



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

2018 UNICON TEAM DEVELOPMENT CONFERENCE

NOVEMBER 28 - 30, 2018
THE HOTEL
COLLEGE PARK, MARYLAND



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

Political Savvy

Stephen Robbins
Program Director
University of Maryland
R.H. Smith School of Business



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

SURVIVAL —| OF THE |— SAVVY



*High-Integrity Political Tactics
for Career and Company Success*

Rick Brandon, Ph.D., and Marty Seldman, Ph.D.

www.brandonpartners.com



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

The Story of Larry



Situation: Market tour to select new locations for national retail outlets

Larry

- Regional VP, National retail store
- Respected in the company: SME, solid track record, industry knowledge, history of family-owned retail businesses, man of principles, known to be outspoken

Visitors

- Two Senior VP's from national HQ
- Responsible for working with Regional VP's to locate sites and build new stores
- Annual bonuses based on the number of stores built



- How did Larry demonstrate his lack of political savvy?
- What is the impact on Larry, his Boss, and his organization?
- What could Larry have done differently to handle the situation?
- Do you know a “Larry”? Are you or have you ever been “Larry”?



As we go through this session, think of a scenario or situation in your position that requires political savvy.

- Examples you can consider:
 - Visits by and/or briefings to high profile alumni, donors, or university/college leadership
 - University/college/school changes you may/may not agree with
 - Specific requests by client on curriculum and/or faculty or that fall out of scope of the program
 - Decisions on fair usage of faculty
 - Program/project “creep”



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

Organizational Politics



Being “Political”

- What does it mean to be “political”?
- Do you identify someone who is being “political” as a positive trait or a negative trait?
- Why?





Two conditions determine whether Organizational Politics are good or bad:

1. Whether the targeted objectives are for the organization's interest or only the individual's personal self-interest
2. Whether the influence efforts used to achieve those objectives have integrity or not.



Political Savvy

Operates within the organization's formal and informal structures, builds allies and relationships across departments, uses allies to build consensus and create results, is appropriately diplomatic, understands others' roles and perspectives, can sell projects and ideas across the organization.



What it means...

Using your knowledge, experience, and political understanding of the organization to shrewdly and smartly assess a situation in order to influence others inside and outside your organization to see your vision, support your goals, and enable you and your team's success.



ROBERT H. SMITH
SCHOOL OF BUSINESS

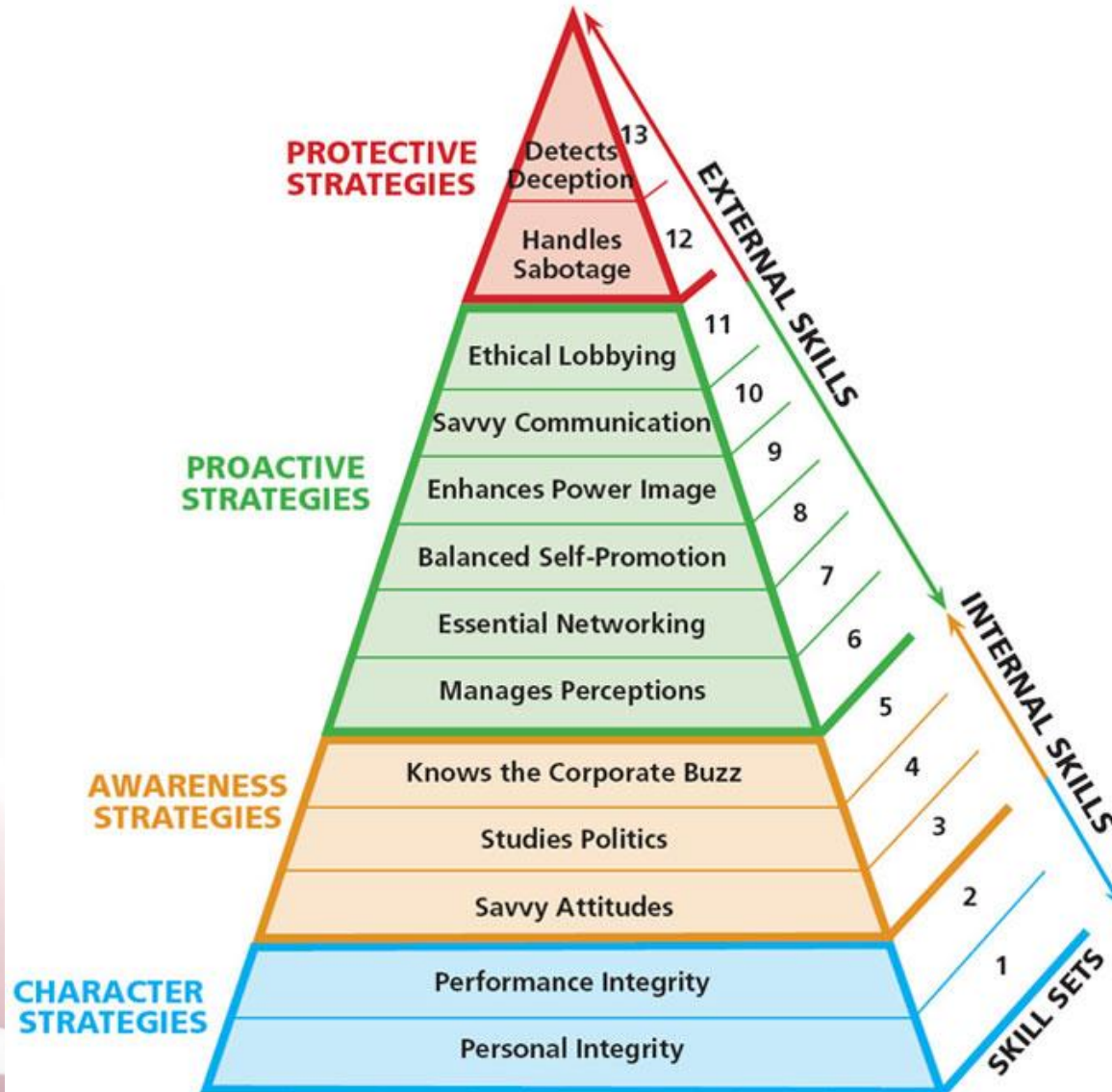
EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

Political Savvy Skill Sets





Savvy Skill Sets: Character Strategy Skills

Character Strategies: The foundation of Political Savvy is Integrity – considering what is best for the organization and the ethical thing to do in any situation

1. Personal Integrity

- Demonstrates high standards for integrity and ethics, earning others' trust

2. Performance Integrity

- Strives to give the very best in quality and results while placing the welfare of others and the organization over self-interest



Savvy Skill Sets: Awareness Strategy Skills

Awareness Strategies: Political Savvy requires positive attitudes about company politics and knowledge about power and politics in the organization.

3. Savvy Attitudes

- Keeps a realistic and constructive perspective about organizational politics

4. Studies Politics

- Systematically builds his/her awareness about power trends, politics, and cultural norms in the organization

5. Knows the Corporate Buzz

- Gathers information about how he/she is perceived throughout the organization



Savvy Skill Sets: Proactive Strategy Skills

Proactive Strategies: Political Savvy involves taking the initiative to cultivate an image of integrity, competence, positive power, influence, and impact.

6. Manages Perceptions

- Develops and implements a conscious plan to dispel negative or untrue reputation traits, rumors, and perceptions

7. Essential Networking

- Cultivates relationships that contribute to increased organizational influence and impact

8. Balanced Self-Promotion

- Takes fair and appropriate actions to receive deserved credit for individual and/or team contributions to the organization



Savvy Skill Sets: Proactive Strategy Skills (cont)

9. Enhances Power Image

- Presents an image of importance and power in order to be taken seriously within the organization

10. Savvy Communication

- Communicates sensitively to handle ego and turf issues when advancing ideas, or challenging others

11. Ethical Lobbying

- Effectively sells ideas to stakeholders before an official decision is made



Savvy Skill Sets: Protective Strategy Skills

Protective Strategies: The Leader with Political Savvy is a steward for the company's resources and reputation by reacting to unethical individuals.

12. Handles Sabotage

- Prevents and professionally defuses personal attacks and challenges to his/her influence or power

13. Detects Deception

- Knows when to trust others and acts to prevent unethical people from placing self-interest over the organization's welfare

Go back to the story of Larry...which Savvy Skills did each of the following people use/not use in the scenario?

- Larry
- Larry's Boss
- The two corporate executives





As we go through the political savvy skills, think of a scenario or situation in your position that requires political savvy.

- Examples you can consider:
 - Visits by and/or briefings to high profile alumni, donors, or university/college leadership
 - University/college/school changes you may/may not agree with
 - Specific requests by client on curriculum and/or faculty or that fall out of scope
 - Decisions on fair usage of faculty
 - Program/project “creep”



ROBERT H. SMITH
SCHOOL OF BUSINESS

EXECUTIVE EDUCATION



unicon

CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

