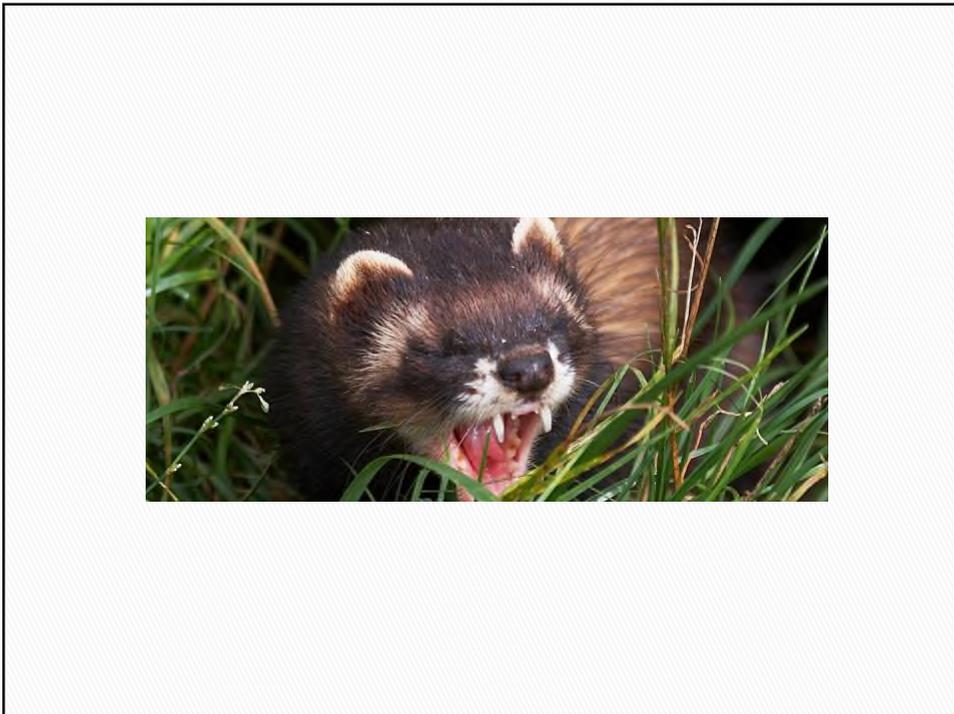


OFFICE POLITICS

Presented at the Cowtown Quality Roundup
April 20, 2018
by **Christopher Cook, P.E.**

Overview

- ▶ Weapons of Influence
- ▶ Cialdini's Key Influencers
- ▶ Politics: Reframe
- ▶ Influence, power, authority
- ▶ Influence processes
- ▶ Political strategy and tactics



Weapons of Influence

- ▶ Trigger features and fixed action patterns
 - Provide a reason / “Because...”
 - Heuristics: “You get what you pay for”
- ▶ Perceptual contrast
 - Perceiving two different things side by side as more different than they really are
- ▶ Weapons of influence
 - People who go from social encounter to social encounter requesting that others comply with their wishes and succeed frequently
 - Can be exploited: saber-toothed blenny



Cialdini's Key Influencers

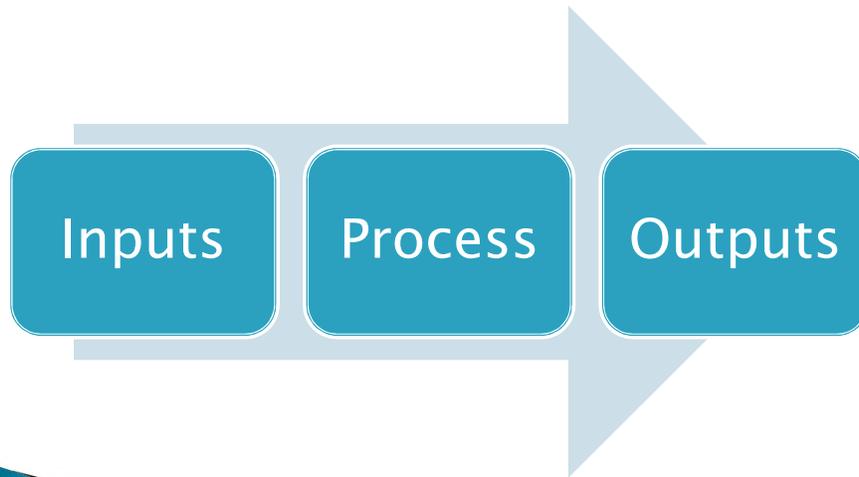
- ▶ Reciprocity
- ▶ Commitment and Consistency
- ▶ Social Proof
- ▶ Liking
- ▶ Authority
- ▶ Scarcity



The Principle of Reciprocity

- ▶ We dislike the feeling of indebtedness and will attempt to repay
- ▶ Exploitation: can trigger unfair exchanges
- ▶ Tactic: Rejection than retreat
 - Parties more satisfied with the final arrangement – more willing to go along with future arrangements
 - Parties feel more responsible for outcome – more likely to live up to the agreement.

Modeling Resources and Influence



Be aware...

- ▶ Non-reciprocation
 - Implied obligations to reciprocate
 - Victims immune to counter-reason
- ▶ Reciprocity and bad turns
 - Bad turns are also reciprocated

**don't get
mad... get
EVEN**

Commitment and Consistency

- ▶ Consistency bias:
 - We desire to be and appear consistent with our past actions / words / beliefs
 - Drives us to act in ways to justify an earlier decision
 - Inconsistency seen as undesirable personality trait
 - Benefits of consistency:
 - Justify mental shortcuts
 - Avoid harsh consequences of thinking

Commitment

- ▶ Commitment can drive consistency
- ▶ Tactics:
 - Priming with trivial requests
 - Written commitments
 - Public commitments
 - Make something difficult to obtain
 - Lowballing
 - “Because you’re a good boss...”

Social Proof



Social Proof

- ▶ Basis: We look to others for correct behavior
- ▶ Examples:
 - Canned laughter in comedy shows
 - Tip jars are not left empty
 - Auction shills
 - Frank Sinatra: fans passing out
 - Advertising: “best-selling” “fastest growing”
 - Advertising: testimonials

Social Proof

- ▶ **Exploitation:**
 - False priming
 - The greater the number of people who find an idea correct, the more the idea will be correct / political correctness
 - Momentum creates its own consensus
- ▶ **Pluralistic ignorance**
- ▶ **Amplifiers of social proof:**
 - Uncertainty
 - More people
 - Similarity of others to ourselves

Liking

- ▶ **Basis:** we prefer to say “yes” to the request of those we like rather than those we don’t
- ▶ **Factors:**
 - Attractiveness
 - Similarity
 - Compliments
 - Familiarity & common goals
 - Association
- ▶ **How to Win Friends and Influence People,**
Dale Carnegie

Currencies of Influence

▶ Inspiration:

- Vision
- Excellence
- Ethics

▶ Relationship:

- Understanding
- Acceptance
- Backing

▶ Personal:

- Gratitude
- Esteem
- Comfort



▶ Position:

- Recognition
- Visibility
- Reputation
- Belonging
- Contacts

▶ Task:

- Resources
- Assistance
- Support
- Response
- Information

Authority

- ▶ **Basis:** the greater the perceived authority of a person, the more likely people are to comply
- ▶ **Symbols of authority:** doctor's white coat, police officer badge, academic titles, bespoke business suits, fancy cars
- ▶ **Deference to authority can overpower good decision-making**
- ▶ **'Bad employees' don't like authority**

Scarcity

- ▶ Basis: we are more motivated to act if we believe we are going to lose something
- ▶ Examples:
 - “Available for a limited time...”
 - “These are going fast...”
 - Short deadline to make deal
- ▶ Psychological Reactance: hate to lose freedoms or previously granted rights

Review: Cialdini's Six Key Influencers

- ▶ Reciprocity
- ▶ Commitment and Consistency
- ▶ Social Proof
- ▶ Liking
- ▶ Authority
- ▶ Scarcity

Is Politics a Dirty Word?



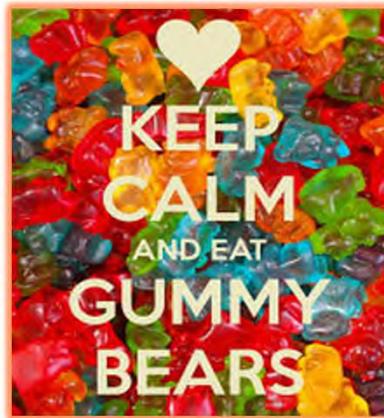
Why We Hate Politics

- ▶ Illogical / “black box” decision making
- ▶ Don't understand the rules of the game
- ▶ Often see with unethical behavior
- ▶ Feel like we lack control
- ▶ See as illegitimate



Paradigm Shift / Reframe

- ▶ Politics is competition for scarce resources.
- ▶ 'Soft skills' are real skills.



You Are Not a Bystander

- ▶ “Just because you do not take an interest in politics doesn’t mean politics won’t take an interest in you.” *Pericles, 495BC - 429BC*
- ▶ “...But the chief penalty is to be governed by someone worse if a man will not himself hold office and rule.” *Plato, 428BC - 424BC*
- ▶ Moral of the story: influence or be influenced

Power and Authority

- ▶ Power is the ability to make someone do something they would otherwise not do
- ▶ Power is a source of influence
- ▶ Authority is different than power



Types of Power

- ▶ Legitimate
- ▶ Reward
- ▶ Coercive
- ▶ Expert
- ▶ Referent
- ▶ Information



What is Influence?

- ▶ Influence is the **process** by which we obtain what we want by affecting the **thoughts, feelings, and behaviors** of others who are able to make decisions that affect ourselves and over whom we may have limited or no formal authority.



More on influence

- ▶ Goals of influence: promotion, favor, bonuses, access to resources, policy change, etc.
- ▶ Influencing is not a negotiation—no explicit exchange or trade.
- ▶ Biggest obstacle: target is indifferent to your outcome.
- ▶ Org charts don't explain influence and power.

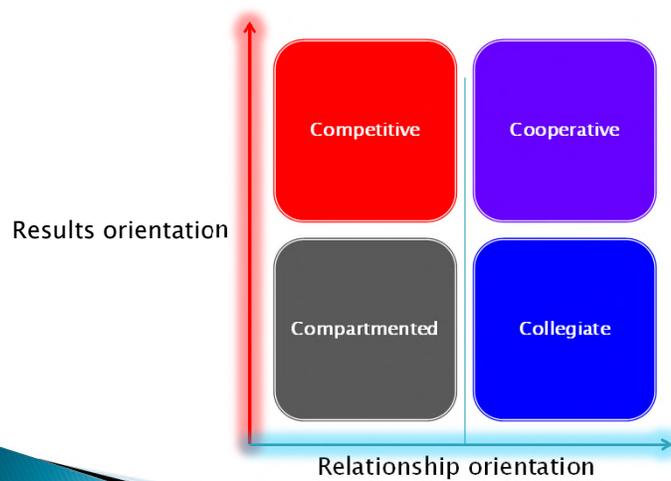


The Need for Influence

- ▶ Performance: I need to do my job well
- ▶ Goals: I need it to get what I want
- ▶ Self-efficacy / avoid learned helplessness



Organizational Types



Behaviors that influence

▶ Pull behaviors:

- Fishing
- Enthusing
- Wallowing
- Revealing



▶ Push behaviors:

- Suggesting
- Reasoning
- Asserting
- Coercing



Rules of influencing

- ▶ Influence = bank account.
- ▶ Not everyone accepts all types of currencies.
- ▶ Your job as an influencer is to identify the audience's preferred currency.
- ▶ Cater to others' self-interest.
- ▶ Consistently reciprocate good turns.



Planning to Influence

- ▶ G.A.M.E.
 - Generate objectives
 - Arrange access
 - Mobilize allies
 - Execute strategy



Generate Objectives

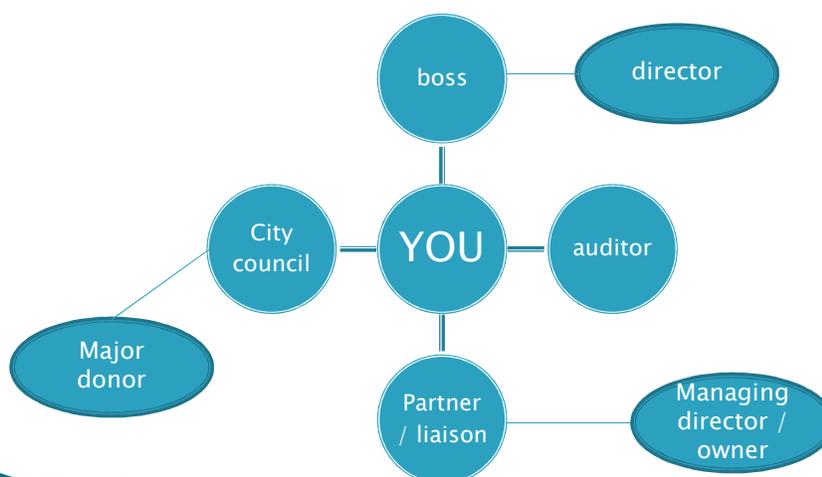
- ▶ What are your main objectives and sub-objectives?
- ▶ What are the conditions necessary and sufficient to achieve your objectives?



Access: Stakeholder Registry

- ▶ List each stakeholder
- ▶ Characteristics of each stakeholder
- ▶ Key issues for stakeholder
- ▶ Positively or negatively disposed to proposal?
- ▶ Saliency of decision to stakeholder
- ▶ Ability to influence decision
- ▶ Who can influence this stakeholder

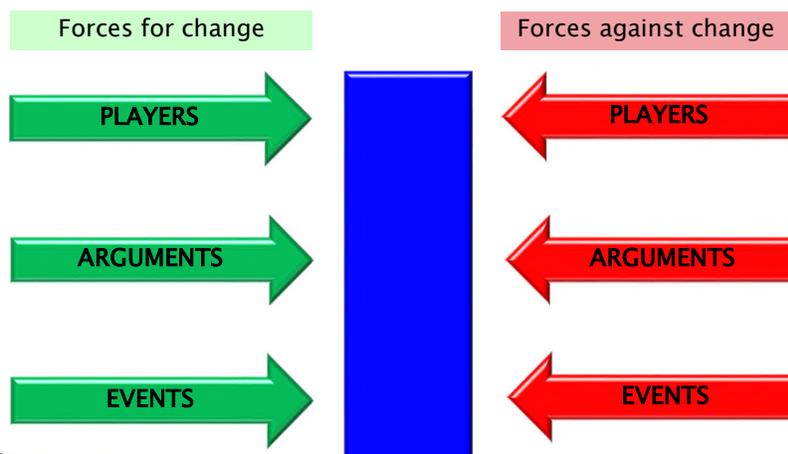
Arrange Access – Player Relationships



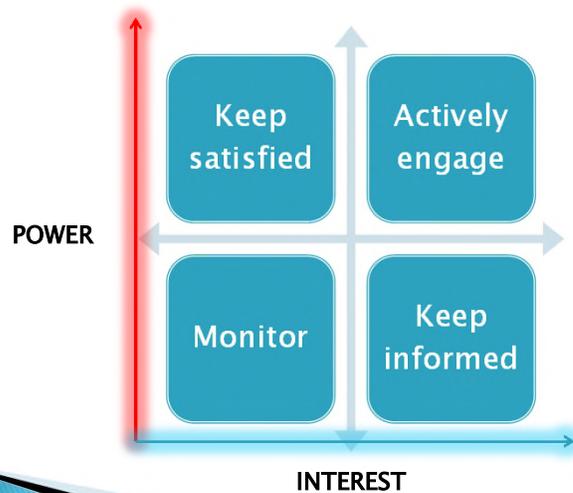
Arrange Access – Tips

- ▶ GOYA and GOTT
- ▶ Communicate proactively
- ▶ Establish relationships before you need them
- ▶ Go through the usual channels
- ▶ Listen for issues and inhibitions in meetings
- ▶ Always prepare – never go to “hear someone out”
- ▶ Cover players in your inner circle before outer circle

Mobilize Allies – Lewin’s Force Field Model



Mobilize Allies – Interest/Power Matrix



Winning Allies

- ▶ Goal: strengthen your position with allies and separate adversaries from theirs
- ▶ Can bring opponents to your side temporarily – common interest
- ▶ Don't ramrod change – bring allies with you



Winning Allies – Agenda

• ID potential ally

• Analyze ally's motivation, influencers, power, interests, and inhibitions

• Assess resources relevant to ally

• Evaluate relationship with ally

• Select influencing approach

• Implement and monitor approach

Execute Strategy

- ▶ Keep influence goals SMART
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time-bound
- ▶ Target may make uncertain commitments, qualify statements, and not share your urgency



Influencing for Results

- ▶ Realize that change may make some people worse off
- ▶ Evaluate whether others share concern and / or urgency
- ▶ Ideas not judged solely on merit – emotional
- ▶ Apathy and resistance:
 - “Not invented here”
 - “We already tried that”
- ▶ Beware takeover by others with more power
- ▶ Sometimes better to turn opponent to neutral than turn neutral to ally

Political Strategy and Tactics

- ▶ Consensus generates its own momentum
- ▶ Slowing change: call for more analysis, studies, reassessments: focus on fear
- ▶ Salami strategy: attack a slice at a time
- ▶ Call in prominent critic of opponent
- ▶ Find fault in the details: nice in theory but...
- ▶ Unanswered flaws fester
- ▶ Brandolini's BS Asymmetry Principle
- ▶ Raise cost of objections:
 - Anticipate
 - Put it in writing
- ▶ Leveraging, lobbying, leaning



Persuasion

- ▶ Storytelling is powerful
- ▶ Have a theme:
 - “The demand curve slopes downward”
 - “If the glove doesn’t fit, you must acquit”
- ▶ High ground maneuver
- ▶ Linguistic kill shot



Resources

- ▶ Influence, Gavin Kennedy
- ▶ Strategic Negotiation, Gavin Kennedy
- ▶ How to Win Friends and Influence People, Dale Carnegie
- ▶ Influence: The Psychology of Persuasion, Robert Cialdini
- ▶ Pre-suasion, Robert Cialdini
- ▶ Win Bigly, Scott Adams
- ▶ McKinsey Multi-Stakeholder Model
- ▶ Hanzawa Naoki (TV - Japanese)