



Networking and Politics: Influencing Action To Get The Right Things Done

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Today's Agenda

- ◆ Leaders and Influence
- ◆ Positive vs. Negative Influence
- ◆ Strategies for positively influencing others



“Politics is a driving force in every organizational setting, whether it be that of the nation’s highest legislative body or that of an information services provider.”

Foreward to *Power and Influence*, Catherine Jones.



“Librarians must be political, not in the sense of party political, but must be willing to use all of their professional skills to advance the library in any way possible.”

Priscilla Baines, former Director of the House of Commons Library.



Why is Influence Needed?

- ◆ Good ideas do not implement themselves.
- ◆ The work place is collaborative and one person cannot do it alone. Influence is needed to bring people together.
- ◆ Leaders need to persuade and prevail upon others in order to establish common goals.



Positive vs. Negative Influence

- ◆ Goal is bringing people together to get the right things done
 - ◆ Right things further the goal of the organization
 - ◆ Seeks to be inclusive
 - ◆ Collaborates
 - ◆ Builds consensus through compromise
- ◆ Goal is to gain personal power
 - ◆ Personal aggrandizement at the expense of the goals of the organization
 - ◆ Isolates individuals and groups
 - ◆ Wastes knowledge capital



Networks and Influence

- ◆ Influence is based on trust
- ◆ Trust is based on relationships
- ◆ Networks are a key to relationship building





Questions?





What is a Network?

Many definitions

- ◆ An extended group of people with similar interests or concerns who interact and remain in informal contact for mutual assistance and support.
- ◆ An intricately connected system of things or people.



Network vs. Networks

We speak of having a network when actually we belong to many.

- ◆ Business
- ◆ Community
- ◆ Social
- ◆ Family



Audience Survey

- ◆ How many networks do you belong to? Write them down.
- ◆ When was the last time you cross-connected your networks?





Are you a Power Networker?

Power Networkers are:

- ◆ People collectors
- ◆ Listeners
- ◆ Connectors
- ◆ Volunteers



The People Collector

You know you are a people collector when:

- ◆ You get to know by name as many people as possible because you like people
- ◆ You don't just know their names, but you remember things about them
- ◆ You make it a point to introduce people



Strategies for People Collecting

- ◆ “Be aware of the ‘3 foot rule’.” Sandy Vilas and Donna Fisher
- ◆ Make notes on business cards and organize them



People Collecting cont'd

- ◆ Join organizations and go to meetings
- ◆ Be inclusive. Collect a diverse group of people.



Power Networkers Listen

- ◆ More than they talk
- ◆ Have done some research and can open a conversation with a question
- ◆ To answers to their questions and remember
- ◆ Are not afraid to show compassion
- ◆ Acknowledge the successes of others



Power Networkers Connect

- The more networks you develop, the greater your potential for power networking
- ◆ They welcome those new to an organization and introduce them to others
 - ◆ The more people you collect and the more you learn from listening, the greater your power to connect



Power Networkers Volunteer

- ◆ Gain trust through doing a good job
- ◆ Visibility leads to recognition
- ◆ Positive working relationships build trust and add to influence



Questions?





Tips to Gaining Influence in the Workplace





#1: Build Relationships

- ◆ Politics is based on trust
- ◆ Trust is built on relationships
- ◆ Practice power networking
- ◆ Get to know as many people as possible
- ◆ Cross connect

#2: Build Your Favor Bank

- ◆ Gain trust through volunteering help
- ◆ Gain recognition and visibility
- ◆ People more likely to help those who have helped them





#3: Build a Power Map

There are 2 maps of your organization

- ◆ The organization chart
- ◆ The power map: Use it to identify decision-makers



#4: Build Alliances

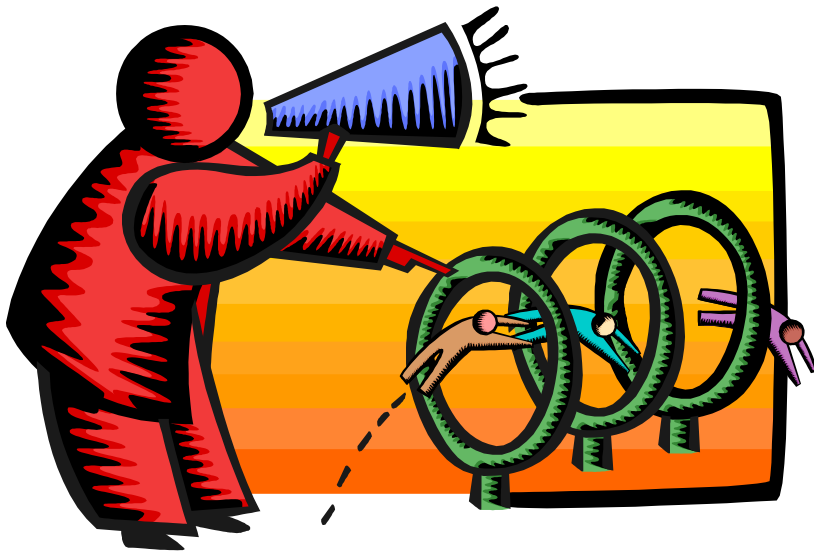
- ◆ Easier to do when you have built relationships through networking
- ◆ May be for one issue or more long term
- ◆ Often you can connect networks
- ◆ Strengthens your positions
- ◆ Results in greater influence



#5: Understand and Use the Process

What is the process?

- ◆ Decide and announce?
- ◆ Committee, task force, group consensus?





#6: Do Your Homework

Never go into a meeting on a decision that will effect your organization / function or is on a proposal you have made without being fairly sure of the outcome.





Do Your Homework Means

- ◆ Talking to everyone individually on the power map
- ◆ Exploring all options
- ◆ Being prepared to listen and make changes. Don't leave available card unplayed
- ◆ Being flexible, including possibly going back to the drawing board



#7: Get and Use Feedback

- ◆ Chat with others about how the meeting went
- ◆ Get others perceptions on how the dynamics went
- ◆ Remember that those who don't speak up in public might in private
- ◆ Add those you meet for the first time to your network



#8: How to Deal with Enemies

Influential people have enemies.

Those who seek to accrue influence for personal power, rather than to get the right things done, see this as a zero sum game. If you are successful in building positive relationships and alliances, others may feel threatened.



Paybacks

- ◆ Trust is your currency
- ◆ Do not volunteer derogatory information
- ◆ Do feel free to be honest when asked
- ◆ No gloating. Don't let others know that you are the source of anyone's difficulty
- ◆ Be trusted, not feared.



#9: Fill the Void

- ◆ Fill power vacuums, don't create them
- ◆ Be willing to take risks



#10: Use Consensus and Compromise

“Politics is the art of the possible.”

Otto von Bismarck

“Leaders need to remember that not everyone may be ready to make as great a change as fast as the vision would have them do.”



Compromise or Sellout?

When is compromise OK?

- ◆ Judge compromise from the present forward, not the long term goals backward
- ◆ Allies know and understand



#11: No Bomb Throwing!

- ◆ Talk to individuals about your issues first.
- ◆ Don't wait for a public forum to raise serious issues
- ◆ Bomb throwers damage relationships, undermine trust, and lose influence.

#12: Be a Team Player

- ◆ Respect the will of the majority
- ◆ Support group decisions
- ◆ Be willing to admit when you are wrong



#13: Acknowledge Your Supporters

- ◆ Let them know when success is achieved
- ◆ Remember to say thank you



Additional Reading

Lincoln on Leadership. Donald T. Phillips.
Warner Books, 1992

*Power Networking, 55 Secrets for Personal
and Professional Success.* Donna Fisher and
Sandy Vilas. Mountain Harbor Publications,
1992.

*Power and Influence: Enhancing Information
Services Within the Organization.* Guy St
Clair. Bowker Saur, 1994.



Thank you for your attention.

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