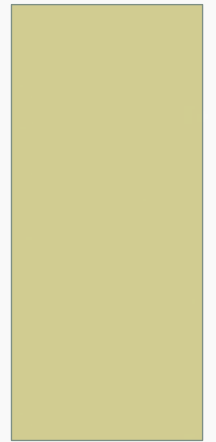


HARNESSING THE POWER OF PEOPLE

PRESENTED BY CANDACE ADAMS



AGENDA

INTRODUCTION

- SVP at SunGard - a large Fortune 500 technology company
- Responsible for the profit and loss for several large product groups
- Specialized in addressing complex and difficult customer issues
- Leveraged Lean successfully
 - Insurance product
 - \$250K loss to 30% profit
 - Won Novarica Customer Awards

MAXIMIZE SUCCESS

HBR and PMI – Only 30 to 40% of projects are successful

- Tactical and People Oriented factors
- 75% of people work differently:
 - Group Dynamics
 - Motivation
 - Time management
 - Decision process
 - Manage Tasks

SESSION OBJECTIVES

- Minimize project reluctance
- Develop communication strategies
- Understand characteristics of social styles
- Adapt communication to organizational roles
- Review tools for difficult situations
- Gain greater momentum for your project

SOCIAL STYLES

- David Merrill and Roger Reid
- Responsiveness
 - Low Responsiveness – Control
 - High Responsiveness - Emotes
- Assertive
 - High Assertiveness – Tell Oriented
 - Low Assertiveness – Ask Oriented
- Versatility

RESPONSIVENESS

- Controlling vs. Revealing Emotions
- High Responsive
 - Easy to read, voice, body and words convey how they are feeling
- Low Responsive
 - Give few vocal or facial clues, focus on facts

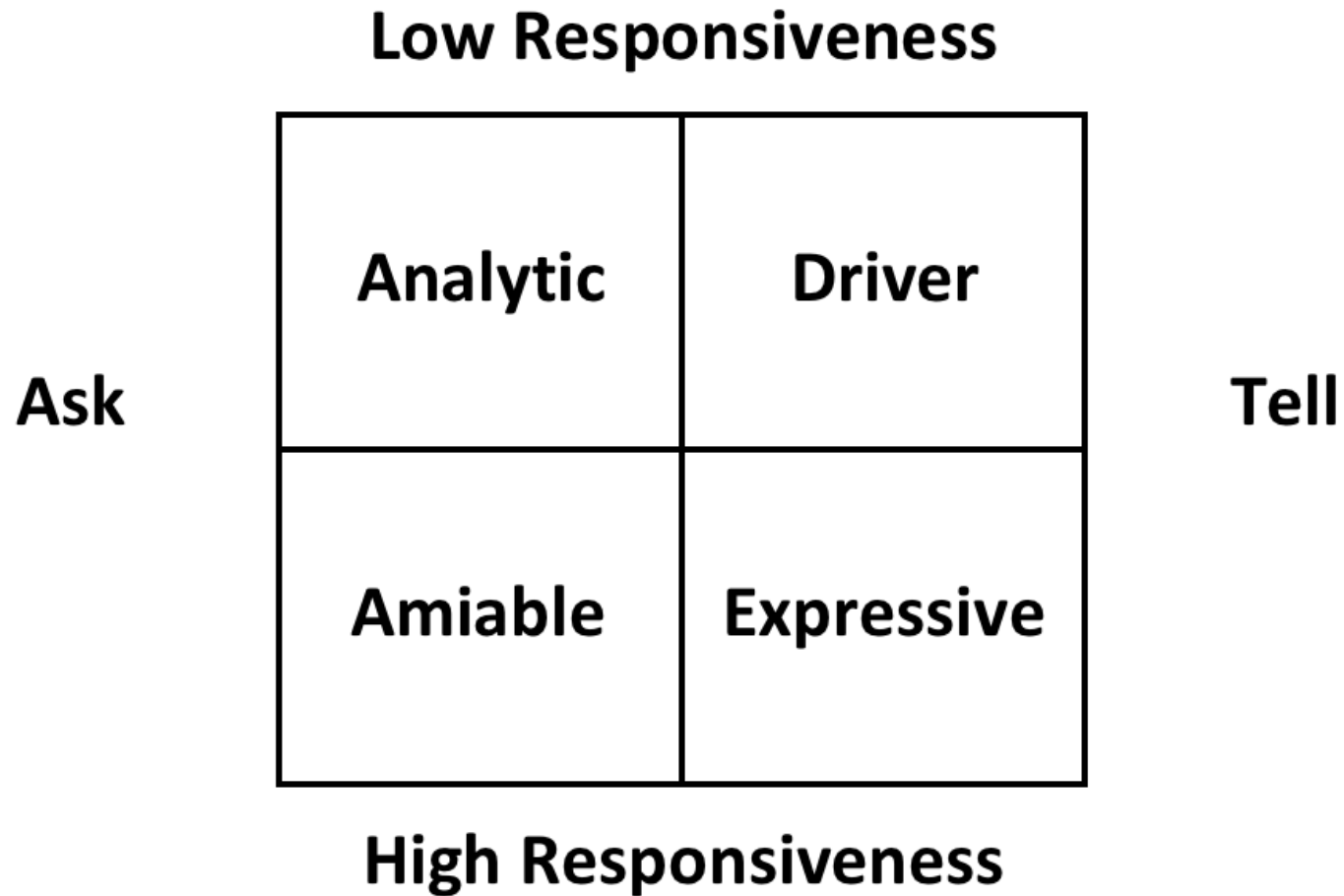
ASSERTIVENESS

- Ask vs. Tell – willingness to directly persuade others
- High Assertiveness
 - Directly influencing others
- Low Assertiveness
 - Look for other means to accomplish goals

VERSATILITY

- “the level to which you are perceived as being willing to change your preferred behaviors to make others more comfortable in an interaction” Merrill and Reid
- Able to build trust and rapport
- More successful in working with a diverse group of people

SOCIAL STYLE GRID



SOCIAL STYLES QUIZ

ANALYTIC

- Depends on facts and data
- Diplomatic
- Organized
- Cautious
- Need for accuracy and being right
- Industrious
- Persistent
- Serious
- Objectives:
 - High standards, details, perfection, traditional procedures

DRIVER

- Strong willed
- Independent
- Practical
- Decisive
- Efficient
- Focused on tasks
- Swift reaction time
- Maximum effort to control
- Objectives:
 - Challenges, Authority, Power, Freedom from controls, Options

AMIABLE

- Supportive
- Respectful
- Willing/Agreeable
- Dependable
- Unhurried
- Focused on people
- Minimum concern for change
- Need cooperation
- Objectives:
 - Guarantees, Security, Appreciation, Quality Control, Specialization

EXPRESSIVE

- Charming
- Create a vision for the future
- Ambitious
- Enthusiasm
- Dramatic
- Animated expressions
- Maximum effort to involve
- Objectives:
 - Social recognition, freedom from detail, provide service, group activities

UNDER STRESS

- Analytic – avoids / withdraws
- Driver – commands / takes over
- Amiable – acquiesces / goes along
- Expressive - attacks / confronts

ROLES

- DECISION MAKER
 - Financial Implications
- TECHNOLOGY (IT)
 - Security, support, impact
- STAFF / PRODUCERS / TEAM MEMBERS
 - Changes that negatively impact their ability to get their current jobs done.
- ALL want to be associated with a successful project

INTRODUCING A PROJECT

- The Challenges - what is not working today or can be improved.
- Understand how people will be impacted - how can the team, organization, community benefit?
- Highlight benefits
- Anticipate and address concerns
- Warning: Do Not Ignore Possible Concerns
- Silence does not mean everything is fine

DIFFICULT PEOPLE

We are all perceived as difficult occasionally:

Tools:

- Listen
- 10 second rule
- Low and slow
- Acknowledgement
- Understand does not mean agree
- Remove the emotion

MEASURING SUCCESS

- On time
- On budget
- All business objectives met
- All human objectives met
- All process objectives met
- All technical objectives met

- Dashboard - allows for frequent evaluation

LEVERAGE SUCCESS

- Spotlight!
- Leverage the small changes
- Build upon that success
- Communicate the benefits (internally and externally)
- Evolution not a revolution

QUESTIONS