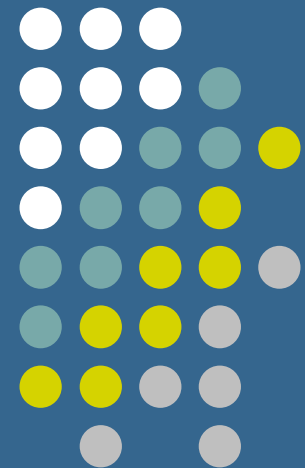


***I MADE HIM AN OFFER
HE COULDN'T REFUSE***

—Don Corleone, The Godfather



***RISKING FOR GREATNESS:
MANAGERIAL MUSCLE, POWER, & PERSUASION***



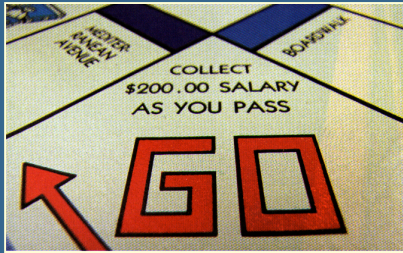
WHOSE FAULT IS IT?

**PEOPLE ARE ALWAYS BLAMING THEIR
CIRCUMSTANCES FOR WHAT THEY ARE.
I DON'T BELIEVE IN CIRCUMSTANCES.**

**THE PEOPLE WHO GET ON IN THIS WORLD ARE
THE PEOPLE WHO GET UP AND LOOK FOR THE
CIRCUMSTANCES THEY WANT, AND, IF THEY
CAN'T FIND THEM, MAKE THEM.**

–G. B. Shaw

ARE WE HAVING FUN YET?



ALL LIFE IS A GAME OF POWER. THE OBJECT OF THE GAME IS SIMPLE: TO KNOW WHAT YOU WANT AND GET IT.

THE TRUTH IS THAT YOUR INTERESTS ARE NOBODY ELSE'S CONCERN. PEOPLE DO NOT LIKE TO ADMIT THAT THEY WANT POWER, WHICH IS WHY THEY NEVER GET IT, AND THOSE WHO DO HAVE POWER GO TO ENDLESS LENGTHS TO MASK THE FACT. BE AWARE THAT WINNING SOMEONE ELSE'S GAME IS NOT NECESSARILY WINNING YOUR OWN.

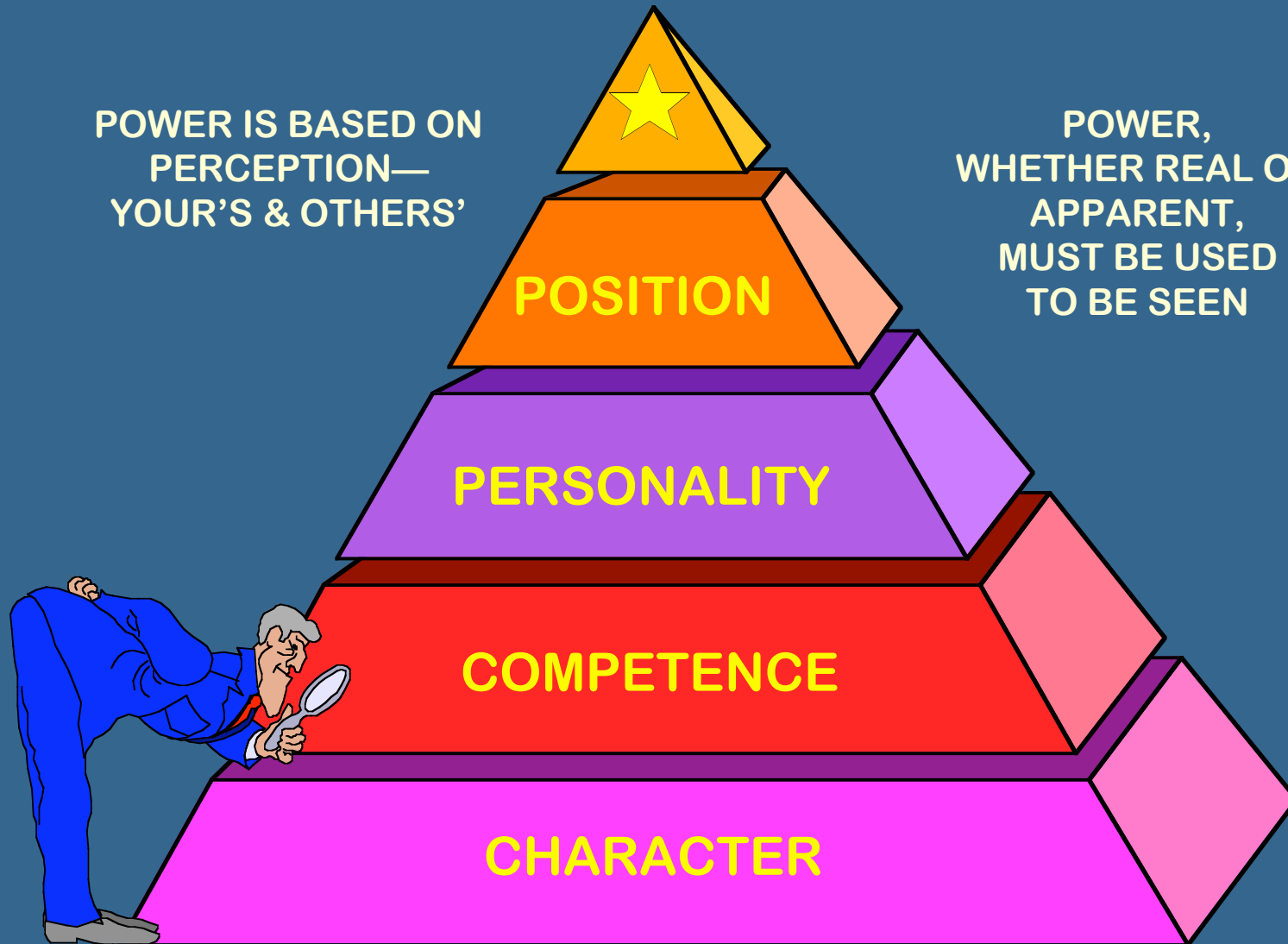
—Michael Korda

BASES OF POWER



POWER IS BASED ON
PERCEPTION—
YOUR'S & OTHERS'

POWER,
WHETHER REAL OR
APPARENT,
MUST BE USED
TO BE SEEN



THE ART OF POWER

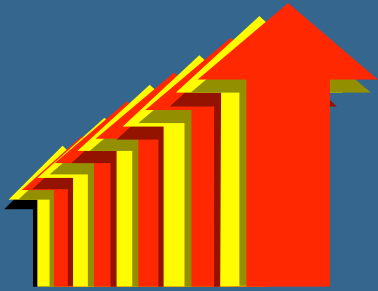


Tommie Smith (center-Gold) and John Carlos (Bronze) raise fists for Black Power in 1968.

THE ART OF POWER LIES IN ARRANGING FOR THINGS TO HAPPEN THE WAY WE WANT THEM TO. YOU HAVE TO EXAMINE THIS WORLD OF YOURS COLDLY & CLEARLY, AS IF YOUR LIFE DEPENDED ON IT, BECAUSE IT DOES. SAFETY LIES IN FOLLOWING THE HERD. TO HIDE IN THE HERD IS A USEFUL DECEPTION, BUT ONE CANNOT JOIN IT WITHOUT SACRIFICING ONE'S ESSENTIAL NATURE.

POWER IS THE ONE GIFT THAT ALLOWS US TO REMAIN HUMAN IN AN INHUMAN WORLD. THE LOVE OF POWER IS THE LOVE OF OURSELVES. THE PERSON WHO FAILS TO STAND UP FOR HIS RIGHTS HAS LITTLE FREEDOM. THE MORE YOU STAND UP FOR YOURSELF AND ACT IN A MANNER YOU RESPECT, THE HIGHER WILL BE YOUR SELF-ESTEEM & SELF-RESPECT.

—Michael Korda



EXECUTIVE POWER

APPROACHING OTHERS & WORK



PERSONAL IMAGING

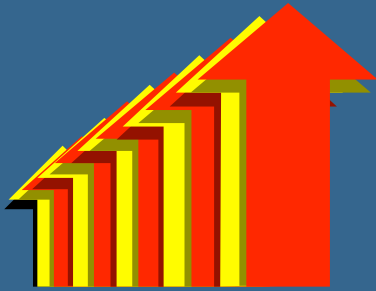
- OPENNESS/ACCESSIBLE—OFFICE/SECRETARY
- DRESS/BODY IMAGE
- PERSONAL PR
- IDP: COMPETENCIES & PERSONALITY POLISH

CONTROL THE WORK AGENDA

- RESULTS: THE GOLDEN ACES—PERFORMANCE PLANNING
- MEETINGS: THE POWER ARENA
- COPIES/SIGN-OFFS/NO SURPRISES

LEADERSHIP STYLE

- HIGH C & S
- “POWER TO THE PEOPLE”—EAR FIX
- POWER BUILD MANAGER MUSCLE (OR CLEAN HOUSE)
- VALUES CENTERED MANAGING: VISION → PRIDE



EXECUTIVE POWER RELATIONSHIPS



INTERPERSONAL COMMUNICATIONS

- ASSERTIVE/AGGRESSIVE—FOREGO GOODWILL IN COPING
- LIMIT TROUBLEMAKERS EARLY—CREATE SHOWDOWNS
- QUIET STARE, SILENCE, EVALUATIVE POSE

NEGOTIATION

- DEAL MAKER—PRINCIPLED, GETS TO YES
- NEGOTIATES EARLY, SETS TIME LIMITS
- TOLERATES LOW CLOSURE: OTHERS MAKE CONCESSIONS
- TEST: ENHANCE POSITION BY DELAY, DEMANDS, LET....?

EXECUTIVE PERSUASION

- EFFECTIVE PRESENTATIONS
- BLENDS RATIONAL/EMOTIONAL MESSAGES
- PROACTIVE, TAKE CHARGE, ENERGIZED



CAN ONE BE EMPOWERED?

POWER CANNOT BE GIVEN TO ANOTHER, FOR THEN THE RECIPIENT STILL OWES IT TO THE GIVER. IT MUST BE ASSUMED, TAKEN, ASSERTED. THE PATH OF POWER IS SELDOM THE PATH OF LOVE. UNLESS IT CAN BE HELD AGAINST OPPOSITION, IT IS NOT POWER AND WILL NEVER BE EXPERIENCED AS REAL. WHAT IS GIVEN TO US IS ALMOST ALWAYS A TRAP.

—*Michael Korda*

INFORMAL POLITICAL WORLD



VISIBILITY

- EXTERNAL VISITATION—GAIN POLITICAL DATA/AWARENESS
- “LAVA FLOW EXPANSION” —ENVELOP RESPONSIBILITIES
- SELECTIVE WORK ARENAS, NO INVISIBLE CORNERS
- ESTABLISH TERRITORIAL IMPERATIVES
- CHANNEL & CONTROL INFORMATION—SIGN-OFFS, AGENDAS, CHAIRMANSIPS

SPONSORSHIP

- VIP’S & RISING STARS—BE EFFECTIVE WITH RIGHT PEOPLE
- LOCI OF INFLUENCE & DECISIONS, POLITICAL BONDS
- LOYALTY LINKS POWER PERSONS—EMPERORS REPAY
- POWER PERSONS—KNOW TRADITIONS, GET ASSIGNMENTS

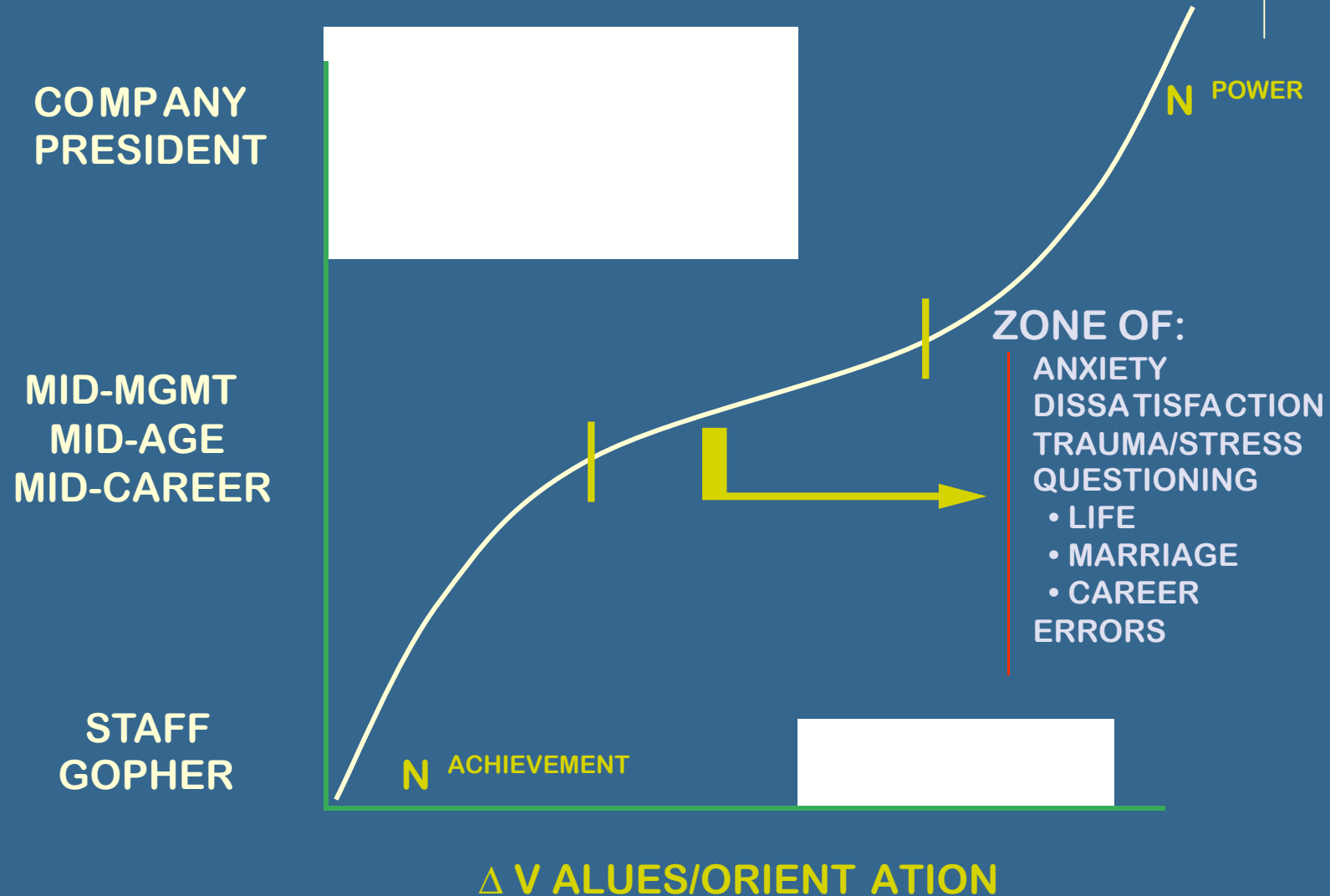


ORI SCORING INSTRUCTIONS

1. TOTAL ACROSS ROWS & ENTER SCORE ON BLANK LINE AT RIGHT ON SAME LEVEL.
2. TOTAL DOWN TWO COLUMNS ON RIGHT = TWO SCORES
3. SUBTRACT SMALLER SCORE FROM LARGER = d SCORE. NOTE WHETHER THIS SCORE IS GREATER THAN OR SMALLER THAN 24.2 POINTS.
4. LABEL THE SCORE FOR THE LEFT COLUMN, n^{POW}
5. LABEL THE SCORE FOR THE RIGHT COLUMN, n^{ACH}

MANAGERIAL MOTIVATION

ACHIEVEMENT OR POWER?



THE PERSUADER



1. HIGH CREDIBILITY COMMUNICATOR GETS MORE OPINION CHANGE:
 - → CREDENTIALS, DEGREES, ATTAINMENTS
 - → WINNER IMAGE, TRUST HISTORY
 - → AUTHORITY, POSITION POWER
 - → CHARACTER LEADER
2. LOW CREDIBILITY PERSUADER SHOULD ARGUE AGAINST OWN BEST INTEREST—PRESENT BOTH SIDES
3. INITIALLY EXPRESS SOME AUDIENCE VIEWS
4. MINIMIZE DRESS/SPEECH DIFFERENCES > REDUCE Ψ DISTANCE
5. ASSERTIVE STANCE, AUTHORITATIVE, COMMAND VOICE
6. USE MEDIA & SENSE OF DRAMA, AS MESSAGE MULTIPLIERS



WHAT I WANT TO SEE IN A PROPOSAL

GUIDELINES TO HELP YOUR SELLING EFFECTIVENESS



PERSUADING THE BOSS



1. MUTUALLY IDENTIFY PROBLEM:
IS HELP WANTED?
2. MAP POLITICAL TERRAIN TO PLOT
POSITIONS, DETERMINE THEIR IDEAS,
UNDERSTAND RISKS/COSTS
3. ANALYSIS & RECOMMENDATIONS
 - NO SELLING GAMES
 - SHOW BOSS-IDEA COMMONALITIES
4. BOSS TIMING & QUOTIDIAN VARIABILITY
 - PLANT SEEDS, BRIEF ON DEVELOPMENTS
5. USE BENEFIT OF REHEARSAL
6. STRESS BENEFITS, BUT LIGHTLY TOUCH CONSEQUENCES
 - INDIRECTLY HIGHLIGHT BOSS PAYOFF



THE PATH TO INFLUENCE

THE WAY TO CONVINCE ANOTHER IS TO STATE YOUR CASE MODERATELY AND ACCURATELY. THEN SCRATCH YOUR HEAD, OR SHAKE IT A LITTLE AND SAY THAT IS THE WAY IT SEEMS TO YOU, BUT THAT, OF COURSE, YOU MAY BE MISTAKEN ABOUT IT. THIS CAUSES YOUR LISTENER TO RECEIVE WHAT YOU HAVE TO SAY, AND, LIKE AS NOT, TURN ABOUT AND TRY TO CONVINCE YOU OF IT, SINCE YOU ARE IN DOUBT. BUT IF YOU GO AT HIM IN A TONE OF POSITIVENESS AND ARROGANCE, YOU ONLY MAKE AN OPPONENT OF HIM.

—Ben Franklin

MANAGERIAL MUSCLE, POWER & PERSUASION

Discussion Topics



1. HOW HAS THE INFORMAL WORLD CHANGED IN LAST YEAR? WHAT DOES THIS MEAN IN TERMS OF OUR POWER ENHANCEMENT?
2. HOW SHOULD WE REDEFINE OUR OWN ROLE/JOB IN ORDER TO INCREASE POWER? WE WILL TAKE OVER CONTROL OF HOSPITAL OPS BY...
3. LIST EXAMPLES OF NEGATIVE POLITICAL ANIMAL BEHAVIORS VS POSITIVE POLITIC BEHAVIOR. MASTERY OF POLITICS IS A PROPER PART OF THE MANAGER'S JOB BECAUSE...
4. HOW CAN A MANAGER GET INTEGRATED POLITICALLY TO GAIN + INFLUENCE? HOW CAN WE BUILD A COMMUNITY OF POWERFUL LEADERS?
5. "POWER TO THE PEOPLE." HOW CAN COLLEAGUES EXERCISE GREATER INFLUENCE & MAKE A GREATER CONTRIBUTION? HOW WOULD YOU POWER UP HOUSEKEEPING?
6. WORST SELLING APPROACH EVER TRIED ON ME... BEST SELLING IDEA, APPROACH OR GIMMICK EVER TRIED ON ME...
7. DESCRIBE RISING STAR OR MOST INFLUENTIAL MANAGER YOU'VE KNOWN. WHAT GAVE THEM THEIR POWER?
8. CONFLICT HAS ERUPTED BETWEEN YOUR DEPARTMENT AND ANOTHER (OR BETWEEN A PHYSICIAN AND A STAFF MEMBER). WHAT WILL YOU DO? WHAT MUST YOU AVOID?
9. COST CONTAINMENT AUDIT: SECTIONS ABCD, EFGH TO GET 2 GROUPS. TARGET THE TOP 25% IN TERMS OF VALUE & FEASIBILITY.

SUPPLEMENTAL MATERIAL





THE 4 WAY TEST

1. IS IT THE TRUTH?
2. IS IT FAIR TO ALL CONCERNED?
3. WILL IT BUILD GOOD WILL & BETTER FRIENDSHIP?
4. WILL IT BE BENEFICIAL TO ALL CONCERNED?

—Rotary International



HANDLING OBJECTIONS

1. TIME → SCHEDULING IS NO PROBLEM
2. DON'T SHOVE: NUDGE
3. BACK UP, DIAGNOSE, ASK QUESTIONS & LISTEN
4. MEDIATE, NEGOTIATE, BARGAIN, RE-SELL, RECAP BENEFITS
5. MODIFY AS NECESSARY → GO FOR YARDAGE
6. WATCHWORDS: INGENUITY & FLEXIBILITY

THE PERSUADER'S AUDIENCE



1. PEOPLE DON'T HAVE OPINIONS, THEIR OPINIONS HAVE THEM
 - INDIVIDUAL OPINIONS OFTEN GROUP OPINIONS
 - GROUPS REWARD, PUNISH, OFFER SOCIAL ACCEPTANCE
 - HARDCORE *vs* FRINGE MEMBERSHIP
2. PERSONALITY TRAITS AFFECT PERSUASION SUSCEPTIBILITY
 - WOMEN MORE PERSUASIBLE THAN MEN
 - NEED FOR LOVE, ACCEPTANCE; SEEKERS OF SAFETY, SECURITY
 - DEPENDENT & DECISIVE
3. PEOPLE MOST WANTED IN AUDIENCE OFTEN NOT THERE
4. AUDIENCE PARTICIPATION HELPS OVERCOME RESISTANCE
 - PUBLIC COMMITMENTS HARDER TO Δ THAN PRIVATE OPINIONS
5. TIME AFFECTS PERSUASION LEVEL
 - INSPIRATION WEARS OFF
 - "SLEEPER EFFECT"—GREATER Δ SOME TIME AFTER EXPOSURE



PERSUASION POINTERS



1. INFORMATION ALONE DOESN'T CHANGE ATTITUDE.
2. ALWAYS PRESENT BOTH SIDES.
3. BEGINNING & ENDING ARGUMENTS ARE MOST REMEMBERED.
4. STATE CONCLUSIONS EXPLICITLY.
5. PERSUASION IS ENHANCED BY PARTICIPATION.
6. MATCH STRATEGY TO AUDIENCE.