

Try It

## Politics, Power, and Influence

### Identifying a Project

Choose a challenging project or goal for which you need to gain support in order to be successful. It could be a promotion to the next job in which you see yourself, success in your current role, or an initiative you're leading.

List project or goal:

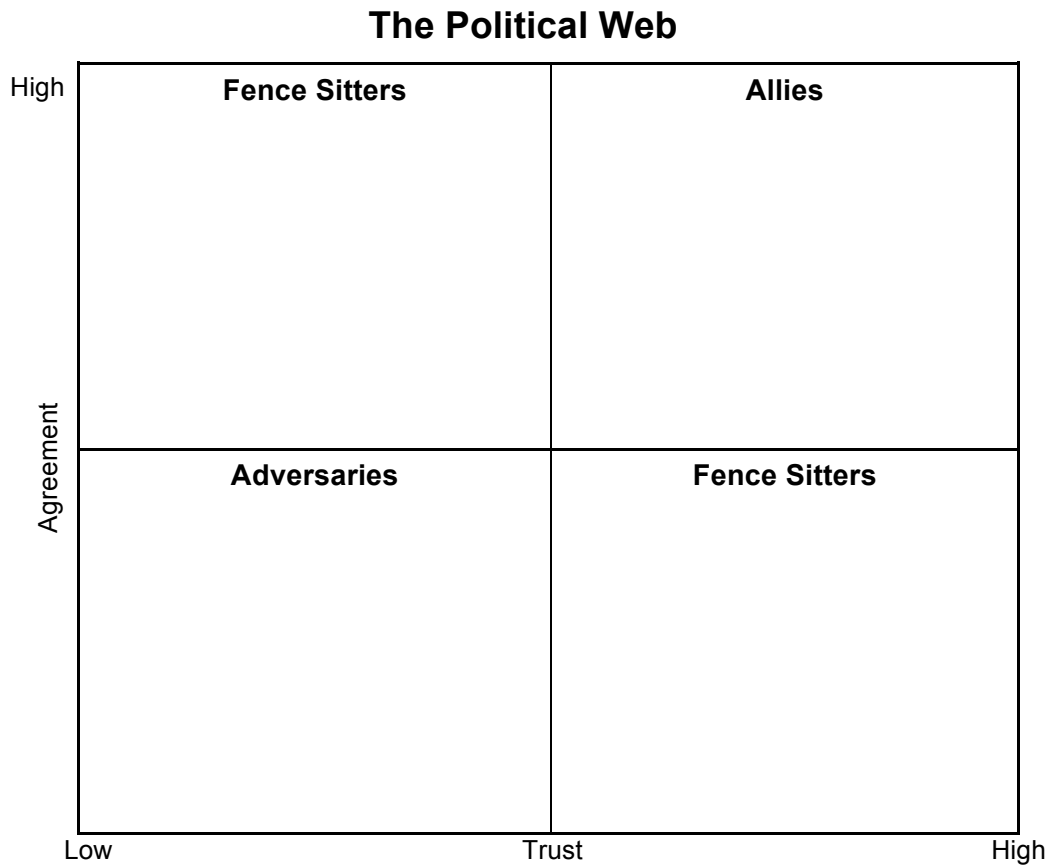
### Identify the Decision Maker

Identify the decision-maker for your project or goal. Who is the person who can say “yes” and make it happen? If your project is an initiative you're leading, who is the person who will judge whether it's a success? If your project is getting a promotion, then who is the person who would be able to say “yes, you can have that job” if the position were to open up today?

Who is the Decision-maker?

## Placing People on Your Web

Determine where your decision maker sits on the matrix. Is (s)he an ally, a fence sitter, or an adversary? Write your decision-maker's first name in the quartile where (s)he sits.



*—From Peter Block's "The Empowered Manager"*

## Identifying Influencers

Most people focus only on the decision-maker and try to figure out how to influence him/her. However, we ALSO need to identify the people who can help or hurt our position with the decision-maker—the **INFLUENCERS**.

The decision-maker will look for help/input from three source groups:

- **PARTNERS:** Colleagues whose support the decision-maker needs or wants (and who will be affected by your goal/project).
- **TECHNICAL EXPERTS:** People who have deep expertise in a specific area that is related to your project or goal.
- **TRUSTED ADVISORS/CLOSE FRIENDS:** People whose judgment the decision-maker respects.

### Identifying Influencers

Select 2-3 potential influencers of your decision-maker. Who will the decision-maker consult before deciding whether or not to promote you? Or who will the decision-maker consult to help him/her decide whether you have successfully led the initiative you're working on?

#### List influencers of your decision-maker

- 1.
- 2.
- 3.

After you've selected 2 or 3 influencers, determine whether you would classify each of them as an ally, a fence sitter, or an adversary, and place them on the matrix on the previous page.

## Moving People on the Matrix

### Strategies

Select **Strategy** for moving your decision-maker and each of the influencers along the matrix (strategies are core directional choices that move you toward a desired future).

### Tactics

Select 1-2 **Tactics** (specific actions) to implement each of your strategies.

## Creating your Personal Legend

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Think of three areas where you demonstrate unique strength or have significant experience. Write a sentence about each of the three strengths or experiences as if your biggest fan—your strongest supporter—was talking about you. Don't just be positive - be specific, clear, and descriptive.

1.

2.

3.

Take those sentences and, focusing on the “unique value” you deliver, create an “elevator speech” you could use in service of achieving success in your project or goal. (Try reading your three sentences to someone whose opinion you value and then tweaking them a bit.)

**My “elevator speech”:**

**Getting clear** on the unique value we bring to a situation, and then **articulating** it so others understand, takes time and insight.

But it's often the idea of “**selling**” that vision that is hardest for us. Get in the habit of using your key strengths in situations where others can observe them. If you're the idea person, the strategist, the organizer, or the people person, let that shine through in visible ways within your company, and don't be afraid to talk about it.