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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

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

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