



Honu  
CONSULTING

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- Feedback
- Disclaimer – the opinions in this presentation are my own and do not represent those of my employer or of any professional associations I may or may not be a member of.
- More Fine Print – this presentation is rated PG-13. If I accidentally cuss or use mildly offensive wording, don't say I didn't warn you!



# Two Stories

- Personal Experiences
- Diagnosing “What went wrong?”
  - Was it right for the organization, under the circumstances?
  - What other options were available?
  - When was the decision lost?



# Agenda

- Notes on Politics
- Shaping Your Proposal
- Building Support

# Notes on Politics

**Organizational Politics** are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence and organization, increase power, or achieve other targeted objectives.

- Under-Political vs. Over-Political



\* Taken from "Survival of the Savvy", by Rick Brandon, Ph.D. and Marty Seldman, Ph.D.

# Notes on Politics

## Under Political Risks

Being Underestimated  
Insufficient Network  
Blind Spots about Image  
Easily Deceived  
Holier-Than-Thou  
Missed Opportunities

VS

## Over Political Risks

Power Trips  
Fall From Grace; Distrusted  
Pedestals Can Topple  
Cronyism  
Disaster Waiting to Happen  
Lack of Growth (feedback)



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# Shaping Your Proposal (step 1)

- Define the Problem
- Criteria for Solution
- Solutions Considered
- Recommendation

# Decision Makers

- Who makes the decision?
- Who influences the decision? (and the decision maker)
- Who (else) is impacted by the decision?



# Building Support

- ... among decision makers and influencers
- Improve your proposal
- Also, who are the likely detractors?

# Summary

- Proposal
- Identify Decision Makers and Influencers
- Build Support
- Revise and Update
- Seek Approval



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