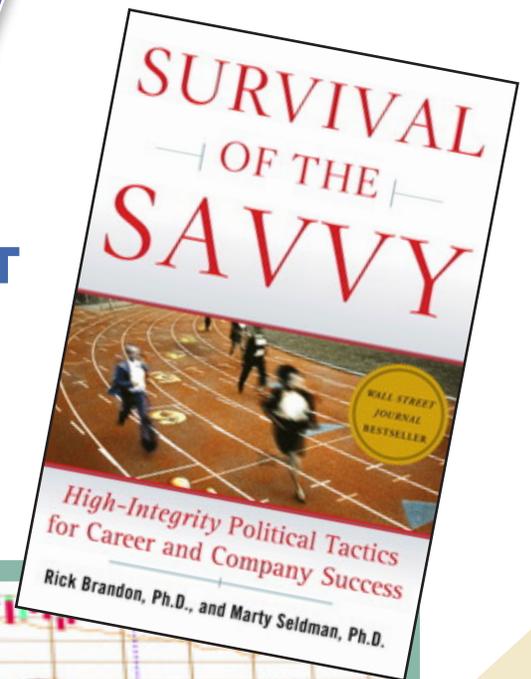


organizational savvy

TRAINER GUIDE EXCERPT



BRANDON PARTNERS

Corporate Training in Organizational and Interpersonal Savvy

Organizational Savvy

Day # MODULE TITLE

MODULE AT A GLANCE

Clock Time: Based on an 8:30 am - 5:00 pm class.

Length: This tells you how long each piece is intended to last.

Purpose: This section orients you to the outcomes of the module.

Slides: Here you will see the name of each teaching PowerPoint™ slide utilized in the module.

Wkbk Pgs: If there are Participant Workbook pages used during the section, they will be listed here by name.

Outline: Here you will see an overview of the module that lists its primary bullet points with their approximate length. A red checkmark ✓ indicates the current module bullet that is scripted on the right-facing page.

Trainer Tips

There are miscellaneous Trainer Tips sprinkled throughout this Trainer Guide. Typically, they offer the following -- each characterized by a different icon:



- Idea – Optional content to enrich an activity or presentation.



- Caution – Potential pitfalls, and ways to avoid them.



- Timing – Alternatives for condensing a section when you run into time challenges, since the program is quite full. There are options for adapting or even omitting entire sections, depending upon your biases, client needs, and specific group preferences. [NOTE: You will receive a few additional 1-day and 1/2-day course outlines with this Trainer Guide.]



- Materials – Any supplementary materials are listed here beyond the basic set-up of a laptop, LCD projector, flip chart, markers, and easel (special placards, buzzer, etc.).



- Resistance Management – These Trainer Tips provide help in anticipating and responding to typical and predictable objections, as well as disclaimers or perspective to share that will help prevent or reduce misinterpretation and resistance to the material.



- Humor – Part of the brand for Brandon Partners training is to provide "edu-tainment." So there are numerous jokes, humorous examples, or funny activities to energize a teaching point.



- Dramatic Impact – Ideas for dramatic impact are suggested.



- Additional Content – This Trainer Tip provides further background knowledge and/or potential examples and teaching points. Because any trainer has his/her own idiosyncratic content preferences, we recognize that you may wish to replace or enhance our suggested scripting on the right-hand page with your own personalized illustrations or items from these Trainer Tips.

Trainer Guide Key

Day

MODULE TITLE

Length of Module

Clock Time

PURPOSE:

This section orients you to the intended outcomes of the module.

- **Bullet Points:** These bullets name the major sections of each module, each with its approximate length in minutes.
 - **Dashes, checkmarks (✓), squares (□), and/or asterisks (*):** These details under each bullet are either directions for delivering the module and/or exact scripting for teaching the content and facilitating the various activities.

Slides: Whenever a **Teaching Slide** is referenced, it is indicated in **bold** by the name of the slide, and it will appear in the right-hand margin in its exact form. →

Workshop Outline: The outline flow, instructions, and presenter scripts are on the right-hand pages. This outline utilizes the exact same bullet point headers as shown on left-hand page's summary Outline.

Scripting: The Trainer Guide contains sample verbatim scripting, which is in "quotes." It is never intended that you follow it word for word like an actor's script for a play. It's merely sample wording, so that your knowledge base is thorough, and so that you can see how seasoned trainers deliver the program. The sample scripting reflects the teaching style of the course designer, which you may choose to adapt to better fit your own. Also, our jargon may require adjustment to your country and company culture. We have provided more than enough content scripting for the time allotted, so preparation should include timing your own delivery.

Workbook: Whenever a workbook activity is referenced, its title and subtitle are indicated in an underlined title, and a titled representation is also displayed in the right-hand margin. →

Much of the outline contains directions shown in regular font, with any side *NOTE* depicted in *italics* and [brackets].

To help you deliver with impact, we often put a word or phrase in CAPS to signal you to vocally emphasize it. Often, to help you remember key points and catch phrases, we'll underline them. Or a paragraph's focus will have an *italicized* name to it, again to help you remember to make the point.

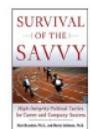
Whenever the *Organizational Savvy Self-Assessment* is referenced, it appears in *italicized* font and its Scoring Report cover is graphically displayed in the right-hand margin. →

Teaching Slides

Whenever a pre-made slide is used in a module, it will appear in full on this right-side page to aid in your preparation. Its title also appears in bold in the Trainer Script Outline. They are included as a PowerPoint™ slide show file with the purchase of this Trainer's Guide.

Workbook Page Title Workbook Page Subtitle

Workbook Page



— ORGANIZATIONAL SAVVY SELF-ASSESSMENT —
Scoring Report
&
Interpretation Guide

MODULE AT A GLANCE

Clock Time: 8:55 am - 9:15 am

Length: 20 min.

Purpose:

To motivate participants to let go of any resistance, establish context for the skills, and shift attitudes about organizational politics.

Slides: Politics: "The Force" is With You, Negative and Positive Baseline Reactions, A Hypothesis About Your Reactions, Organizational Politics: A Value-Free Definition, North Star Goals, Rough Sailing: Metaphors for Politics.

Wkbk Pgs: Baseline Reactions

Outline:

- ✓ • Baseline Reactions (8 min.)
 - Hypothesis (1 min.)
 - Positive Definition (3 min.)
 - Business Rationale (8 min.)

Trainer Tip: Humor: Star Wars Analogy

Some trainers upon mentioning Darth Vader like to actually imitate his vacuum breathing and low-pitched voice: "Luke, you will encounter the Dark Side of the Force of organizational politics!"

Trainer Tip: Caution: Keep It Moving and Avoid Bogging Down

This Baseline Reactions activity used to involve more stimulus cues, and required participants to first write down their reactions. This tended to make the piece longer, stop momentum of what we now want to flow as a group brainstorm of negative, then positive reactions. You should prime the pump with a couple of examples, and move quickly. It is not vital to go through the 2nd and 3rd items of "Power" and "Promoting Yourself," since the primary focus is on organizational "Politics." Use your judgment.



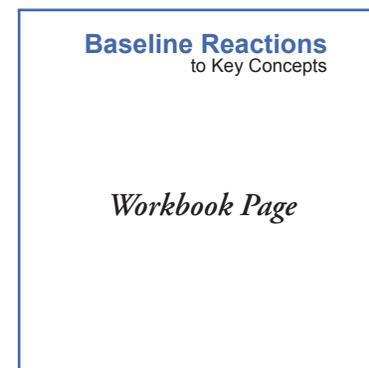
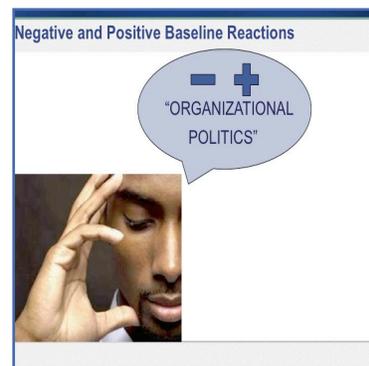
Time: 20 min.

8:55-9:15

PURPOSE:

To motivate participants to let go of any resistance, establish context for the skills, and shift attitudes about organizational politics

- Baseline Reactions (8 min.)
 - Show the **Politics: "The Force" is With You** slide and make the point that just as the classic Sci-Fi movie "Star Wars" had the Dark and Light Side of the Force, so, too, does organizational politics have two kinds. Remember, the movie had both Darth Vader, the embodiment of pure evil, but also Obi Wan Kenobi, who embraced good, values, character and peace, and cooperation. Show the **Negative and Positive Baseline Reactions** slide to preview that you want the group to call out internal uncensored thoughts and reactions.
 - Invite the participants to call out responses to trainer-dictated phrases about key program concepts— first NEGATIVE and then POSITIVE. Refer group to the workbook page, [Baseline Reactions to Key Concepts](#), in case they want to jot down some of the reactions brainstormed.
 - [NOTE: As you first reference the Workbook, show how there are Workbook activities, readings, and how all of the major teaching slides are on the left-hand side of the pages.]
 - √ "This course is about changing behaviors with influence strategies and skills, but it's also about shifting attitudes, so we want to tap your current thoughts and feelings about key program constructs coming out of the gate. We'll return to these later during the *Savvy Attitudes* module."
 - √ "This activity will get us in touch with our honest, gut level reactions to some of the cornerstone concepts that provide the foundation of this program. Please allow yourself to let go of any internal censoring. Listen to the voice inside your head and call out the exact Self-Talk you hear. Or you may have a visceral, physiological reaction. I'd like you to call that out, like "Ugh!" Or a visual image you see, like a dictator."
 - √ "The goal is to not lose that immediate, uncensored reaction, especially any unpleasant associations. Later, they'll be targets for constructively altering or tweaking your Self-Talk or belief system about politics, power, and your job."
 - [NOTE: Position each stimulus in ways that might "pull" more negative reactions (e.g., "You know, Joe, you really need to 'go to a workshop on organizational politics,'" etc.). We're trying to surface emotional reactions and counter-productive Self-Talk, not simply end up with matter-of-fact, ho-hum rationalizations about cerebral concepts.]
 - √ "Please re-wind the videotape of your mind to a month before this program to tap what your Self-Talk and beliefs were before you received any pre-course descriptions or completed any prework that may have contaminated your previous, honest reaction."



MODULE AT A GLANCE

Clock Time: 8:55 am - 9:15 am

Length: 20 min.

Outline:

- Baseline Reactions (8 min.)
- Hypothesis (1 min.)
- Positive Definition (3 min.)
- Business Rationale (8 min.)



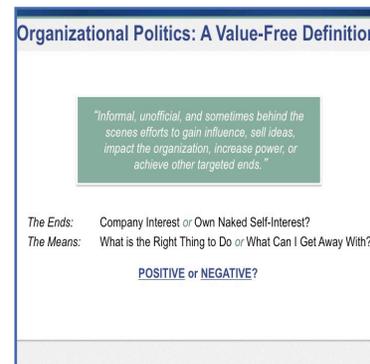
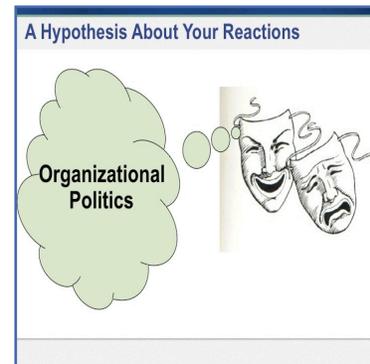
Trainer Tip: Idea: Teach the Politics Definition Interactively

You can have a volunteer read the value-free definition of "politics" aloud, noting that there is nothing inherently evil or noble, unethical or ethical, bad or good about the definition— it's meant to be relatively value-free, so that whether it's bad or good depends. Ask the volunteer whether in general that is true about the slide. Then interact a bit and ask him/her if any phrase still could elicit a negative reaction (many say "sell," "increase power," or "behind-the-scenes", etc.). Simply acknowledge that this is typical, but also make the points how these points can be positive, too ("power" can be to do great things, "sell" can just mean to influence or persuade rather than a low-integrity hype, and "behind the scenes" doesn't have to mean smoke-filled rooms exchanging favors or plotting in deceitful ways against others— it may be just letting you know I'm going to suggest X, Y, or Z at a meeting and I'm wanting your input, so you're not surprised, and so that I can respond to any concerns you have up front, etc. ").

Time: 20 min.

8:55-9:15

- Hypothesis (1 min.)
 - Show the **A Hypothesis About Your Reactions** slide: "When most people do this activity, they discover that their positive associations are more cerebral 'head trips' about the material, but that their negative associations truly are gut level, emotional reactions. For how many of you is this hypothesis true?" *[NOTE: Check with group informally whether they "buy" that hypothesis, stressing that our true emotional response to politics, power, and self-promotion is often unpleasant.]*
 - "That's why we'll be examining our attitudes and any unpleasant emotional reactions we may bring to the table. You're in the right place if you find some of these concepts distasteful, intimidating, aggravating, or any other negative emotional response, since we'll address that today. If you can control your emotions, then you'll be empowered to enter the arena of ethical political influence rather than avoid it."
- Positive Definition (3 min.)
 - "In spite of the negative gut level reaction most people have to politics, you CAN practice ethical politics, and organizational impact with integrity. You don't have to sell your soul to the devil or become predatory and shark-like to enter the arena of influence and organizational savvy."
 - Show the **Organizational Politics: A Value-Free Definition** slide.
 - Either ask for a volunteer to read the neutral definition of politics aloud from the slide or simply read it yourself. *[NOTE: See Trainer Tip: Idea: Teach the Politics Definition Interactively.]*
 - "A premise of this workshop is that politics does not have to be a dirty word, and that a person with political astuteness and the skills we'll learn not only need not be evil or a blood-sucking parasite. He can actually be a corporate asset on the company's human resources balance sheet if he follows this value-free definition and is always asking himself these two questions and answering them with the positive side:
 - 1) Is this for the company's interest or my own naked self-interest alone?
 - 2) What is the right thing to do ethically or simply what can I get away with doing?"
- Business Rationale (8 min.)
 - Show the **North Star Goals** slide and say: "Just as your corporation (or agency if your client is in government) has strategic goals and a mission it sails towards and always has in sight, each of us has 'North Star' professional goals. Just as the ancient mariners kept the North Star in sight to make sure they did not get off course from their destination, this program assumes that we all have these similar North Star goals that guide us and keep us on track at work." *[NOTE: CLICK to reveal each element of the goals as you elaborate quickly.]*



MODULE AT A GLANCE

Clock Time: 8:55 am - 9:15 am

Length: 20 min.

Outline:

- Baseline Reactions (8 min.)
- Hypothesis (1 min.)
- Positive Definition (3 min.)

continued



- Business Rationale (8 min.)

Time: 20 min.

8:55-9:15

√ [CLICK] "*Influence in Your Job*: We're sailing toward goals of strategic influence on the job— having our ideas, our team, and ourselves receive the credit and recognition they deserve. We all want our ideas respected, to have credibility."

√ [CLICK] "*Organizational Impact*: But we're not just paid for our ideas. We're paid for the impact we make — the ideas that are implemented to achieve greatness for the organization, to have our ideas adopted."

√ [CLICK] "*Career Satisfaction and Growth*: We all also want and deserve career satisfaction, fulfillment, and advancement. We all work hard and want to do good things for our families. We want to reach high places as people who are competent and possess integrity, so that we can do great things for our company, since we all read in the headlines what happens when the wrong kind of people get into power. So this is good for us and good for our company."

√ [CLICK] "*Role Credibility*: This isn't just about our own individual influence. We also want our functional team or department to be well-respected and viewed as a strategic business partner with a seat at the table with stakeholders, sponsors, and top executives. It is critical to be high up on the corporate food chain, the corporate pecking order, especially at budgeting and resource allocation time."

√ [CLICK] "*Positive Organizational Culture*: This competency is also about cultivating high-integrity leadership bench strength and a positive politics company culture, so people don't quit and leave due to politics, which means that this competency is also about retention. People tend to get upset, have a knee-jerk reaction of quitting and leaving— only to find politics at the next company! Or worse, they quit and STAY— letting their upset, anxiety, or resentment about a fact of organizational life drain their energy, morale, motivation, time, and performance— while they're playing 'ain't it awful' whining about it at the water cooler!"

– "All of these North Star goals are ultimately good for the company because they are building the corporate leadership bench strength.

– Give tongue-in-cheek acknowledgement that the **North Star Goals** slide is "customized" because it depicts a nice, peaceful, serene, tranquil environment that captures what their back home work world is like...[NOTE: Pause for dramatic, humor effect] ... "**NOT!**"

– Show the **Rough Sailing: Metaphors for POLITICS!** slide and ask if this slide is more what their work life is really like. Now, note that you know their environment has rougher sailing towards all of the North Star goals than the unrealistic previous "smooth sailing" slide depicts. Walk through the metaphors for navigating rough waters to achieve North Star Goals. Alternate between making teaching points yourself and eliciting them from the group, probing for what each metaphor symbolizes.

North Star Goals

- Influence in Your Job
- Organizational Impact
- Career Growth and Satisfaction
- Role Credibility
- Positive Organizational Culture



Rough Sailing: Metaphors for *POLITICS!*

				
Stormy Seas	Lightning	Icebergs	Icebergs	Sharks
Turbulent Changes, Reorgs, Restructuring, New Bosses	New Priorities, Strategies, Policies, and Power Trends	Different, Hidden Agendas and Unforeseen Obstacles	Rigid, Frozen, or Obsolete Perceptions About You or Your Team	Self-Serving, Sabotaging, and Ego- or Power-Driven People

MODULE AT A GLANCE

Clock Time: 8:55 am - 9:15 am

Length: 20 min.

Outline:

- Baseline Reactions (8 min.)
- Hypothesis (1 min.)
- Positive Definition (3 min.)

continued

- ✓ • Business Rationale (8 min.)



Trainer Tip: Humor: Stormy Weather Metaphor

Since this subject matter is intense, sensitive, and potentially uncomfortable, you can break the discomfort with some of the humorous references and metaphors. The references to "Jaws," asking "who is your boss this week," and dryly joking that you've customized the **North Star Goals** slide to fit their "nice, serene work environment." This serves a psychological purpose of de-compressing the feelings triggered. Another fun tactic to keep this heavy topic lighter is to "reward" people who answer your group questions about what each metaphor (lightning, iceberg, etc.) represents with a dollar bill. You might ask for what the stormy weather and open seas metaphors represent and quickly quip, "This is the part where you say something!" We also sometimes use fake twenty-dollar bills that say "Motivational Moolah" on the back to motivate and reward participation!



Trainer Tip: Humor: Summary of Rough Sailing

Again, we have outlined a litany of negative dynamics, so we 'pierce the emotional veil' with lightening up the atmosphere with some "gallows humor," mentioning not playing victim or doing "synchronized swimming" or "water ballet" in the shark tank. The reference to "De-Nile" can occur elsewhere, but works well here for perspective.

There are multiple optimal placements for these comments: "These dynamics are why many people quit and leave companies due to negative political climates, only to find the same tune at their next organization. Or WORSE— they quit and STAY... letting their demotivation, resentment, or intimidation drain their morale, drain their motivation, drain their engagement, and drain their results while they're thinking about it, playing 'Ain't it awful?' at the water cooler!"



Trainer Tip: Humor: Frozen Perceptions

When you make the comment about caked up perceptions that can happen in your personal life, you can pause...and then quip, "It's called... YOUR PARENTS!" Another fun example is from the movie, *On Golden Pond*, when Jane Fonda is complaining to her mother, Katherine Hepburn, about her crusty, old, rigid father played by Henry Fonda, her actual dad. She gripes, "He just sees me as the same snotty kid I was 30 years ago instead of the high-paid, successful career woman I am today. I just revert back to being that little kid. I HATE him for being a stubborn, rigid old man!!" Kathryn Hepburn slaps her and says, "Don't you talk about my husband that way, Chelsea!" [NOTE: One trainer even imitates Hepburns' shakey voice, prompting laughter and applause.]

Time: 20 min.

8:55-9:15

√ [CLICK] *Stormy, Constantly Changing Weather*: "The winds of change include reorganizations, downsizing, cost restructuring (who is your boss this week?), new initiatives, and top management agendas, all of which demand navigating and charting your way through different organizational influence waters."

√ [CLICK] *Lightning Bolts*: "New policies, regulations, programs, or initiatives may strike down your ideas and push your initiative out of the way: a new manager's agenda, corporate politics, or regulations and other external forces. These are striking down your ideas, meaning that it's tough to get ideas off the ground. You're just praying that it's only your ideas that are struck down and NOT you, whether literally or through budget cuts."

√ [CLICK] *Icebergs*: "Icebergs represent hidden, unforeseen obstacles like unexpected switches in priorities or people's hidden agendas and ulterior motives. [CLICK to the next iceberg] Another kind of unforeseen obstacle is the frozen, caked up, iceberg perception about you or your function—the corporate reputation of you or your team that may or may not be fair. It can block your credibility and influence. It's just like in your personal life when you've had a run-in with someone years ago and they see you in an obsolete way, imprisoning you in their past perception, refusing to acknowledge that you've changed. The same kind of frozen, outdated reputation can block your influence efforts at work. In your pre-course *Assessment*, this was called knowing your Corporate 'Buzz!'."

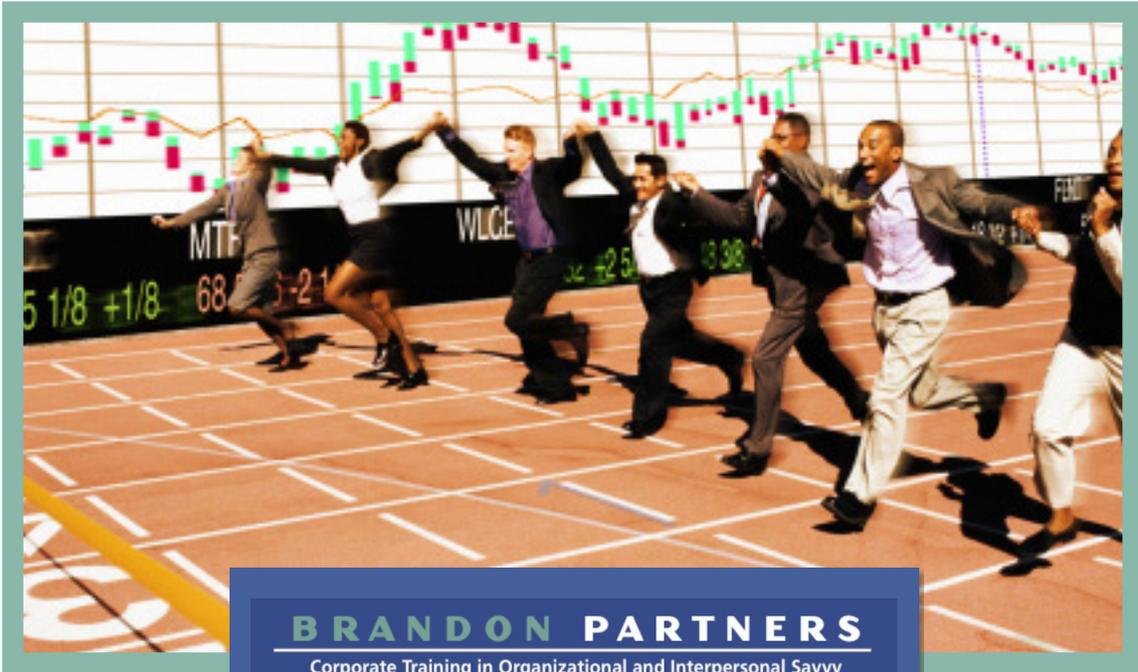
√ [CLICK] *Sharks*: "What about JAWS? Yes, it's not just a scary Steven Spielberg movie! There might be sharks in the water, although no one likes to admit it— people who might be more predatory than you, out to take credit, or with self-serving agendas." In these tougher more competitive

√ *Summary*. "So there certainly is a corporate 'survival of the fittest,' which we believe means there is also a corporate 'survival of the savvy', the title of the course text. We don't want to be pessimistic about human nature, but we also don't want to be living on that river in Egypt called 'De-Nile!'"

North Star Goals

- Influence in Your Job
- Organizational Impact
- Career Growth and Satisfaction
- Role Credibility
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