



Women in Cable
TelecommunicationsSM

The Betsy Magness Leadership Institute

LEADING STRATEGICALLY
Becoming a Stronger Strategic Leader



Betsy Magness

LEADERSHIP INSTITUTE

Leadership Outcomes:

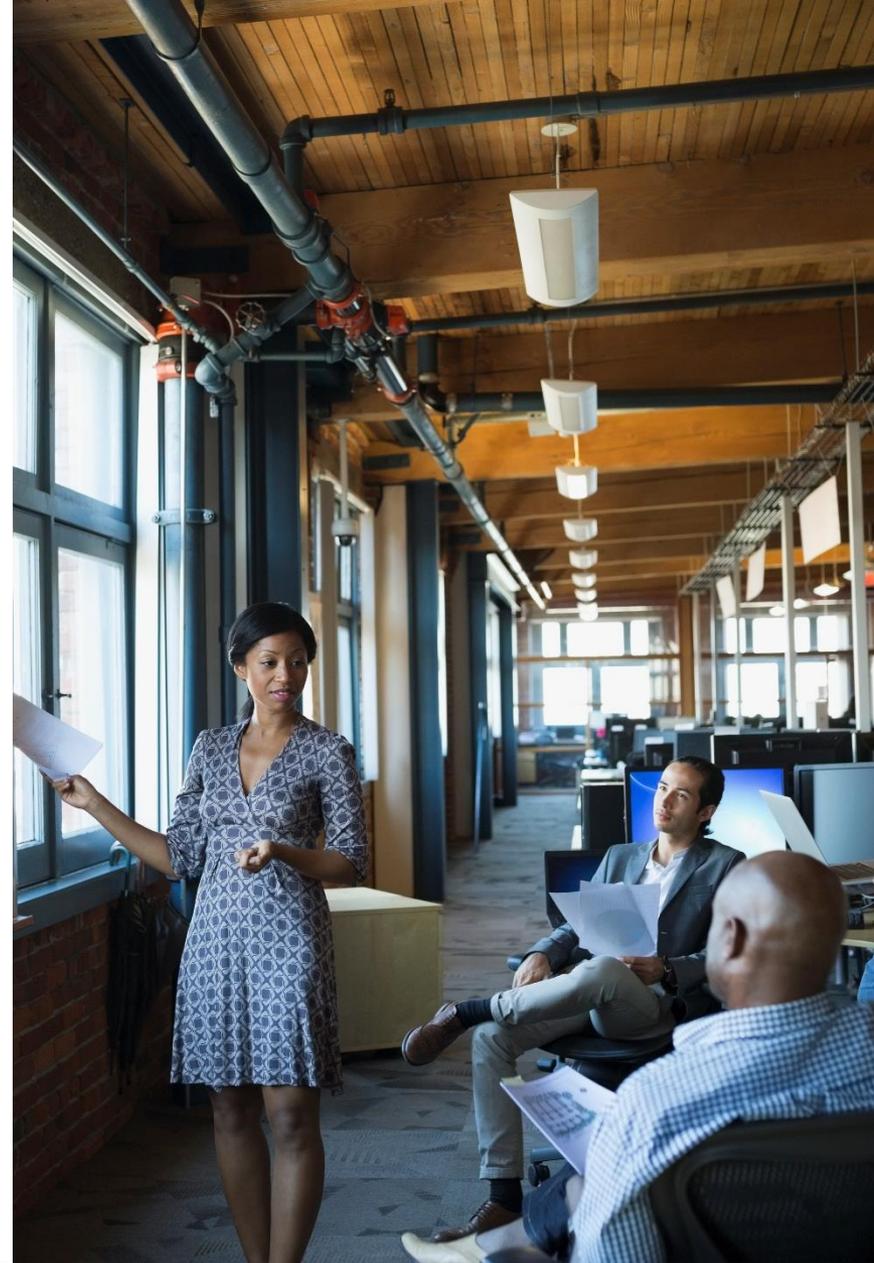


At the conclusion of this session, participants will be better able to:

- Analyze their own organization's ability to operate strategically and identify their biggest place of contribution to advance the strategic direction of the organization
- Understand what it means to think, act, and influence strategically
- Identify one or two behaviors to strengthen their strategic work

What is Strategic Leadership?

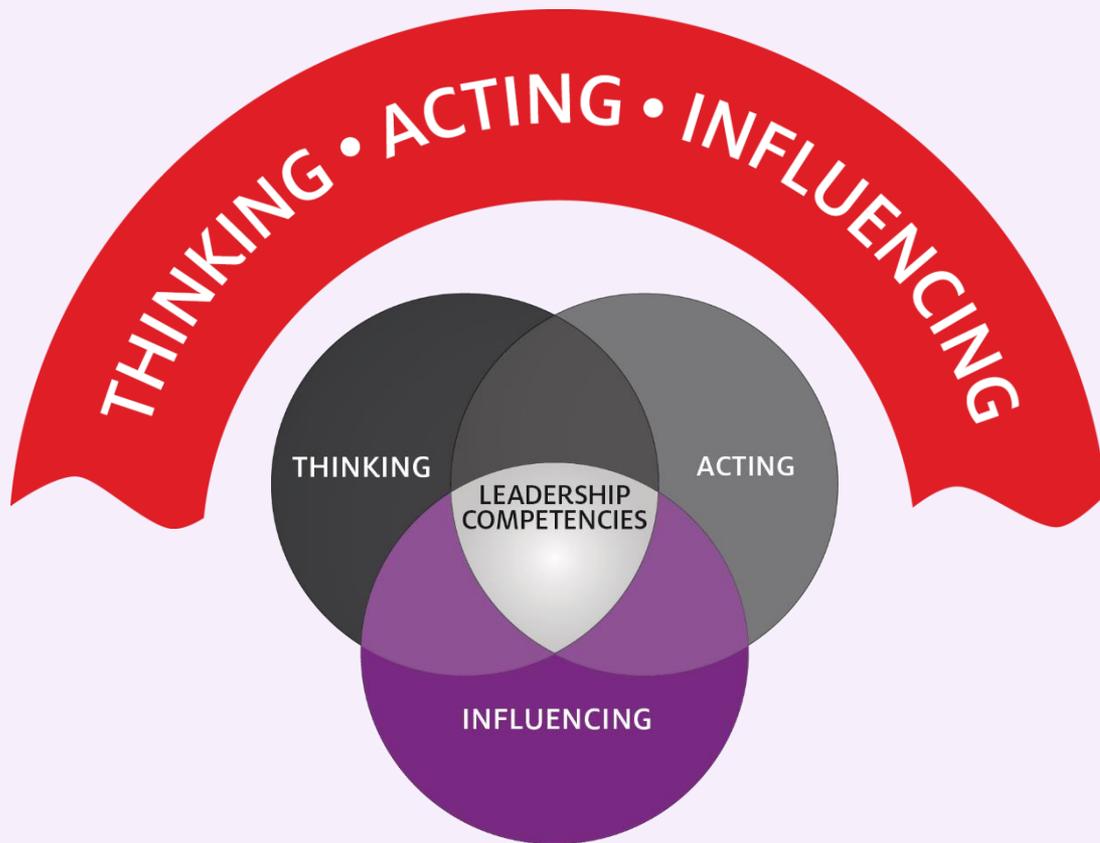
Individuals, teams and organizations enact strategic leadership when they **Think, Act & Influence** in ways that create **direction, alignment & commitment** throughout the organization.



Strategic Leadership Model



Competencies of Strategic Leaders



Thinking

The cognitive and social processes required to collect, generate, interpret and evaluate information and ideas that shape an organization's superior performance

Acting

Taking decisive and timely action consistent with the strategic direction

Influencing

Engendering commitment to the organization's strategic direction by forging relationships inside and outside the organization



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Strategic Influence

Strategic Influence

Engendering
commitment to
initiatives that
build the
organization's
enduring success

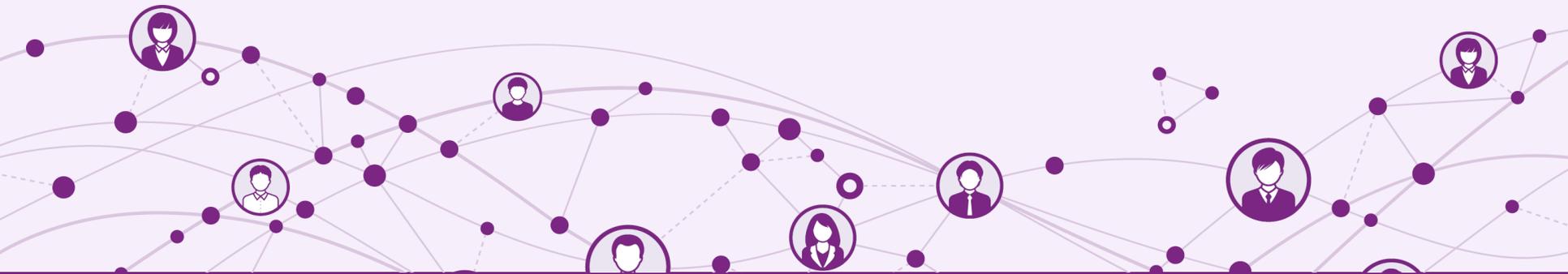


Not All Influence is Strategic...



Strategic Influencing

- The outcome has strategic implications for the organization
- Commitment is critical
- It occurs over long periods of time
- It typically involves people from across the organization...even outside the organization
- It interacts with Strategic Thinking and Strategic Acting





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How Do You INFLUENCE Others?

Influence Style Indicator[®]

LEVERAGE IMPACT



Influence Style Indicator ©1996, 2015, Multi-Health Systems, Inc. All rights reserved.

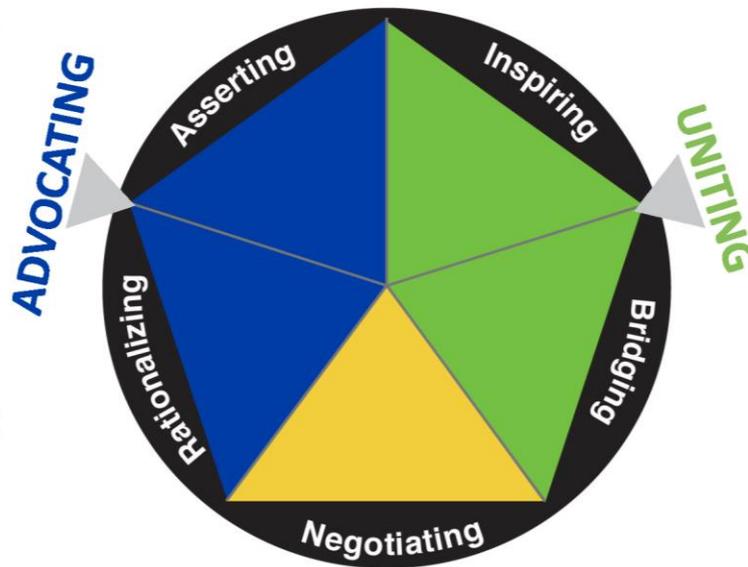


Influence Styles

You advocate by **debate, insisting** your ideas are heard and **challenging** the ideas of others.

You advocate by offering **logic, rational reasons** and **data**.

You advocate through **compromises, concessions,** and **trade-offs** to reach outcomes that satisfy your greater interest.

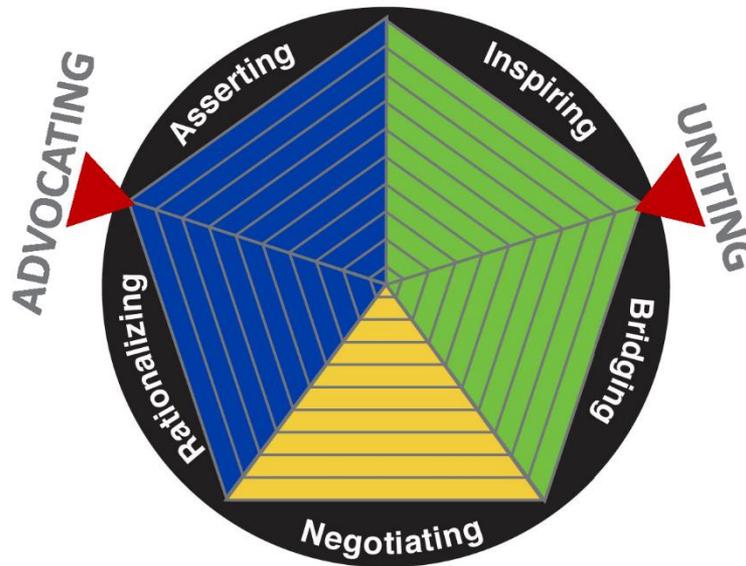


You advocate by presenting a sense of **shared purpose** and exciting **possibilities**.

You advocate by **connecting,** building **relationships** and **coalitions**.

Influence Orientations

25 or more **BLUE** points
ASSERTING +
RATIONALIZING



25 or more **GREEN** points
INSPIRING + BRIDGING

Asserting Style

Stating preferences clearly and applying pressure

This Style looks like...

- **Insisting** that your ideas are heard and considered,
- **Challenging** ideas or suggestions that you disagree with,
- Using formal **structure** (position, rules, laws, policies) to emphasize legitimacy,
- Using **power**, **rewards**, and **consequences**.

Asserting Sounds Like...

I insist that you consider my idea...

I am 100% certain that...

The policy requires that...

My position gives me the authority to...

Rationalizing Style

Using logic and reasoning to present your ideas

This Style looks like...

- Offering **rational reasons** to convince others of your point of view,
- Suggesting **logical solutions** to problems,
- Using relevant **facts** and **data** to convince,
- Using **expert views** and/or **historical data** to build a convincing position.

Rationalizing Sounds Like...

Our analysis shows that...

The experts say...

The only logical solution is to...

What information do you need to...

Negotiating Style

Compromising and making concessions to find common ground

This Style looks like...

- Willing to make **concessions** in order to reach an outcome that satisfies your greater interest,
- **Trade-offs** to reach agreement,
- **Exchanging** favors to get something,
- Leveraging areas of **agreement**.

Negotiating Sounds Like...

If you will...
then I can...

I know this is not a long term
solution to all of your issues but it
does provide a way forward so
that we can both...

I will support you in the
meeting tomorrow and when my
project is presented next
quarter, then...

Let's agree to discuss
this later when everyone
is calmer...

Inspiring Style

Influencing others through shared purpose and higher possibilities

This Style looks like...

- Promoting your position by **encouraging** others with a sense of **shared purpose** and/or **vision**,
- **Enthusiastically presenting** your ideas,
- Appealing to peoples **hopes** and **dreams** to gain their support,
- Using context – **stories** and **metaphors** to appeal to the emotions of others.

Inspiring Sounds Like...

If we could figure this out, imagine what an impact we would have on ...

You're the best at this I've ever seen. Would you be willing to...

Just think of what this can mean to the future of...

I want to tell you a story about why...

Bridging Style

Engaging and connecting with others

This Style looks like...

- Building **relationships** and **coalitions**,
- **Listening** carefully to what others need,
- **Understanding** to be understood,
- Asking **questions** to seek understanding.

Bridging Sounds Like...

I think I understand your dilemma so can you help me understand why...

I had this same issue last year and let me tell you how...

It sounds like you are saying that you cannot go any further to accommodate us. Will you explain...

It sounds like the three of us have a common agenda. If we stick together, then...



ISI Feedback Reports

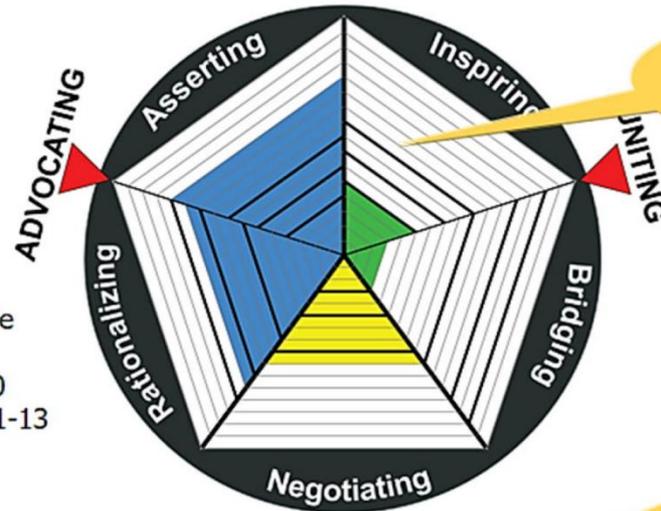
Sample Individual Report

Influence Style Preference

Pat Sample

Category	Strength of Preference																
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Rationalizing										9	10	11	12				
Asserting										9	10	11	12				
Negotiating										9	10	11	12				
Inspiring										9	10	11	12				
Bridging										9	10	11	12				
	Underutilized				Slight				Moderate				Dominant				

Strength of Preference



Percentiles
25, 50, 75

Dominant style pp. 4-8
 Moderate/Secondary style
 Orientation p. 9
 Tips for Influencing p. 10
 Underutilized style pp. 11-13

Profile
Characteristics

Style Preference

You do not have a dominant influence style, however you show a moderate preference for Asserting (p.5), Rationalizing (p.4) and Negotiating (p.6). This indicates you can demonstrate flexibility with your influencing preferences and can likely adapt to different situations and people.

Underutilized Style

Your underutilized influence style is Bridging (p.13).



Review Individual Reports
10 minutes

Questions

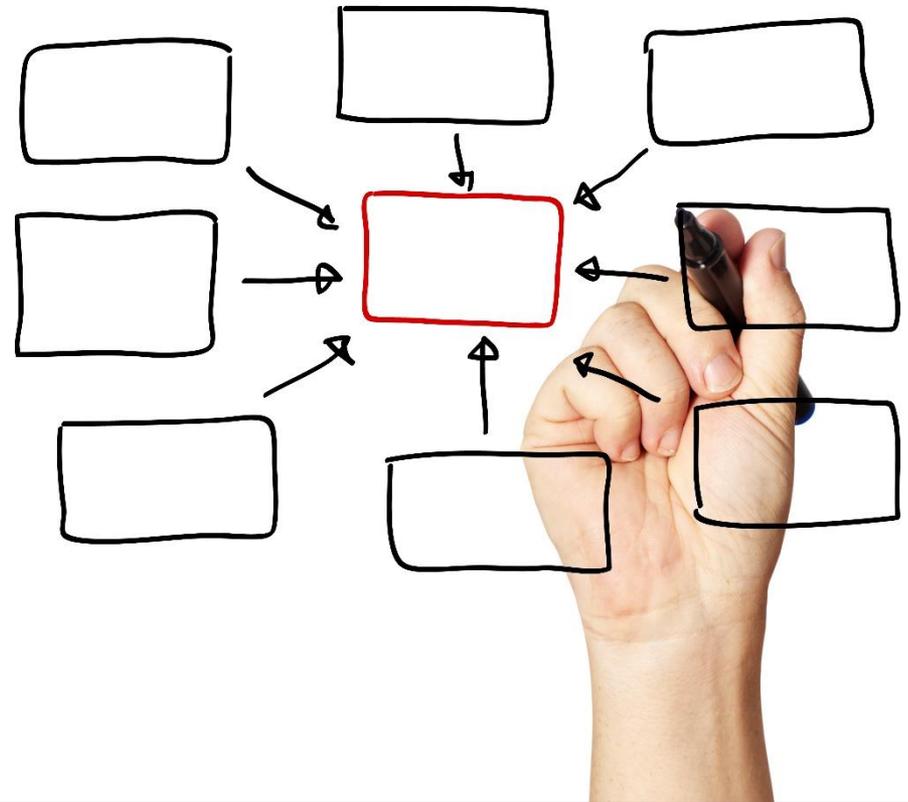
Table Talk



- With people who have the **same dominate style** as yours, discuss and be prepared to share with the others:
 1. **Best uses** and situations for this type of dominate style
 2. **Potential pitfalls** if this style is either overused or used inappropriately given the situation
 3. **Tips for influencing you** given your dominate style
- Be prepared to share highlights of your discussion with the others

Knowing Your Own Influence Style is One Thing... Being Strategic With Your Influence is Another!

Strategic leadership happens in the “white space” on organizational charts. Therefore, nurture “unnatural alliances” with others.





Social Networks

The web of relationships, information flows and **patterns of communication and influence** that **gets things done.**

Adapted from: *Cross, R. & Parker, A. (2004) The Hidden Power of Social Networks. Harvard Business School Press: Boston, MA.*

Application: Social Network Mapping

Purpose:

- Deepen your understanding of the complexity of stakeholder relationships within your social network
- Create a common ground for energized implementation of your work
- Establish a strategy for influencing key individuals and groups

Adapted from: *Cross, R. & Parker, A. (2004) The Hidden Power of Social Networks. Harvard Business School Press: Boston, MA.*

Key Variables in Successful Social Networks

- **Power:** To facilitate or inhibit information flow, to make decisions, to set network agendas
- **Alignment:** The extent to which network members agree with an agenda and take a personal interest
- **Trust:** The extent that individuals within a network are willing to extend themselves on behalf of others



Adapted from: *Cross, R. & Parker, A. (2004) The Hidden Power of Social Networks. Harvard Business School Press: Boston, MA.*

Stakeholder Assessment Process

1. **List all key stakeholders** of your strategic challenge (groups or individuals outside your team you are reliant on for success)
2. **Assess each stakeholders'**
 - **Power** to affect implementation
 - **Alignment** with your objectives
 - Strength of **trust in your relationship**

Adapted from: *Cross, R. & Parker, A. (2004) The Hidden Power of Social Networks. Harvard Business School Press: Boston, MA.*

Map Your Stakeholders

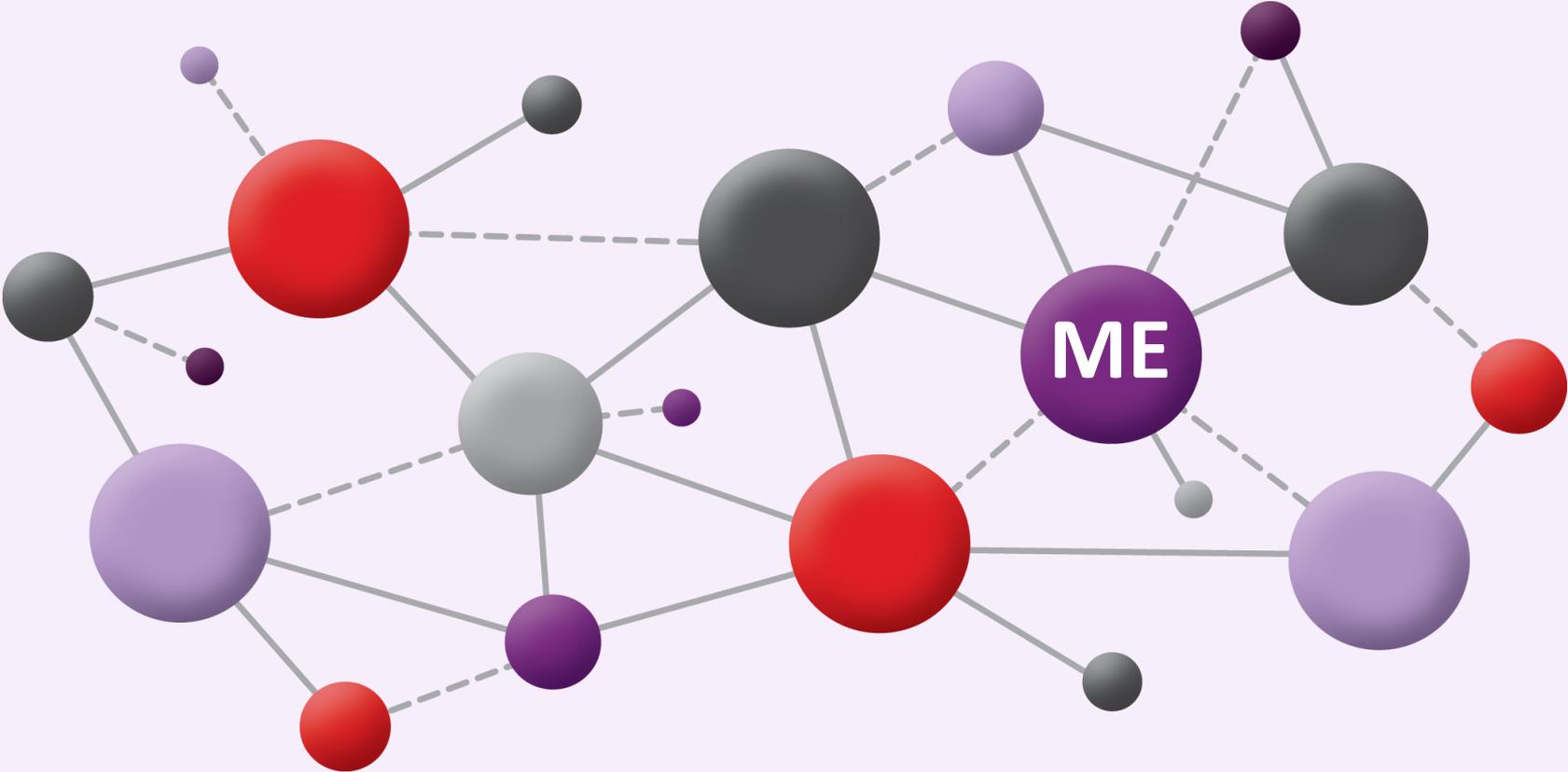
3. Map stakeholders

- Place yourself in the center of the map. The size of your circle should reflect your power in the situation, relative to others' power.
- Place stakeholders in relative distance from you, based on the extent of their alignment with you. Draw their circle based on your assessment of their power.
- Attach stakeholders to your circle with 1, 2 or 3 lines (based on strength of trust in relationship)
- Attach stakeholders to each other based on the strength of trust in *their* relationships

4. Analyze map: What are your key leverage points for influence?

Adapted from: Cross, R. & Parker, A. (2004) *The Hidden Power of Social Networks*. Harvard Business School Press: Boston, MA.

Strategic Influencing



Successful Influence Requires...

- A reputation of trust, credibility and flexibility
- Good communication and relationship skills (listening and receiving)
- Focus on creating “Win-Win” scenarios (not perceived as manipulative or selfish)
- Doing your homework to identify your stakeholder’s needs
- Knowing preferred influence styles
- Practice and feedback!

