



LEADERSHIP AND STRATEGIC MANAGEMENT

City of Madison

Women's Leadership Series Session #4

June 7, 2016

Presented by Darcy Luoma

ROADMAP: WHERE ARE WE GOING!

- Developing self awareness
- Developing organizational awareness
- Increasing your influence
- Selling yourself and your ideas
- Building strategic alliances
- Forwarding the action





DEVELOPING SELF AWARENESS

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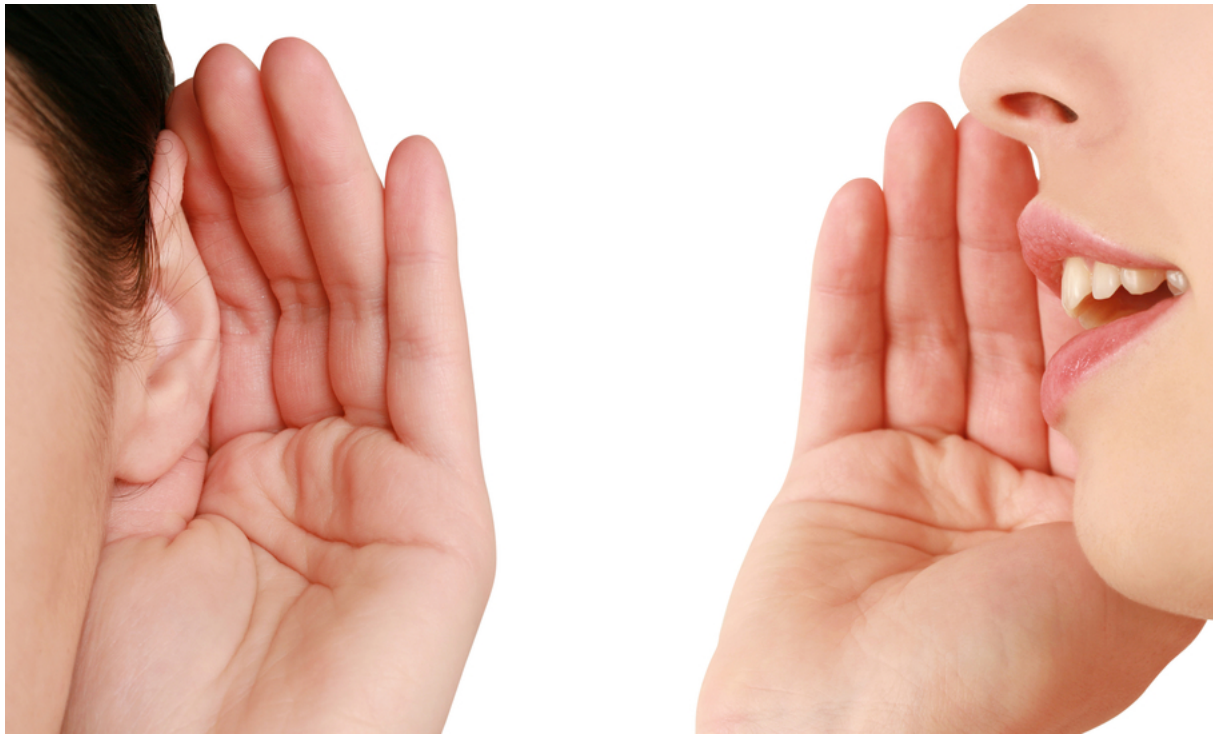
TOPIC: My leadership

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?



PARTNER DISCUSSION

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



LARGE GROUP DEBRIEF

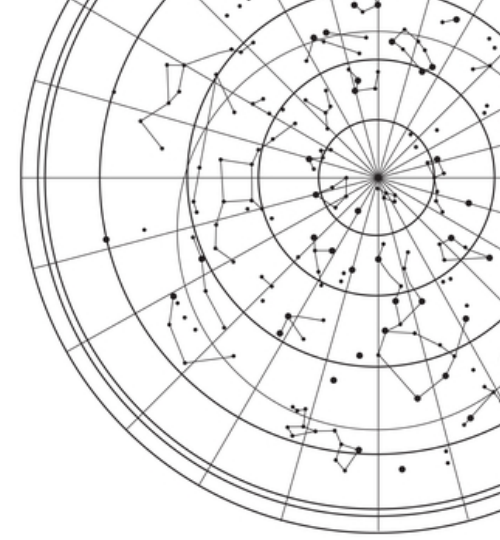
- What was that **experience** like?
- What are you **noticing**?





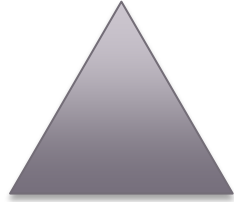
DEVELOPING ORGANIZATIONAL AWARENESS

MY CONSTELLATION

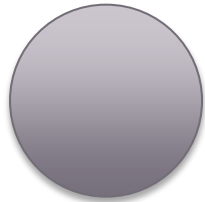


- Draw your CURRENT personal constellation of your organization.
- This will help you understand strategically where you have the **strongest relationships** (greatest power) and where you should **focus your efforts**.

MY CONSTELLATION



Male



Female



Average



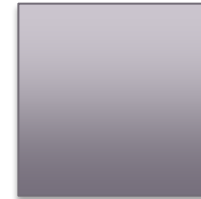
Strong



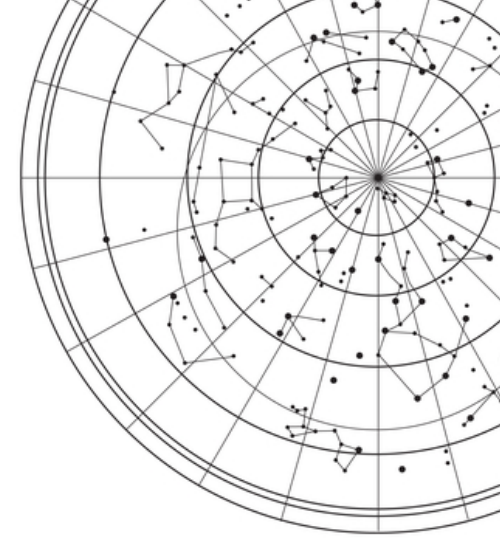
Tenuous



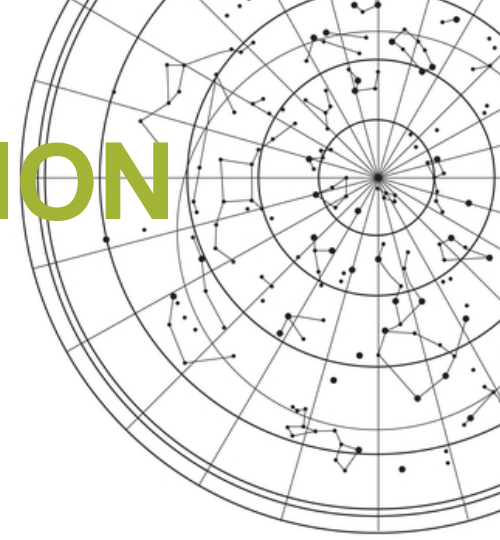
Conflict



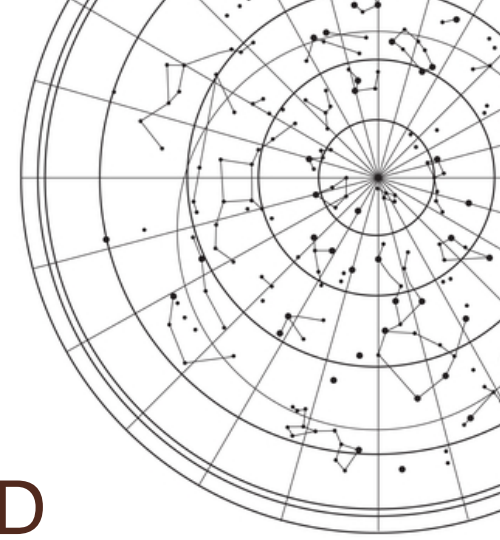
Events



CURRENT CONSTELLATION



MY CONSTELLATION

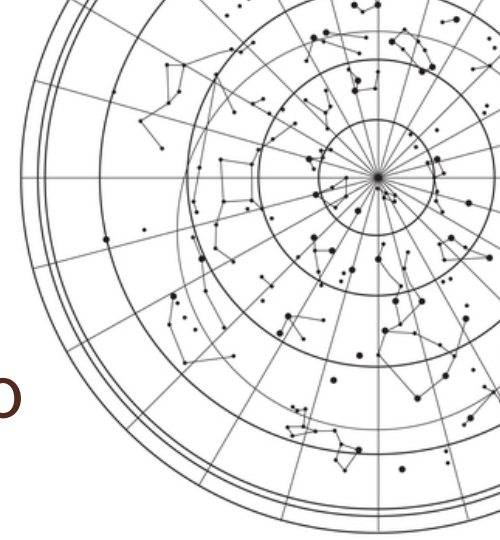


- Now draw your **FUTURE/DESIRED** constellation of your organization.
- How would you ideally like your relationships with your colleagues to be?

DESIRED CONSTELLATION



MY CONSTELLATION



- List 3 things that you can do to help you get from the “current” to your “desired” future:

1. I will _____

2. I will _____

3. I will _____

WHAT ARE YOU LEARNING?

What new awareness
are you having?

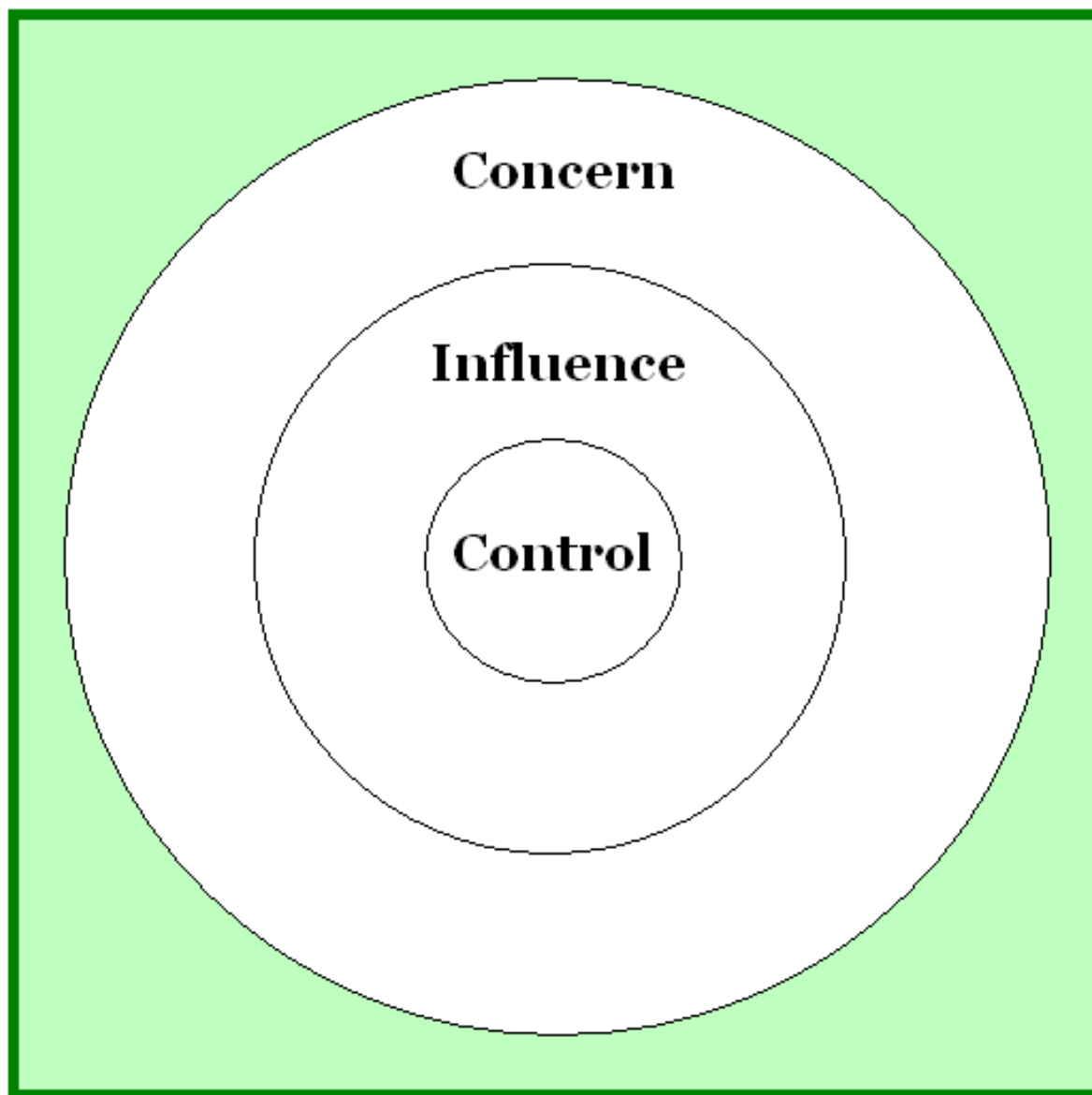


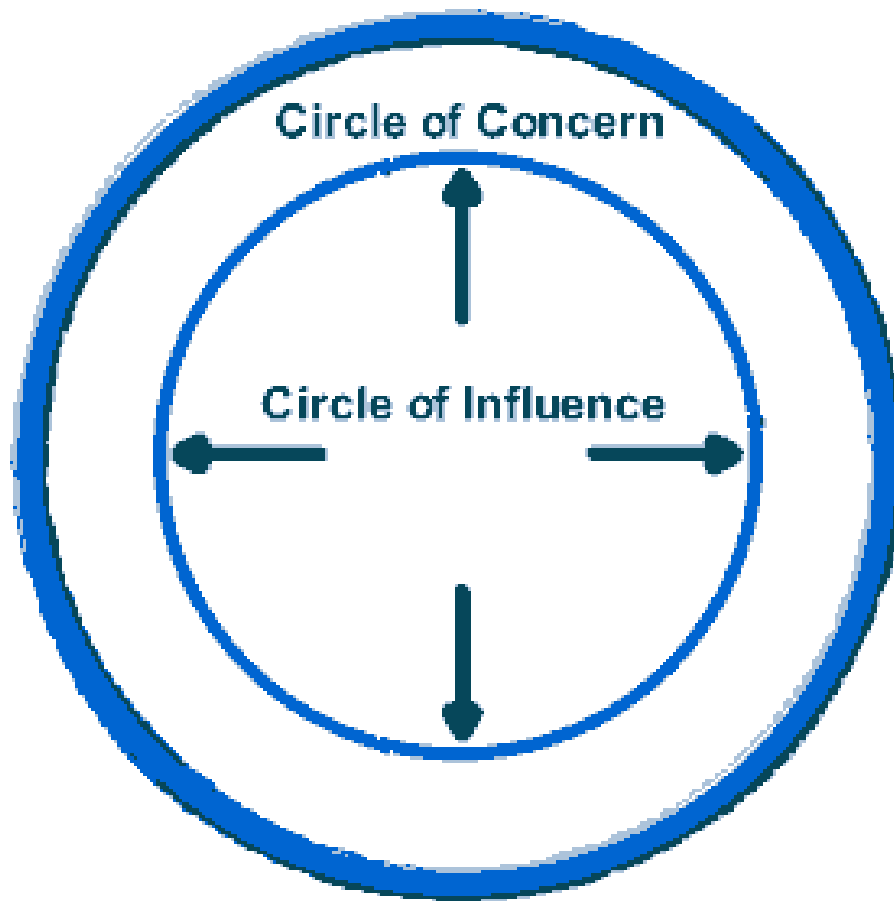
INCREASING
YOUR INFLUENCE

STRATEGIC LEADERSHIP

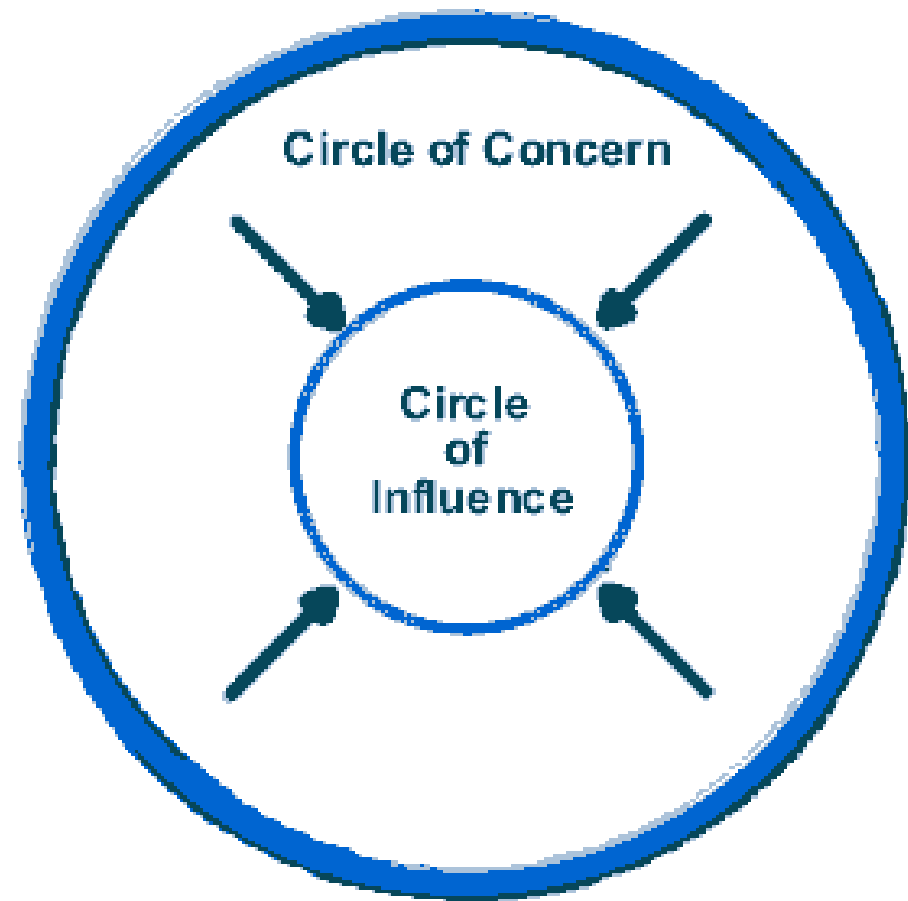
Think about a frustrating situation or relationship.

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 into the **MIDDLE Circle of Influence**.
3. Then, identify those you can control, by writing them in the **INNER Circle of Control**





Proactive Focus



Reactive Focus

TO CREATE POSITIVE CHANGE...



And increase your
influence, focus on
your circle of control!



SELLING YOURSELF & YOUR IDEAS

(NAVIGATING POWER & 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."



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. Gain support.
5. Use your voice, rather than email.
6. Figure out your “So What? Now What?”
7. Don’t take rejection personally.
8. Express gratitude.



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.

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



- 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.

3. PRACTICE



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

4. GAIN SUPPORT



- Get support before the idea is even pitched.
- Set up individual conversations to get buy-in (in advance....line your ducks in a row!).
- Timing is everything!

5. USE YOUR VOICE, RATHER THAN EMAIL



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

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



- **“So what?”**
 - Why people should care about your idea
- **“Now what?”**
 - What you propose needs to happen next
- They need to know what you want from them (don’t make them guess!).

7. DON'T TAKE REJECTION PERSONALLY



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



8. EXPRESS GRATITUDE



- Whether your idea is implemented or not, show appreciation.
- Be a positive force, not a sore loser.
- This can build goodwill for future ideas.

WHAT ARE YOU LEARNING?

What new awareness
are you having?



BUILDING STRATEGIC ALLIANCES

IDENTIFY YOUR SUPPORT NETWORK

- Identify strategically who will be best to design an alliance with to get support.
- Who are those people that can support you?
 - Internally
 - Externally



BUILD YOUR SUPPORT NETWORK

- What is your plan/strategy to reach out and connect with them?
- How will you track your meetings and schedule intentional follow-ups?
- How will you express your gratitude?





FORWARDING
THE ACTION

REVIEW: WHERE WE WENT!

- Developing self awareness
- Developing organizational awareness
- Increasing your influence
- Selling yourself and your ideas
- Building strategic alliances
- Forwarding the action



FORWARD THE ACTION

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



START, STOP, CONTINUE...



- Things I will **START** doing



- Things I will **STOP** doing



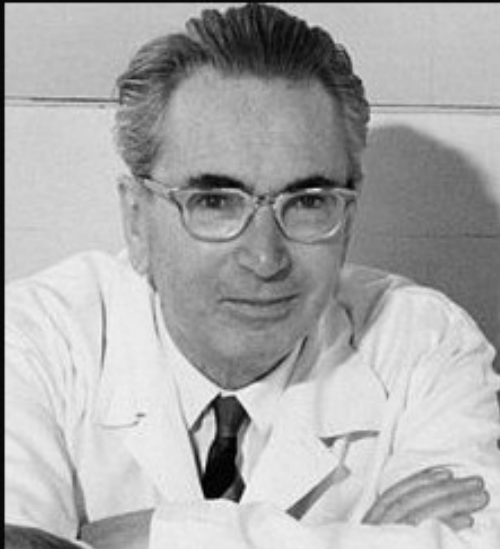
- Things I will **CONTINUE** doing

SUPPORT AND ACCOUNTABILITY

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



FINAL QUOTE



When we are no longer able to change a situation
- we are challenged to change ourselves.

(Viktor E. Frankl)

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Thank you!

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