

WINNING AT THE GAME OF OFFICE POLITICS

Jo Miller



Jo Miller

- ❖ 10 years providing leadership coaching and seminars
- ❖ Coached hundreds of managers and executives worldwide
- ❖ Seminars for employee networks at KPMG, Intel, Oracle, Alcatel-Lucent, Nortel, Rockwell Collins, UBS, and more
- ❖ Silicon Valley's "Women of Influence", 2008.

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THE EMERGING LEADER'S QUANDARY:

You can't get a higher level job without leadership experience...

But you can't get the experience without the job.

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- ❖ **Winning at the Game of Office Politics**
- ❖ **Create Your Leadership Brand**
- ❖ **Becoming a Person of Influence**

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OFFICE POLITICS



Do you enjoy playing the game?

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"...avoiding (office) politics altogether can be deadly for your career."

Every workplace has an intricate system of power, and you can -- and should -- work it ethically to your best advantage."

- Erin Burt, Seven Career Killers.

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~~Office Politics~~

Organizational Awareness

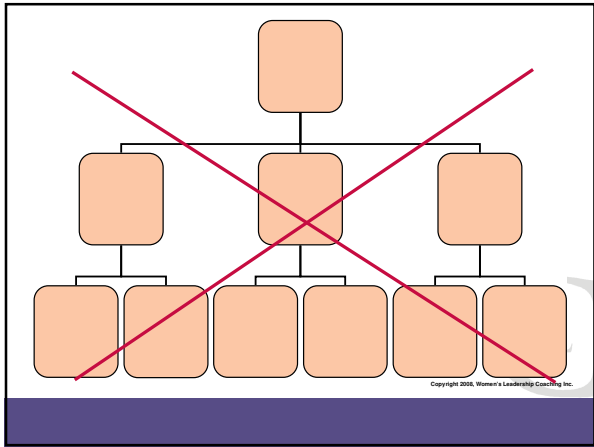
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~~Office Politics~~

Organizational Awareness

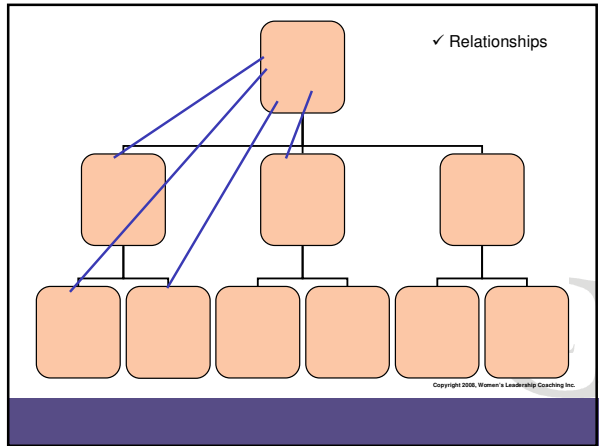
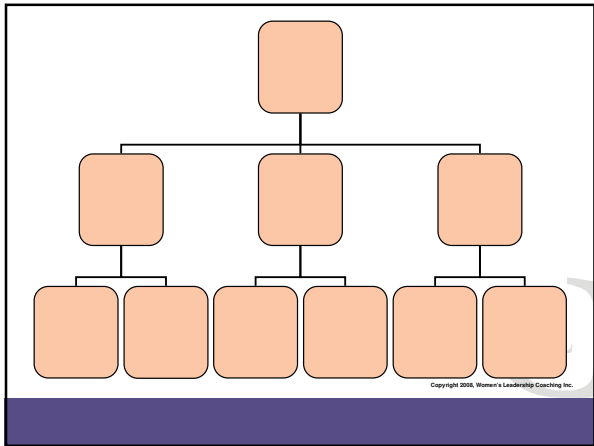
Being a savvy observer of the communication and relationships that surround you in your organization

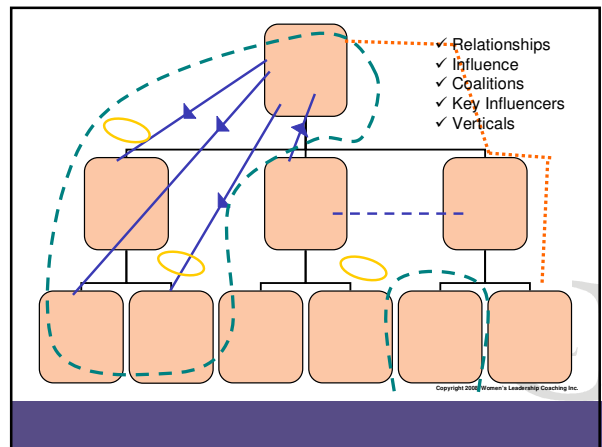
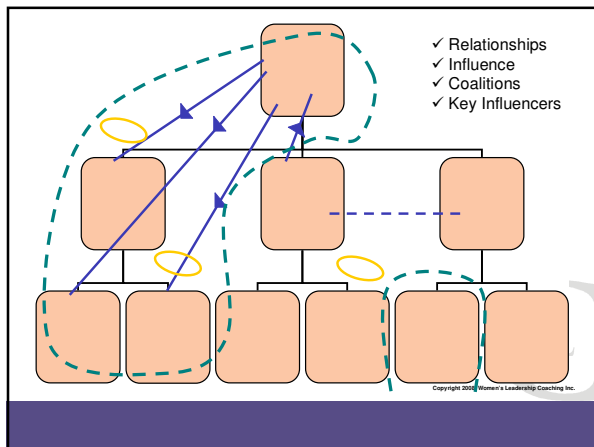
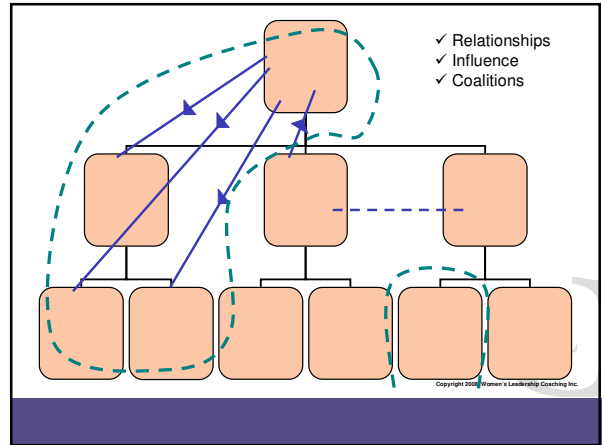
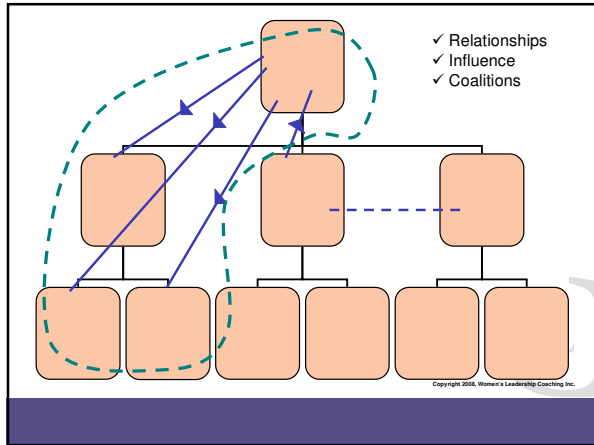
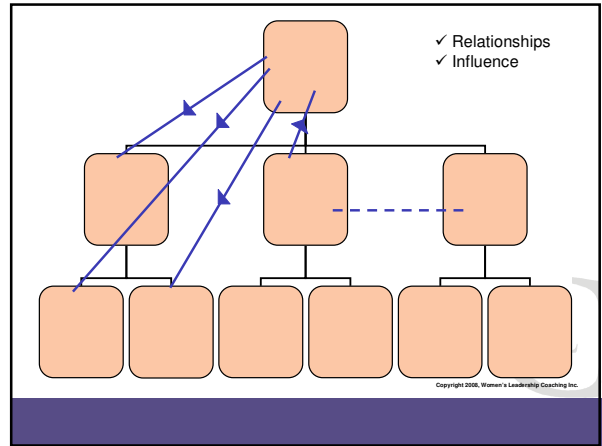
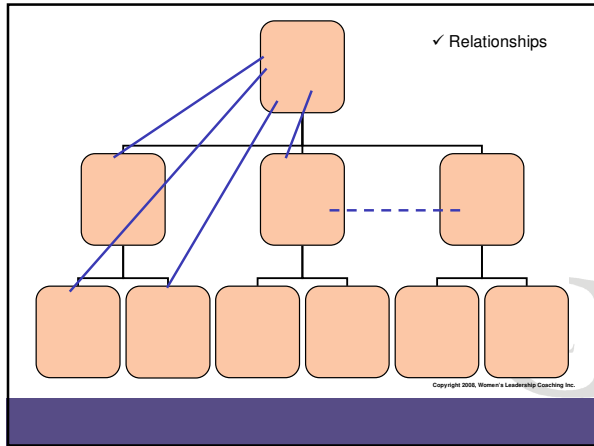
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✓ **THE SHADOW ORGANIZATION**

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- ✓ Relationships
- ✓ Influence
- ✓ Coalitions
- ✓ Key influencers
- ✓ Verticals



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EXERCISE:

- Map your shadow organization



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The most important asset you
will build in your career:

Your network

AKA Your ***"Sphere of Influence"***



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"It's not enough to have a bright idea.

I have seen too many projects led by great, passionate people fail because they tried to be the lone influencer. You have to get the right people in the boat with you. You have to engage the entire human fabric"

- Sophie Vanderbroek, CTO, Xerox

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The McKinsey Leadership Project:

- **CONNECTION:**
- ***"People with strong networks and good mentors enjoy more promotions, higher pay, and greater career satisfaction"***



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Your Strategic Networking Plan

WHO

...will you build relationships with?

HOW


...will you build those relationships?



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<i>WHO</i>	<i>HOW</i>
Sue G.	Attend end-of-quarter BBQ. Follow-up to request and informational.
Andy L.	Arrive early/stay late for staff meetings. Investigate volleyball team.
Sue's right hand	Invite for lunch/coffee.
Andy's boss	Ask HR for invitation to next executive coffee klatch.

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EXERCISE:

- **With whom do you need to cultivate a stronger working relationship?**
- **How will you initiate those relationships?**

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<i>WHO</i>	<i>HOW</i>
-------------------	-------------------

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The Weinman Group Audit Leadership Survey

Q: What do you feel are the major factors that have contributed to your success and career progression?

- ❖ *"Create rapport with those who can help you succeed (supervisors, peers, staff, auditees...anyone who can have a role facilitating success)."*
- ❖ *"Building relationships! Build with department heads & clients."*
- ❖ *"Look for opportunities to interact with Senior Management and key business partners."*

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5 people to have in your network

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The Connector:

- ❖ A true 'people person'
- ❖ Puts others at ease
- ❖ Knows (and gets along with) everyone
- ❖ Loves to opens doors & make introductions
- ❖ Watch them, and learn!

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The Informational Powerhouse:

- ❖ Strives to keep a finger on the pulse
- ❖ A human 'grapevine'
- ❖ Loves to stay current on organizational issues
- ❖ Filters useful information from gossip or 'noise'
- ❖ Knows about changes before they occur
- ❖ Has information about new projects, opportunities, organizational reshuffles, resource allocations, budget cutbacks etc, before they become official.

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The Influencer:

- ❖ Not necessarily high-level or high-profile
- ❖ Has the ability to make things happen
- ❖ Gets people on board with ideas and initiatives
- ❖ Gains agreement and collaboration from teams
- ❖ Has a voice with senior leadership
- ❖ Their early support can guarantee the success of your initiatives
- ❖ Their advocacy can get you noticed.

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The Senior Leader Sponsor

- ❖ Your manager's peers, and above
- ❖ Have the power to accelerate your career development
- ❖ Help you align your work effort with your organization's strategic goals
- ❖ Attract recognition for your work
- ❖ Connect you to special projects, special task forces and committees, and promotions.

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The Mentor:

- ❖ Can be either an 'Active' or 'Silent' mentor
- ❖ Seasoned and respected
- ❖ Advises on how to navigate situations
- ❖ Gives honest feedback and critique
- ❖ Can sponsor you, open doors, and connect you with opportunities.

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The Weinman Group Audit Leadership Survey

Q: How does one distinguish oneself as a Senior Auditor in order to get promoted to a Manager role?

- ❖ *"#1, you need to let people know that you want it. If you don't let them know, it's not going to happen. Get a champion/mentor that will guide you and support you."*

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5 people to have in your network

1. The Connector
2. The Informational Powerhouse
3. The Influencer
4. The Senior Leader Sponsor
5. The Mentor



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Every organization has unwritten, unspoken *'Rules of the Game'*.



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The Weinman Group Audit Leadership Survey

Q: What do you feel are the major factors that have contributed to your success and career progression?

- ❖ "... know the protocols of the organization"
- ❖ "Understand the culture that I work within"



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EXERCISE:

1. Identify some 'Rules of the Game' in your organization.
2. What are some ways to ethically, effectively navigate these rules?



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This presentation is available at:

www.womensleadershipcoaching.com/ISACA.htm



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CREATE YOUR LEADERSHIP BRAND

Jo Miller

WYCL



THE EMERGING LEADER'S QUANDARY:

*You can't get a higher level job without
leadership experience...*

*But you can't get the experience
without the job.*

Why create a leadership brand?



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“The Perception Gap”



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“Be famous for something!

Know what is your claim to fame.”

- General Manager.



The 3 Essential Elements of a Great Personal Brand



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The Hedgehog Concept

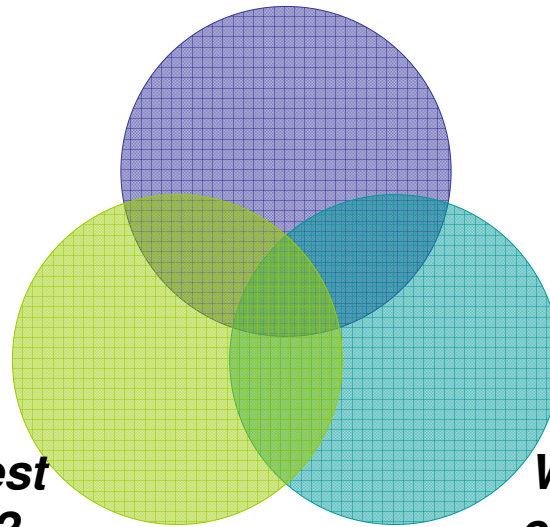


- Jim Collins, Good to Great.

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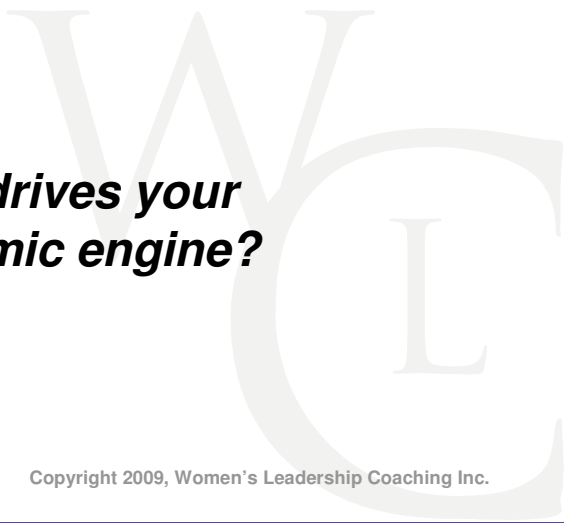


***What are you deeply
passionate about?***



***What can you best
in the world at?***

***What drives your
economic engine?***

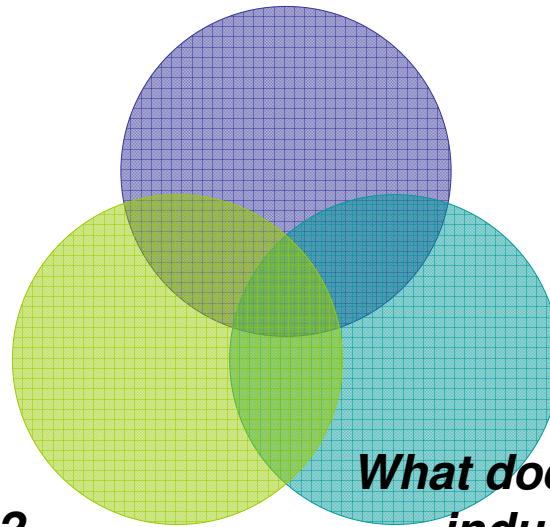




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***What are you
passionate about?***



***What are your
skills & talents?***

***What does your company and/or
industry need and value?***



Financial Analyst
The Change Agent

Program Director
Go-to person for strategy

Software Engineer
Subject matter expert and thought leader

“Be authentic about your own leadership style. Don’t try to change it.

Own it. Communicate it. Put a brand on it. Put a value on it.”

- Dr Rohini Anand, SVP, Global Chief Diversity Officer, Sodexo

Your brand should evolve at different points in your career



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Entry-level brands

- ❖ Valuable contributor
- ❖ Specialist
- ❖ Go-to person
- ❖ Team-player.



Mid-level brands

- ❖ Innovator
- ❖ Strategist
- ❖ Change agent
- ❖ Team leader
- ❖ Project leader.



Senior-Level brands

- ❖ Visionary
- ❖ Thought leader
- ❖ Develops leaders
- ❖ Charismatic leader
- ❖ *Delivers business results.*



“Make your brand scalable”

- Krista Thomas, VP, Marketing &
Communications, The Calais Initiative,
Thomson Reuters

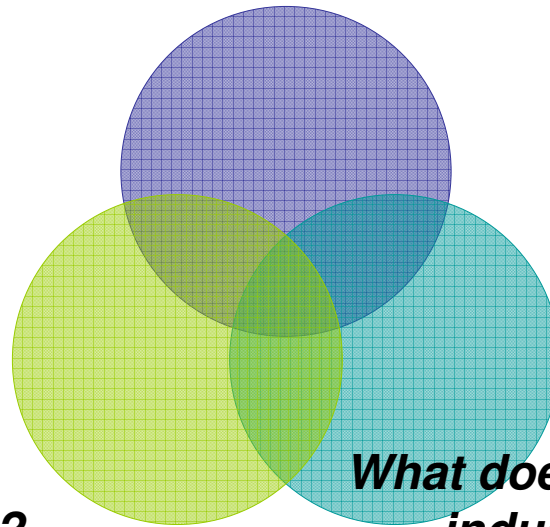


EXERCISE:

❖ What is your brand?



***What are you
passionate about?***



***What are your
skills & talents?***

***What does your company and/or
industry need and value?***



~~Results = Reward + Recognition~~

Results = Reward + Recognition

+ Visibility

5 Steps to Making Your Brand Visible

1. Work Less *5-10%*
2. De-emphasize the busy work
3. Who needs to know?

**The most important asset you will build
in your career:**

YOUR NETWORK

AKA “Your Sphere of Influence”

Your Strategic Networking Plan

WHO

...will you build relationships with?

HOW

...will you build those relationships?

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WHO

HOW

Sue G.

Attend end-of-quarter BBQ.
Follow-up to request and
informational.

Andy L.

Arrive early/stay late for staff
meetings. Investigate volleyball
team.

Sue's right hand

Invite for lunch/coffee.

Andy's boss

Ask HR for invitation to next
executive coffee klatch.



EXERCISE:

❖ Add to your networking plan



WHO

HOW



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**People who have outstanding careers
get there with a reputation for
*delivering results***



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5 Steps to Making Your Brand Visible

1. Work Less *5-10%*
2. De-emphasize the busy work
3. Who needs to know? *WHO/HOW*
4. Work hard on the right projects

The Weinman Group Audit Leadership Survey

Q: What do you feel are the major factors that have contributed to your success and career progression?

- ❖ *“Advocate for things that are needed that might change the environment. – make a difference”*
- ❖ *“Initiative. Volunteer for special projects (even if outside of comfort zone)”*
- ❖ *“Having a results oriented focus”*

“Make something great happen.

***No one tells you to do it,
but they appreciate the results.”***

- Nina Bhatti, Principal Scientist, HP Labs

Career-Defining Projects:

- ❖ Directly support your organization's strategic plan & goals
- ❖ Improve the bottom line
- ❖ Solve big, endemic problems
- ❖ Perform a specific, not general role (Technical track)
- ❖ Expose you to a new department or function (Management track)
- ❖ Push the cutting edge in your field of expertise
- ❖ Special projects sponsored by key executives
- ❖ Sharpen business acumen & leadership skills
- ❖ Participate on special task forces and committees.

5 Steps to Making Your Brand Visible

1. Work Less *5-10%*
2. De-emphasize the busy work
3. Who needs to know? *WHO/HOW*
4. Work hard on the right projects
5. Promote your accomplishments



EXERCISE:

- **Brainstorm ideas for promoting accomplishments**



Promoting accomplishments

- ❖ Present in meetings. Invite your leaders.
- ❖ Send out a newsletter or regular status updates
- ❖ Submit article to your company's newsletter
- ❖ Write a blog, or paper for publication
- ❖ Ask to be nominated for an award
- ❖ Ask a colleague to “toot your horn”, and reciprocate
- ❖ Speak on panels, and at conferences
- ❖ Forward kudos emails with “FYI”.

5 Steps to Making Your Brand Visible

1. Work Less *5-10%*
2. De-emphasize the busy work
3. Who needs to know? *WHO/HOW*
4. Work hard on the right projects
5. Promote your accomplishments

Q & A WLC

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BECOMING A PERSON OF INFLUENCE

Jo Miller



THE EMERGING LEADER'S QUANDARY:

You can't get a higher level job without leadership experience...

But you can't get the experience without the job.

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"In my company, influencing skills are the single most important success factor after knowing your job."

- JoAnna Sohovich, GM,
Field Devices, Honeywell

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The Weinman Group Audit Leadership Survey

Q: How does one distinguish oneself as a Senior Auditor in order to get promoted to a Manager role?

❖ *"Be persuasive! Be able to negotiate and persuade"*

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Are influence and power good, or bad?



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Are influence and power good, or bad?



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Are influence and power good, or bad?



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~~Try to Influence a Situation~~

Become a Person of Influence

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The fundamental truth of influencing...

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DOG PSYCHOLOGY CENTER



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The fundamental truth of influencing is:

Our behavior teaches people how to treat us.

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“You can influence others in every conversation you have.

In a subtle way, we convey our confidence and professionalism in every interaction that we have with co-workers, customers, superiors and subordinates.”

- Laurie Oare, Division President,
U.S. Foodservice

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6 Sources of Influence

6. Positional



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Positional Influence:

The influence inherent in your job title and role.

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Ways to build positional influence

- ❖ You have an important job – people need to know!
- ❖ Seize all opportunities to educate others about your role, and how you can help
- ❖ Create your 30-second commercial.

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30-second commercial

- 1. Name**
- 2. Job title**
- 3. I am responsible for... a, b, c**
- 4. Come directly to me when you need... x, y, z**

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“There is a myth that the higher you go in the organization and the more positional authority you gain, that you just have to say “do it” and people get it done.

I hate to bust your bubble.”

-Dr Cecilia Kimberlin, VP QA, Regulatory Affairs and Compliance, Abbott

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6 Sources of Influence

- 6. Positional
- 5. Expertise



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Expertise Influence

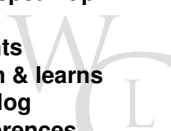
The influence that comes from your background, qualifications, experience and expertise.



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Ways to build expertise influence

- ❖ Don't wait for an invitation to speak up on your topics of expertise
- ❖ Promote your accomplishments
- ❖ Present in meetings and lunch & learns
- ❖ Write articles or papers or a blog
- ❖ Speak on panels, and at conferences.



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6 Sources of Influence

- 6. Positional
- 5. Expertise
- 4. Resources



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Resources Influence:

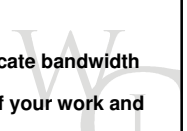
Having access to the resources you need, to do your job well.



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Ways to increase resources influence:

- ❖ Become a strong negotiator
- ❖ Learn matrixed management
- ❖ Cross train others in your area
- ❖ Prioritize your workload, communicate bandwidth constraints
- ❖ Gain visibility for the importance of your work and the effort it takes
- ❖ Suggest special projects as developmental opportunities for others.



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6 Sources of Influence

- 6. Positional
- 5. Expertise
- 4. Resources



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6 Sources of Influence

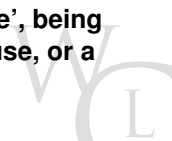
- 6. Positional
- 5. Expertise
- 4. Resources
- 3. Informational



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Informational Influence:

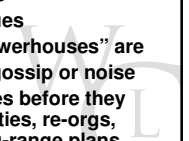
Having a 'finger on the pulse', being an informational powerhouse, or a 'human grapevine'.



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Being an informational influencer:

- ❖ Strive to keep a 'finger on the pulse'
- ❖ Stay current on organizational issues
- ❖ Know who other "informational powerhouses" are
- ❖ Filter out useful information from gossip or noise
- ❖ Seek out information about changes before they occur, e.g. new projects, opportunities, re-orgs, resource allocations, budgets, long-range plans.



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6 Sources of Influence

- 6. Positional
- 5. Expertise
- 4. Resources
- 3. Informational



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6 Sources of Influence

- 6. Positional
- 5. Expertise
- 4. Resources
- 3. Informational
- 2. Direct



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Direct Influence:

Being firm, professional and direct when someone's behavior is detrimental to the team or the organization.

(The 1% rule)

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Effective use of direct influence:

- ❖ Be firm, fair and professional
- ❖ Be direct and concise while delivering tough news
- ❖ Explain what was unacceptable and why
- ❖ Focus on a positive vision for the future.

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6 Sources of Influence

- | | |
|---------------|------------------|
| 6. Positional | 3. Informational |
| 5. Expertise | 2. Direct |
| 4. Resources | |

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6 Sources of Influence

- | | |
|---------------|------------------|
| 6. Positional | 3. Informational |
| 5. Expertise | 2. Direct |
| 4. Resources | 1. Relationships |

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Relationships Influence

Knowing who the key players are in your organization, profession, and industry, and building a powerful network.

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6 Sources of Influence

- | | |
|---------------|------------------|
| 6. Positional | 3. Informational |
| 5. Expertise | 2. Direct |
| 4. Resources | 1. Relationships |

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DISCUSSION

- Which sources of influence are most important, in your organization?
- Which sources of influence are you strong in?
- Which sources do you intend to strengthen?

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"... a really great piece of advice I learned early on in my career and I've used continuously: never let an organization's structure get in the way of achieving results.

I've found that one needs to operate inside and outside of the structure, with a positive attitude, always moving forward, filling in the gaps where needed".

- Vivian Banta, Vice Chairman, Insurance, Prudential Financial.

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