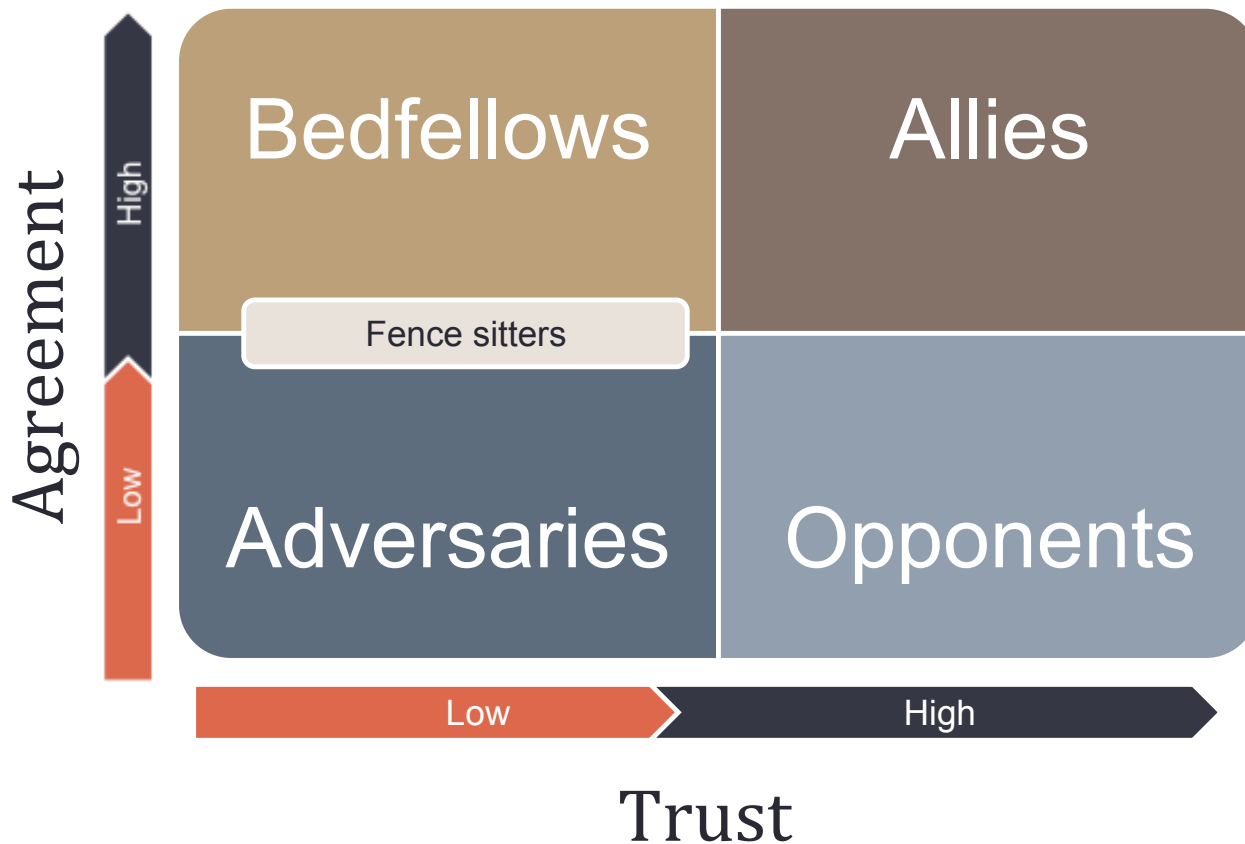




Activating Your Vision: Interpersonal Power²



Notes:

² Block, Peter. *The Empowered Manager: Positive Political Skills at Work*. Jossey-Bass, 1991.



Bedfellows:

1. Reaffirm the agreement. Acknowledge and value the support you receive in regard to substance.
2. Acknowledge the caution that exists: put into words the reservation on your part as to how honest and direct the dialogue has been in the past; focus on difficulty in the relationship, not the person; own your part of the difficulty; and reaffirm desire to move ahead.
3. Be clear about what you want from bedfellows in terms of working together: focus in on the working relationship.
4. Ask them to do the same: express their reservation or disappointment in dealing with you; make specific requests; do not defend; and forgive.
5. Try to reach some agreement on how to work together: negotiate the relationship and how to proceed; do not use threats.

Fence Sitters:

1. State your position on the project.
2. Ask where they stand.
3. Apply gentle pressure: express frustration, ask for support; if they will not support, express disappointment.
4. Encourage them to think about the issue and let you know what it would take to give support.

Note: Not worth a lot of energy. If person is your boss, can be a blessing to proceed. They are often disliked because they are our shadow.



Allies:

1. Affirm agreement on project or vision; reaffirm reciprocity.
2. Reaffirm quality of the relationship; say what is happening that enhances trust.
3. Acknowledge the doubts and vulnerability that you have with respect to your vision and projects. Talk about adversaries and fence-sitters and how to deal with.
4. Ask for advice and support about people inside and outside the organization.

Opponents:

1. Reaffirm quality of the relationship and the value of their honesty.
2. State your position--vision, purpose, and goals and specifics of the project.
3. State in neutral way what you think their position is--acknowledge the differences.
4. Engage in some kind of problem solving: negotiate the steps in reaching the objectives of this particular project and look at the alternatives and consequences of those alternatives.

Note: Sometime we think opponents are adversaries. Check the trust level. They are the only ones who can give us certain information. We need to check our ambivalence about wanting to know their views.



Adversaries:

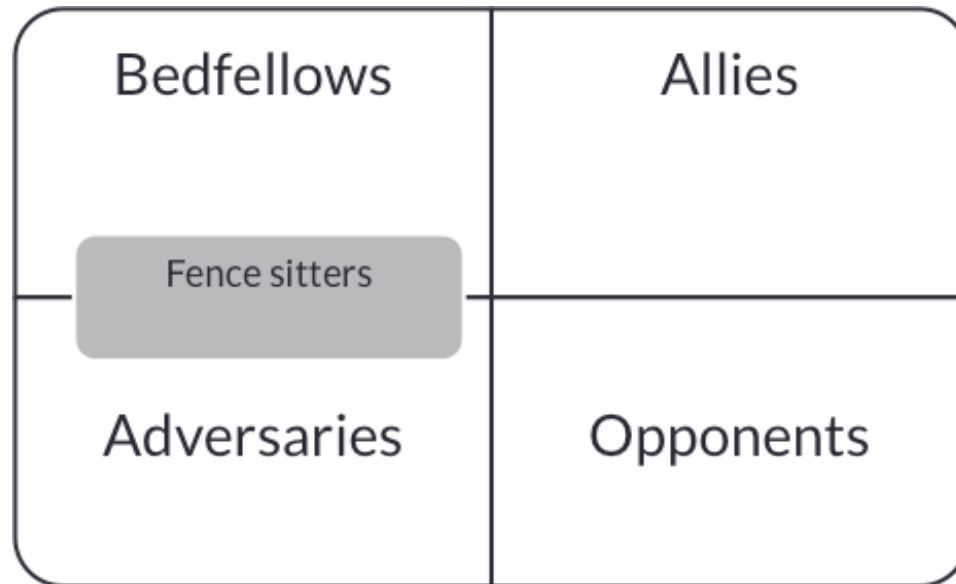
1. State vision for project; be clear about goal.
2. State in neutral way your understanding of the adversary's position; not agreement, just understanding.
3. Identify your own contribution to the problem.
4. End meeting with your plans and no demands of the other.
If you intend to have a meeting *with* their boss or higher levels let them know.

Planning And Practicing Influence

1. Describe an issue or project on which you would like to have influence.
2. What is your goal? What would be a successful outcome?
3. Who are the key stakeholders?



4. Place them in the coalition matrix.



5. Pick one who is an opponent, adversary, fence sitter or bedfellow.
6. With guidance from the matrix descriptions, plan your strategy.
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7. In pairs, review your goal and strategy for influence. Give a little context to your partner so they can help you. Coach each other on other ways to approach the situation.