



Advocate. Listen. Learn.

Workshop 2: Expanding Influence  
*Sponsors, Allies & Members.*

# WORKSHOP 2 OBJECTIVES

1

Political  
Intelligence

2

Influence  
without  
Authority

3

Trusting  
stakeholder  
relationships

# POLITICAL INTELLIGENCE

**IQ:** how you can learn from situations and develop yourself. IQ is about you.

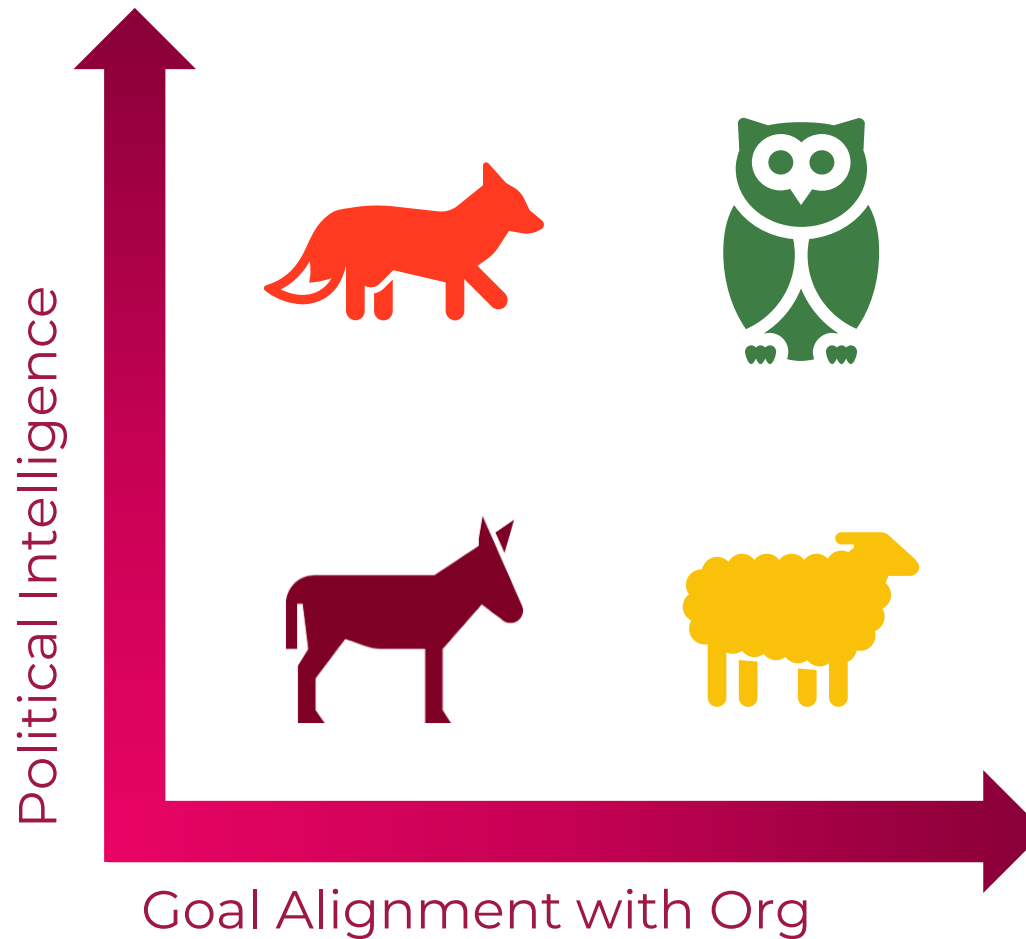
**EQ:** how you empathise with, enable and develop the people around you. EQ is as much about you as much about others.

**PQ:** understanding how and when to apply specific skills for large scale change, applying pressure, navigating difficult colleagues, and managing behaviours of senior leaders.





# POLITICAL INTELLIGENCE



## **The Sly Fox**

Foxes are politically intelligent and use their cleverness for personal gain – they are often known for playing games.

## **The Stubborn Mule**

Mules are determined to get what they want, and will ignore the established politics of the organisation.

## **The Trusting Sheep**

Sheep are suspicious of politics and only want everything to work out well for all concerned.

## **The Wise Owl**

Owls understand the politics and use their wisdom to work for the benefit of the organisation.

David Bancroft-Turner (2018), *The Workplace Politics Pocketbook*, *Management Pocketbooks*.

# GROWING POLITICAL INTELLIGENCE

Learn the unwritten rules of your organisation, what actions and behaviours are valued?

Look for positive outcomes, for yourself, your colleagues and your employer.

Develop your communication skills: ask open questions, listen and don't interrupt.

Grow your network of colleagues and stakeholders – share interests or something you're working on.

Build influencing skills: self-awareness, awareness of others, and understanding desired outcomes.

Keep it honest, open, and positive. Focus on the win-win and stay away from gossip.

# INFLUENCE WITHOUT AUTHORITY

- ERGs are dependent upon the cooperation, commitment and support of others to achieve their goals.
- But how do you get commitment from members, ERG leadership, sponsors, and other stakeholders **when they don't work for you?**

# INFLUENCE WITHOUT AUTHORITY



- 1** Do you view this person positively or negatively?  
What are your overlapping interests?
- 2** What are your goals?  
What common goals do you have?
- 3** What pressures are they facing?  
How are they rewarded, recognized, promoted?
- 4** What do they really care about and how can you help them achieve it?
- 5** How do they want to be related to?  
What could make the relationship more positive?
- 6** Where can you be flexible?

# YOUR CURRENCIES

## Inspiration



- Vision
  - Working on a task with larger significance for unit, organization, customers, or society
- Excellence
  - Having a chance to do important things really well
- Mentoring, teaching
  - Help others grow and learn; passing along wisdom
- Moral/ethical
  - Doing what is “right” by a higher standard than efficiency

## Position



- Recognition
  - Acknowledgment of effort, accomplishments, or abilities
- Visibility
  - The chance to be known by higher-ups or significant people in the organization
- Reputation
  - Being seen as competent, committed
- Belonging
  - A sense of belonging and importance
- Contacts
  - Opportunities for linking with others

## Task



- New resources
  - Obtaining money, budget increases, personnel, space.
- Challenge/learning
  - Doing tasks that increase skills and abilities
- Assistance
  - Receiving help with existing projects or unwanted tasks
- Organizational support
  - Getting backing or direct assistance with implementation
- Rapid response
  - Getting something more quickly
- Information
  - Obtaining access to organizational or technical knowledge



# YOUR CURRENCIES

## Relationship



- Understanding
  - Concerns and issues are listened to
- Inclusion/personal
  - Feeling closeness and friendship connection
- Personal support
  - Receiving personal and emotional backing

## Personal



- Gratitude
  - Appreciation or expression of indebtedness
- Ownership
  - Ownership/influence over important tasks involvement
- Self-concept
  - Affirmation of values, self-esteem, and identity
- Comfort
  - Avoidance of hassles

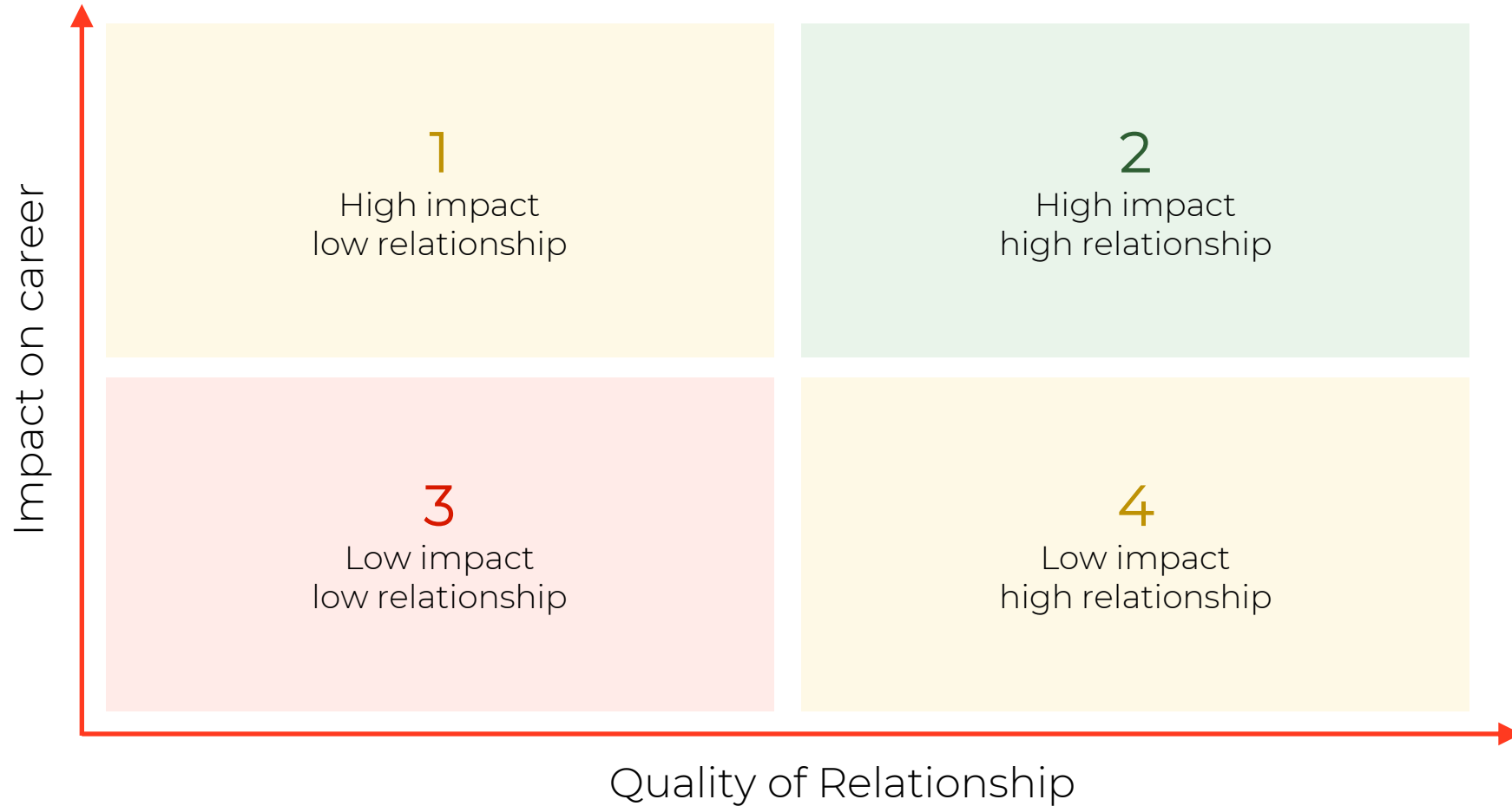
# ERG STAKEHOLDERS

Who impacts and influences your ERG?

Who needs to be involved in shaping your vision, strategy and governance?



# STAKEHOLDER MAPPING



# TRUSTING RELATIONSHIPS

- What are their priorities?
- How can you and your ERG influence those priorities?
- What common ground do you share?
- Shape your asks strategically – what is win-win?
- Establish expectations on how you work together, e.g. the RACI model.
- Stay in your lane.





# EXECUTIVE SPONSORS

- Get the right sponsor for impact & influence – it's not a tick-box exercise.
- Create a sponsor contract with your expectations from them, and your commitments to them.
- Be specific, be direct, and have a defined ask of your Executive Sponsors.



ALLY<sup>SM</sup>