Intro & Contact

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• 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.
• Names have been changed to protect the innocent. And the not-so-innocent.
Diagnosing “What went wrong?”

- Was it right for the organization, under the circumstances?
- What other options were available?
- When was the decision lost?
Talking Points

- Shaping Your Proposal
- Notes on “Politics”
- Building Support
Shaping Your Proposal (step 1)

- Define the Problem (“Start With Why”)
- Criteria for Solution
- Solutions Considered
- Recommendation

* “Start with Why”, by Simon Sinek is worth your time
Politics

• What do you think of?
Notes on Politics

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

Under Political
- Power of Ideas
- Substance power
- Do the right thing
- Open agendas
- Merit-based decisions

Over Political
- Power of Person
- Positional power
- Do what works
- Private agendas
- Relationship-based decisions
- Self promotion

* 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)

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

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

• “Road Show”
  – Include decision makers and influencers
• Improve your proposal
  – Incorporate feedback!
• Also, who are the likely detractors?
Summary

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

• What if they don’t realize there’s a problem?
• What if someone (e.g. my boss) wants to jump straight to solutioning?