

INTRODUCING

INFLUENTIAL LEADERSHIP

- LESSONS FROM JULIUS CAESAR

“The abuse of greatness is when it disjoins remorse from power”
Brutus, Act II

90 mins

Contender Charlie

Developing young potential

Contender Charlie is a new sister company to Olivier Mythodrama. Its aim is to offer inspiring courses to staff and students and to help develop strong leadership at all levels of school life.

We believe that anyone involved in the teaching, mentoring or supervision of young people is in a key leadership role, whether they are currently aware of that or not.

Authentic leaders are ordinary people able to draw on extraordinary talents. They are prepared to bring all of themselves to work, to stand up for what is important, and to adapt appropriately to meet new situations. These people are emotionally intelligent and self aware, knowing their own strengths and limitations. They develop others and sustain those around them, building a platform for long term success. They inspire consistently, tell compelling stories and guide others through complex problems to collaborative decisions. In short, they are committed to leaving the world a better place.

We also believe that the way schools are led has a profound impact on future generations. Contender Charlie is therefore committed to serving the development of staff in meeting this challenge.

*“The
main hope
of a nation lies
in the education
of its youth”*

Erasmus

Mythodrama provides learning through its unique synthesis of theatre skills, psychology, mythology and organisational development. This combination gives ready access to people's latent talent for creativity, imagination, vision, motivation and communication – the keys to creating meaning and purpose at work.

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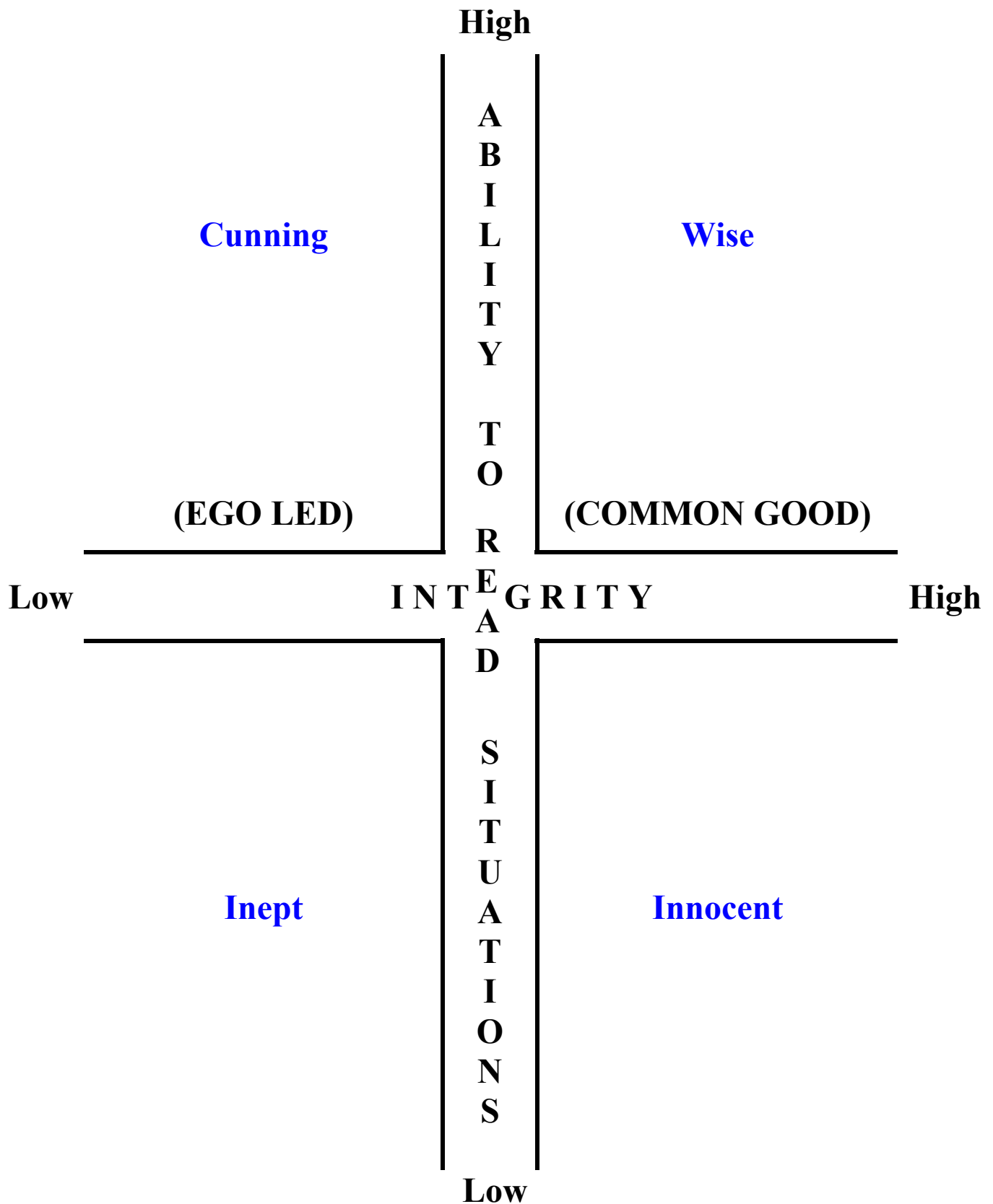
Or visit our website:
www.contendercharlie.com

TABLE OF CONTENTS

Choices in Organisational Politics.....	1
Building the Coalition	2
Elements of Influence.....	3
Influencing Skills.....	4
Sources of Power.....	5
Stages of Moral Development.....	6
Emotionally Intelligent Influencing.....	7
Appendix A: Political Intelligence - Cue Sheet.....	8

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CHOICES IN ORGANISATIONAL POLITICS



BUILDING THE COALITION

Basic decisions:

- Whether to act alone or with others
- How to mobilise others
- How to align your actions with others

Political alignments:

- Are emergent alliances that promote action with others (usually the same others) repeatedly

Essential tasks:

- Find others with similar values or policy preferences
- Anticipate where opposition will come from
- Devise tactics to overcome the opposition

Successful Coalitions:

- Transform potential supporters into allies
- Produce joint benefit beyond what individuals could receive from going it alone
- Bind players together (in) and distinguish them from others (out)
- Create social identification (a club) that leads to resource commitment
- Pool resources for greater collective power

Model from the work of Simon Baddeley and Kim James



ELEMENTS OF INFLUENCE



FIRE



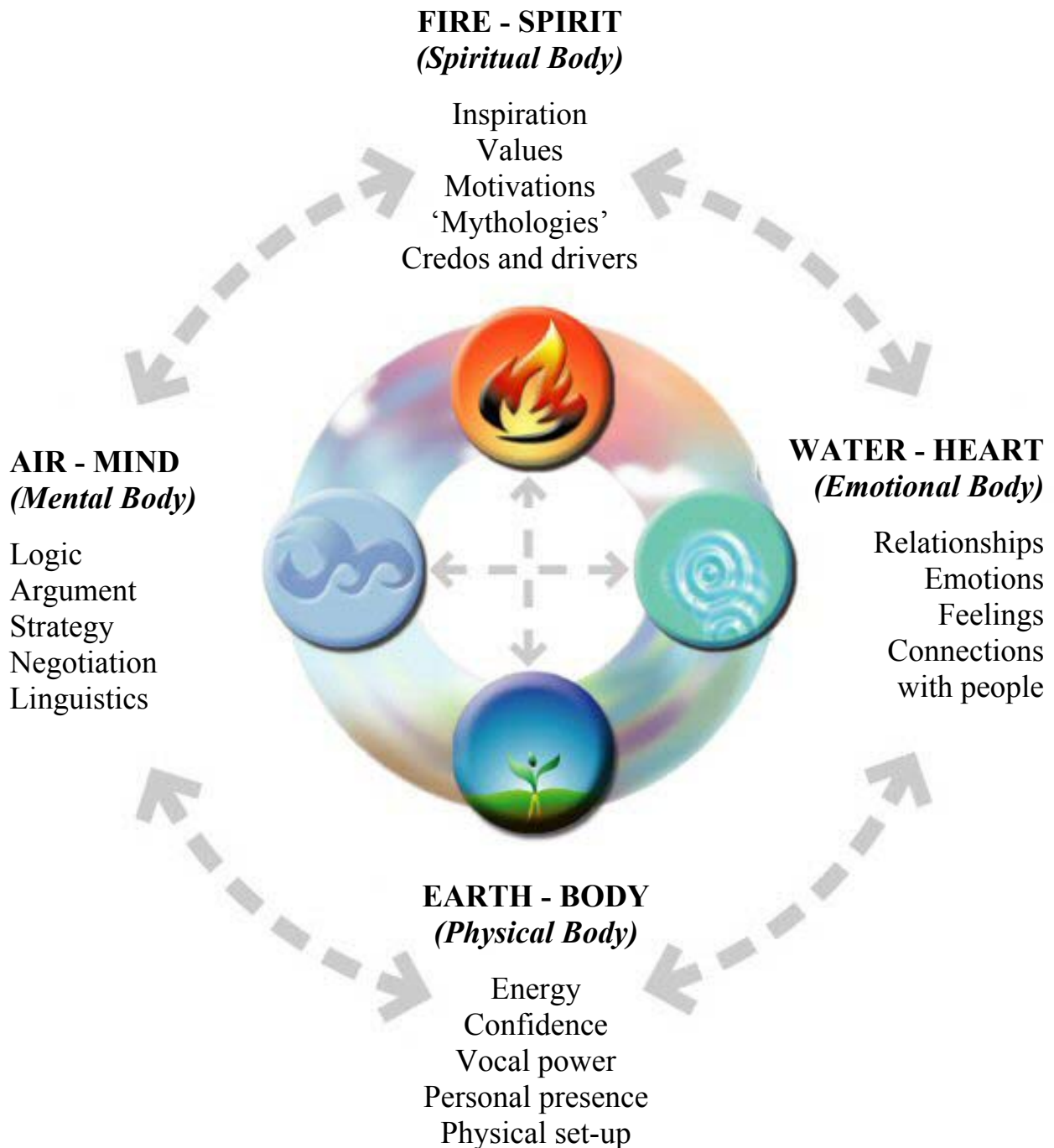
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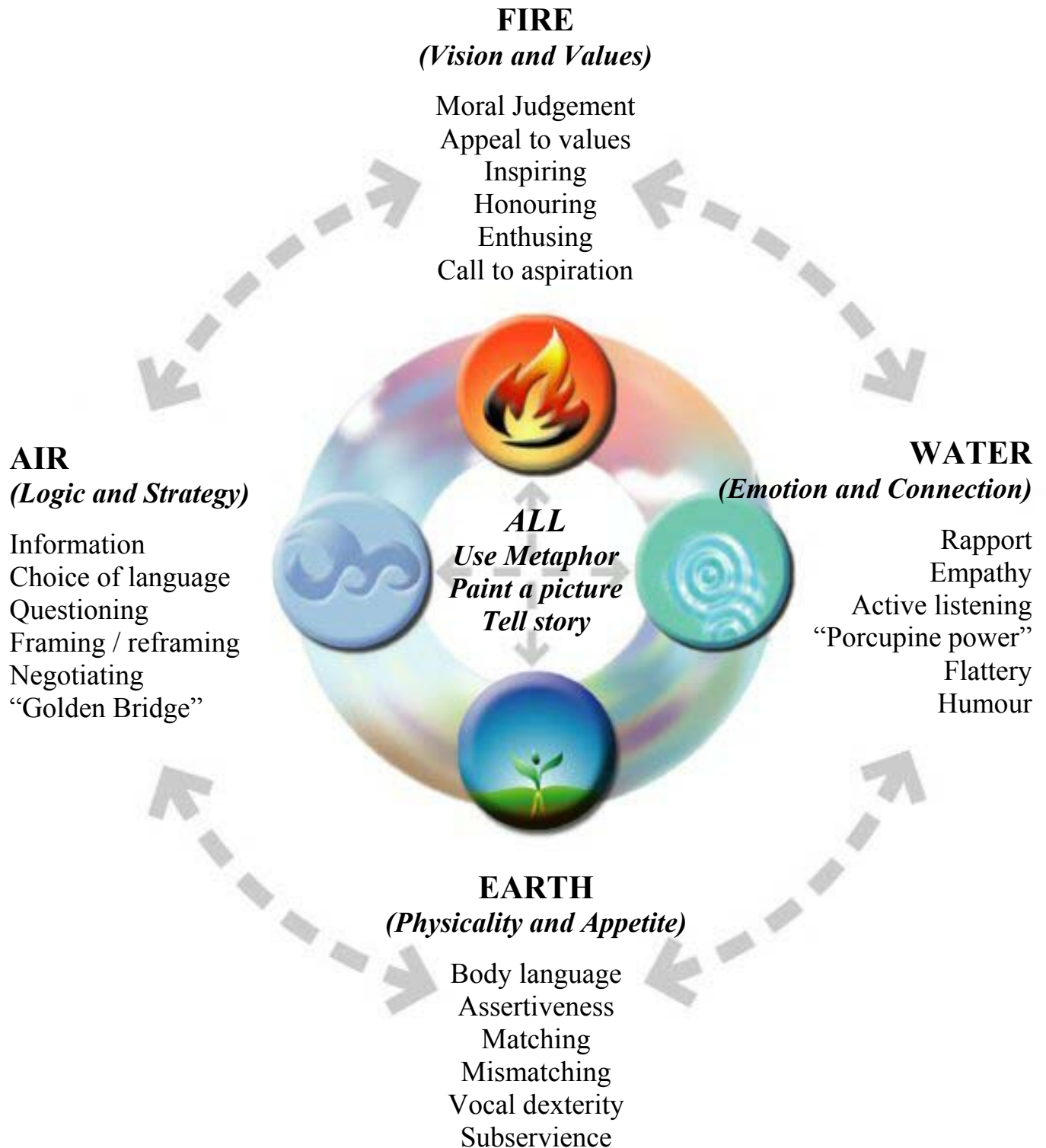
WATER



EARTH



INFLUENCING SKILLS



SOURCES OF POWER

1) POSITION POWER:

Authority, role, status, legitimate, legal

2) DISPENSATION POWER:

Rewards, favours, gifts. Coercion, punishment, threats, exclusion, shaming

3) EXPERT POWER:

Knowledge, skills, intellect, ideas, qualifications

4) REFERENT POWER:

Identification, projection, respect, tradition, reputation, representative, symbolic, emotional and social ties

5) RESOURCE POWER:

Access, networks, contacts, information, media, grapevine, gatekeeper

6) PERSONAL POWER:

Charisma, self-belief, confidence, charm, high 'EQ', optimism, adaptability, intuition, gender, attractiveness

7) MORAL POWER:

Being 'right', whistle blowing, naming 'shadow' ('elephant in room'), caring, blessing, cursing, religious or spiritual tradition

8) NEGATIVE POWER:

Subversion, delay, disruption, distortion, deception, secrets, withdrawal, sabotage, violence



STAGES OF MORAL DEVELOPMENT

Pre Conventional

- a) **Punishment & Reward**
- b) **Instrumental**

Conventional

- a) **Good Boy – Nice Girl**
- b) **Law & Order**

Post Conventional

- a) **Social Contract**
- b) **Universal Ethical Principles**

Based on research by Lawrence Kohlberg at Harvard



EMOTIONALLY INTELLIGENT INFLUENCING

5 key stages:

1) AWARENESS OF ONE'S OWN FEELING STATE
(and appropriate expression)

2) AWARENESS OF OTHERS' FEELING STATE
(and appropriate acknowledgement)

3) AWARENESS OF MY IMPACT ON THEM

4) AWARENESS OF THEIR IMPACT ON ME

**5) ABILITY TO WORK CONSCIOUSLY WITH 3) AND 4) TO
ACHIEVE THE BEST OUTCOME**



APPENDIX A - POLITICAL INTELLIGENCE - CUE SHEET

Both the Cunning Fox and the Wise Owl are politically intelligent and politically active. They both know;

- where the real power lies
- how decisions actually get made
- what the real agenda is (and what is not being said)
- who is “in” and who is “out”
- who the gatekeepers are
- what is the relevant gossip on the grapevine
- how to use formal and informal power
- how to make difficult decisions
- how to use social skills to charm others
- how to build effective coalitions
- how to be a successful network entrepreneur
- how to collect and solicit important information
- when to disclose and when to withhold privileged knowledge
- how to build loyalty among followers
- how to reframe problems as opportunities

Therefore it can often be difficult to distinguish them; here are some clues as to their likely differences:

THE CUNNING FOX

Willing and able to read the situation but basically out for themselves

- Tends to focus on visible, short term gains
- Interested in power and associates with the locus of power
- Manipulates others to get own way
- Tends to prefer win/lose to win/win outcomes
- Ambitious and willing to bend rules, suspend principles in order to win
- Aggressively pursues own goals, even if against the common good
- Able to change apparent motivation and simulate feelings



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- Good “poker player”; charming veneer but ruthless underneath
- Can recognise and exploit weaknesses in allies and opponents
- Overlooks ethical discretions in loyal followers
- Compulsively challenges others to be seen as “top dog”
- Overconfident in own abilities
- Sells themselves at every opportunity
- Basically insecure, but well defended
- Usually responds aggressively to feedback and criticism – or may seem to accept it but lay in wait to get “revenge” later
- Never reveals vulnerability or admits to weakness
- Exits a situation before mistakes become apparent and/or lays blame for failure on others

THE WISE OWL

Willing and able to read the situation but maintains integrity

- Tends to focus on long term benefits for common good
- Aware of purpose and in service to something bigger.
- Personal values and ethics held high even if uncomfortable
- Can hold the “big picture” for the wider good of the organisation
- Able to share power with other talented individuals
- Willing to be disliked when necessary to get things done
- Excellent listener who seeks to understand before being understood
- Will compromise to get things done, without sacrificing core values
- Prefers win/win to win/lose outcomes – if possible
- Willing to bend the rules if situation demands it, for the right reason
- Can be ruthless when necessary - willing to sacrifice a few for the many
- Reacts swiftly and appropriately to manage unethical behaviour
- Willing to make the covert, overt - naming “the elephant in the room”
- Shares praise and reward with others around and below them
- Accepts blame when appropriate - willing to “take a hit for the team”
- Invites feedback, criticism and appropriate challenge from others
- Finds right way to challenge peers to improve performance
- Willing to mentor future fledgling owls



Both the Innocent Lamb and the Inept Donkey operate with relatively low political intelligence but for very different reasons:

THE INNOCENT LAMB

Able but unwilling to read the situation and stands on high principles

- Concerned for the long term health of the organisation
- Motivated by the benefits the organisation delivers rather than profit
- Always seeks to do the right thing
- Is loyal and fair, leading others well and with integrity – especially other Lambs
- Rigidly applies ethical, organisational and professional rules
- Believes power comes from being ‘right’
- Can use formal power when has to - but often uncomfortable with networking and building informal power bases
- Not interested in the political complexities of the big picture
- Assumes that power corrupts and that politics is inherently dirty - so tends to avoid both – then complain if/when own agenda is bypassed
- Usually unaware of the hidden agendas of others – and surprised when these are revealed
- Thinks that those who develop political intelligence will become Foxes - so chooses not to read situations for political implications
- Tend to be reactive rather than proactive – so often seen as defensive,
- Prefers to be liked than to be feared - so can appear passive
- Finds it hard to manage Donkeys and Foxes – so often suffers lose/win
- Often unwilling to risk a compromise to achieve politically motivated (and morale boosting) quick wins
- Uneasy about swapping favours or building “favour bank”

THE INEPT DONKEY

Willing but unable to read the situation correctly and out for themselves

- Wants to be a Fox, but lacks the social skills and sharp intelligence
- Often becomes a “yea-sayer” or a “bag man” for ambitious foxes



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- Associates with those in power but doesn't question their motives
- Selective networker - ignores those without obvious power or apparent use
- Not concerned with grasping the big picture – only the bits relevant to self and immediate goals
- Willing to break rules and principles for personal gain
- Reactive and lacking subtlety - can blunder into delicate situations without thought of consequences
- Often challenges others as a power ploy or for fun
- Limited range of questioning approaches and influencing skills
- Makes assumptions about others thinking
- Inflexible and not a good listener (except with Foxes)
- Plays psychological games but doesn't read those of others
- Emotionally illiterate - predisposed to projection and paranoia
- Can be misleading when asking questions and manipulate others towards own goals
- Assertively demands performance from others – so can come across as an insensitive bully
- Can become cynical and spread disillusionment to others

