



STRATEGIC INFLUENCING ETHICALLY

Elizabeth Coffey

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ELIZABETH COFFEY



Elizabeth is an internationally recognized author, consultant and speaker focused on developing CEOs, Boards and senior executives to be strong global leaders.

Elizabeth founded Spark Leadership in 2005 to advise Board Executives on leading change in their people and their organizations. Prior to this, Elizabeth led the UK Leadership Capabilities practice at Mercer Delta Consulting Ltd. Before this, she was a Director at The Change Partnership.

Her years of consulting with CEOs and their top teams resulted in the book entitled 10 Things That Keep CEOs Awake –and How to Put Them to Bed. A sample of other publications includes: The End of Tolerance? which outlined Elizabeth's practical approach to business diversity issues. Elizabeth co-authored The Changing Culture of Leadership –Women Leaders' Voices –a research-based book about women leaders across 20 industries in the UK.

Liz has received numerous awards over the past decades: 2019 Top 101 Global Diversity & Inclusion Leaders (Economic Times), 2020 Pioneering Woman Leader (HRD Congress), 2018-2020 Woman Super Achiever (Economic Times), 2020 Top 10 UK Leadership Development Companies (HR Tech Magazine), 2007 Mentor of the Year (Women of the Future Awards) and 2001 European Woman of Achievement Award. Elizabeth frequently speaks internationally at business schools, leadership conferences and global summits.



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Why should I pay attention?

80%

of a CEO's life
is spent
influencing strategically



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Agenda



ATTITUDE: Legitimise the task

- **Political Intelligence model**
- DeLuca's research highlights

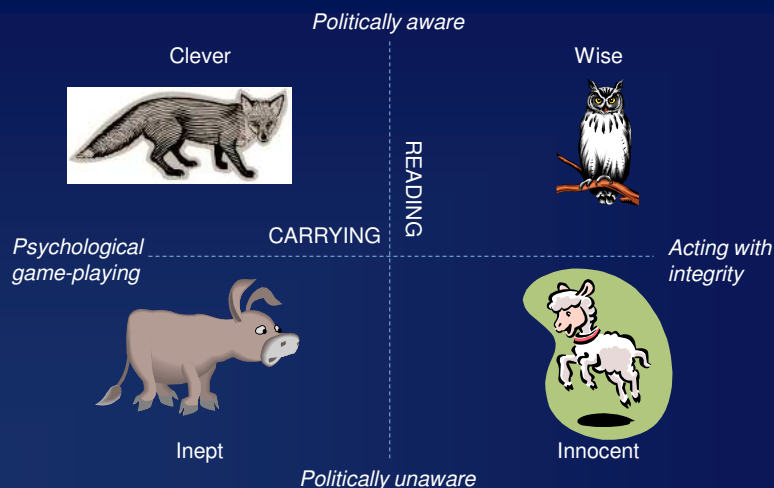
APPROACH: Work the human system

- Savvy strategies
- Mapping the political territory



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Political Intelligence model



Source: Baddeley & James

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Poll: When you started your career, which animal were you?

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Clever	Wise
	
	
Inept	Innocent

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Source: Baddeley & James

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Poll: Which animal are you, now?

Webinars

Clever	Wise
	
	
Inept	Innocent

SPE International

Source: Baddeley & James

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Poll: Which animal are the leaders in your company?



Clever



Wise



Inept



Innocent



Source: Baddeley & James

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Source: DeLuca & Glynn, 2001

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POLL: Who can influence you most easily?



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Who could influence Mowgli most easily?



Kaa



Shere Khan



Baloo



Poll: In what setting do you have the most open discussions?



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How does a cornered dog react?



Family holiday destination?

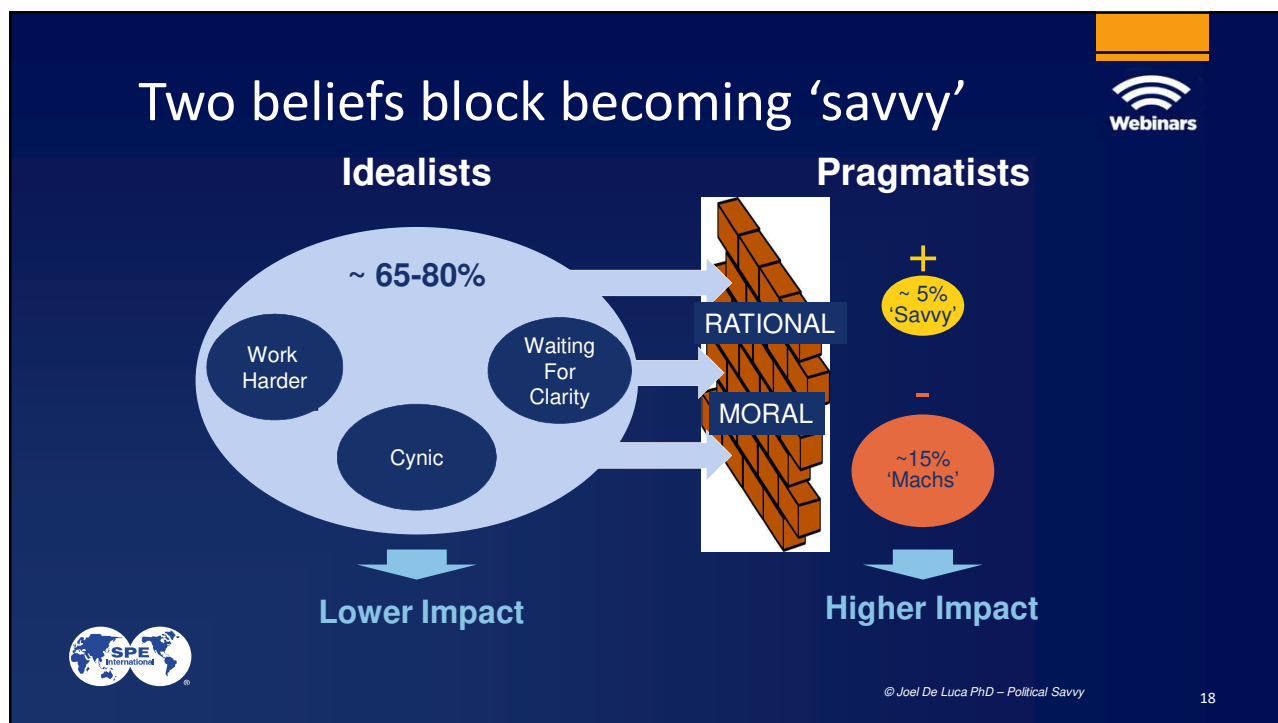
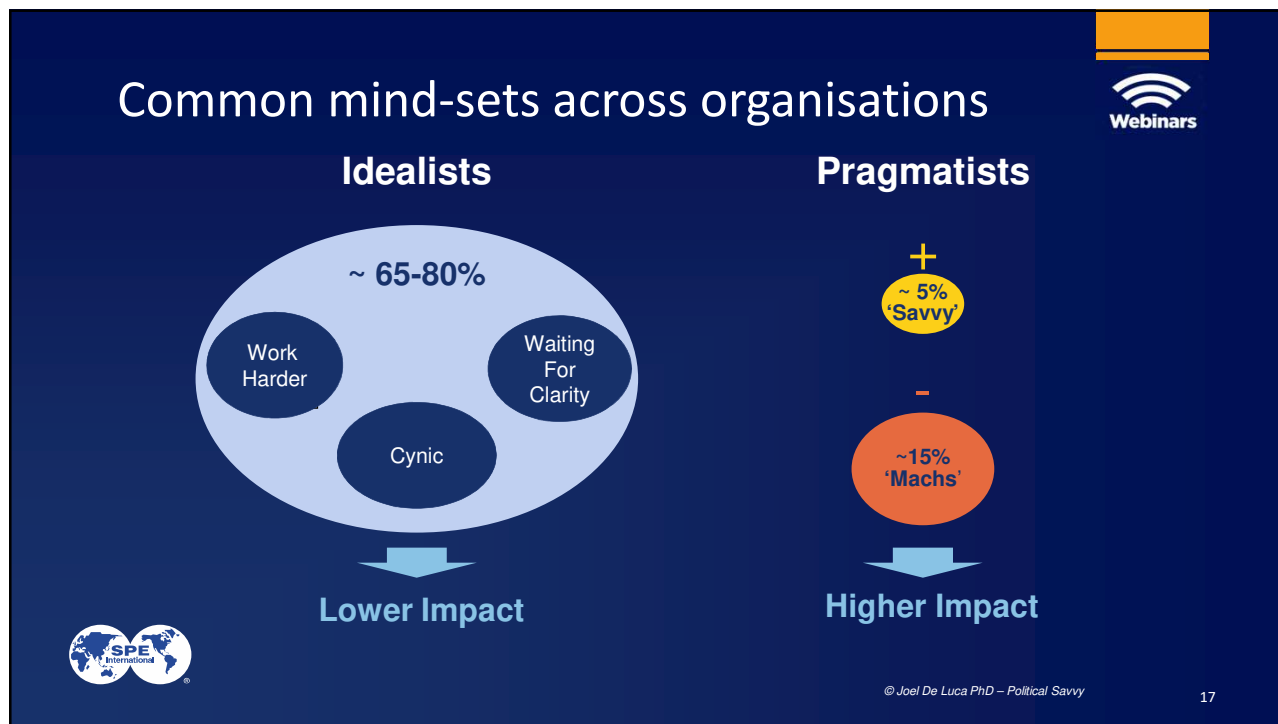


DeLuca's research highlights



- Active influence
- Quantitative / qualitative
- Ethical
- Interpersonal skills
- Importance of strategy
- Basic skills already exist





Political Savvy – Joel DeLuca's definition



**Ethically
building a critical mass of support
for an idea
you care about**



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Savvy strategies quiz



- 4 x multiple choice questions – 1 at a time
 - Read through the question & 4 possible answers
 - Consider which of the 4 possible answers is most 'savvy'
 - Click on your answer & wait for the debrief of that question

HINTS:

- Be on the lookout for the 'danger words' (words that increase risk)
- Remember the 'savvy' choose low risk options



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Poll: Savvy strategy 1



When building support for a new idea, a politically savvy person would...



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Poll: Savvy strategy 2



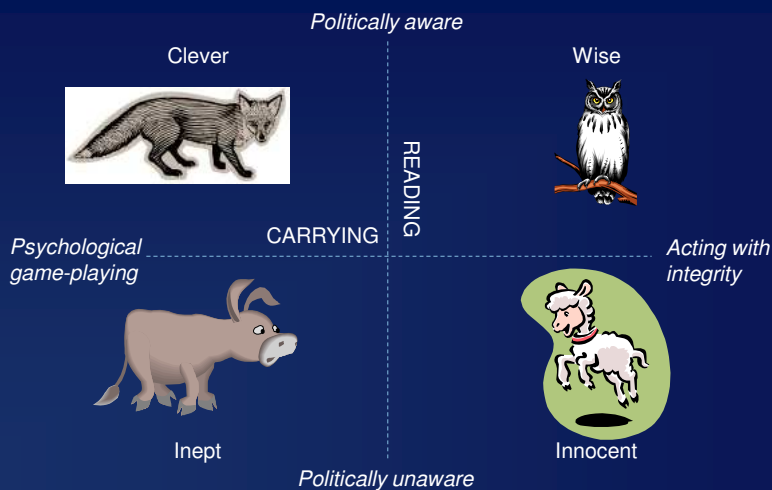
You've proposed a radical new idea for the business, and your boss is intrigued by it. He says he is going to set up a meeting in two days with his superiors so they can make a decision on your idea. A politically savvy person would...



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Political Intelligence model



Source: Baddeley & James

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Where was the computer mouse invented?



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51% Guide



For any new, radical, or controversial idea, make sure that 51% of the influence in the room already understand the idea and are willing to explore it further.

The boss could represent 51% of the influence.



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Poll: Savvy strategy 3



A key meeting to decide on an important project is coming up in two weeks. The first action a politically savvy person would take would be to...



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Poll: Savvy strategy 4



When implementing a strategy to influence others, a politically savvy person will start with...



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7 Savvy strategy tools & tactics



- Systematic informal
- 51% guide
- Agenda linking
- Credibility path
- Interpersonal diplomacy
- Use of group meetings
- Plan-act approach



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Mapping the political territory



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Template 1 – Map the territory



5 Key Questions

- Who are the key players?
- What is their power/influence in the organisation?
- How much are they currently for or against the issue?
- How likely is that to change?
- Does the individual have any strong positive or negative relationships with other key players?



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Template 2: Analyse the territory



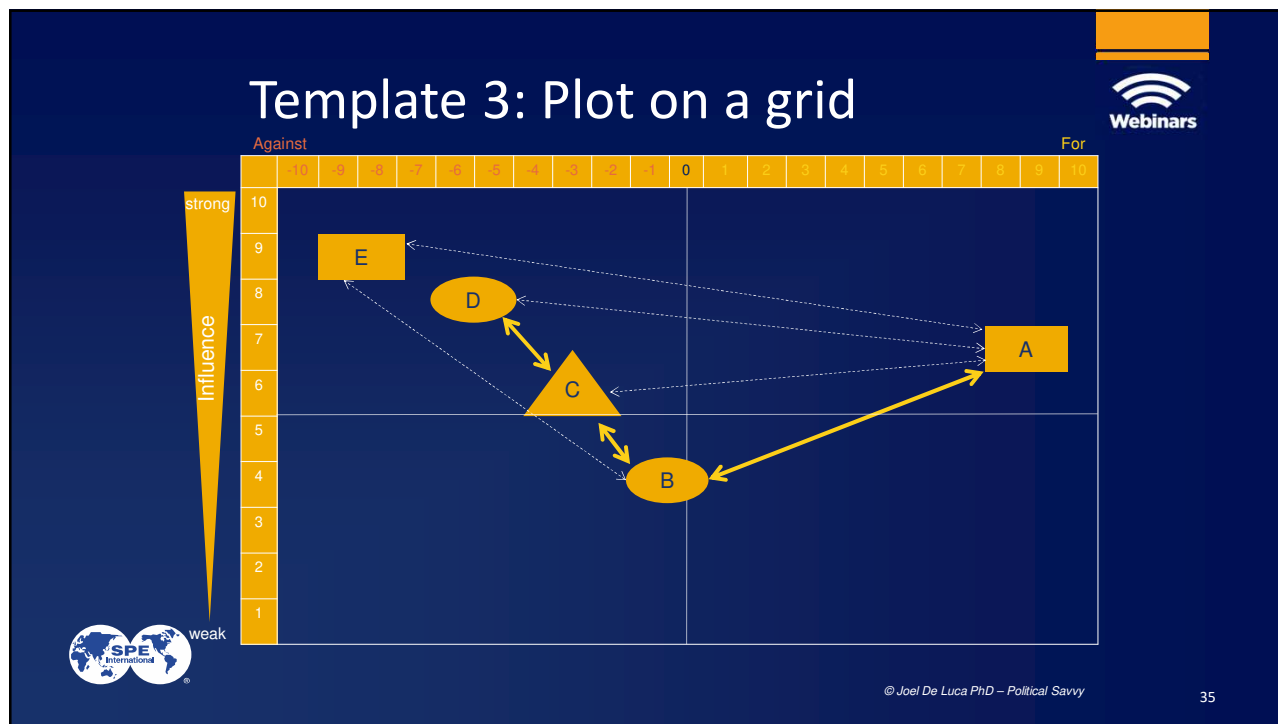
Stakeholder	How influential are they? 1 = low 10 = high	How for / against are they? -10 = anti 0 = neutral +10 = for	How likely to change views? □ = low, M = maybe △ = high	With whom do they have positive / strong relationships? (trust)	With whom do they have negative relationships? (don't trust)
1 .					
2 .					
3 .					
4 .					
5					
6					
7					
8					
9					
10					



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Template 3: Plot on a grid



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Template 4: Outline agendas of key players

Stakeholder name	Agenda 1	Agenda 2
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

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Template 5: Outline business rationale



-
-
-
-
-



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Template 6: Plan strategy moves



Who should talk to whom? Order? What about / why?



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Differences between



High Savvy and Low Savvy individuals

- Basic Savvy skills
 - Legitimise task
 - Acquire tools
 - Become systematic
- } Little difference
- } Major difference



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QUESTIONS?



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