

Peter Boumgarden, PhD

# Executive Leadership Through Influence

Association of Corporate Council - LEC 2024



**WashU Olin  
Business School**  
Peter Boumgarden, PhD

## About Me



## Healthcare @ Olin Business School

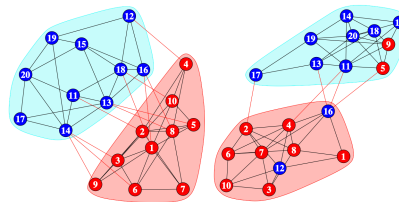


Figure 1 A Simplified Case of Modularity and ARI Change in an Illustrative Network

## Koch Center for Family Enterprise



# About The Course

# Session Agenda

**Part I:**  
Understanding Your Foundation in Power

**Part II:**  
Managing Political Dynamics at Apple

**Part III:**  
Navigating Political Situations with Savvy

**Part IV:**  
Practicing Influence & Lead. Development

## Leadership as **Impact**

**Impact Defined:** Making **positive** change in your organization, often by obtaining cooperation, support, and resources from others who are, perhaps, outside of your formal control.

So, who can do this?

*The New York Times*

PROFILES IN SCIENCE

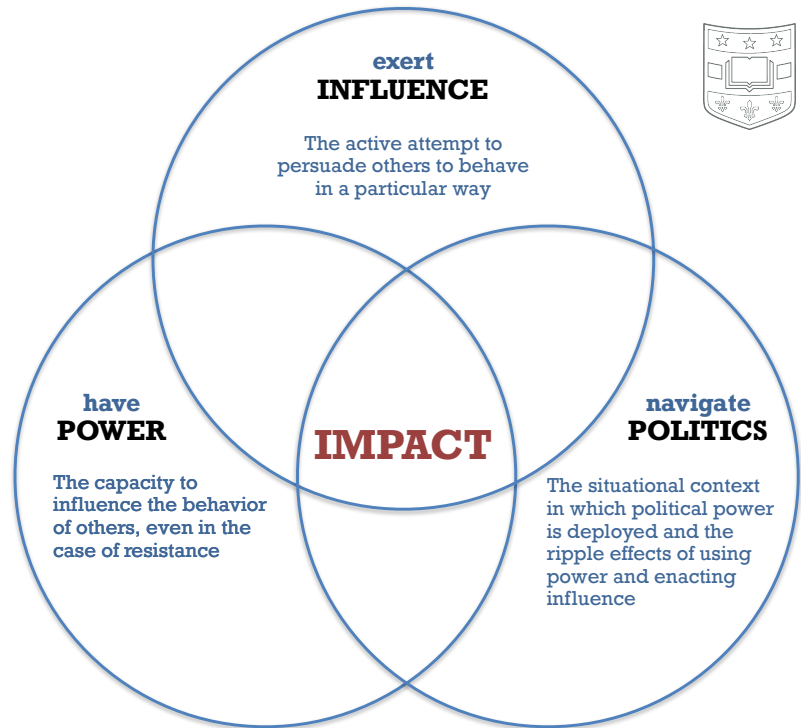
### A Breast Cancer Surgeon Who Keeps Challenging the Status Quo

Give this article 181



Dr. Esserman before performing a surgery in July, holding a sheet of song lyrics. Her preparation often includes singing to her patients as they go under anesthesia. She takes requests. Jim Wilson/The New York Times

**Positive  
Impact**  
=  
They have  
**Power**  
+  
They exert  
**Influence**  
+  
They read and  
navigate **Politics**



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## About You

Identify a scenario in your work life in which your **lack of power** or the system's **political complexity** prevented the optimal occurrence.



# About The Tools

## Informal Leadership Development Plan



Building Power Bases	Opportunities	Implications
<b>Positional Power</b>	<ul style="list-style-type: none"><li>• Expand Resource Control</li><li>• Increase Centrality in information Flow</li><li>• Demonstrate Criticality</li><li>• Increase Visibility</li><li>• Demonstrate Importance</li></ul>	
<b>Network Power</b>	<ul style="list-style-type: none"><li>• Expand Network for Work Resources</li><li>• Expand Network for Career Support</li><li>• Expand Network for Personal Support</li><li>• Leverage the Existing Network</li></ul>	
<b>Reputational Power</b>	<ul style="list-style-type: none"><li>• Expand My Reputation as High Competence</li><li>• Expand My Reputation as High Character</li></ul>	
<b>Performance Power</b>	<ul style="list-style-type: none"><li>• Ensure My (My Team's) Performance Aligns with Critical Organizational Objectives</li><li>• Ensure My (My Team's) Performance is Visible Across the Organization</li></ul>	



# Informal Leadership Development Plan



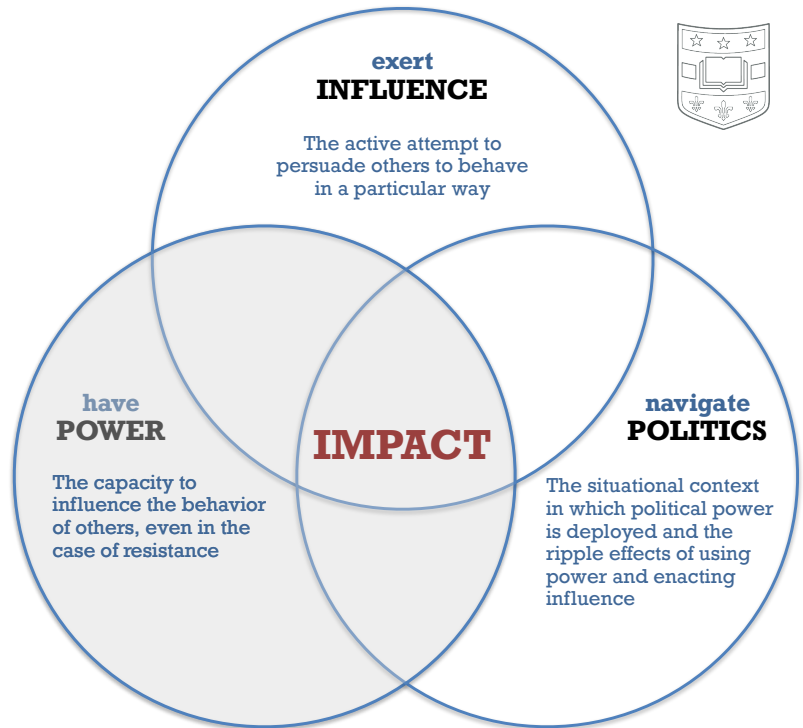
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Building Informal Leadership	Strategic Development Question 1	Strategic Development Question 2
Power Bases	How do I more robustly <b>develop</b> my power bases to influence the kind of change I desire in the hospital system?	How do I more robustly <b>leverage</b> my existing power bases to influence the kind of change I desire in the hospital system?
Savvy & Influence	In the political situation in focus for today's session, what is <b>one alternative path forward</b> for leading change?	Across situations more generally, how might I <b>better read the political environment</b> to know how and where to intervene?

## Session Agenda

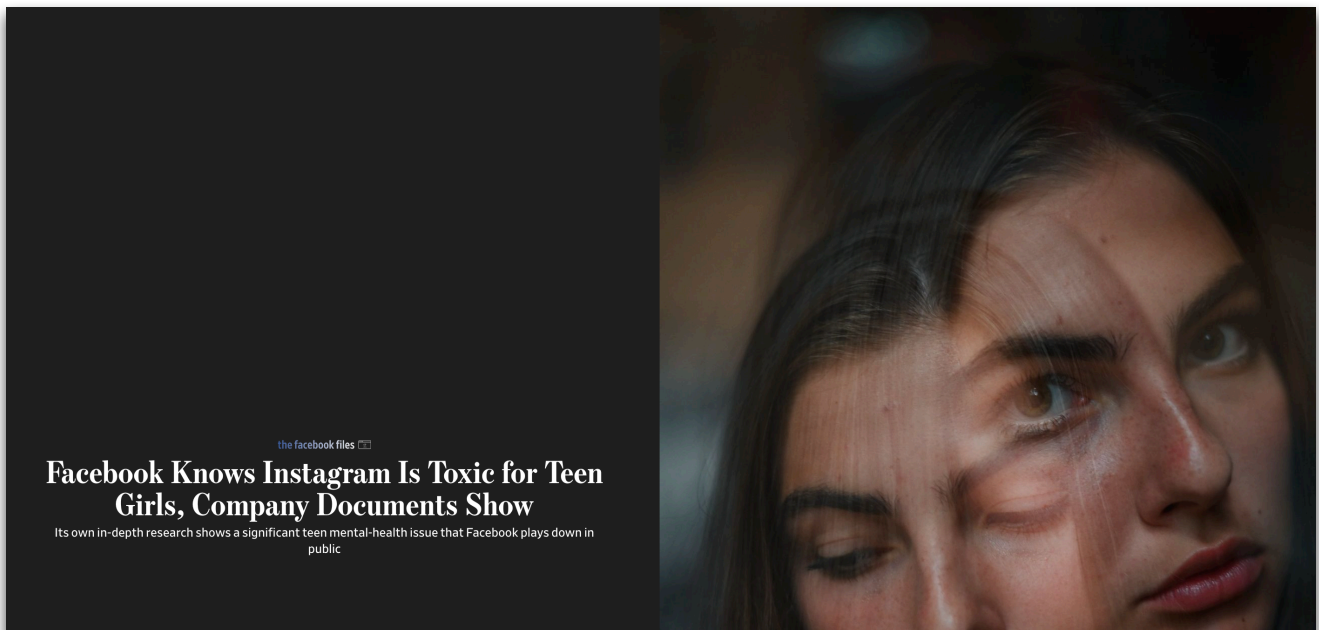
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**Is head  
design  
ethicist at  
Google a  
powerful  
position?**

“The Social Dilemma”

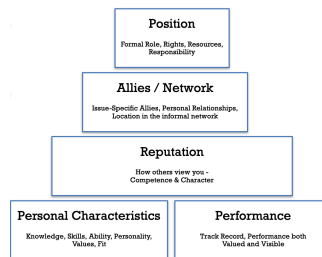


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**Looking Beyond  
Formal Power**

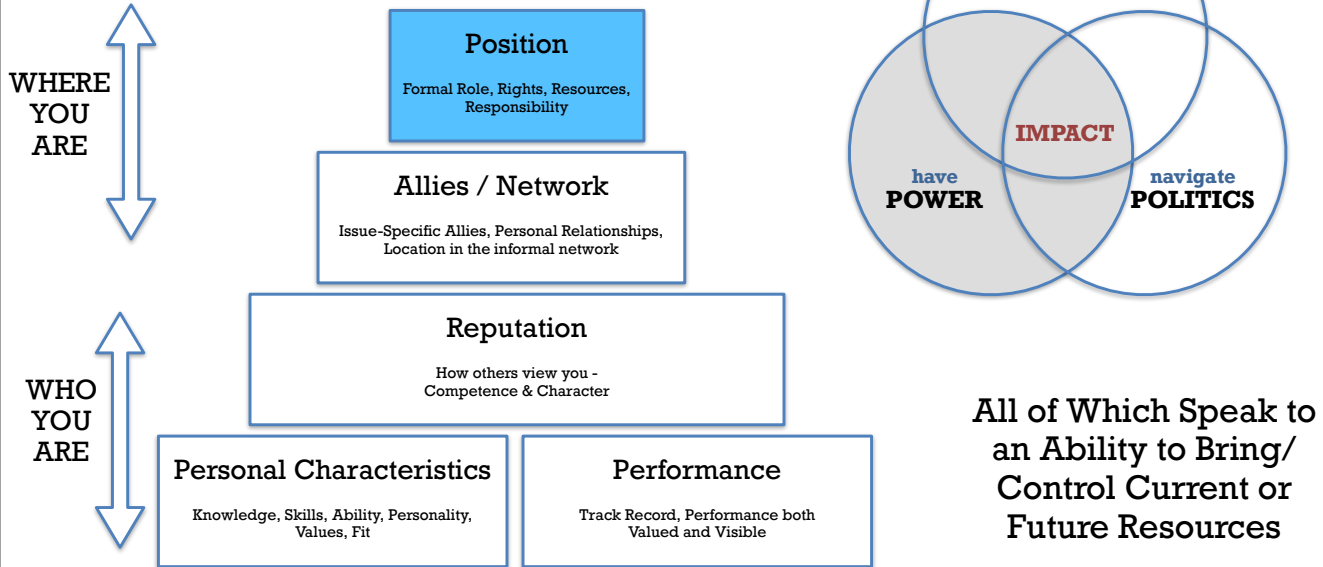


Identify a scenario in your work life in which **your lack of power** or political complexity of the system prevented the optimal decision and outcome.



# The Pyramid Below Formal Authority

# Looking Beyond Position to Pyramid



# Informal Leadership Development Plan

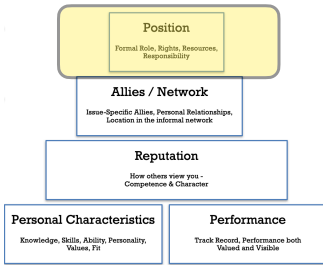


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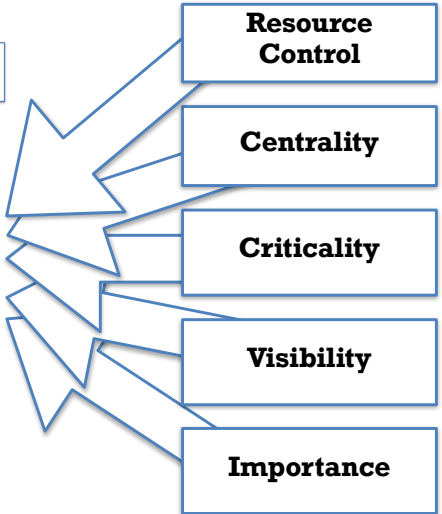
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# Position — Individual and Organizational



**Position**  
Formal Role, Rights, Resources, Responsibility



**Resource Control**  
To what extent do I / does my department have control over resources valued by other organizational members?

**Centrality**  
Does formal and informal communication flow through me / my department? Does my department have access to key information?

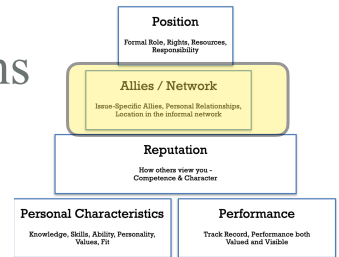
**Criticality**  
How important of an impact do I / does my department have on the work flow in the organization?

**Visibility**  
Do important people see my / my department's work and performance?

**Importance**  
How important am I / is my department for solving key organizational problems?

# Network - Mapping Multiple Forms

“the set of relationships impacting your ability to *get things done, get ahead, and develop personally & professionally*”.



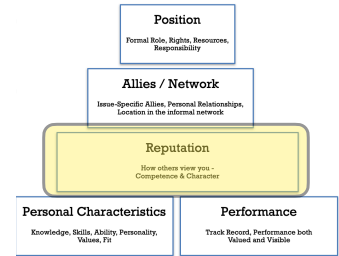
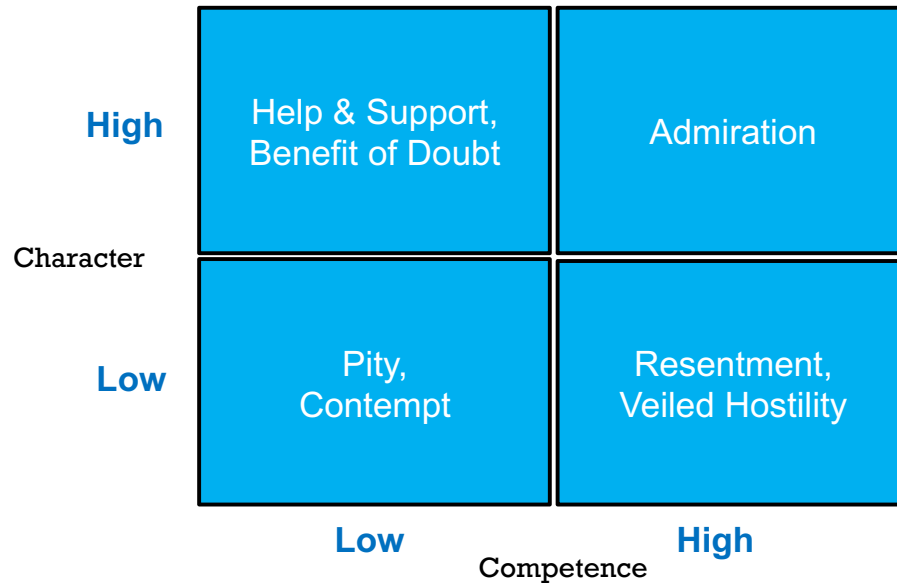
**Allies / Network**  
Issue-Specific Allies, Personal Relationships, Location in the informal network

- Work Resources**
- Assistance on projects
  - Information
  - Ideas

- Career Support**
- Sponsorship
  - Coaching and feedback
  - Protection
  - Exposure

- Personal Support**
- Counseling
  - Acceptance and confirmation
  - Friendship
  - Sense of worth / purpose

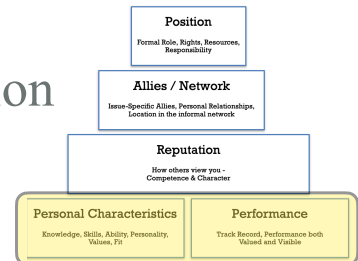
## Reputation - Crossing Competence & Character

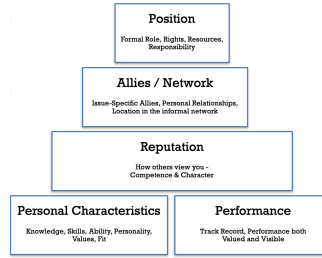


- Character is hard to evaluate, so individuals use proxies
- Information from others – your *network* (Ferrin, Dirks, & Shah, 2006)
- Acts across many (often minor) situations are seen as diagnostic signals

## Performance - Blending Value and Recognition

- Performance only provides power when it is valued and recognized by those you want to influence
- **Key #1 - What is truly valued?**
  - Do my personal characteristics align with expectations of individuals with influence?
  - Do my personal characteristics provide with an ability to generate needed value?
  - Do you deliver that outcome?
  - Are you a star or merely someone who meets expectations?
- **Key #2 - How do you appropriately ensure that others recognize your performance?**





# Self-Assessing One's Power Pyramid

## Informal Leadership Development Plan



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## Dr. Laura Esserman's Take on Power



*"If you really want to get something done, you have to have power."*

*"You have to get people to see why it's good for them to be involved in your project."*

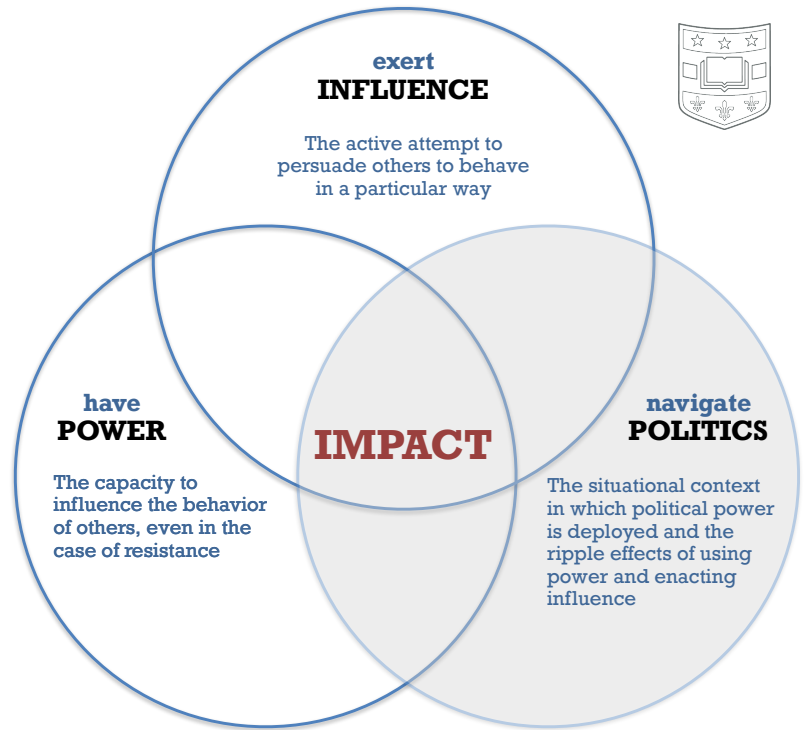
*"If all you do is articulate something, you really haven't changed anything."*



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# **Donna Dubinsky (A)**

## **Case Discussion**

- What is your assessment of the political landscape?
- What were strengths and weaknesses in Dubinsky's and Coleman's sources of power?
- How could Donna have better handled the distribution issue, given the situation and her power bases?



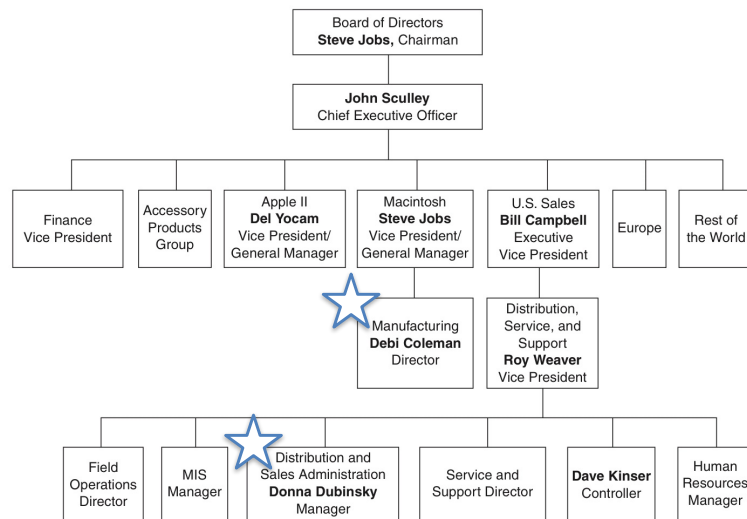
# **Donna Dubinsky (A)**

## **Case Discussion**

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# Assessing the Political Landscape & Key Players

- How are they motivated?
- How are they incentivized?
- How are they related...
  - Specific to distribution
  - Specific to the Mac



## Donna Dubinsky (A)

### Case Discussion



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- What is your assessment of the political landscape?
- What were strengths and weaknesses in Dubinsky's and Coleman's sources of power?
- How could Donna have better handled the distribution issue, given the situation and her power bases?

## Strategy I - At Initial Proposal



As distribution was Dubinsky's responsibility, the task of preparing a strategy review fell to her. The more she heard about the presentation Coleman was preparing, the more sure Dubinsky became of her own position. She worked with Dave Kinser, controller for the distribution, service, and support group on a research project intended to defend the existing distribution system. Since this was the Christmas season—a very busy time for distribution—Dubinsky was unable to allocate an extensive number of hours or people to the project. Still, she thought, distribution was her area and she knew it best; surely her judgment and past record of effectiveness would carry more weight than Coleman's untested and radical proposal. But, as the mid-December strategy review deadline set by Sculley in September drew near, Dubinsky realized that she was not prepared to defend her area against the sophisticated presentation that Coleman had reportedly prepared, and Dubinsky finally requested an extension.

## Strategy II - In Distribution Task Force



The Distribution Task Force included Dubinsky, Dave Kinser (controller), and Weaver; all of the distribution, service, and support group; Coleman and Jim Bean, from Macintosh and Apple II manufacturing respectively, and both supporters of the just-in-time proposal; and Jay Elliot, Joe Graziano (vice president of finance), and Phil Dixon (management information systems) as the "neutral players."

Most of those at the Pajaro meeting applauded this task force solution. Campbell, who was dissatisfied and embarrassed by the presentation his group had mounted, saw it as a way to force analysis. He thought his group "hadn't done its homework" and that its presentation did not reflect a thorough reexamination of the distribution process. For Weaver, it was a kind of reprieve.

But Dubinsky was angry and disappointed: "I didn't know why there should be a task force at all. Distribution's our job. . . . I couldn't get out of this mentality that what we had was working so well. The thing had never broken down. . . . Now I was supposed to go back and do this strategy, and I couldn't figure out what problem I was solving."



# Donna's Response

Donna on Donna

My error - "I'm busy — leave me alone"





# Dubinsky Take-Aways

## Case Takeaways



- 1. When you sense politics, don't ignore it! Assess the political landscape and understand the issue at stake**
2. Look beyond your domain to what is going on throughout the organization and how your work relates
3. The importance of perspective taking
4. Don't assume that your position entitles you to exert power and influence
5. Continue to develop your power and influence and skills

- Failing to deal with politics has potential to impact you, your group, and the organization.
- The choice to not engage in power is not neutral, it is ceding decision-making to other players who may or may not share your values and interests.

## Case Takeaways



1. When you sense politics, don't ignore it!  
Assess the political landscape and understand the issue at stake
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- Recognize when the 900 lb gorillas are wrestling:
- In particular, ask yourself, "What is going on at a higher level? What is the spillover?"

## Case Takeaways



1. When you sense politics, don't ignore it!  
Assess the political landscape and understand the issue at stake
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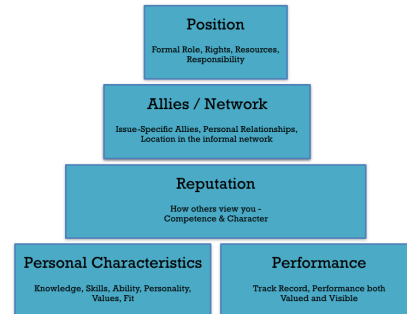
- Be able to see the world from your boss' shoes - considering their needs and constraints
- See the world from your other org members shoes to understand their actions



## Case Takeaways

1. When you sense politics, don't ignore it! Assess the political landscape and understand the issue at stake
2. Look beyond your domain to what is going on throughout the organization and how your work relates
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4. **Don't assume that your position entitles you to exert power and influence**
5. Continue to develop your power and influence and skills

- **Formal position must be reinforced by other bases of power and influence tactics.**



## Case Takeaways



1. When you sense politics, don't ignore it! Assess the political landscape and understand the issue at stake
2. Look beyond your domain to what is going on throughout the organization and how your work relates
3. The importance of perspective taking
4. Don't assume that your position entitles you to exert power and influence
5. **Continue to develop your power and influence and skills**

- **Dubinsky struggled in reading situation and **influencing** others in this case ... but continued to improve**



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Identify a scenario in your work life in which your lack of power or **political complexity of the system** prevented the optimal decision and outcome.



## What Conditions Undergird Political Activity (AIRS)?



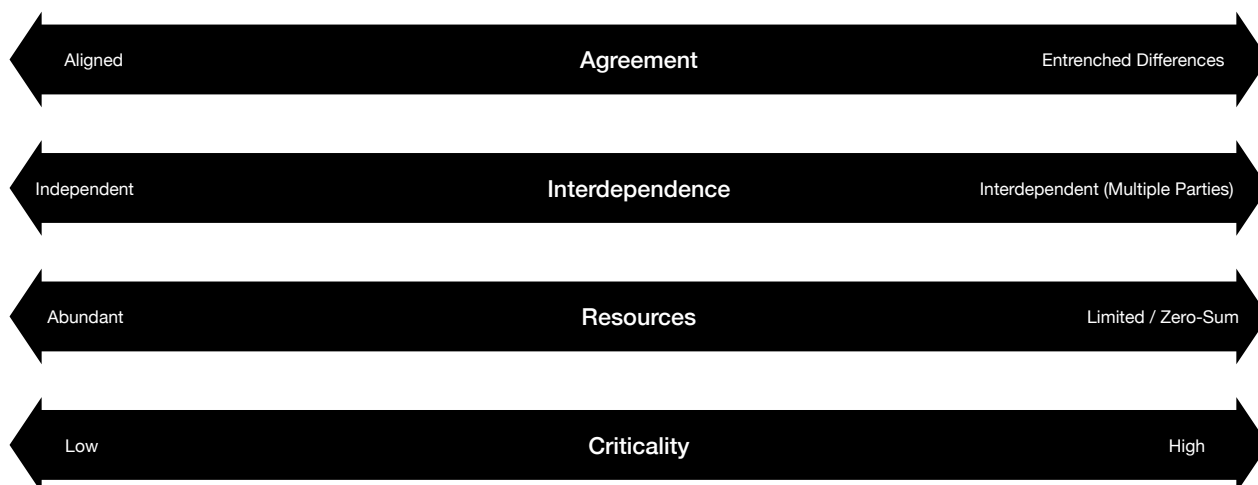
- What is the amount of \_\_\_\_\_?
  - (dis-)Agreement about ends and means
    - *Is there significant disagreement about an issue?*
  - Interdependence of parties
    - *Must those who disagree coordinate effort?*
  - Resource issues (scarcity, zero-sum)
    - *Are resources scarce or zero sum?*
  - Stakes involved
    - *Is the issue or situation critical for the organization?*
- 1&2 = necessary conditions, 3&4 = accelerators



## What Conditions Undergird Political Activity (AIRS)?



Your Challenge





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# The Value of Preparing for an Influence Encounter



## Robert Caro on L.B.J.'s Influence Preparation

“The arrangements that preceded a private meeting were elaborate indeed. First, there was a general **head count to determine who stood where and why**. This was followed by a more detailed inquiry to help determine **which Senators were the key to the outcome of an issue**--which Senators, for example, could serve as “umbrellas,” whose support would make it possible for four or five others to vote the right way; which Senators were undecided or whose positions were not firmly supported by convictions or political necessity. **Then Johnson reviewed the data on each Senator in question--a political breakdown of the power groups in his state, an analysis of his supporters, an evaluation of his voting record. To this material, Johnson would add his personal understanding of the Senator and the people around him.** Finally, Johnson would **practice his intended approach, often in the presence of one of his aides**. He sorted out in rambling fashion the possible arguments pro and con, experimented with a variety of responses, and fashioned a mental script from which he would speak--in a manner designed to seem wholly spontaneous.”



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## 5 Questions to Systematically Assess a Political Scenario

1. Who are the critical stakeholders?
2. What is their stake in the change?
3. What is their power relative to the outcome in question?
4. What is the aggregate force for and against change?
5. What can I do about it?

## Diagnose the Political Situation

1. Who are the critical stakeholders (impacted by and impacting the change)?



	Stakes	Power	Potential Force
<b>Current President</b>			
<b>CFO</b>			
<b>Family - Board Representatives (2)</b>			
<b>External Board Member (2)</b>			
<b>Family Chairman</b>			
<b>Me - VP HR</b>			

\* Stakes: 0 = neutral, -5 = strongly negatively impacted, 5 = strongly positively impacted

## Diagnose the Political Situation

2. What is their stake in the change?



	Stakes	Power	Potential Force
<b>Current President</b>	2		
<b>CFO</b>	5		
<b>Family - Board Representatives (2)</b>	-4		
<b>External Board Member (2)</b>	4		
<b>Family Chairman</b>	-5		
<b>Me - VP HR</b>	5		

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## Diagnose the Political Situation

3. What is their power relative to the outcome in question?



	Stakes	Power	Potential Force
Current President	2	3	
CFO	5	2	
Family - Board Representatives (2)	-4	4	
External Board Member	4	3	
Family Chairman	-5	5	
Me - VP HR	5	2	

\* Power: 0 = no power, 3 = moderate power, 5 = strong power

## Diagnose the Political Situation

4. What is the aggregate force for and against change?



	Stakes		Power		Potential Force
Current President	2	x	3	=	6
CFO	5	x	2	=	10
Family - Board Representatives (2)	-4	x	4	=	-16
External Board Member	4	x	3	=	12
Family Chairman	-5	x	5	=	-25
Me - VP HR	5	x	2	=	10

# Diagnose the Political Situation

## 5 - How can I influence the outcome?

Who stands to be affected in terms of their power, status, or ability to achieve personal or departmental goals? How high are the stakes for them?



	Potential Force	Change Stakes by...	Change Power by...
<b>Current President</b>	6	2 - Emphasize long-term game and minimize conflict	3 - Making case to Chairman on importance of buy-in
<b>CFO</b>	10	5	2 - Drive power through President where relationship is strong
<b>Family - Board Representatives (2)</b>	-16	-4 - Highlight significance and difficulty of task, and different roles	4
<b>External Board Member</b>	12	4 - Tie incentives to performance?	3 - Bylaws and board vote? Drive strategy / forum for discussion and influence
<b>Family Chairman</b>	-25	-5 - Frame key risks associated with sons running the board, and that involvement is not in question	5 - Perhaps reduced by realizing dependency on full board approval - by-laws
<b>Me - VP HR</b>	10	5	2 - Relationship building, and emphasize neutrality in exiting role - Frame as advisor

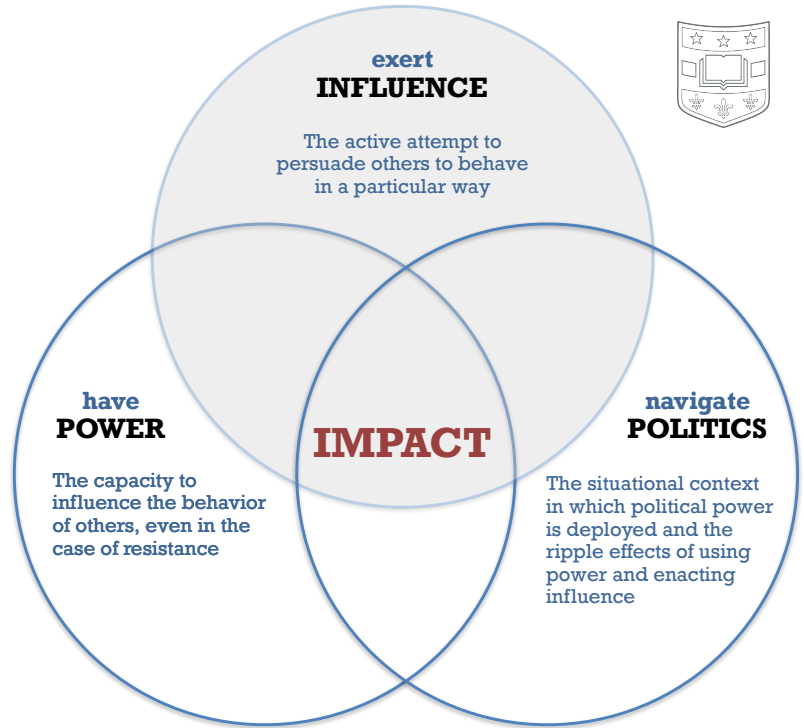
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# The Value Understanding Your Influence Style

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 They have **Power**  
 +  
 They exert **Influence**  
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 They read and navigate **Politics**



# Influence Style Differs - Up v. Lateral

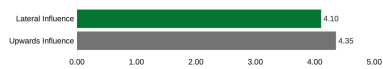


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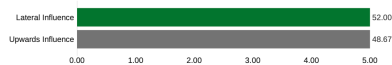
## INFLUENCE TENDENCIES ASSESSMENT: Feedback Report

There are nine types of influence tendencies in the questionnaire you completed. This report shows your scores for each of the nine categories, when used with peers (lateral influence) and when used with bosses (upwards influence).

### Influence Tendencies - Logic (5 is high, 1 is low)



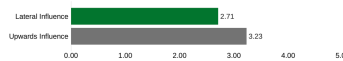
### Influence Tendencies - Emotional Appeals (5 is high, 1 is low)



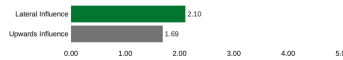
### Influence Tendencies - Emotional Pressure (5 is high, 1 is low)



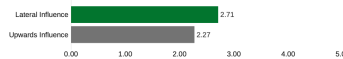
### Influence Tendencies - Ingratiation (5 is high, 1 is low)



### Influence Tendencies - Personal Appeals (5 is high, 1 is low)



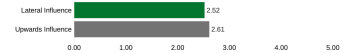
### Influence Tendencies - Carrots (5 is high, 1 is low)



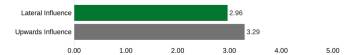
### Influence Tendencies - Sticks (5 is high, 1 is low)



### Influence Tendencies - Coalition (5 is high, 1 is low)



### Influence Tendencies - Involvement (5 is high, 1 is low)



# Combine Style with a Range of Tactics



## Jane Dutton et al., Tactical Choices

1. Should I **bundle** the issue?
2. Can I spread the **outcomes** (over people, across time)
3. How should I **frame** the issue?
4. What **language** will have greatest impact?
5. Who do I need to **involve**?
6. Should the **approach** be public or private?
7. What is the optimal **timing**?
8. What **incentives** do I need to manage with potential opponents and allies?
9. What **data** can I provide to substantiate my case?

## Returning to Auto OEM

1. **What** - **outcomes / bundled** (across people/time)
2. **Who** - **involve / incentives**
3. **How** - **approach / frame / language / data?**
4. **When** - **timing / sequence**

	Potential Force	Change Stakes by...	Change Power by...
<b>Current President</b>	6	2 - Emphasize long-term game and minimize conflict	3 - Making case to Chairman on importance of buy-in
<b>CFO</b>	10	5	2 - Drive power through President where relationship is strong
<b>Family - Board Representatives (2)</b>	-16	-4 - Highlight significance and difficulty of task, and different roles	4
<b>External Board Member</b>	12	4 - Tie incentives to performance?	3 - Bylaws and board vote? Drive strategy / forum for discussion and influence
<b>Family Chairman</b>	-25	-5 - Frame key risks associated with sons running the board, and that involvement is not in question	5 - Perhaps reduced by realizing dependency on full board approval - by-laws
<b>Me - VP HR</b>	10	5	2 - Relationship building, and emphasize neutrality in exiting role - Frame as advisor

\* Stakes: 0 = neutral, -5 = strongly negatively impacted, 5 = strongly positively impacted



# Landscape Analysis & Alternative Strategizing

1. **What** - outcomes / bundled (across people/time)
2. **Who** - involve / incentives
3. **How** - approach / frame / language / data?
4. **When** - timing / sequence

	Stakes * Power = Potential Force		Change Power by...	Change Stakes by...
Me	x	=		
	x	=		
	x	=		
	x	=		
	x	=		
	x	=		



## Session Agenda

Part I:  
Understanding Your Foundation in Power

Part II:  
Managing Political Dynamics at Apple

Part III:  
Navigating Political Situations with Savvy

Part IV:  
Practicing Influence & Lead. Development



# Let's Practice Influence in a Complex Situation

## Simulation Teams



<https://hbsp.harvard.edu/import/1165995>

	<b>Team 1</b>	<b>Team 2</b>	<b>Team 3</b>
<b>Leader*</b>	Todd B	Victoria H	Penny W
<b>Member</b>	Chantel J	Kate C	Molly V
<b>Member</b>	Nicole M	Michael D	Kimberly T
<b>Member</b>	Joni G	Alan R	Dan S
<b>Member</b>		Rodolfo R	

# Scenario Introduction

## Scenario 1

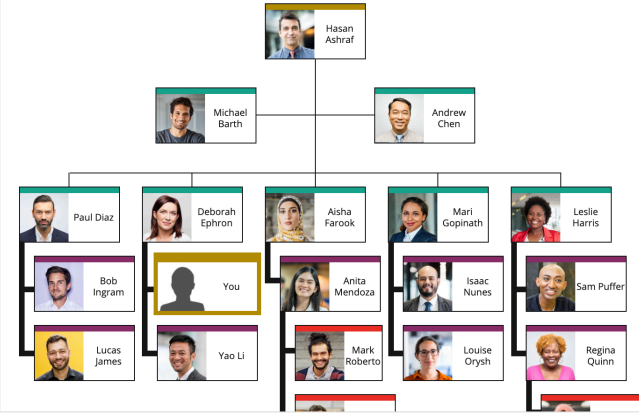
[Download Foreground Reading](#)



You are the director of product innovation within the research & development (R&D) unit of Spectrum Sunglass Company.

You have recently noticed that sustainable economic development and the link between sustainability and innovation is featured in many of the professional articles you read, such as "Why Sustainability Is Now the Key Driver of Innovation." While you generally feel very positive about Spectrum, you are frustrated that you don't have any new sunglass products to offer to the vocal customers who increasingly express concerns about Spectrum's environmental impact. Not only does sustainable development make sense to you personally, from both a moral and an economic standpoint, you also see this as an opportunity to differentiate Spectrum's products from your competitors, which focus exclusively on design and price.

### ORGANIZATIONAL CHART



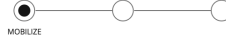
Weeks Used 0 of 96

0 of 96

Critical Mass 1 of 20

CRITICAL MASS

Organizational Phase of Adoption



Credibility 6 of 10

6 of 10

#### Provide internal skill-building

Scope of impact: 3

Weeks to implement: 2

Weeks before reuse: 10

Some associates want to adopt a change but they do not know how. By providing in-house training, you expand a trainee's capacity to adopt the change. If properly executed, pulling this lever can positively influence three individuals to adopt the sustainability initiative, as well as their friends.

#### Provide external skill-building

Scope of impact: 3

Weeks to implement: 4

Weeks before reuse: 12

External training can expand a trainee's capacity to adopt the change. If properly executed, pulling this lever can positively influence three individuals to adopt the sustainability initiative, as well as their friends.

#### Conduct pilot project

Scope of impact: 3

Weeks to implement: 4

Weeks before reuse: 12

Pilot projects are relatively fast and inexpensive ways of learning by doing amongst coworkers. If properly executed, pulling this lever can positively influence the coworkers engaged with the project.

#### Post progress reports

Scope of impact: entire org.

Weeks to implement: 2

Weeks before reuse: 2

Posting progress reports is a common means of using visible cultural artifacts and symbols to redirect invisible cultural norms. If properly executed, pulling this lever can positively influence adoption of the initiative by those in the aware or interest stages.





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*Peter Boumgarden, PhD*

**What did we learn?  
What would we do differently?**

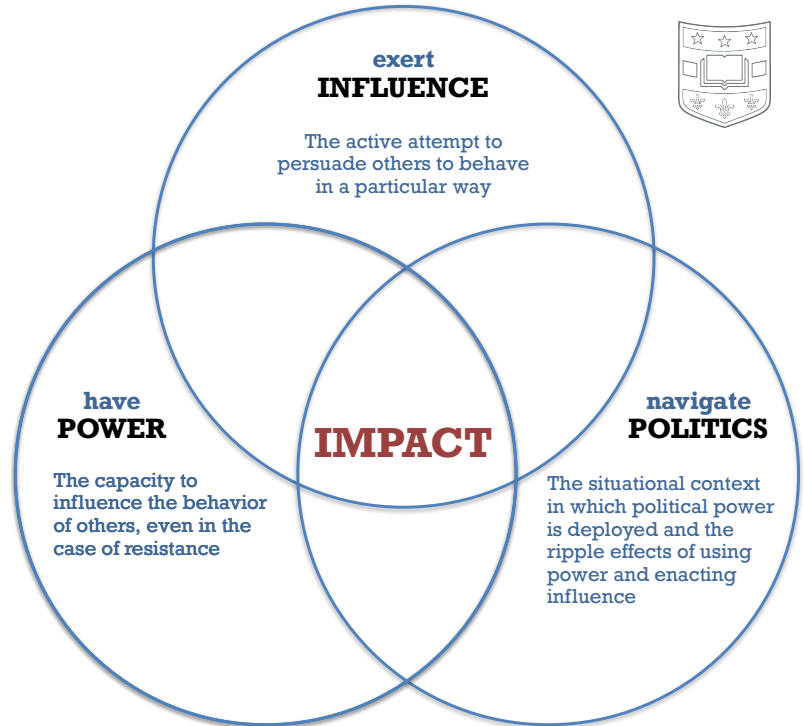


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**Where can I go from here?**

# Self Assessment

=  
 Where do you lack  
**Power?**  
 +  
 How can you improve  
 at  
**Influence?**  
 +  
 How might you better  
 read and navigate  
**Politics?**



# Informal Leadership Development Plan



WashU Olin  
 Business School  
 Peter Boumgarden, PhD

Building Informal Leadership	Strategic Development Question 1	Strategic Development Question 2
Power Bases	How do I more robustly <b>develop</b> my power bases to influence the kind of change I desire in the hospital system?	How do I more robustly <b>leverage</b> my existing power bases to influence the kind of change I desire in the hospital system?
Savvy & Influence	In the political situation in focus for today's session, what is <b>one alternative path forward</b> for leading change?	Across situations more generally, how might I <b>better read the political environment</b> to know how and where to intervene?



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Business School**  
*Peter Boumgarden, PhD*

**Thank You!**

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newsletter: [arichlife.substack.com](http://arichlife.substack.com)  
podcast: “the owner’s box”