



Foundational Learning



Workflow Learning



Performance Learning

Lesson 7: Advising Key Stakeholders and Decision Makers

- Serve as a Small Business Senior Leader and advisor to key stakeholders and decision makers

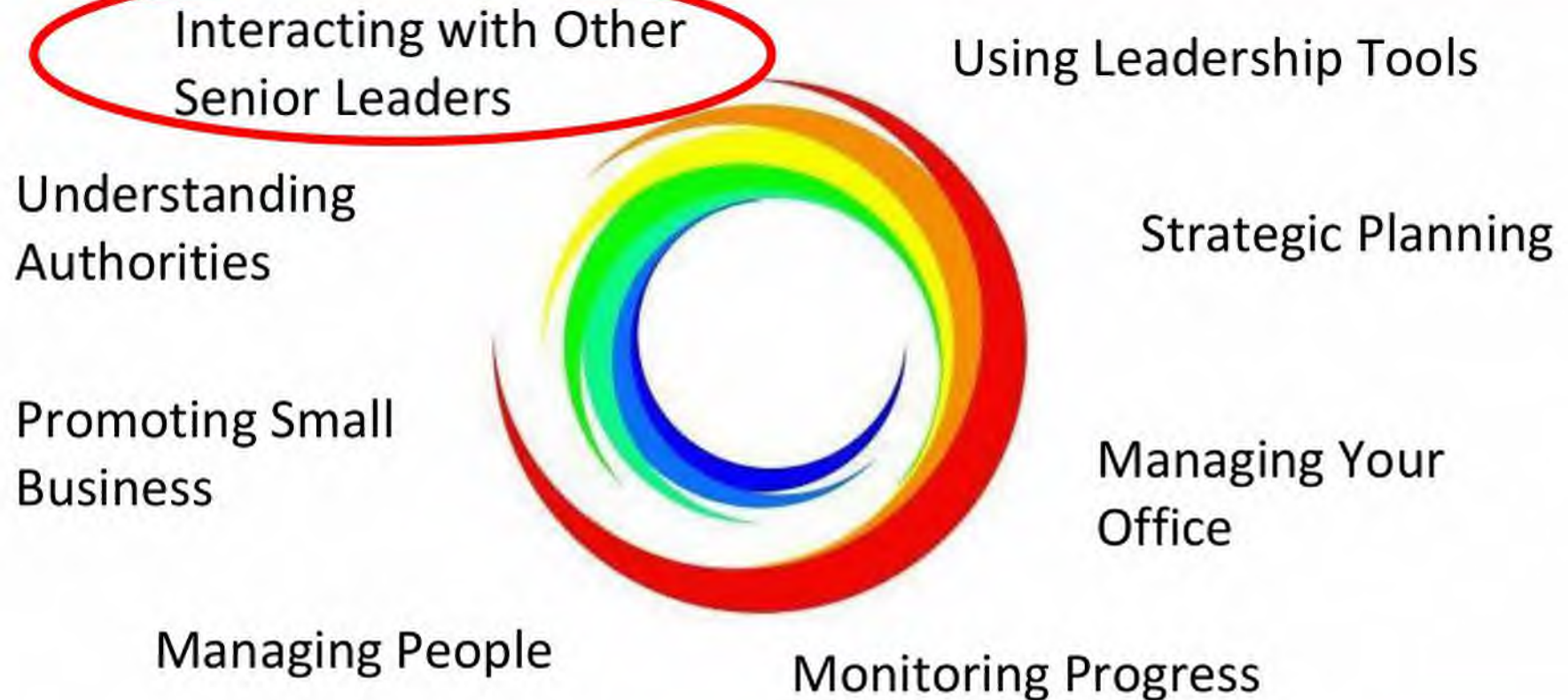


- Apply critical thinking skills to address complex small-business-related situationsDemonstrate diplomacy and political savvy when interacting with internal and external leadersApply leadership tools and techniques to provide advice and recommendations to key stakeholdersAnalyze and advocate for multiple perspectives related to small business success





Small Business Senior Leader Leadership Cycle





- Describe a situation in which you encountered a sensitive or politically charged issue, and discuss how it affected your interactions. In retrospect, what might you change about your own participation in the situation? Are there things you wished you had considered at the time?

Senior Leader Situations







“Diplomacy is the art of handling a porcupine without disturbing the quills.”

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Anonymous

1. Approach negotiations from a win-win perspective
Problem solve rather than spar
Are tolerant of opposing points of view
Use positive body language



What are some key points to remember when responding to congressional inquiries?



Do's
Give complete responses
Act as if they have no government experience
Indicate how the subjects have been helped
State how they can get further assistance
Explain how the matter will be resolved



Don'ts
Don't use acronyms, abbreviations, or jargon
Don't include opinions or assumptions
Don't be technical or argumentative
Don't commit anyone to future follow-ups or updates
From the Office of the Chief of Staff for the Congressional Activities Office





A company receives a less-than-favorable CPARS rating. The COR insists the rating is accurate.

Congressional Inquiry Work in your teams to:

- Analyze** key factors
- Determine** findings and recommendations
- Write** a response letter
- Debrief** findings and response



Congressional Inquiry Debrief - Investigation Findings



- Summarize the particulars
Additional information you required
Decisions that needed to be made
Potentially sensitive issues you encountered
Contradictory information you received
Key factors that influenced your recommendations



Congressional Inquiry Debrief - Investigation Findings Considerations



- How did you deal with missing or contradictory information? How did you plan to address any sensitive issues you encountered?



Congressional Inquiry Debrief – Response Letter

Does the response letter: Summarize the inquiry? Explain key information in plain language? Avoid jargon and acronyms?

- Provide the bottom line up front – explain the resolution as soon as possible? Use a neutral and diplomatic tone? Provide a complete explanations of the situation with appropriate supporting information?

- How do you plan to address the media for this situation? How might the LA Times' involvement change your approach to the scenario?



- What was the most challenging aspect of writing your response? In what ways did you need to be diplomatic? Which leadership tools or resources did you use during the activity?



- Being diplomatic allows you to maintain a positive relationship while addressing difficult issues. It's important to be diplomatic when investigating and responding to congressional inquiries. Inquiries can touch on sensitive issues, both for the inquirer and those involved with the situation. Make sure you have all the relevant information. Responses should be timely, complete, and written in a diplomatic and neutral tone.

“Being politically savvy does not mean you want someone else to lose in order for you to win. It isn’t about being false or inauthentic. Instead, it involves the sincere use of your skills, behaviors, and qualities in order to be more effective.”-Women and Political Savvy, Center for Creative Leadership, 2015

1. NetworkPractice
environmental
awarenessBehave
appropriatelyInspire
trust



- Be strategic Build connections with a diverse set of people Find those with influence Seek introductions by examining your connections and existing relationships



- Notice and observe people's behavior
Be perceptive about what you see
Be attentive to nonverbal clues
Be sensitive to how people are feeling in addition to what they are saying
Practice active listening





- Be aware of your triggers
Step back and think before responding
Explore alternative reactions
Consider working with a coach
Develop your self-awareness

- Be sincereDo not
manipulateMake eye
contactFollow through
on
commitmentsMaintain
confidences



Covey's 13 High-Trust Behaviors

1. Talk
Straight
Demonstrate
Respect
Create
Transparency
Right
Wrongs
Show
Loyalty
Deliver
Results
Get
Better
Confront
Reality
Clarify
Expectations
Practice
Accountability

11. Listen First
Keep
Commitments
Extend
Trust



**Consider the tools and resources we have reviewed.
Which ones would be applicable for this process?**

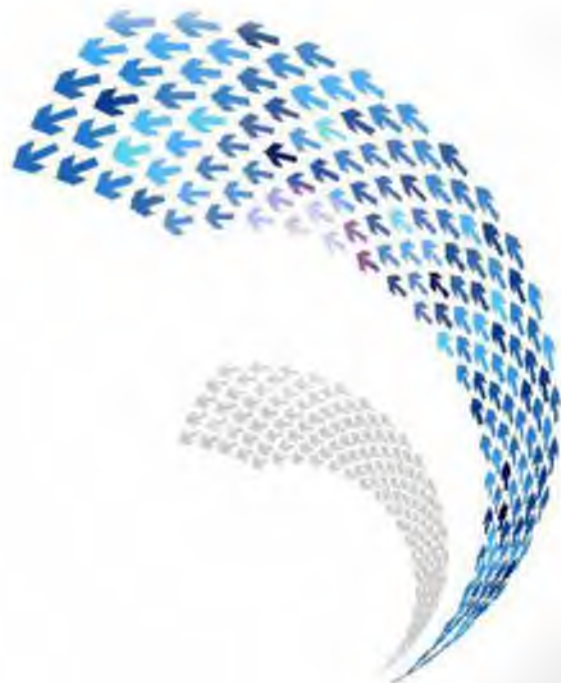
- SWOT/PESTLE Stakeholder Mapping
Cialdini's Principles of Persuasion
Risk Analysis and Risk Management
Gap Analysis
Oz Principle
- Covey's 13 High-Trust Behaviors
SBI (Situation, Behavior, Impact)
Perceptual Positions





- What is your perspective on the need to be politically savvy in your organization? How can you achieve your objectives without putting others at a disadvantage? What leadership tools and techniques can you employ to help you develop your political savvy?

For each scenario: Analyze
the scenario Review your
role Participate in the role-
play Answer questions





Activity 7.2: Scenario Role Assignments

	Scenario 1 – SSAC	Scenario 2 – Emerging Legislative Changes	Scenario 3 – Increasing Awards for HUBZones
Role A	Small Business Senior Leader	Director	Civil Engineer Program Manager
Role B	Contracting Officer	Chief of Staff	Small Business Senior Leader
Role C	Source Selection Authority	Small Business Senior Leader	Contracting Officer

- What information from the scenario did you consider in developing your position? What alliances, if any, formed during the discussions? How did alliances affect the dynamics of the discussion? How did you balance your long-term considerations with your short-term objectives? What leadership tools would help you prepare and advocate for your position?



Now that the role-plays are complete: In what ways, if any, did the information and requirements in the different scenarios influence your choice of leadership tools or how you planned to use them? What did you learn from the role-plays that you can incorporate into everyday interactions in the workplace?



- Being observant regarding the reactions and nonverbal behaviors of others can contribute cues for adjusting one's approach during discussions Recognizing the importance of long-term objectives and existing relationships may help to uncover ways to exert influence and persuasion Authentic behavior is critical for establishing trust Each situation offers an opportunity to examine the needs and expectations of others which can be essential for determining how best to influence and persuade

- Inquiries can touch on sensitive issues, both for the inquirer and those involved with the situation, and diplomacy can lead to better outcomes. Being diplomatic allows you to maintain a positive relationship while addressing difficult issues.



- The way influence is wielded can produce positive or negative views of workplace politics, but in reality politics is a neutral and natural part of organizational life. Politically savvy people are sincere in the use of their skills and behaviors to be more effective.



- In what ways can you be more diplomatic? How have your views of organizational politics changed as a result of this lesson? What's one thing you can use right now in your job? What other insights do you have from the lesson?