


LEADERSHIP AND STRATEGIC MANAGEMENT


City of Madison
Women's Leadership Series Session #4
September 28, 2015
Presented by Darcy Luoma


ROADMAP: WHERE ARE WE GOING!

- Icebreaker: Constellating my system (developing self awareness)
- Developing organizational awareness
- Increasing your influence (circle of control)
- Selling yourself and your ideas (navigating power and politics)
- Building strategic alliances
- Forwarding the action



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CONSTELLATING MY SYSTEM (DEVELOPING SELF AWARENESS)

ICEBREAKER

TOPIC: My leadership

1. **Round 1:** How strongly am I viewed as a leader (by others) in my organization?
2. **Round 2:** How influential am I currently in my organization?
3. **Round 3:** How influential do I want to be?

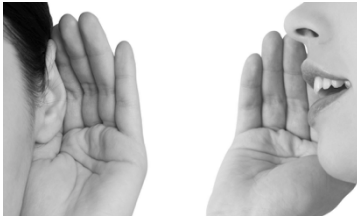


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PARTNER DISCUSSION

What will help you get from where you are to where you want to be?



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LARGE GROUP DEBRIEF

- What was that experience like?
- What are you noticing?




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DEVELOPING ORGANIZATIONAL AWARENESS


PAPER CONSTELLATION




- Draw your **CURRENT** personal constellation of your organization.

This will help you understand strategically where you have the strongest relationships (greatest power) and where you should focus your efforts.

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PAPER CONSTELLATION



- Now draw your **FUTURE/DESIRED** constellation of your organization.
- List 3 things that you can do to help you get from the "current" to "desired"


1. I will _____
2. I will _____
3. I will _____

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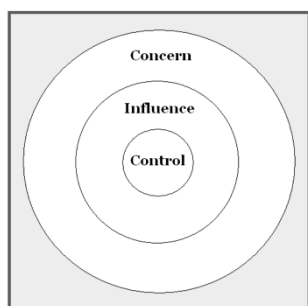
WHAT ARE YOU LEARNING?

What new awareness
are you having?



INCREASING YOUR INFLUENCE (CIRCLE OF CONTROL)

CIRCLE OF CONTROL



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STRATEGIC LEADERSHIP

- Draw 3 circles on your paper.
 - Think about a frustrating situation or relationship at work.
1. In the OUTER Circle of Concern, write down all of the things that are hard about it.
 2. Now, transfer any of those that you have some ability to do something about by writing in MIDDLE Circle of Influence.
 3. Then, identify those you can control, by writing in the INNER Circle of Control

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TO CREATE POSITIVE CHANGE...



Focus on your circle of control!

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SELLING YOURSELF AND YOUR IDEAS (NAVIGATING POWER AND POLITICS)



THE KEY...

- Selling an idea means changing the way that people think.
- You must show them how your idea will make the "after" better than the "now."



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8 STEPS TO SELLING YOUR IDEAS

1. Start with a problem statement and your conclusions.
2. Know your idea (Like, really know it).
3. Practice.
4. Use your voice, rather than email.
5. Gain support.
6. Figure out your "So What? Now What?"
7. Don't take rejection personally.
8. Express gratitude.



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1. START WITH A PROBLEM STATEMENT & YOUR CONCLUSIONS

- First, state the problem: "I've noticed there's an issue with X."
- Keep it short and concise.
- Don't make your senior-level audience wait to find out why you are there.
- List your specific recommendations, and keep it on target.



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2. KNOW YOUR IDEA (LIKE, REALLY KNOW IT!)

2

- Describe the benefits if your recommendation is adopted.
- Make these benefits seem vivid and obtainable.
- Describe the costs, but frame them in a positive manner.
- If possible, show how not following your recommendation will cost even more.

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3. PRACTICE

3

- It is not about being perfect. It is about being personable.
- Remember, rehearsal is the work; performance is the relaxation.
- Pitch your idea to a colleague first, and encourage them to be a tough critic.

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4. USE YOUR VOICE, RATHER THAN EMAIL

4

- Be brief.
- Listen 70% of the time, and talk 30%.
- Look everyone in the eye when you talk.

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5. GAIN SUPPORT



- Get support before the idea is even pitched.
- Set up individual conversations to get buy-in.
- Timing is everything!

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6. FIGURE OUT YOUR “SO WHAT? NOW WHAT?”



- **“So what?”** Why people should care about your idea
- **“Now what?”** Have a very clear ask about what needs to happen next
- They need to know what you want from them.

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7. DON'T TAKE REJECTION PERSONALLY



- Take professional athletes as your role model: “Most major-league players strike out far more than they hit. Even so, they keep trying.”





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8. EXPRESS GRATITUDE

- Whether your idea is implemented or not, have an attitude of gratitude.
- Be a positive force, not a sore loser.

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WHAT ARE YOU LEARNING?


What new awareness
are you having?





BUILDING STRATEGIC ALLIANCES

IDENTIFY YOUR SUPPORT NETWORK

- Who are those people internally who can support you?
- Externally?
- What is your plan/strategy to reach out and connect with them?
- How will you track your meetings and schedule intentional follow-ups?




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FORWARDING THE ACTION

FORWARD THE ACTION

Based on what you learned today, what action do you want to commit to?


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START, STOP, CONTINUE...



- Things I will **START** doing



- Things I will **STOP** doing

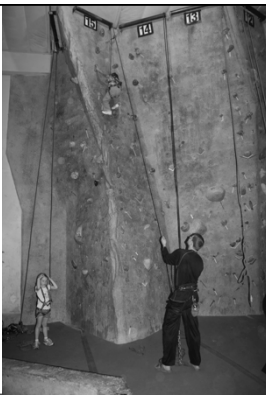


- Things I will **CONTINUE** doing

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SUPPORT AND ACCOUNTABILITY


Who or what can support you to make these positive changes?



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FINAL QUOTE



When we are no longer able to change a situation
- we are challenged to change ourselves.
(Viktor E. Frankl)

izquotes.com

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Thank you!

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