

Session Objectives:

- Participants will be able to check their assumptions regarding potential allies.
- Participants will be able to diagnose the work style preferences in order to increase their understanding of potential allies.

Session Key Point:

- It's within your power to build influential partnerships with others in your building, but you must begin by assuming that all are possible allies.

Session Agenda:

- Framing
- Understanding Your Ally
- My Action Plan
- Conclusion

Session Assessment:

- Analysis of typical boss issues to identify assumptions, deepen understanding, and improve relationships.
- Creation of a personal action plan by identifying assumptions, deepening understanding, and improving relationships.

Articles for Further Study:

- Cohen, Allen and Bradford, David. *Influence without Authority*. John Wiley and Sons Inc. 2005. Chapter 8: Influencing Your Boss. Pages 147-169.
- Gabarro, John and Kotter, John. "Managing Your Boss." *Harvard Business Review*. January 2005. Pgs 92 -99.

The Influence Equation

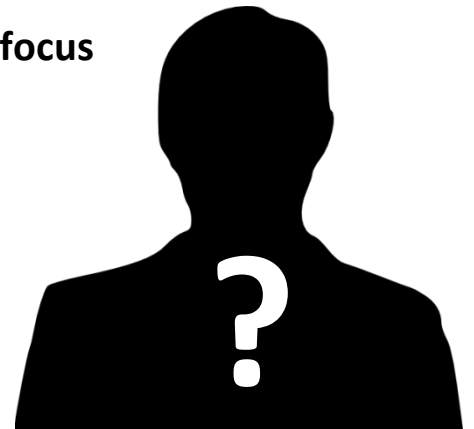
$$P \underline{\hspace{2cm}} = U \underline{\hspace{2cm}} + R \underline{\hspace{2cm}}$$



U
1)
2)
3)
4)

R
1)
2)
3)
4)

Who is your potential ally that you would like to focus on for this session?



Checklist:

- Are your results highly dependent on them?
- Do you have a clear understanding of your own goals and intentions?
- Have you carefully considered how your working relationship could be strengthened?

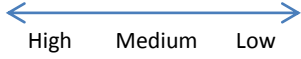



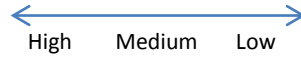


Assume that All Are Allies

Why do we assume that some people are not potential allies and instead think of them as adversaries or obstacles?



Inquiry Map for a Potential Ally (Adapted from Cohen and Bradford. *Influence without Authority*. 2005.)

Areas of Inquiry	What I Know about my Potential Ally?	Certainty Scale	What additional information do I need?
Personal and Organizational Goals			
Key Relationships			
Stresses and Pressures			
Strengths			
Weaknesses			



Four Common Work Style Preferences

Wants Structure		VS	Comfortable with Ambiguity
Likes rules and routines, prefers predictability, and dislikes surprises			Prefers having few rules and regulations
My Preference:	My Ally's Preference:	Implications for Your Partnership:	

Reader		VS	Listener
Prefers reading information, prefers having written memos and reports in advance of meetings			Prefers listening and speaking, Prefers to "talk things out" rather than receiving a memo or report
My Preference:	My Ally's Preference:	Implications for Your Partnership:	

Focus on Problems		VS	Focus on Successes
The glass is half-empty, focuses on what hasn't been accomplished, what failed			The glass is half-full, focuses on what has been accomplished
My Preference:	My Ally's Preference:	Implications for Your Partnership:	

Divergent Thinker		VS	Convergent Thinker
Explores new options, expands what is being considered			Reduces options, pushes quickly to solutions
My Preference:	My Ally's Preference:	Implications for Your Partnership:	

Additional Work Style Preferences

How do your work style preferences compare with your ally's?

<p>Focus on Problems Glass is half-empty, what hasn't been accomplished, what failed</p>	<p>Focus on Successes What has been accomplished</p>
<p>Divergent Thinking Explores new options; expands what is being considered</p>	<p>Convergent Thinking Reduces options; pushes quickly to solutions</p>
<p>Want Structure Like rules and routines; predictability and not surprises</p>	<p>Comfortable with Ambiguity Few rules and regulations</p>
<p>Analysis, then Action Studies options before acting</p>	<p>Action before Analysis Acts quickly; collects data from results</p>
<p>Focus on the Big Picture</p>	<p>Focus on the Details</p>
<p>Logical/Rational Wants facts and data, does not trust intuition in self or others</p>	<p>Intuitive Relies heavily on hunches, own "gut"—places less reliance on facts and data</p>
<p>Seeks Risks Likes to take chances, willing to fail, to try new approaches</p>	<p>Avoids Risks Tends to be very careful, prefers the "tried and true"</p>
<p>Respect Authority Supports established authority, may defer and not push back</p>	<p>Discount Authority Disagrees, pushes back on authority</p>
<p>Relationships First Sometimes willing to sacrifice task quality for good feelings</p>	<p>Task First Greater emphasis on task success than on good relationships</p>
<p>Seek/Value/Encourage Conflict and Disagreements</p>	<p>Avoid/Suppress Conflict and Disagreements</p>
<p>Competitive Likes to compete, turns situations into personal win-lose tests</p>	<p>Collaborative Prefers to collaborate; seeks win-win outcomes</p>
<p>Respond Primarily to Own Needs and Concerns</p>	<p>Take Account First of Others Needs and Concerns</p>
<p>Like to be in Control Determines direction, nature of activities, wants to approve all decisions</p>	<p>Likes Others to Take Control Determine direction, nature of activities, accept decisions</p>
<p>Optimistic About how things will turn out; sees probability of success</p>	<p>Pessimistic About how things will turn out; see likelihood of failure</p>
<p>Like Working Alone on Projects</p>	<p>Prefer Working with Others</p>

My Action Plan: **Pulling It All Together**

Defining the Goal

- Who is my potential ally?
- What specific behaviors of my ally would I like to change?
- How would I like our working relationship to change?

Reflection Questions

- What assumptions might I be making about my ally? (pages 3-4)
- How could I improve my understanding of my ally? (pages 5-7)