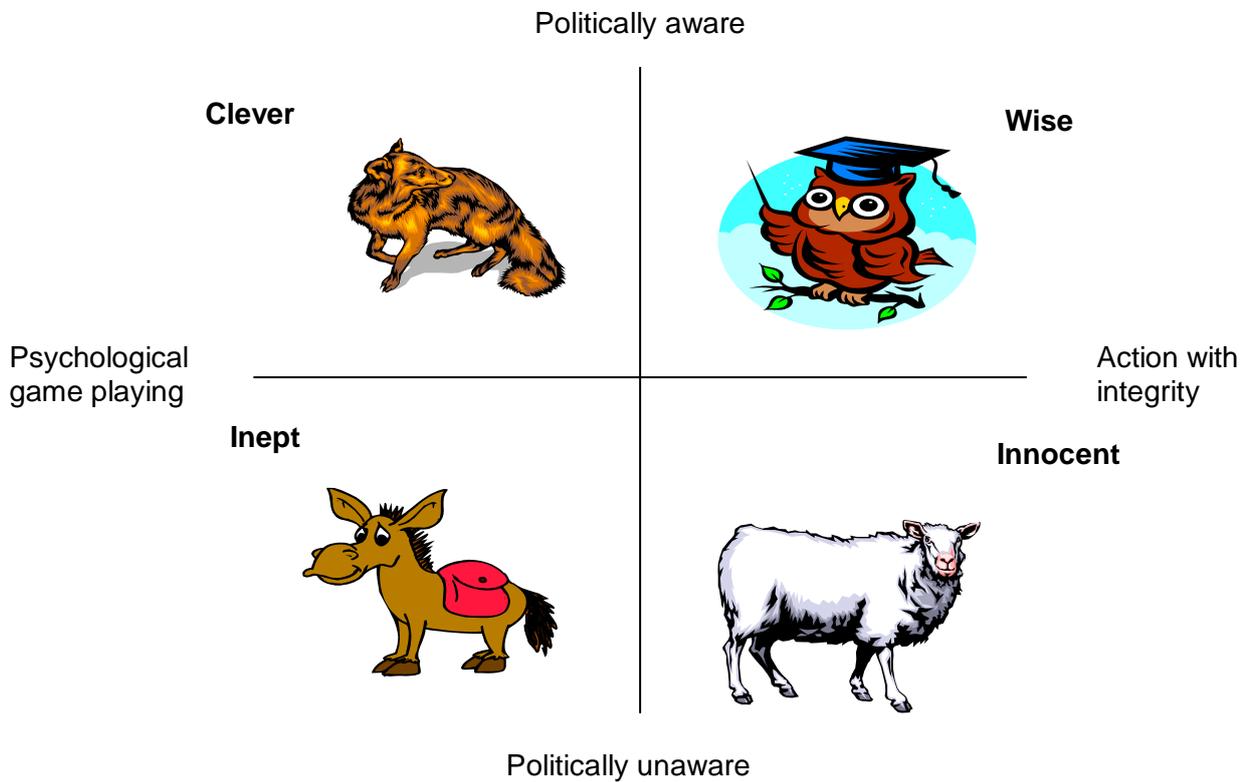


Owl, Fox, Donkey Or Sheep?

Political Skills for Managers
(Taken from Simon Badderly et al)

Professor Simon Baddeley from the university of Birmingham together with Kim James developed a descriptive model of political behaviour using political awareness/lack of political awareness and acting with integrity/psychological game-playing to create four distinct behavioural categories.



Politically Aware

<ul style="list-style-type: none"> • Interested in power and in associating with the locus of power • Unprincipled, inner-goal oriented; not ethical • Wants to be seen as powerful • Thinks before speaking aggressive but well masked, charming veneer • Can simulate feelings, plans, actions • Doesn't display feelings spontaneously • Asks '<i>what information</i> do I have? '<i>What information do I need?</i>' • Checks gossip/rumour, is aware of others' viewpoints • Uses coalition, knows how the formal processes work • Basically insecure, but well defended • Always leaves jobs before mistakes are discovered • Manipulates situations so as to appear never to make mistakes • Can make procedures work for them, hustler, wide boy, card sharp • Knows how the formal and informal organisation works • Gets support, good at ingratiating, bargains, manipulates • Likes games involving winners and losers • Can recognise and exploit key weaknesses in allies and opponents • Says things like: <ul style="list-style-type: none"> - "Leave it to me. I'll have a word with him, he's terribly out of touch" - "I think it would be unwise for me to take this one, it's very delicate, how about you – you know how good you are?" - "I have discussed this very thoroughly already and we're united in this" (actually rubbish) - "I share some of her/his feelings on this matter even if not quite so passionately" <p style="text-align: center;">Psychological Clever</p>	<ul style="list-style-type: none"> • Aware of purpose • Interested in direction in association with power and purpose • Can cope with being disliked, good interpersonal skills • Tactful, emotionally literate, plans actions, checks gossip/rumour • Excellent listener, is aware of others' viewpoints • Takes account of other people personally • Uses coalition, knows how the formal processes work • Non-defensive, learns from mistakes, reflects on events • Can make procedures work for them • Sense of loyalty • Capacity for friendship • Knows the formal and informal organisation • Open, shares information • In tune with the grapevine • Recognises who knows, who cares, who can • Gets support • Negotiates/co-operates • Likes win-win situations • Say things like: <ul style="list-style-type: none"> - "How are we going to sort this out?" - "I wonder what's lying behind these ideas?" - "Let's look at the ways we can speed this up, and get over the difficulties" - "Let me make sure I understand what you're asking for" - "I don't think I've been understanding you – can I have another go?" <p style="text-align: center;">Wise Action with</p>
<p style="text-align: center;">Game playing Inept</p> <ul style="list-style-type: none"> • Not skilled interpersonally • Unprincipled • Hates to be ignored, likes to associate with authority • Inner-goal orientated • Doesn't recognise 'direction', doesn't appreciate political purpose • Plays psychological games but doesn't read those of others • Emotionally illiterate • Concerned with own feelings rather than others' • Predisposed to projection, attribution and paranoia • Makes judgements/decisions based on feelings rather than knowledge of the bureaucracy or organisational procedures • Not ethical • Interpersonally inept at making alliances/coalitions • Tends to say "Shall we take a vote?" in the wrong setting • Doesn't listen to others • Tries hard to be nice but doesn't know how • Sees things as 'either-or' • Not tuned in to grapevine, blocked antennae • Given to clichés: 'You know me', 'with all due respect' • Says things like: <ul style="list-style-type: none"> - "Let's decide what we want and then make it look like what they want" - "Well, we all know how he got his job, don't we?" - "If the chairman wants to come to our meeting we'll just get together beforehand, won't we?" 	<p style="text-align: center;">Innocent Integrity</p> <ul style="list-style-type: none"> • Principled, ethical • Tends to rely on authority • Doesn't appreciate political purpose • Doesn't network, doesn't know how to get support • Listens but does not hear • Sticks to ethical, organisational and professional rules • Understand contents but not process of procedures • Exaggerated respect for rationality • Literal • Believes in expert and position power • Sees authority and power as congruent • Believes you are powerful if you are right • Believes flavours of the month were here to stay • Wouldn't know a double message if hit between the eyes by it • Sense of loyalty • Capacity for friendship • Open, shares information • Sees things as "either-or" • Says things like: <ul style="list-style-type: none"> - "Could we get on with the main task of this meeting?" - "Well, in strictly hierarchical terms, I think its X's decision" - "If only they would simply tell us what they really want, then we could get on with it" - "In my professional opinion..."

Politically Unaware