

Workshop: Leading without Authority

“How to influence your internal stakeholders in a political skilfull way?”

HUMANE Seminar

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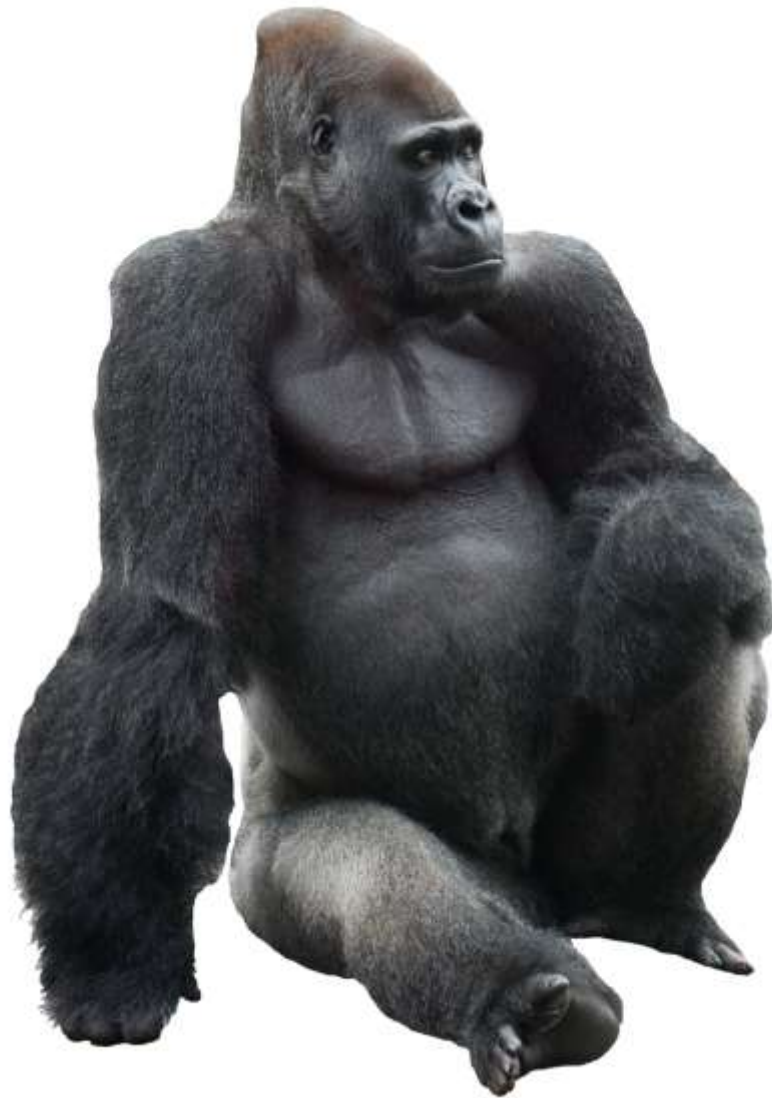


Objective

Develop leadership skills to increase your personal impact in the process of leading without authority.

We work towards this goal through:

- **Linking leadership to your current organizational challenges**
- **(Developing a personal leadership claim within these organizational challenges)**
- **Learning to get this claim granted in a political skilled way**



Exercise:

What are current (adaptive) challenges that require leadership that brings internal change?

- *Which challenges have created elephants in your organization?*
- *Which elephants do you see?*

=> What are we keep on doing stubbornly, while we feel that this no longer works to address current challenges? Where do we keep on standing in circles?

Think *1'*

Pair (4 à 5) *10'*

Share *4'*



6.

LEADERSHIP IS
**ACKNOWLEDGING
THE ELEPHANT
IN THE ROOM.**

Stay attentive for the leadership trap



SPECIAL
PROJECTS



Stay attentive for the leadership trap



How do you eat an elephant?



LEADERSHIP IS ABOUT CLAIMING
“AND” GETTING YOUR CLAIM
GRANTED

Shaping & Reshaping your Claim

How?

LEADERSHIP CLAIM CANVAS

NAME

SHORT TERM CLAIM

LONG TERM CLAIM

DEEP-CHECK

QUICK-CHECK

- Is it an active claim ... can you visualize it?
See the first action?
- Is the power/influence of others required to make your claim happen?
- Does your claim has a strategic impact?
- Is your claim really a personal claim?
- Does your claim contribute to a broader claim?

?

Intervision guidelines

1. Claimholder brings in claim 4'
 2. Coach asks depth questions 4'
Don't answer!!
 3. Claimholder defines warm questions 2'
 4. Coach gives concrete advise regarding warm questions 4'
Don't discuss!!
 5. Thanks + feedback 1'
- 15'



Political will & skill: theoretical framework

Political style grid

Politics viewed as...

		Negative	Neutral	Positive
Action orientation	Initiates	<p>Machiavellian</p> <ul style="list-style-type: none"> • manipulator, sometimes created by context • looks at the number 1 • Win/lose 	<p>Responsible</p> <ul style="list-style-type: none"> • <i>Obligation (no desire) to protect the good</i> • comes with the scope • Often reaction against Machiavellian 	<p>Leader</p> <ul style="list-style-type: none"> • Play maker • Impact player • Win/win • Creativity • Low key
	Predicts	<p>Protector</p> <ul style="list-style-type: none"> • Filer builder (emails, files, ...) • defensive towards new ideas, bureaucratic 	<p>Speculator</p> <ul style="list-style-type: none"> • Observe • Grapeviner (especially with reorganizations) • Predicts who is going to get what, which project is going to be launched 	<p>Advisor</p> <ul style="list-style-type: none"> • Counselor in politics • Often senior who help juniors • Look for win/win
	Responds	<p>Cynic</p> <ul style="list-style-type: none"> • “I told you so...” • Gossip • Have lost many tomes (lose/win) • Don't take risks 	<p>Fatalist</p> <ul style="list-style-type: none"> • Que sera sera • Do your job and hope for the best • A lot of technical managers 	<p>Spectator</p> <ul style="list-style-type: none"> • fan, soap opera • encourager, supports players (goes for a drink after win or los)

Machiavellian vs Political leader (De Luca, 1999)

Machiavellian	Political leader
Manipulates	Influences
Create losers	Creates winners
Lone wolf	Team player
Use power for self-interest	Uses power to get things done
Boot licking & brownnosing	Respect, chooses moments
Promotion is a goal	Promotion is an outcome
Hidden agenda's	Open agenda's
His/her word is an aid	His/her word as a contact
Calculated	Strategic
Gossip	Repeats
Takes credit	Spreads credit

Individual Reflection - Development

What are my main insights?

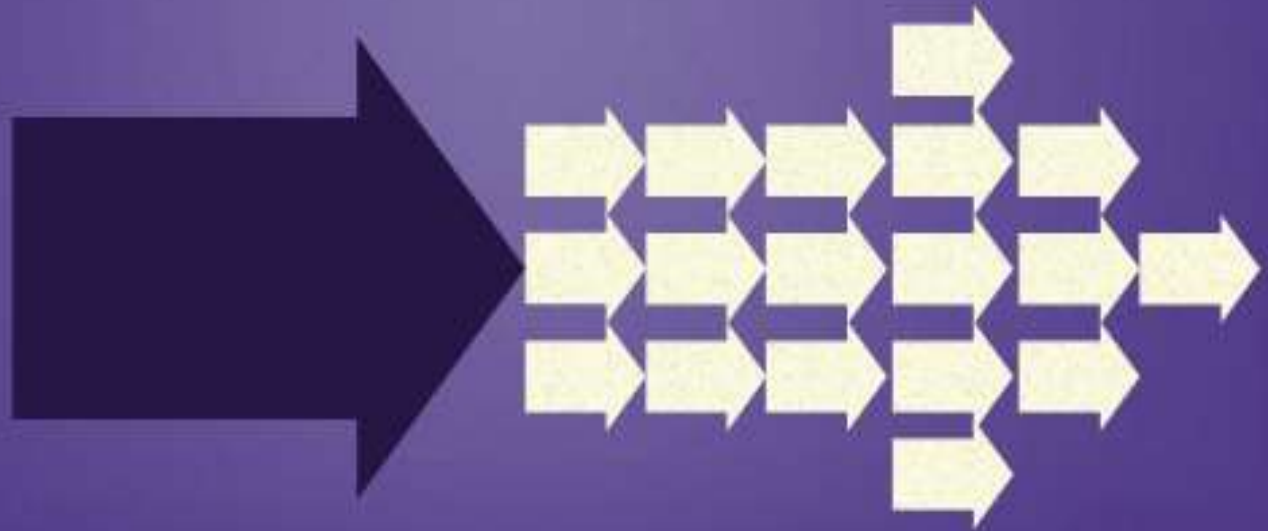
What are my strengths?

What are my challenges?

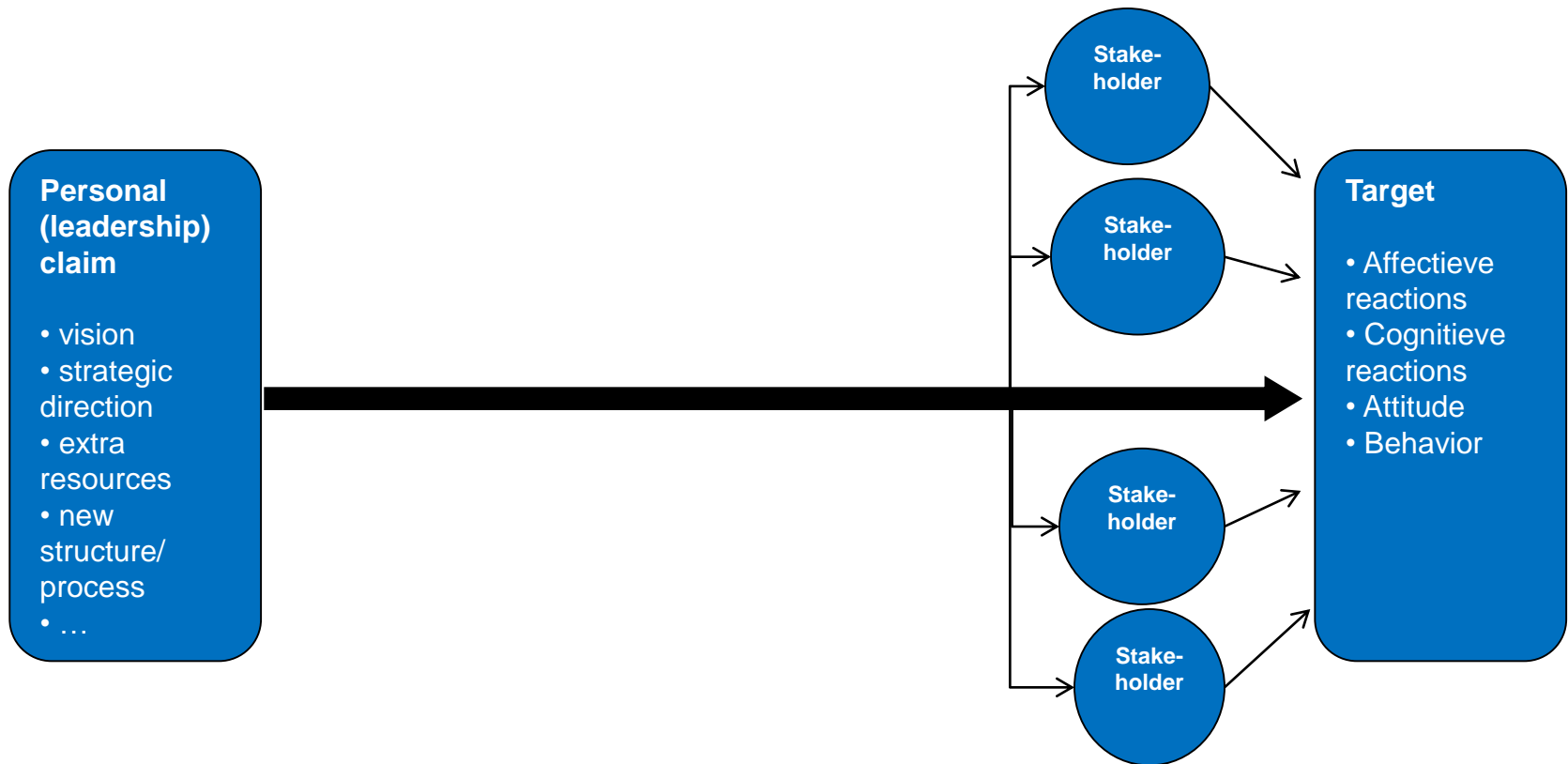
What do I need in order to grow?

What will I try out in the near future?

15. LEADERSHIP WORKS WITH THE SYSTEM, NOT AGAINST IT.



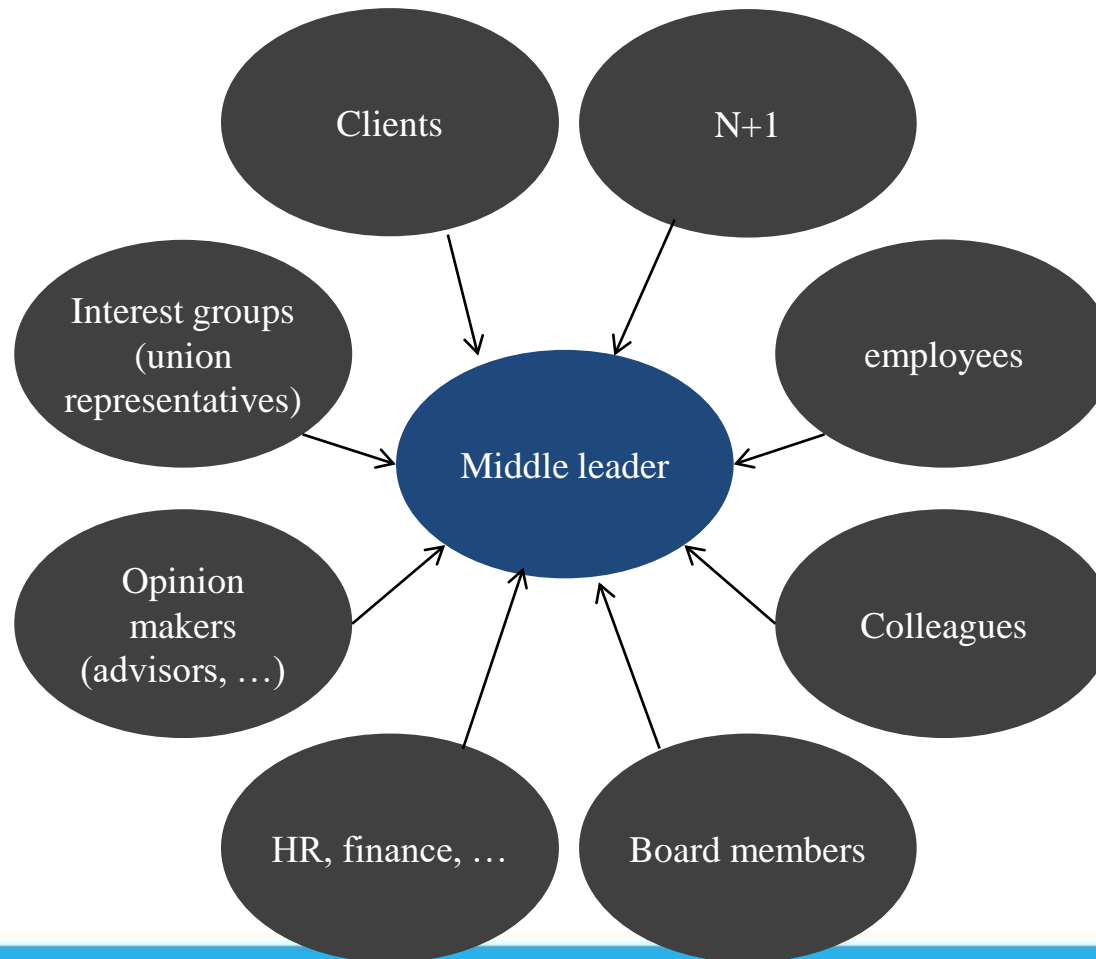
How to enforce your personal (leadership) claim?



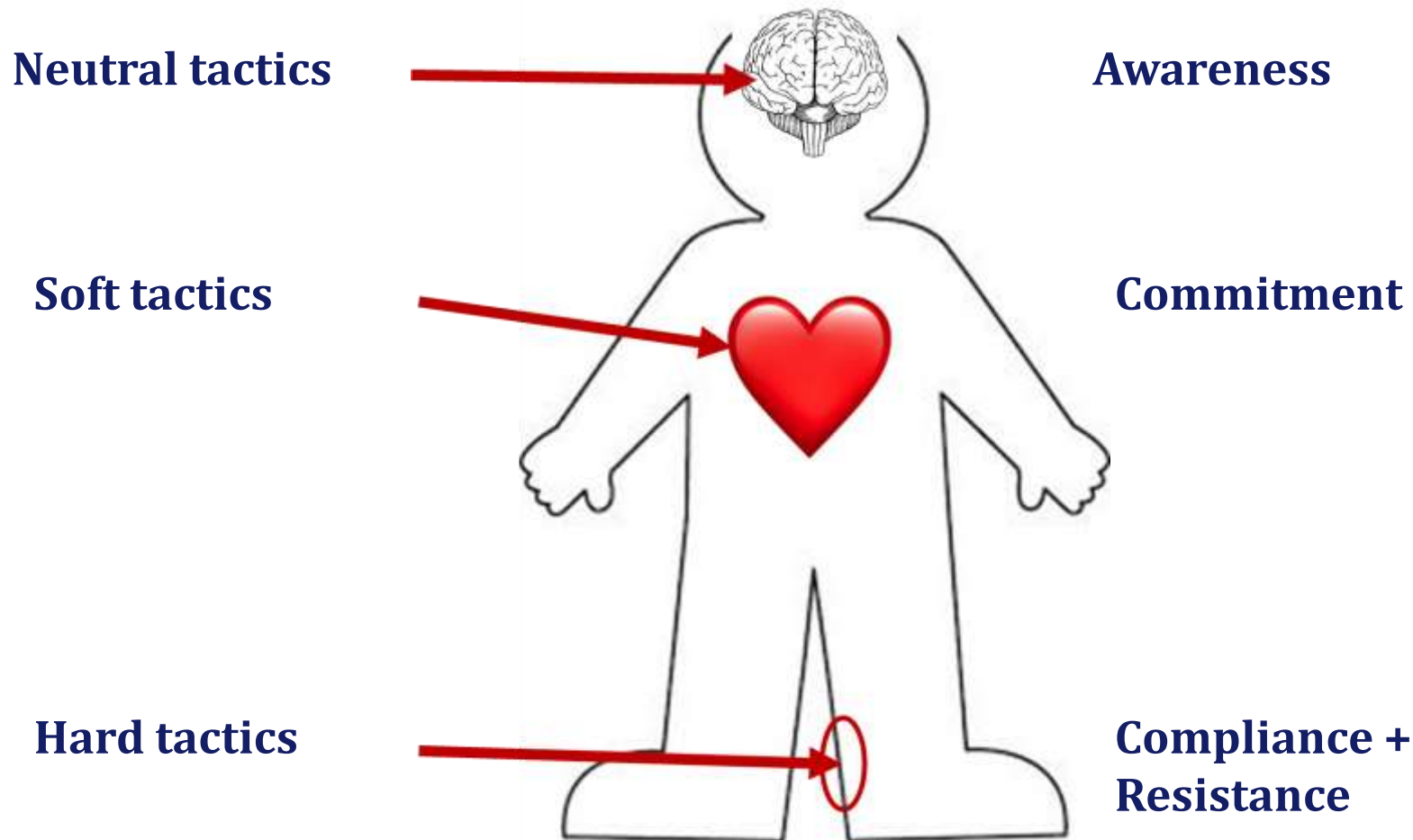
Ammeter et al. (2002)

Middle leader stakeholders

= groups whose support is necessary to enforce a personal (leadership) claim



Power/influence tactics



Power/influence tactics

Tactics	Characteristics	Direction
Rational persuasion	Presenting logical arguments and factual evidence to demonstrate a request is reasonable	↑ ↓ ↔
Inspirational appeals	Expressing an inspirational vision and stressing its value	↓
Consultation	Asking for advice and suggestion to improve things	↑ ↔
Ingratiation	Flattery, praise, stressing the qualities and suitability of the other, friendly behavior	↓ ↔
Exchange	Offering help in an explicit manner in the domain of the other in exchange for support	↓ ↔
Personal appeals	Asking for compliance based on friendship or loyalty	↔
Coalitions	Create an informal group of like minded people around 1 theme.	↔
Collaborating	Offering the other help (resources, assistance...) with what one wants that the other does	↓ ↔
Legitimacy	Stress consistency with existing rules, politics, appointments or habits.	↓
Recommending	Stressing the benefits for the other	↓
Pressure	Using warnings, repeated demands, and threats	↓

Individual Reflection - Development

What are my main insights?

What are my strengths?

What are my challenges?

What do I need in order to grow?

What will I try out in the near future?

Exercises

Exercise

- *What is your personal (leadership) claim?*
- *Who are your internal stakeholders?*
- *How do you want to influence your internal stakeholders in order to get your personal claim being granted?*

“Social astuteness” - exercise

- **Exercise:**

1. Case preparation (15min):

1. Think of a challenging personal “leadership” claim, which you would like to enforce the coming days, weeks or months
2. Map the most important stakeholders (who has power to influence? Who has a significant interest in whether or not to enforce the claim?)
3. Make a stakeholder analysis (personality, needs, benefits of the claim, disadvantages of the claim)
4. Position the stakeholders on the 2 axes (interest vs power)
5. Differentiate the “good guys” from the “bad guys”
6. Make a stakeholder influence network (arrows to indicate the direction of the influence, full lines for formal power, dotted line for informal power)

2. Case introduction: Claim/influence tactics/stakeholder analyse (7min)

3. Exploration: each group member poses 1 or 2 questions to get a better understanding of the case (4min)

4. Formulate advice (start – stop – more – less): each group member formulates 1 or 2 concrete advices (4min)

5. Result: case holder gives feedback on his/her learnings

Stakeholder Analysis

Stakeholders

Individual
characteristics

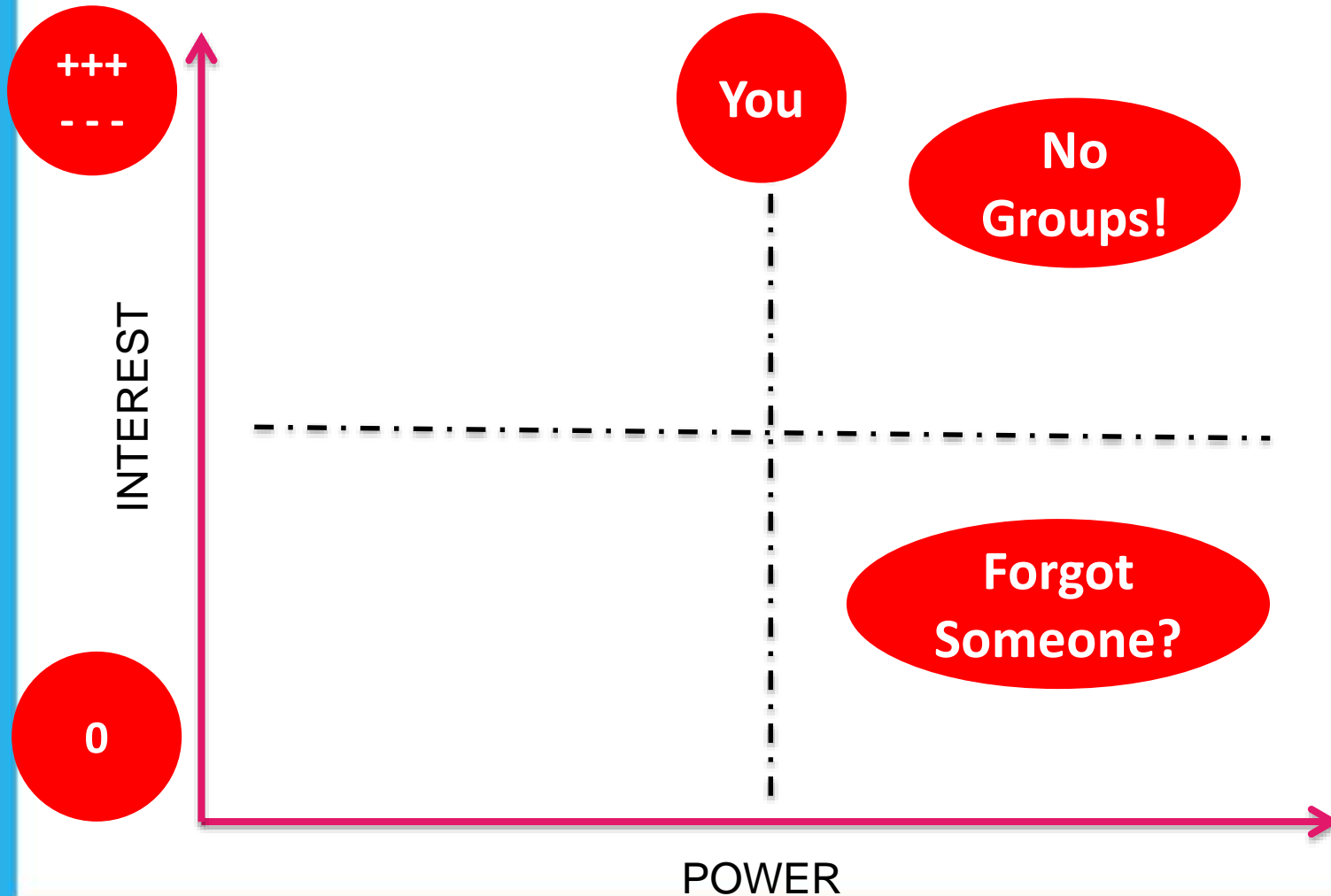
Needs

Pro's

Con's

**NEVER
GUESS!!!**

Power – Interest grid



Power – Interest grid

