

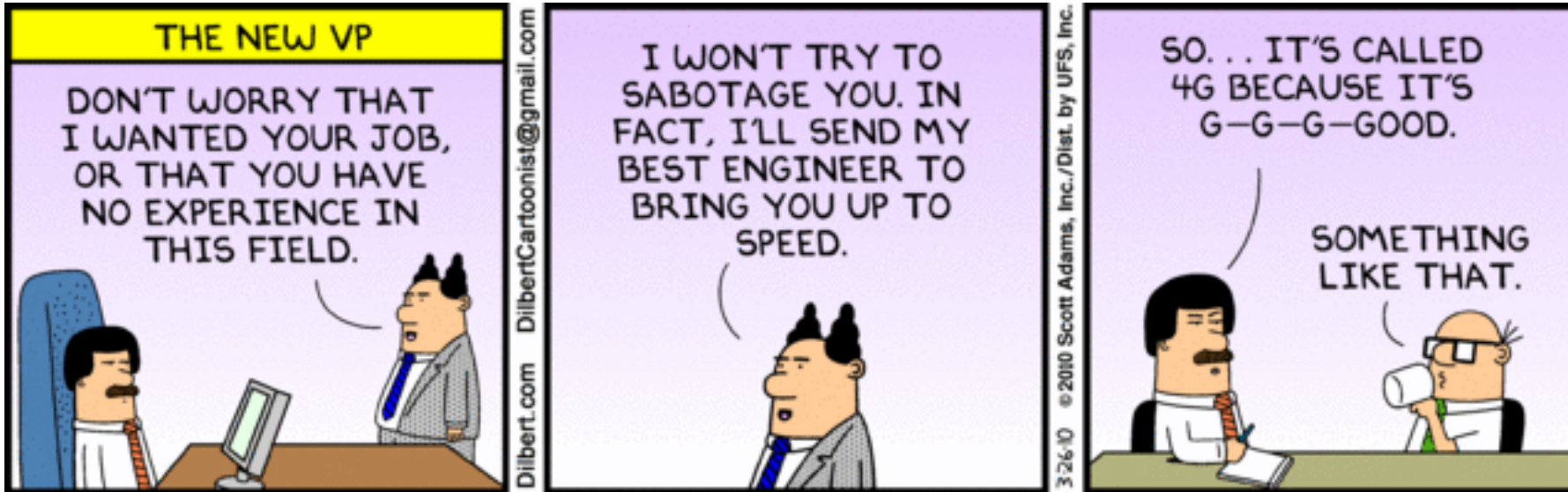


Politics

Julia Childs

President-Elect, PMI-NNV

IN A NUTSHELL

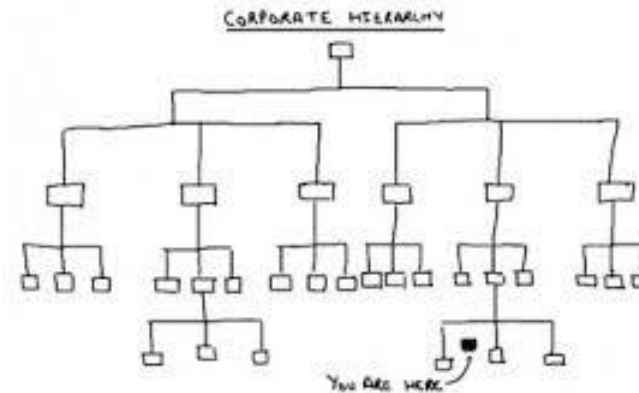


Agenda

- ▶ Definition of Politics
- ▶ Different Schools of Thought
- ▶ PMs and Politics
- ▶ Julia's Top 10 List
- ▶ Q & A
- ▶ Have Fun!

Definition of Politics

► POLITICS = dynamics & struggles for power.



Different Schools Of Thought - Engage



Different Schools of Thought - Coworkers

- ▶ Relationship: Help get things done, professional reputation, keeps office healthy.



▶ How

- ▶ Expand sphere of influence. Provide favors.
- ▶ Associate beyond one group

▶ Bad Eggs

- ▶ Confront calmly and rationally.
- ▶ Allies maybe able to warn you of underhanded tactics.

Different Schools of Thought - How To Play

- ▶ **Study** the **culture** and **values** of an organization.
- ▶ **Adopt a role model** you respect whose attained a powerful position. **Study** his or her political skills. **Imitate.**
- ▶ **Prove yourself.** Get and keep a good reputation.



Different Schools of Thought - How To Play

- ▶ **Tell others** about **your accomplishments**.
Brag in interviews.
- ▶ Learn to manage **dim witted bosses** -
Peter Principle.
- ▶ Collect data and **use hard facts to diffuse political conflicts**.
- ▶ Always look out for the **best interests of your company**



Different Schools of Thought - Tactics



- ▶ Gossip
- ▶ Manipulation - coercion or influence
- ▶ Aims
 - ▶ increased pay, promotion, greater power, greater control, discredit a competitor, misdirection (corporate benefits)
- ▶ Issues
 - ▶ Consume time and money
 - ▶ Effect strategy formation, budget setting, performance management, and leadership
- ▶ Games
 - ▶ No bad news, divide and conquer, sandbagging

Different Schools of Thought

Assess the balance of power in a business situation

James Manktelow & Amy Carlson

Threat of New Entry:

- Time and cost of entry
- Specialist knowledge
- Economies of scale
- Cost advantages
- Technology protection
- Barriers to entry
- etc.

Threat of
New
Entry

Competitive Rivalry:

- Number of competitors
- Quality differences
- Other differences
- Switching costs
- Customer loyalty
- Costs of leaving market

Supplier
Power

Competitive
Rivalry

Buyer
Power

Supplier Power:

- Number of suppliers
- Size of suppliers
- Uniqueness of service
- Your ability to substitute
- Cost of changing

Threat of Substitution:

- Substitute performance
- Cost of change

Threat of
Substitution

Buyer Power:

- Number of customers
- Size of each order
- Differences between competitors
- Price sensitivity
- Ability to substitute
- Cost of changing

PMs and Politics

- ▶ Learned trait for most PMs (too honest, too ethical, expect fairness)
- ▶ PMBOK support - networking and stakeholder management, ethics
- ▶ PMs and PM managers have control **NOT POWER.**
- ▶ Organization structure matters for PMs - engineering manager best. PMO OK if reports to Cxx. Upwardly mobile mngrs want PM mngt.



PMs and Politics

- ▶ Team member dynamics - manage upward.
- ▶ Collect data. Use it.
- ▶ Key Mapping Steps
 - ▶ Re-map the organizational chart
 - ▶ Understand the informal network
 - ▶ Listen carefully
 - ▶ Credit score people **at home** (aims, manipulation, gossip, power, control)



Julia's Top 10 List

1. Learn to play politics. Do it ethically.
2. Map out the landscape.
Re-evaluate when needed.
3. Be the adult in the room
4. Get, keep and work your network
5. You may lose. Get over it.

“Be Resilient”



Julia's Top 10 List

6. Be Your Best - Everywhere & At All Times
7. Duck (Avoid). Don't Swing. Use your ears and eyes.
8. **Control is NOT Power.** PMs have control. Follow the \$.



9. Lawsuits are for sissies. Working is better. Emails live on.
10. Keep a sense of humor.



Q & A