Glass Ceiling

**PREWORK
LEARNING PACKET**

NOKIA



linking people to their potential



THE CHALLENGE FOR FEMALE LEADERS

Many women under-estimate how their attitudes about power and politics impact their job success, career management, and team's influence. Women often define power differently, may dislike traditional power versus collaborative power, and may avoid people or positions involving positional power. Research shows that men are promoted more based upon future potential while women advance more because of their past track record. Yet, little girls compared to little boys are taught not to brag or talk about their accomplishments— a real double bind.

Certain “corporate buzz” labels can harm women’s influence, impact, and career mobility. Sometimes, unfair labels circulate if women speak in more nurturing ways, wisely ask for directions to avoid inefficiencies, or use softer language to be less absolutist. Sadly, such gender-related habits may result in descriptors like “needy,” “doesn’t take a stand,” or “pushover.” At times, women may even be discredited, marginalized, or made into targets of sabotage for the very same behaviors and traits that make men successful.

This high-energy, intriguing, and fast-paced course empowers women in business to break through barriers to their influence, impact, and advancement due to politics and power organizational dynamics. You’ll receive a Workbook, personalized *Savvy Skills Assessment*, and signed copy of the Wall Street Journal best selling book, *Survival of the Savvy*.

ESSENTIAL PRE-COURSE ASSIGNMENTS

In order to ensure maximum learning and create interaction time during class, please complete these vital assignments and bring this Packet to the course.

Pework Task #1: Course Learning Goals (5 min.) The outcomes of *Organizational Savvy for Women* are explained on the next page. Please circle your top two Learning Goals.

Pework Task #2: Organizational Savvy Assessment (15 min.) Please complete the online *Organizational Savvy Assessment*. Just link to www.survivalofthesavvy.com/Nokia and enter the special code of **Nokia0319** and print out your *Scoring Report*. You’re free to read the entire *Scoring Report*, and you’ll be asked to do so later, but for now, we only need you to digest the first 4 pages up through your personalized scoring graph. Jot notes to answer the Debriefing Questions on the worksheet you’ll find in this Packet.

Pework Task #3: “Politics and Power Pitfalls” Reading and Worksheet (25 min.) Please read the 5-page article and complete the 1-page *Politics and Power Pitfalls worksheet*.

Pework Task #4: “Ethical Lobbying” Reading Worksheet (30 min.) Please read the 4-page article and complete the 1-page *Discussion Debriefing worksheet*.

Please feel free to ask any questions about this vital piece of your prework, simply contact Dena Kaye-Scott at Peck Training Group at 214-495-9499 (dena@pecktraining.com).

**WE LOOK FORWARD TO WORKING TOGETHER DURING THE COURSE AND
WISH YOU A REWARDING, STIMULATING LEARNING EXPERIENCE!**

Shattering the Glass Ceiling

Workshop Goals

Purpose

This course helps female leaders, managers, and professionals improve their strategic influence, results, and careers by mastering ethical politics in today's demanding, competitive, and volatile corporate life.

Embracing a Positive Politics and Power Business Case

- To defuse any upset or discomfort you have about the reality of organizational politics and power dynamics.
- To see your “political blind spots” and clues about how organizational politics may be impacting your success.
- To embrace the business rationale for entering the arena of ethical, positive politics.

Leveraging Political Styles

- To understand different Political Styles, identify their strengths and risks, and learn how to influence each one.
- To protect yourself from Over-Political colleagues or bosses, or Under-Political and marginalized bosses.

Implementing Organizational Savvy Skills

- To assess yourself on 13 non-manipulative, ethical Organizational Savvy skill sets.
- To “read” politics, power dynamics, and unwritten rules for success.
- To learn how to know your corporate Buzz and reputation— positive or negative, fair or not, accurate or not.
- To understand common politics mistakes women make and the resulting impressions created— fairly or not.
- To alter negative perceptions of you and/or your team.
- To gain networking tactics and to learn a systematic network mapping process, for more purposeful visibility.
- To learn ways to ensure that others know your and your team's value without being crass or self-serving.
- To hone your power image through ethical tactics.
- To firmly yet tactfully present ideas, challenge ideas, or say “no,” even to senior managers.
- To better sell your ideas and recommendations through stakeholder analysis and ethical lobbying skills.

“If there's a corporate survival of the fittest, it pays to recognize our political blind spots so that our intellect, ideas, and results have a fairer chance of receiving recognition, credit, and reward.”

-Rick Brandon, Ph.D. Author, Survival of the Savvy



Savvy Skills Assessment

Discussing Your Assessment Results

Jot Brief Notes About Your *Assessment* Results (Based on Your Scoring Report, Page 4):

1. “My strengths and skill sets to leverage...”

2. “My areas for improvement and skill sets to develop...”

3. “Ways that I’ve under-utilized a skill set...”

4. “Ways that I’ve over-utilized a skill set...”



Savvy Skills Assessment

Discussing Your Scoring Report

(continued)

Jot Brief Notes About Your *Assessment* Results (cont.)

5. "Skills vital given my role or function..."

6. "Skills important given Nokia's culture, business strategy, or emerging changes/directions..."

7. "My insights about political savvy skills as a competency..."

8. “Linkages between the Savvy Skills and Issue of diversity, inclusion, and gender-based bias...”

Politics and Power Pitfalls Worksheet

Directions: Women: **CIRCLE** the degree to which each pitfall is a risk to your influence, impact, and career growth based both on how much the pattern describes you, and how much it matters with your culture. In other words, you may technically be making a typical mistake, but it might not be hurting you given your organization's biases. Please make a note to the right about any unfair label or conclusion that others may attach to any pitfall.

Men: **CIRCLE** the degree to which you believe the mistake applies to women in your enterprise. Please also make a note to the right about any unfair label or conclusion you may be attaching to any pitfall.

COMMON PITFALL RATINGS

FAIR/UNFAIR LABELS

AMBIGUANCE ABOUT POWER AND POLITICS

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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LESS EFFECTIVE, LESS PURPOSEFUL NETWORKING

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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TOO MODEST, TOO LITTLE SELF-PROMOTION

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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LETTING YOUR EMOTIONS RULE

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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LOSING THROUGH LANGUAGE PATTERNS

• Self-Deprecating Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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• Criticism Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
----------------	------------------	--------------------------	-------------------

• Apologetic Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
----------------	------------------	--------------------------	-------------------

• Asking for Direction Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
----------------	------------------	--------------------------	-------------------

• Negotiating Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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• Small Talk & Humor Patterns

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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OVERDOING FEMININITY

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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FAILURE TO BUILD BUSINESS KNOW-HOW

• Failure to Plan for a "Seat at the Table"

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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• Reduced Prowess in Strategic Thinking, Finance, and Business Acumen

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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• Too Little Line Management Experience versus Support or Staff Positions

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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• Delegating in Ways That are Too Tactical

No Risk To You	Some Risk To You	Considerable Risk to You	Great Risk to You
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Politics and Power Pitfalls for Women

Reading and Worksheet



The Glass Ceiling is No Myth

While progress has been made with respect to female access to top management positions and to comparable pay for women executives, it's still harder for women to break through the invisible barrier to top positions and to earn equal pay for those elite jobs.

Lynda McDermott's March 2014 T+D magazine article, "Women, Seize Your Leadership Role," reports that women hold only 16% of Fortune 500 director positions and only 4.6% of CEO positions. At least it's up from what Alice H. Eagly and Linda L. Carli documented in 2005 as 2% of CEO roles and 15% of boards of directors in their Harvard Business Review article.

In 1981, females only held 5.6% of the top 1% earning jobs, which by 2012 had grown to 18.3%, still a problematic discrepancy. So, while Meg Whitman at eBay, Carol Bartz at Autodesk, Andrea Jung at Avon, and more recently, Indira Nooyi at Pepsico, Sheryl Sandberg at Facebook, Marissa Mayer at Yahoo, and Mary Barra at GM are promising success stories, the hole in the glass ceiling has not widened enough.

When comparing wages across all age groups and job levels, most figures quoted for what women earn versus men range between 77% and 79%, with a less glaring difference for younger women. While women's earnings as a percentage of men's among 25- to 30-year-olds has risen from 67% in 1980 to 93% in 2012, any gap is still disturbing.

A U.S. Government Accountability Office study in 2005 found that women earned about 44% less than men averaged over years from 1983–2000, and by 2005 women with full-time jobs still earned only 81 cents for every dollar earned by men. As of 2014–2016, an inequity still exists, one estimated to take 70 years to close. Pew Research Center estimates that women would have to work 60 more days a year to make up the difference. This gap is a bitter pill to swallow, especially since 38% of today's young women have a four-year college degree compared to 31% of their male peers, whereas in 1970, men led women in degrees by a 20% to 12% margin. In other words, while women have equaled or surpassed men in education, the pay increase has not been commensurate.

Ownership for the Problem

Society's Accountability. Eagly and Carli partially blame historic prejudice and bias, dating back to a 1986 recording of White house comments by Richard Nixon: *"I don't think a woman should be in any government job whatsoever -- mainly because they are erratic. And emotional. Men are erratic and emotional, too, but the point is a woman is more likely to be."*

Prejudice and discrimination still leads to inequities, so companies should take steps to level the playing field. But it's also up to both genders to take responsibility for their roles with respect to the glass ceiling.

Male Accountability. Often, gender-based language and behavior patterns lead to unfair "buzz" labels and distorted perceptions. When males attach unwarranted conclusions and negative buzz labels to common female patterns, we ask such reactive "buzz-ards" to be more accountable by being part of the solution instead of part of the problem.

Female Accountability. But aspiring female leaders can also accept responsibility for getting off of automatic pilot and being conscious of their high-risk patterns. Some tendencies in women result in unfair labels, but other times in self-created concerns about their readiness for higher level leadership roles. Not all perceptions are as narrow-minded as Nixon's quote connotes.

Some negative perceptions about women's corporate capabilities stem from language conventions that can be altered, and to areas of discomfort or experience deficits that can be overcome. Women often commit research-proven politics and power mistakes that impact business credibility, reputation, and career advancement. So let's learn to limit such political blind spots and land mines.

A Disclaimer

Please take these power and politics influence pitfalls with a grain of salt. Temper them with awareness of your unique tendencies, the cultural norms of your organization, and your managers' biases. These trends come from research on gender differences that may not fit you perfectly. Some stereotypes have "hooks of truth" that are then blown out of proportion and exaggerated. But don't use that as an excuse to "cop out" of looking for where the pitfalls apply. Find mentors to give you insight on how applicable these pitfalls are to you and your organization.

Pework Task #3

Women's Politics and Power Pitfalls, cont.

Ambivalence About Power and Politics

Women are less likely to seek consideration for top leadership positions. McDermott notes that only 61% of women compared to 70% of men “would like to be a top manager or boss someday” within Millennials, 41% to 58% within Generation X, and only 21% to 32% among Baby Boomers.

A seminal *Fortune* magazine article, “Powerful Women,” chronicled attitudes of famous powerful women in business and government (e.g., Carly Fiorina, Meg Whitman, Hillary Clinton, Condoleezza Rice). Women seek top management power less and have higher voluntary turnover. These trends are attributed to several dynamics: unwillingness to pay the personal and family price of successful corporate life, rejection of “power” as too aggressive, and unbridled ambition as being less acceptable to women.

Gender and Ambition. In fact, Facebook COO Sheryl Sandberg’s bestseller, *Lean In*, shares a study showing that likability and success are correlated for men, but success for women is correlated with being less liked. So women who are overly invested in being liked may be ambivalent about advancement.

The *Harvard Business Review* article, “Do Women Lack Ambition?,” concludes that women link ambition with egotism and selfishness, whereas men consider it necessary, desirable, and tied to their self-worth. Ambition may counter core beliefs about femininity traits versus masculinity traits. A key trait seen as defining femininity is giving to others (often linked to being nurturing), making women more supportive team players and likelier to relinquish recognition in the workplace to others.

Today’s young corporate women appear more eager to embrace C-suite power and responsibility than before, but are still less eager than their male counterparts. Whether due to greater priorities placed on family or femininity traits that subjugate the desire for power, companies may understandably perceive women as simply less interested in advancement.

Also, women typically define “power” differently (power with others) than men (power over others). If asked the Machiavellian question, “Would you rather be feared or loved,” the stereotype is that more men than women opt for being feared. Women may shun power and, in turn, the corporate political arena, muffling their influence and organizational impact.

Modesty and Less Self-Promotion

Men may naturally speak about accomplishments and ideas, even bragging or taking credit in territory-building ways. Women get more childhood messages to be modest, avoid self-promotion—and, instead, to nurture others’ image. They may under-promote or discount their own contributions. Dana Hall’s Teaching Women to Brag support group was hailed in the *Wall Street Journal* as helping women to correct this deficit.

Kathleen Reardon, in *The Secret Handshake*, and Deborah Tannen, in *Talking from Nine to Five*, cite how men are promoted based upon future potential, whereas women are often promoted based upon their track record. This points to a need for documentation, getting noticed, and letting others know what you’ve accomplished. But from school-age on, females get the message that being a “good girl” means being modest. Lois Frankel’s book title says it all—*Nice Girls Don’t Get the Corner Office*. Remember that just because you are blowing your own horn (discussing your results or sharing your team’s accomplishments) doesn’t mean you are blowing it right in someone’s ear or playing off-key!

The book *Political Skill at Work* laments and documents how women consistently score better than men on many performance measures. Yet women often deflect recognition, or they attribute success to luck or serendipity. This is partially due to women’s relative innate modesty, but as the previous pitfall stresses, it also is due to many having less interest in the spotlight, recognition, or personal attention, especially in order to advance.

Less Effective, Purposeful Networking

Less Social Capital. Although women are good at building relationships, instead of avoiding gatherings as under-political people do, their networking may not be optimized. Often, the demands of work/family life-balance leads to less time to socialize and network.

Do Your Friends Know Your Full Worth? Female networkers may shun strutting their stuff for fear of seeming too boastful, and may shy away from seeking deserved recognition with the skill set of “Balanced Self-Promotion.”

Women's Politics and Power Pitfalls, cont.

Women may be further handicapped by male-dominated corporate cultures that feature football games, hunting, or even the classic sales team's visits to a strip club. If that's the case, strive to expand the types of networking activities in your organization, which, of course, is partly the company's responsibility.

Failure to Network for Advancement. Women are likely to under-utilize networks for purposeful career building or advancement within the hierarchy. Pam Iorio, author of *Straightforward: Ways to Live and Lead*, warns that women use networks to build friendships while men use networks to get ahead. Many women need to focus more on having a clear business objective while networking in addition to relationship-building. This can be done honorably!

Brandon Partners' popular *Organizational Savvy* courses urge and teach more effective networking by building your "Self-Talk Skills" of reprogramming your attitudes ("I owe it to myself to get credit for this project"), reframing politics as just another avenue for organizational impact and influence, and mentally visualizing yourself asking your network to provide you with access to doors you need opened for advancement (if you seek it).

Letting Emotions Rule

An obvious gender-based stereotype is that women are more emotional. Although the earlier Richard Nixon reference earlier exaggerates this issue, there is sometimes a hook of truth—and certainly fewer degrees of freedom and less forgiveness. While emotional reactions and aggressive behavior might be interpreted as "passion" or "positive power" in a man, a woman runs greater risk of getting negative labels attached to the very same behaviors, a dynamic that became known as "the Hillary Factor" during the U.S. Presidential primary election between Hillary Clinton and Barack Obama.

So be aware of your emotional triggers. Try to adjust your attitudes and responses to politics, power, ego-oriented males, someone's blaming you, predatory behavior, and so forth, so that you don't get hooked or overreact. You don't want to get imprisoned in someone's frozen perception based on one off day. Labels tend to stick and reinforce unfair stereotypes.

Losing Through Language

Debra Tannen and others have documented how women use different language patterns than men. It is not that these are mistakes in and of themselves, since they are simply different conventions. The mistake occurs when women do not recognize how such habits are interpreted by men. Both men and women misinterpret their language differences too literally and attach erroneous meaning too automatically, instead of seeing them as mere conventions. Here are differences to monitor so they don't impact your "Buzz," reputation, political impact, or leadership shadow:

- **Self-Deprecating Patterns**– Women use more tentative phrasing such as, "I might be wrong, but...", "I haven't totally thought this through, but...", "sort of...", "kind of...", "I think..." (instead of "I am sure..." or "I'm confident you'll also find ...," etc.). Women add qualifiers like "I really worry," or "this is a very important initiative," whereas men let their opinions stand without adding as many emphasis enrichments.
- **Criticism Patterns**– Men tend to give negative feedback and constructive criticism more directly as "straight talk," while women soften such feedback by coupling criticism with praise, placing criticism in the context of what's good about the idea/product/report, and so on, being more indirect, or taking into account the receiver's feelings. More political and power-oriented people, especially men, may view this qualifying behavior as weak, insecure, too nice, or wasting time. (Conversely, men's more direct language conventions can be interpreted by women and more passive or less political people as harsh when that may not be the intent).
- **Apologetic Patterns**– Besides using softening, qualifying language when presenting ideas, women literally apologize more. Besides more frequently saying the actual words, "I'm sorry," they use apologetic tones more when delegating or assigning a task, for example, like saying, "I hate to ask, but...", "I know you are swamped, but I have no one else as qualified...." Research also shows women are more likely to say "I'm sorry" in ways that seem to actually

Prewrite Task #3

Women's Politics and Power Pitfalls, cont.

accept blame more than men, whose “I’m sorry” can come off more as either dismissive (e.g., “Sorry, but that’s the way it is.”) or as attributing the problem to external sources (e.g., “I’m sorry that this situation has happened to you.”).

- *Asking for Direction Patterns*— As illustrated by the typical husband who amazes his wife by driving around lost instead of stopping to ask for directions, women are often more likely to ask for more directions, clarity, or suggestions for how to proceed with a project. This is intended to ensure quality, timeliness, and respect for a boss’ specifications. But women may not realize that some men may view such requests for guidance as too frequent—signals that they are less competent, less confident, and coming from one-down, needier posture. Be careful to know your patterns and their impact.
- *Negotiation Patterns*— During a challenging negotiation or a conflict resolution meeting, women are more likely to open by asking about the desires and wishes of the other person (e.g., “Well, what is it you believe is the fair solution?”) and fail to see that others might view this as meaning they will grant such wishes. The woman may just intend this approach to get each party’s opening positions out on the table for dialogue, but men may see it as a weak position and overly compliant.
- *Small Talk and Humor Patterns*— This might be a bit of a cliché, but men are more likely to small talk about sports and politics before getting down to business, while women focus on personal lives, family, or their appearance (hair, fashion, etc.). Similarly, patterns of humor differ, too, with men using more sarcastic, oppositional, and put-down teasing (in addition to off-color themes), while women use more self-mocking humor. This casts them as less powerful, political, or influential. Coaches often urge ambitious women to get on the wavelength of men by being able to dish it out more. Females can adapt and flex their speech patterns without totally abandoning their identity, or adopting phony traits of a tough-minded, aggressive, bullying male. You don’t have to become a shark to swim with the sharks. Then again, you don’t want to be seen as doing water ballet in the shark tank by being too genteel.

Overdoing Femininity

Some corporate settings frown on overly feminine norms for dress, such as long, dangling earrings or certain hairdos. As hinted above, being too responsive to feelings, too touchy-feely, too relationship oriented, or too expressive with emotions can also go against the current. When discussing the negative impact of an idea, women might place too much stress on morale, fairness to a group of people, or personal concern about a colleague, whereas a man might more matter-of-factly note “it’s just business.”

On the other hand, aspiring female leaders’ fear of being perceived as too feminine, or apprehension about coming across as flirting, coy, or coquettish should not trap you into dropping your femininity. After all, many organizations do not require adopting more male standards, ignoring fashion, or sacrificing caring, feminine traits. When Carly Fiorina was CEO of the Silicon Valley’s Hewlett Packard, for example, she nurtured many alliances by actually sending flowers and grateful messages in ways that honored her own gender while also fostering her career growth and reputation.

Still, sex role stereotyping typically associates career-building and leadership characteristics of ambition, self-confidence, assertiveness, and directive behaviors as being traditionally masculine traits. Traditionally female traits like nurturing, emotional support, humility, giving attention and recognition to others, and the like may diminish the estimation of women’s leadership capability. This is perhaps becoming a bit more passé with the advent of newer, broader models of leadership, such as Jim Collins’ *Good to Great* book that validated quieter, less fiery, charismatic leaders as increasingly indicative of successful, “great” versus merely “good” leaders and companies.

Failure to Build Business Know

Some unfairly negative perceptions, double-standard buzz labels, and rigid conclusions about female capabilities for senior leadership stem from patterns of societal prejudice, while others are rooted in the language and behavioral tendencies outlined in this reading. Still other

Women's Politics and Power Pitfalls, cont.

A Grain of Salt

Don't Get Paranoid! As we suggested in the opening "disclaimer" of this article, be aware of gender-based differences between males and females, but also maintain perspective. It is counter-productive to be so worried about such dynamics that you curb or muffle some of the politics and influence strengths that your gender-based tendencies actually offer.

For instance, women are well-positioned for this program's skills of *Respecting Ego and Turf*, *Addressing Hidden Agenda*, and *Ethical Lobbying*, which all require getting on the other's wavelength and empathizing with people's agendas. Because of women's relative social skills and empathy, they may have an easier time handling hyper-sensitive egos and avoiding "career limiting moves" that more combative, oppositional men may commit. Women's familiarity with issues of image and appearance may also better equip them to be aware of how they are coming across, which will help them manage perceptions.

But Don't Let Strengths Become Obstacles. The flip side of most strengths can be a liability. A great sense of humor used at the wrong time or too much can be inappropriate (e.g., cracking jokes in a meeting about disastrous sales results: "Well, no place to go but UP!!!!"). Similarly, women's natural strengths and gender-based strengths as nurturers may lead them to giving too much credit to others, missing out on deserved credit themselves. Don't let your more caring nature seduce you into praising others to your own demise, being too soft on people (and earning the reputation as not being results-driven), being too nice in granting favors, being unable to say "no," or being overly apologetic.

The bottom line message is: Don't overreact or overdo things! Don't fall into the trap of being so self-conscious of these *Women's Politics Pitfalls* that you over-emphasize the role of gender mistakes and their impact, or worse— that you let go of your female strengths. Simply being aware of the typical political land mines may be curative! Please keep perspective with the rest of your life and with your own self-identity. Best of luck in navigating the political waters in your organization!

glass ceiling and career advancement challenges are outgrowths of accurate perceptions of gender differences in knowledge, experience, or skills required for top management positions. Women don't lack potential to excel in these areas—they may just avoid them. Besides the relative discomfort with power, promotion, and purposeful networking described above, here are other typical areas for improvement and development:

- *Planning for a Seat at the Table*— As Lynda McDermott's *T+D* magazine advises, women need to establish concrete career goals for specific top positions, and develop explicit plans for securing positions, mentoring, and sponsoring that help you reach such goals.
- *Strategic Thinking, Finance, and Business Acumen*— Management Research Group (MRG) reports that senior leaders view women as equal in 23 of 26 competency areas, but the perceived deficits are ones considered to be vital for success at a higher level: business aptitude, financial understanding, and seeing the big picture (strategic thinking).
- *Line Management Experience*— Women often pursue or are placed in staff-oriented support roles, which denies them the opportunity to learn the line business and reinforces traditionally feminine traits of helping others rather than leading.
- *Delegation*— Related to less strategic thinking is women's tendency to be too tactical and day-to-day in focus. They may take on too much themselves when delegating, which reduces their strategic thinking time. It also sends the message that they are not executive in stature. So the next time a direct report approaches you for advice or guidance, resist the urge to take on the problem yourself. Instead, ask the subordinate what's been tried or considered so far. This way, the word gets around that you want to help team members with problems, but that you will not simply absorb the problem yourself and that you will ask, "What's been done so far?" This practice will save you time, keep the monkey off of your back, give you more time for planning and strategic thinking, and convey an aura of executive-level importance.



Ethical Lobbying

Selling Ideas to Stakeholders

Pre-Course Reading

Purpose

To raise the odds that your ideas will receive optimal consideration, especially at group decision-making meetings. To better sell your recommendations, proposals, and initiatives to stakeholders.

Directions

1. Read this *Ethical Lobbying* article as preparation for actually lobbying for a real issue.
2. Use the attached *Discussion Worksheet* to prepare for an in-class discussion of the article's value.
3. Use the article's principles and recommended strategy questions to plan how to approach an actual decision-maker or influencer with an idea, request, or recommendation. Complete the attached *Stakeholder Analysis Worksheet*.
4. [NOTE: This assignment will be used on Day 2, but you may want to get started now, since there will be additional Night One Homework].

Background

This program on *Organizational Savvy* positions politics as a necessary part of corporate influence, and invites you to view building a high-integrity power base as an important vehicle for personal and organizational impact. Entering the political arena is the price you pay for selling your ideas, getting the credit you deserve, and receiving optimal consideration for career advancement.

You will learn through the *Organizational Savvy Model* that left-side Power of Ideas people need to remember that ideas themselves may not be compelling enough on their own to be implemented. They may need to be positioned with powerful people. To ignore this

need leaves you with a political blind spot, vulnerable to others who may be more expert at exercising power dynamics within your company.

Any definition of politics must include using both formal *and* informal avenues for getting things done in organizations, sometimes going around recognized channels to influence key stakeholders and powerful individuals. This does not mean you will become manipulative or unethical, because it's not necessary to hide the fact that you want to gain approval or support for yourself and your ideas. You can play above board and maintain your integrity by choosing causes that are good for the organization's interests, not just your own.

Since politically naïve people don't realize that decisions are often made before the official decision-making meeting is conducted, you will be at a disadvantage unless you embrace the practice of Ethical Lobbying. This fair, common, and effective Organizational Savvy strategy means not waiting for a group setting to gather support for your ideas and proposals, but instead doing what government lobbyists do: build relationships, use various channels of influence, and exercise proactive organizational savvy. What are the ingredients of Ethical Lobbying?

Manage Your Political Bank Account

Stephen Covey, in his classic book, *The Seven Habits of Highly Effective People*, describes the

**"Grant me the serenity to accept the things I cannot change,
The courage to change the things I can,
And the wisdom to know the difference."**

— Reinhold Niebuhr

Pework Task #4

importance of being aware of your Emotional Bank Account with everyone you know. Joel DeLuca, in *Political Savvy*, echoes this idea with the notion of the informal chit system that exists in all work relationships. We commonly hear people say, “I had to cash in a lot of favors on that one.” The obvious conclusion is that we operate in a system of gaining and lending support for one another, partially based upon our history of trust and mutual benefit. A piece of this reality is the *Political Bank Account*.

Still, we want to be realists by remembering there are side benefits to sharing and exchanging favors. The age-old “Scratch my back and I’ll scratch yours” maxim doesn’t have to be done in a smoke-filled back-room, for unethical reasons. Organizational influence *does* involve collaboration and alliances. The act of giving is always appreciated and raises the odds that a powerful colleague or leader might become an ally. That’s just human nature! In order to reap the most benefits and return on your investment in the Political Bank Account, consider the following common sense suggestions.

Remember—You’re Still A Good Person!

Don’t worry. Being aware of the favors you give and receive doesn’t mean you’re only interacting with people for some ulterior motive or hidden agenda. We all still aspire to do the right thing and help people, out of goodness, with the intent to make this little planet where we live a better place. After all, we all walk a rough road.

Networking

Remember to network in order to create the relationships that keep you in the loop, align you with powerful and power-oriented associates, and allow you to shape perceptions about you and your team in the workplace. Also, strategically use your political network to open up opportunities for building up a surplus in your Political Bank Account. This will create more receptivity to your ideas when you are selling an idea.

The Power of Favors

The idea is to not equate all favors with Machiavellian opportunism, as long as your heart is also in the right place and you are trying to help the company, not merely advance yourself. Don’t be turned off to giving and receiving favors just because some people abuse the practice. Simple ways to make deposits into your Political Bank Account include:

- Be available to people and willing to be contacted after hours. This doesn’t mean you’ll actually be called at 3 a.m., but you make a positive impression of going the extra mile.
- Offer support to others for ideas and projects that are important to them. Even if you don’t have time to participate, you can still lend your endorsement and overt support.
- Look for ways to help people save face and get out of jams. Pitch in at the eleventh hour if a peer is in trouble. Tactfully voice approval or express benefits of a person’s position if it is being challenged.

Ethical Lobbying (continued)

Naturally, be careful about whom you support and whom you cross when lending favors or supporting an ally’s ideas. Organizational savvy involves awareness of the impact of all you do. Don’t blindly grant favors without thinking about who you may be alienating. While you may be building a surplus of favors in one person’s Political Bank Account, the same actions may create a deficit in another key power-holder’s account.

The Power of Appreciation

Don’t underestimate the importance of expressing strong appreciation for people who do *you* favors. While you don’t want to hold grudges, you *DO* want to hold gratitude. If you don’t show your appreciation effusively enough, you may be committing a major faux pas. Send thank you notes and copy key people, so that the person who did you a favor knows you took extra steps to help make visible that person’s good will, team player status, and organizational commitment.

Avoid Sabotaging Others

Be careful to avoid accidental sabotage. At times you might not mean offense, but you unwittingly harm a person important to your success. Obviously, acknowledge the mistake, or it will be seen as intentional. Apologize and assist in salvaging the situation. Don’t burn bridges when you can’t support a colleague or must turn down a request. Before you decline to help a colleague who is asking for help on a project, make sure you’ve genuinely considered the request. If someone brings an idea or recommendation to you, really think through the possible merits before rejecting it.

A “no” for now doesn’t need to close the door for future collaboration. Also, when people turn down your requests for support, help them to save face by acknowledging that reasonable people can end up on opposite sides of the issue. Forgive them!

Think Like a Chess Player: Plot the Political Landscape

The politically naïve wait until a meeting to present their case, thinking this is where decisions and influence reside. The politically adept know that influence demands more advanced thinking and individual lobbying. A critical piece of the political jigsaw puzzle is to think more strategically like a chess player does, and less like a skeet shooter reacting with a quick trigger finger.

Ethical Lobbying means you will think ahead and develop political allies to support your ideas and projects. Organizational Savvy requires proactive planning, plotting the political scene, and mapping out the influence relationships that will raise the odds for a decision to go in your favor. Ask yourself the following set of diagnostic questions when deciding whom to approach with Ethical Lobbying.

Ethical Lobbying Strategies Analyze the Stakeholders

Who are the key people involved in the decision about the idea you want to champion and get approved? For each stakeholder or decision-maker ask yourself these questions:

- What’s his or her level of agreement or disagreement with your idea or proposal? (Pro 1–10 or Con 1–10)
- What is the stakeholder’s level of influence, whether through position power or informal power? (Pro 1–10 or Con 1–10)
- Which Political Style does this person demonstrate?
 - **Over-Political-** More exclusively focused upon image, power-gathering, and maneuvering; engages in lots of schmoozing, positioning of ideas, working the system to achieve ends, building an influence base; may name-drop and think too much about gaining approval, position, or bonus.
 - OR
 - **Under-Political-** More exclusively focused upon substance and ideas, to the point of under-estimating the need to influence within the organization; focuses in a myopic or unrealistic way on the right data, results, values, or analysis; may refuse to network, promote a worthy idea, or gain adequate visibility for ideas.
 - OR
 - **Balanced: Blends Organizational Influence with Substance-** Avoids the extremes of Over- Political and Under-Political, blending the best of both world views; willingly jumps into the political arena to make organizational impact and create power networks to do so, but does so for company good versus solely for one’s own end gain;
- practices “ethical politics,” truly balancing producing results with promoting oneself and one’s ideas and functional area. *[NOTE: A balanced, savvy person can be slightly more political or less political without being Under-Political or Over-Political.]*
- How does the stakeholder view your level of power (1-10)?
- How does the stakeholder view your Political Style (Over-Political, Under-Political, or Balanced)?
- What’s the person’s degree of “change-ability” on the issue for which you’re lobbying?
- How is your Political Bank Account with this person? Do you have enough of a surplus to approach this person? If not, have you at least avoided being perceived as having sabotaged? Does the person view you as neutral or as an ally, and do you possess enough power to earn his or her attention?
- What are the connections and relationships between this person and others? You’ll want to openly discuss who is for and who is against your ideas. You may need to mention alliances and people who support your proposals, people who can help you influence another target stakeholder.
- What other communication style, working style, functional area biases, or cross-cultural sensitivities should you consider in your plan?

Based upon your analysis, decide whom to approach and what strategy might be effective without sacrificing your own ethics

Prewrite Task #4

or becoming two-faced. Use the guidelines below to assist you in your Ethical Lobbying.

Study the Agenda

Spend time figuring out powerful people's priorities, listening and learning. Sit and ask them their focus and strategies. Also, discover their agenda less directly by noticing what they say in meetings and by asking others. Salespeople are naturally good at this, but anyone can develop this capability.

Blend Agenda

Here, you become a spin doctor, in the positive "reframing" sense, which is another skill salespeople and professional lobbyists often use. You'll know people's hot buttons because you've studied their needs, goals, and causes. Now, tie *your* ideas to *their* agenda so that you can influence them.

This type of linking lead-in sentence needs to become part of your normal lobbying language: "An idea that fits well with your _____ agenda/goal is my idea for _____, which addresses your needs by _____." People do things for *their* reasons, not *yours*. The word "*benefit*" means "good fit," so you want to package your ideas in a way that fits well with stakeholders' business needs and appeals to *their* values, strategies, and objectives. by _____."

For instance, a Quality Training director in a major corporation repackaged major components of his/her quality training curriculum under the umbrella of "business effectiveness" when he/she determined that the quality program and people associated with this organizational change

initiative had fallen out of favor within the enterprise. That showed organizational savvy and the willingness to reframe his/her agenda to blend better with the agenda of the new leadership.

The comedian George Carlin highlighted the importance of using the right words, and of framing events and situations in new ways. He once quipped, "The environmentalists finally got it right. They figured out that no one wanted to give any money to swamps and jungles... So now they call it 'wetlands' and 'rain forests,' and the money comes rolling in!"

Compromise Your Agenda

You won't always have the power to implement your ideas totally, but you might be able to compromise and get some of what you want. Once an idea is in motion, it's often possible to build and shape it to more fully match your original vision. Taming a wild stallion demands patience, gradually blending your energy with the horse's, and riding *with* the beast before you can guide it to where *you* want to go. Patience is also important in Ethical Lobbying. Organizational Savvy is partly about not "pushing the river." Naïve political players let their passion for their ideas run away from them, often slipping into taking brash, provocative stances. This "loose cannon" is reminiscent of youthful, immature exuberance. Organizational change takes time. Influencing others to adopt your ideas is less like a speed boat cutting a sharp turn, and more like a cruise ship whose turn is a wider arc. Remember the Serenity Prayer:

*"Grant me the serenity to accept the things I cannot change,
The courage to change the things*

Ethical Lobbying (continued)

I can,

And the wisdom to know the difference."

This sage advice also applies to practicing organizational savvy when proposing company changes and selling ideas and recommendations. Politically adept leaders practice flexibility and do not paint themselves into a corner with nonnegotiable, rigid stances. If you're astute, you'll recognize the difference between your true underlying needs and any initial win-lose position you might unwisely push. Just because you adapt and give a little in order to gain a lot doesn't mean you're selling out. Sometimes you have to give a really big fish plenty of line in order to reel it in.

Share Credit

If you need a right-side *Power of Person* individual to implement your idea, claiming 25 percent of the credit and giving away 75 percent as if the decision-maker thought of it may be better than keeping 100 percent credit for an idea that goes nowhere! Give up credit to gain support. Some writers even suggest letting powerful people believe they came up with the idea, not you. You still gain some visibility, and you can always strategize ways to make sure you don't lose all the credit if you plan ahead and make yourself indispensable to the power-oriented colleague.

A Disclaimer

Remember that Ethical Lobbying doesn't mean crossing the integrity line or saying things you don't believe, in order to get things done. The principles taught in this course are simply tools. Like a carpenter, *you* will take responsibility, deciding *when* and *how* to use the tools. ■

Ethical Lobbying

Discussion Worksheet

Conventional Learnings

Below, list what you see as the article's key points, learnings, insights, key action ideas, pitfalls to avoid, etc.

[illegible]

Creatively Expressed Learning

List other fun ways to describe take-away points (e.g., slogan, song title, TV jingle, famous quotation, bumper sticker, etc.).

[illegible]