



Leading Complex Organizations by Being Politically Perceptive

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August 12, 2021

Great Deans



Session Overview

To equip you with essential knowledge and skills to maximize your leadership potential so that you can inspire your team, expand your influence, and successfully manage change and conflict while navigating the political landscape.

Learning Outcomes

1. To **increase self-awareness** through reflection and dialogues
2. To gain knowledge and insight about how to **develop political acumen**
3. To identify daily practices and goals to **expand your influence**



Let's Get Started

When you think of office/organizational politics, what comes to mind?



True or False?



Leadership is
itself a
political
activity.

The Ultimate Purpose of Leading?

Influencing others to create results

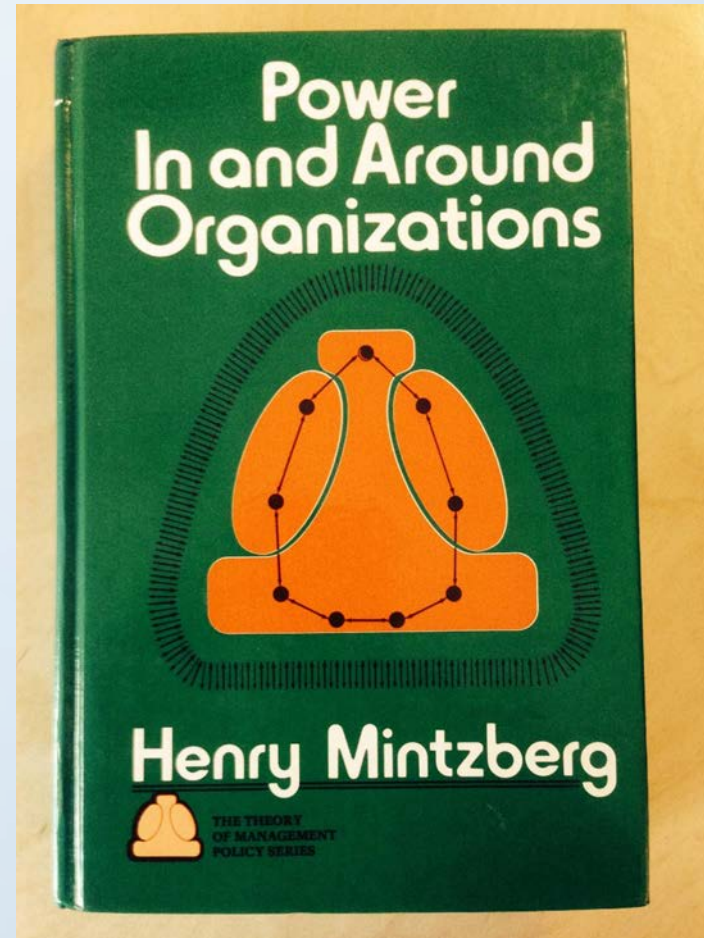


Educational Institutions are Political Organizations

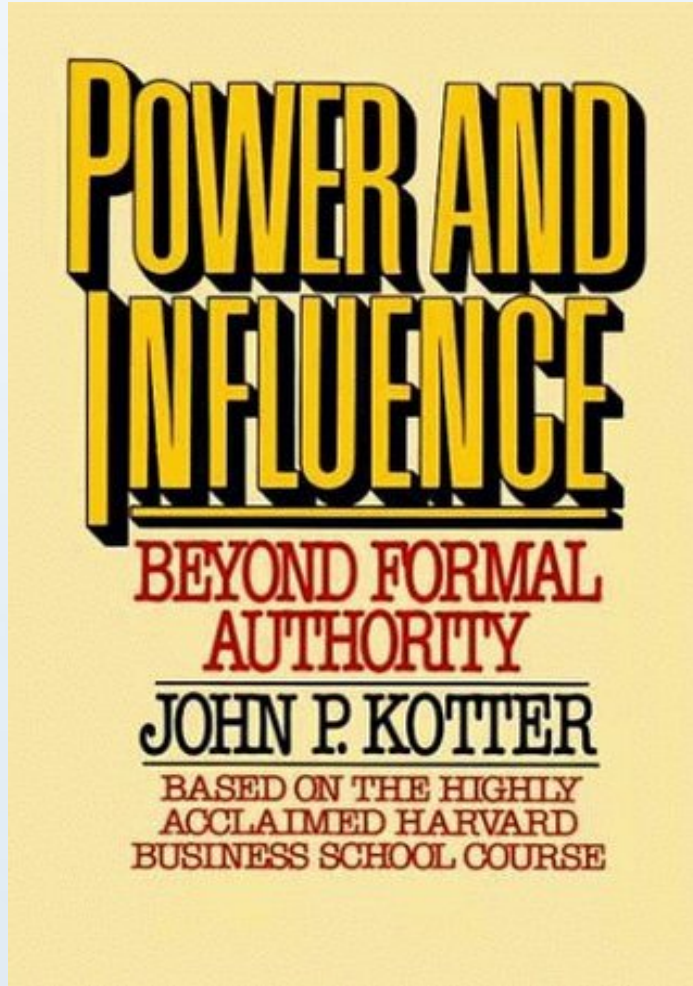


Politics is Normal

Politics is just another
influencing
process along
with norms,
formal authority,
and expertise.



Context and Framework



Important changes that are shaping the nature of work in today's complex organizations demand that we become more sophisticated with respect to issues of leadership, power and influence.

Small Group Breakout #1

How have you navigated your political landscape?



Institutional/Organizational/Office Politics

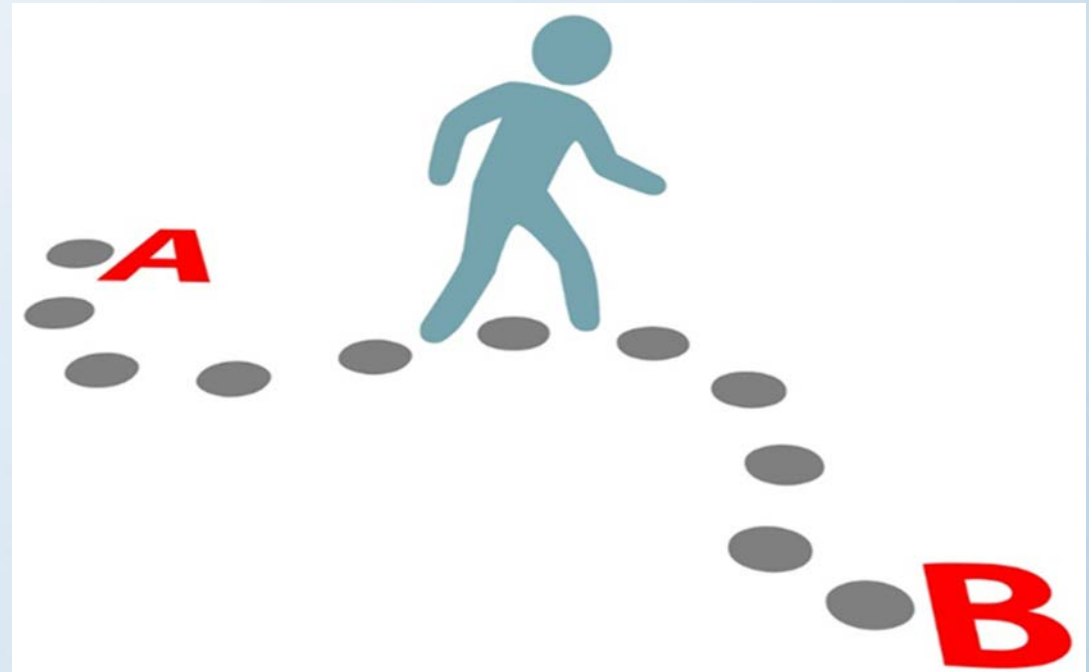
- A variety of activities associated with the **use of influence tactics** to improve personal or organizational interests.
- Studies show that **individuals with political skills tend to do better** in gaining more personal power as well as managing stress and job demands, than their politically naive counterparts.
- They also have a **greater impact** on organizational outcomes.

Beliefs About Organizational Politics

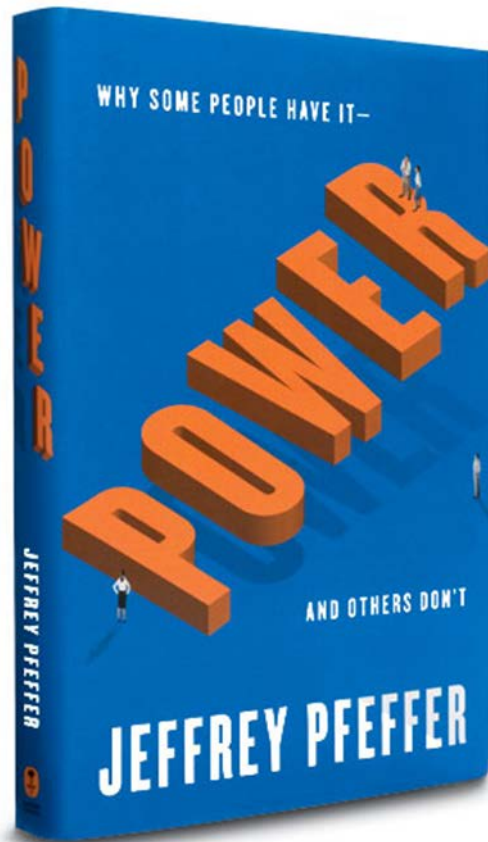
- Manipulation
- “I’ll scratch your back if you scratch mine”
- Looking out for #1
- Destructiveness
- Backstabbing
- One-upmanship
- Turf battles
- Petty personal squabbles
- Looking good without substance
- Backroom decisions
- Power plays
- Brownnosing
- Deceitfulness
- Clever operators

Recognize the Political Terrain

- Level of political activities that take place
 - Individual
 - Group
- Dimensions of power
 - Informal
 - Formal



Power and its Seduction



Power is built,
maintained, and
employed in
organizations.

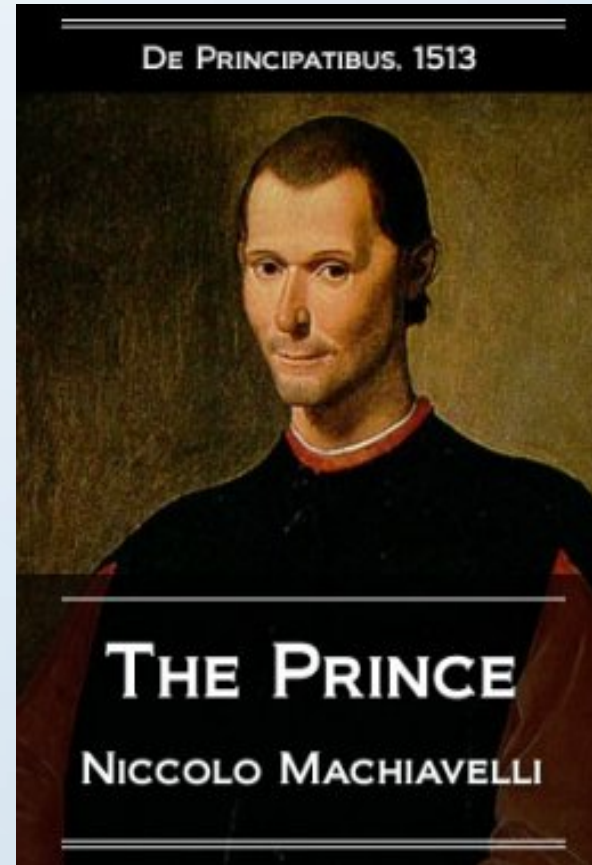
Four Ps of Decision Making



- Performance
- Personality
- Preferences
- Politics

Beware the Machiavellians

- Manipulates
- Creates losers
- Lone wolf
- Power for its own sake
- Hidden agendas
- Word as tool
- Gossip
- Takes credit



Choose to Become an Active, Ethical Leader

- Puts the organization first
- Demonstrates integrity
- Exemplifies the mission, vision and values
- Engages as positive change agent
- Empowers to create winners
- Strives to be best team player
- Spreads credit
- Regarded as a states-person vs. politician



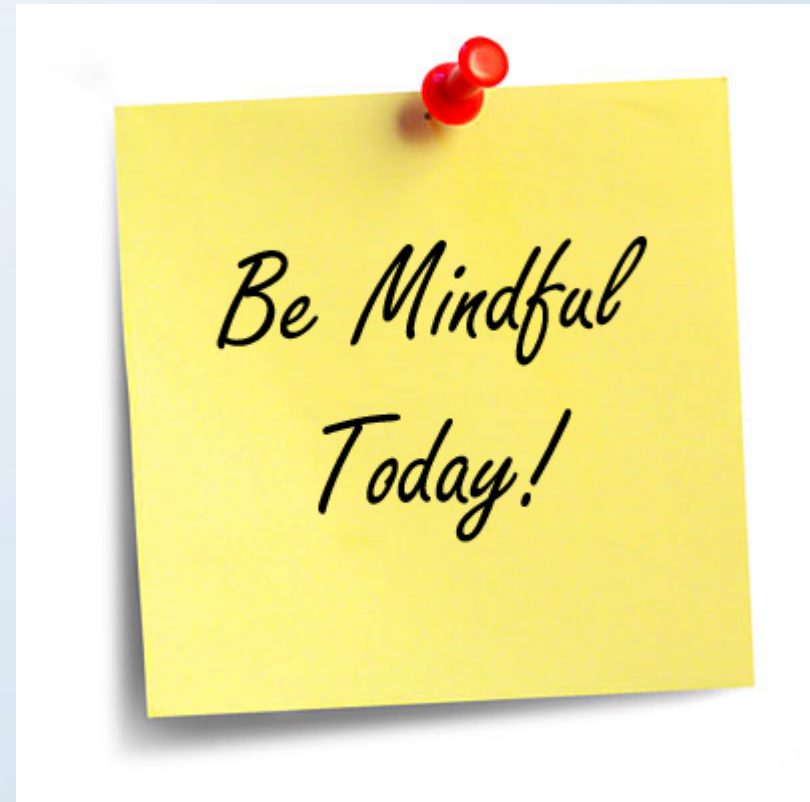
Mindful Leadership



A mindful leader is someone who **embodies leadership presence** by cultivating focus, clarity, creativity, and compassion in the service of others.

Three Spheres of Mindful Leadership

1. Managing Down
2. Managing Sideways
3. Managing Up



Your Reputation is Your Wealth

Don't be distracted by criticism, but be mindful of your reputation.



“Politically Perceptive”



- Exhibits a high level of awareness of workplace politics
- Recognize how to manage their relationships with others in a socio-political environment
- Consider timing when taking action

“Role Performing”

Having the **willingness** and **professionalism** to perform functional responsibilities associated with the role.



“Calculated Patience”



Having the **patience** and **wisdom** to know when to wait, when to act, and when to plant seeds.

“Anticipatory Thinking”

Having the foresight and mindfulness to anticipate how others will react and be able to respond with tact and logic.

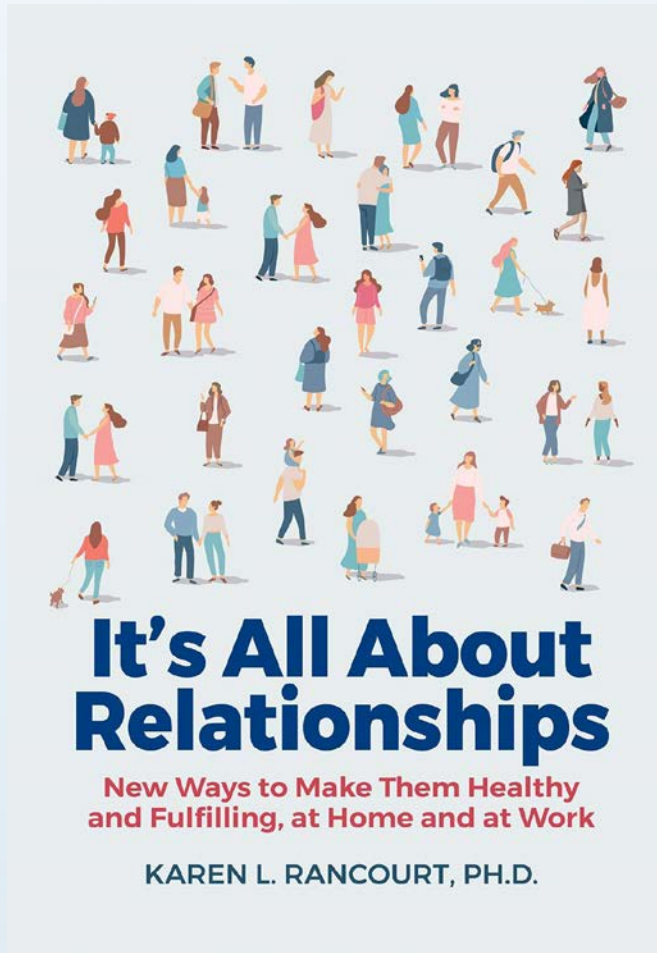


Relationships are Quintessential

- Your department chairs
- Your faculty
- Your classified staff
- Your Academic/Classified Senate leaders
- Your faculty/classified union
- Your peer colleagues
- Your supervisor
- Your president
- Your Board of Trustees



Five Decisions with Your Relationships



- Build - developing
- Maintain - tending
- Strengthen - sustaining
- Change – reevaluating
- End - accepting

Small Breakout Group #2

What idea(s) from today's discussion will you put into practice?



Beware...

- Don't whine
- Don't be petty and difficult
- Don't make excuses after excuses
- Don't embarrass your supervisor
- Don't speak ill of your colleagues
- Don't be perceived as a (potential) threat



One Last Reminder

Treat Your Career Like a Marathon



Questions?

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