

Building Savvy and Resilience in your Partnership Network



Partnership and Community
Collaboration Academy



**“Political Savvy is building a network
that keeps you in the loop”**

“Ethically building a critical mass of support
for an idea you care about.”

-- Joel DeLuca, *Political Savvy: Systematic Approaches to Leadership Behind-the Scenes*

“It’s the ability to understand what you can and cannot control,
when to take action, who is going to resist your agenda,
and whom you need on your side.”

-- Samuel Bacharach, *Get Them on Your Side*





**Think of someone in
your network who has
political savvy.**

How do they show it?

Share in the Chat Box.



SOCIAL ASTUTENESS

Sees realities
clearly

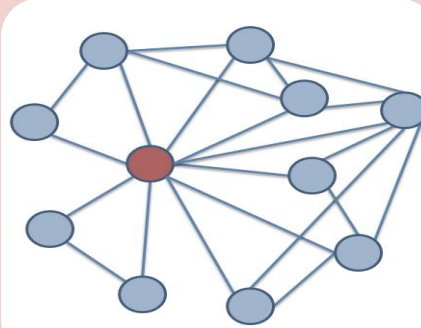
Socially
perceptive



INTERPERSONAL INFLUENCE

Gathers allies

Builds
relationship
with diverse
parties including
opponents



NETWORKING ABILITY

Builds internal
and external
networks

Keeps self and
others in the
loop



PURPOSEFUL / CONSIDERED

Thinks before
speaking

Considers
alternatives
before acting



APPARENT SINCERITY

Is genuine
Inspires trust

Listens with
empathy

Adapted from Political Skill, Gerald Ferris and The Center for Creative Leadership

Savvy Behaviors for Individuals

Competencies

External Awareness

- Identify internal and external politics, policies and trends that impact the organization
- Understand organization's impact on others

Political Savvy

- Approach problems with a clear view of reality
- Recognize the impact of alternative actions
- Use the dynamics of power, organization, and decision making to achieve objectives

Savvy Practices for Partnerships

1. ESTABLISH CONNECTIONS with diverse organizational interests to effectively communicate priorities and strategic direction, build organizational credibility, and generate external support for conservation goals.





Q: How are we staying connected with peers and building our network?

Savvy Practices for Partnerships



2. INSPIRE TRUST AND PUBLIC APPRECIATION in the partnership's mission and activities through personal example and policies, procedures, products and services.

Nurturing Trust Diversity



Dispositional

*Individual tendencies
to trust or distrust*



★ Affinitive

*What we have in
common, affinity*



★ Rational

*Past performance,
goal alignment,
competence*



Systems-based

*AKA Procedural:
Guiding rules, joint
agreement, fair
process*

**Q: How are we
inspiring trust and
appreciation through
our personal example
and actions?**



“Interpersonal (affinitive
and rational) trust can help
buffer against changes to
our systems or
procedures.”

Inspire Trust: *Words and Actions*

- Start where they are
- Listen and speak from the heart
- Do what you say, and say what you'll do
- Develop a shared vocabulary with partners
- Engage in ongoing and open dialogue



Image: Aron Flanders FWS

Weathering Change



Image: US Coast Guard

Competencies

Flexibility

- Anticipate and be open to change and new information
- Rapidly adapt to changing conditions and unexpected obstacles

Resilience

- Remain optimistic and persistent.
- Deal effectively under pressure and recover quickly from setbacks

Savvy Practices for Partnerships

3. ANTICIPATE
RESISTANCE to policies
or actions and take
proactive steps to
address opposing
arguments through
constructive dialogue.





Q: How are we getting ahead of potential resistance or opposition? What works?

Stay Connected

- Listen, listen, listen
- Separate the people from the problem
- Respect their interests
- Look for common ground, and ways to support their values
- Acknowledge potential losses



Savvy Practices for Partnerships

4. ADAPT STRATEGIES to preserve important partnering relationships even through changes in organizational capability, capacity, or context.





Q: What practices are helping us to stay flexible, resilient, and healthy amidst these changes?

Change Management: Shore Up



- Strengthen relationships
- Build alliances (the likely and unlikely)
- Score early wins, sell pieces of ideas
- Reciprocate
- Manage up and out

Group 1:

Staying connected
and in the loop

Group 2:

Inspiring trust and
appreciation

Group 3:

Anticipating
resistance and
communicating value

Group 4:

Staying flexible,
resilient, and healthy
through change



Sharing Back

Advice from MbN Peers

“If you want to change someone’s mind, change the mind of the person next to them.”

“Find key people within opposition that you can persuade or influence.”

“Talk with community leaders, partners of partners. Have the partner carry the message.”

“Tie your goal to activities that others are doing.”

“Use your network to identify other stakeholders not on your radar.”

“Be the first to reach across the aisle.”

Look Before You Leap

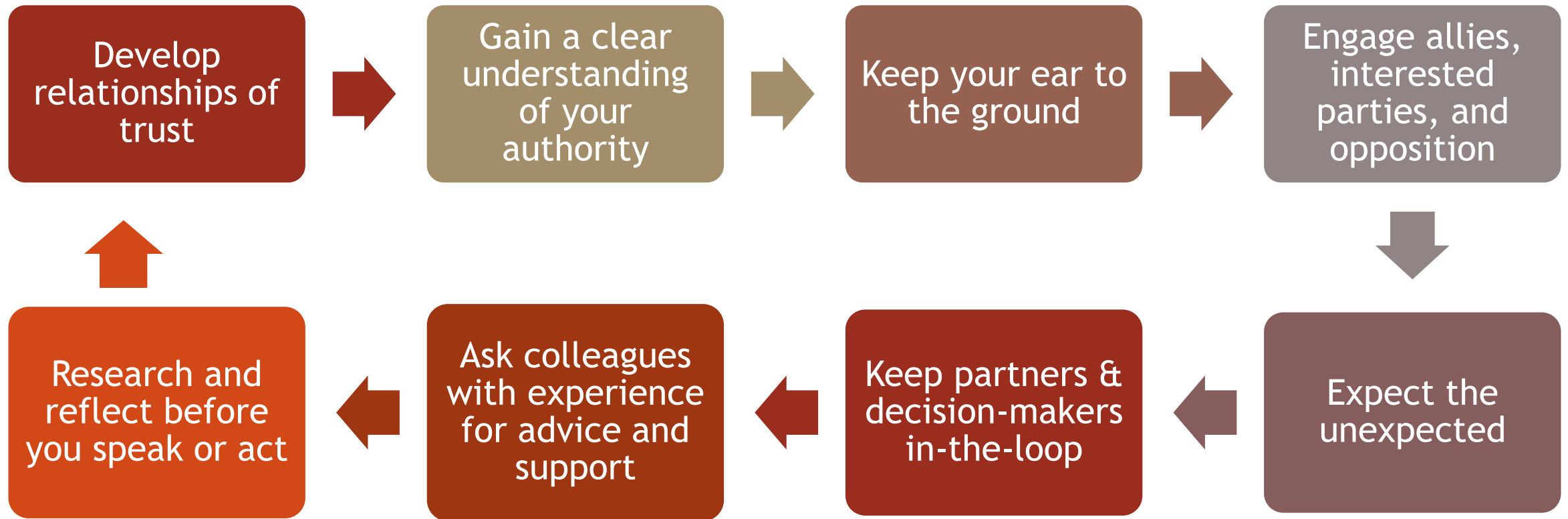
What is *really* going on?

- See the big picture
- Look for root causes
- *Consider alternatives and risks*
- Know your authority
- Engage peers with experience





Play the game on the board, not the game in your head
- *Denis Desmarais*



Stepping into Action: Savvy and Resilience

Which of these steps will you work on in the coming months?