

A hand in a dark suit with a white shirt cuff is holding a thin white baton. The hand is positioned on the left side of the frame, with the baton extending diagonally across the upper half of the image. The background is a dark grey with a pattern of small, light grey squares.

# Behavioural Leadership. Humanised.

POLITICAL  
INTELLIGENCE

# The Keywords





## WHAT is POLITICAL INTELLIGENCE?

In today's increasingly complex work environment “traditional” skills are no longer sufficient to guarantee personal and corporate success, because people at all levels face ever greater challenges, in ever more demanding roles. Successful companies need people to develop what has been described as the missing competency of political intelligence. Political intelligence is the achievement of organisational and/or personal goals by using appropriate skills, behaviours and strategies, not only an awareness of the political landscape, but more specifically, the skills to manoeuvre through political minefields.

## WHY is it important?

Every employee across any organisation today needs an expanded repertoire of skills and a new mind-set to succeed in an ever more demanding, changing, fast-paced, chaotic, and highly competitive business environment. They must be able to understand the organisational politics and landscape. They must know the importance of showing a positive perception of politics and its implication on influencing others, as it can harness the knowledge of all stakeholders to innovate, partner effectively, compete and win.

Therefore, all need to understand and respond positively, to avoid this downward spiral of mistrust and intrigue that frequently becomes so harmful to the company and individuals alike. They must develop their thinking in this area, breaking out of what can be a vicious circle of conscious and subconscious claim and counterclaim and to behave proactively to restore a more positive climate. Moreover, understanding the organisational politics will enable all the employees to create an action plan and lead to improve the performance and achieving the organisational goals.

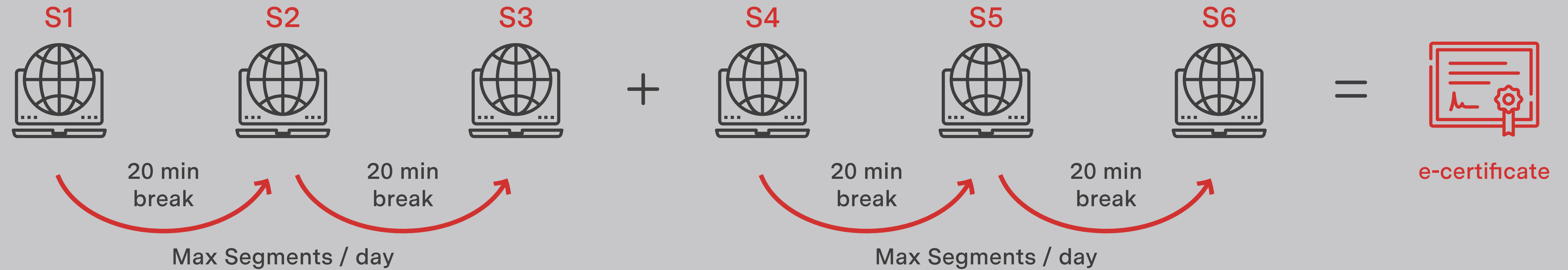
## Solution Description

### HOW do we build a **POLITICALLY INTELLIGENT** Workforce?

By Political Intelligence we mean the process of getting stakeholders to agree to your ideas and help you achieve your personal and organisational goals. Our methodology to build politically intelligent behaviours will start with navigating into the organisational landscape and politics, trying to map our stakeholders and using the power of influence rather than positional authority to engage and align people, focus their teams, sustain momentum, and perform. By planning an influencing strategy that is politically intelligent, logically sound and people sensitive, we build support for our ideas. Through building coalitions, networking and lobbying, we can get information and advice from people who can help. This will help you to build your stakeholders map and influencing strategy of engaging collective intelligence to deliver results across organisational boundaries. It is grounded in a belief that all of us together can be smarter, more creative and more competent than any of us alone, especially when it comes to addressing the kinds of novel, complex, multi-faceted problems that organisations face today. It calls on leaders whose success depends on creating an environment of trust, mutual respect, and shared aspiration in which all can contribute fully and openly in achieving collective goals. Leaders thus must focus on relationships as well as results. Working in this way can be challenging for leaders who have established a track record of success by exerting unqualified command over the people and resources under their control. Few leaders have been trained to lead collaboratively, especially at a senior level, and in many cases the culture and reward systems in the organisations discourage collaboration. Developing leaders with the capacity to collaborate and creating aligned cultures, thus go hand in hand.

# How We Do It?

Duration and Schedule - a total of 6-12 Interactive Digital Segments of 90 min each



## Learning Process



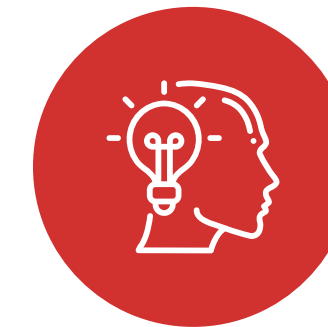
### Macro Learning Intervention Options

1:1 &/Or Group Coaching

Self Driven Intense Reading

Social Learning  
(Digital Passports and  
Learning Partner Agreements)

Digital Practicum-  
Assignments – ALP's



### Micro Learning Intervention Options

LMS – Mobile App. Access to  
Micro Content

Videos – Audio Learning Shots

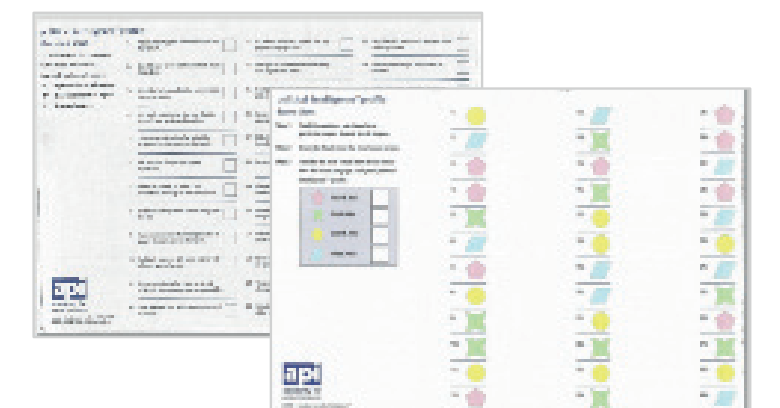
Gamification and A.I.  
Based Learning

Articles, Tips, Do's / Don'ts  
Digital Cards



### Recommended Assessment

The Online EPiC® Profile





## Module 1: Why Understanding of the Organisational Politics is Necessary in Today's Business Environment

Organisational politics in a competitive business environment.

What is the political intelligence behaviour all about?

Political intelligence definition.

Knowing your political intelligence preference profile and others.

## Module 2: Responsiveness & Resilience to Change

Use influencing strategies. Why choose these strategies?

Benefits and pitfalls of using the BUILD Approach.

Benefits and pitfalls of using the DIRECT Approach.

When to combine both approaches for best possible results?

Assessing the nature of the problem.

Assessing the organisational context.

Assessing the credibility and power base.



## For Delegates

This programme is designed for the front-line delegates and professional staff/supervisors. They will understand the organisational politics and they will be living the political intelligence behaviours like diplomacy, knowing what to say and do and when to do so. They will learn to be credible and trustworthy, balancing between personal, team and organisational goals. How to be confident, managing stress, be flexible, persuasive and impact others positively.

They will also be practicing and building the skills to demonstrate these behaviours as follows:

- Navigate the maze of organisational politics.
- Measure one's credibility and power within the organisation.
- Choose and adapt a politically intelligent influencing strategy.
- Build your network.

## Module 3: The Politically Intelligent Delegate, a Credible Team Player Assessing Your Credibility & Power in the Organisation

Credibility is about perception.

Assess your credibility.

Factors that influence your credibility rating.

Select the best approach base on your rating.

Avoid taking it too personally.

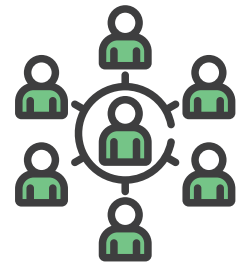
## Module 4: Building Networks & Cooperative Relationships Across the Organisation

Define networking, its application and advantages.

Assess and audit your network.

Set a network code of conduct.

How to identify and approach new contacts.



## For Managers

This programme is designed for managers and managers of managers. They will understand the organisational politics and they will be living the political intelligence behaviours like diplomacy, knowing what to say and do and when to do so. They will learn to be credible and trustworthy, balancing between personal, team and organisational goals. How to manage stress and be confident, flexible, persuasive and impact others positively. In addition to these, managers will help their people build a coalition by practicing a positive political influence. They will also be practicing and building the skills to demonstrate these behaviours as follows:

- Navigate the maze of organisational politics.
- Measure one's credibility and power within the organisation.
- Choose and adapt a politically intelligent influencing strategy.
- Understand and manage organisational politics.
- Prepare and build one's coalition and network.
- Proactively map your stakeholders and practice cooperatively working with them.

### Module 1: Organisational Politics & the Case for Politically Intelligent Managers

Organisational politics in a competitive business environment.

What is the political intelligence behaviour all about?

The definition of political intelligence and how managers respond to organisational politics positively.

### Module 2: Knowing your Political Intelligence Profile

The political intelligence preference and how it impacts the way we act and interact with others.

Knowing other peoples' political intelligence preference and have the ability to switch your own style to match the other peoples' preference.  
Influencing others positively.

### Module 3: Politically Intelligent & Authentic Influence

Use influencing strategies.

Why choose these strategies?

Benefits and pitfalls of using the BUILD / DIRECT approach.

When to combine both approaches for best possible results?

### Module 4: The Credible Manager. Strengthening Credibility & Power in the Organisation

Organisation credibility is about perception. How to assess your credibility.

Factors that influence your credibility rating. Select the best approach based on your rating.

Avoid taking it too personally.

### Module 5: Preparing & Building Coalition

Experience the 6-steps in coalition building, the SPLASH Model.

Practice where to start, how to plan and prepare.

Flexibly understand the timing and politics plan for your own coalition.

### Module 6: Building Networks & Cooperative Relationships Within Your Team

Define networking, its applications and advantages.

Assess and audit your network. How to identify and approach new contacts.

Set a network code of conduct.



## Module 1: Business Complexity & the Case for Politically Intelligent Executives

Organisational politics in a complex business environment.

What is the political intelligence behaviour all about?

The definition of political intelligence and how executives and leaders respond to organisational politics.

## Module 2: Executive Leaders: The Juggler of Goals of Various Stakeholders

What is a stakeholder? Different types of stakeholders in your sphere of business.

Identify your I, II, III stakeholders and consolidate successful relationships.

Set your goals, handle sensitively and manage conflict.

Flexibility! Understand the timings and politics that influence your stakeholders.

## Module 3: Positive Political & Authentic Influence

The political intelligence preference and how it impacts the way we act and interact with others.

Knowing others political intelligence preference and have the ability to switch your own style to match the others preference.

Authentic influence and the choice of the appropriate positive influence strategies. Benefits and pitfalls of using the BUILD / DIRECT approach.

When to combine both approaches for best possible results.

## Module 4: Sustaining the Positive Impact & Influence

Handling internal and external resistance or conflict among stakeholders.

Power base and coalition game. Experience the 6-steps in coalition building, the SPLASH model.

Plan for your own coalition.

Define networking, its applications and advantages.

Assess and audit your network.

Set a network code of conduct.



## For Executives

This programme is designed for executives and senior leaders in the organisation who need to learn how to navigate the politics around them and how to handle the complexity in managing the various stakeholders inside and outside the organisation. Executives will learn how to live political intelligence behaviours like being diplomatic, sophisticated and authentic, while working with multiple stakeholders that have different interests and goals. They will learn what to say and do and when to do so. They will learn how to be credible, trustworthy and how to balance between personal, organisational and also various stakeholder goals. In addition to these, they will also learn how to be confident, flexible, persuasive and how to demonstrate positive influence on others. Overall, leaders who participate in this programme will learn how to navigate the maze of politics around them while dealing with and handling multiple conflicting interests from various complex stakeholders. They will learn to build coalitions by practicing a positive political influence. The key takeaways will include:

- Navigate the maze of organisational politics and understanding the complexity of stakeholders mapping.
- Demonstrate the skills and behaviours of authentic influence.
- Appreciate his / her own political intelligence preference and also that of others and measure ones credibility and power among internal and external stakeholders.
- Proactively map your stakeholders and practice cooperatively working with them.

# References

## Political Intelligence

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United Kingdom • France  
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[info@ttmassociates.com](mailto:info@ttmassociates.com)  
[www.ttmassociates.com](http://www.ttmassociates.com)

