

# Transcript | How to Influence Without Formal Authority

WEBVTT

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00:00:10.270 --> 00:00:32.650

Urszula Rutkowska: Hello, everyone. I'm going to get this event started in just a moment. Before we officially start, I'm going to let everyone slowly filter in, figure out their Zoom, and get through to the event, so just bear with us while we let everyone slowly make their way into the

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00:00:32.650 --> 00:00:33.700

Urszula Rutkowska: event.

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00:00:35.050 --> 00:00:46.350

Urszula Rutkowska: Alright, I'm seeing the number is ticking up quite intensely. I'm just going to go ahead and get us started. So, hello, and welcome to this session on how to influence without formal authority.

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00:00:46.370 --> 00:00:59.180

Urszula Rutkowska: My name is Ulla Rutkowska, and I am the Senior Researcher here at Apolitical. It would be great to hear from all of you, so do post in the chat where you're joining us from and what organization you work for.

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00:00:59.280 --> 00:01:11.960

Urszula Rutkowska: Today, we'll be diving into how to get traction for your ideas without the title, shape discussions without waiting for permission, and how to cut through hierarchy to be heard where it counts in government.

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00:01:12.100 --> 00:01:25.600

Urszula Rutkowska: For those of you who may be joining us for the first time, welcome. AP Political is the world's largest community for government used by over a quarter of a million public servants and policymakers from more than 170 countries.

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00:01:25.650 --> 00:01:33.939

Urszula Rutkowska: Our mission is to make government smarter, and we do this by putting the best knowledge and skills at the fingertips of public servants around the world.

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00:01:33.940 --> 00:01:46.419

Urszula Rutkowska: So, I'm just going to see who we have joining us today. So, just as a reminder, please do chat where you're... do post in the chat where you're joining us from and what organization you work for. So...

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00:01:46.420 --> 00:01:54.699

Urszula Rutkowska: I'm seeing Keith from the Government of Canada in Ottawa, we've got some folks from Peterborough, and loads and loads and loads from Canada.

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00:01:54.700 --> 00:02:10.909

Urszula Rutkowska: We've got... we've got Emily from the government of Jersey, we've got Jasmine from Edmonton and Alberta, we've got Abby from Cardiff in the UK, we've got folks from Toronto, from DSIT in the UK.

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00:02:11.270 --> 00:02:17.370

Urszula Rutkowska: folks from Scotland, I'm seeing... I'm seeing Sabrina from Service Ontario.

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00:02:17.640 --> 00:02:27.780

Urszula Rutkowska: St. Thomas from Nova Scotia. So we've got loads and loads of folks from across Canada and the UK, it sounds like. Please do keep introducing yourselves.

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00:02:28.160 --> 00:02:33.370

Urszula Rutkowska: We're thrilled to extend an invitation to join today's speakers and your peers.

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00:02:33.370 --> 00:02:49.770

Urszula Rutkowska: in government from across the globe and our life in government community. It's an open forum where public servants from around the world share posts, ask for advice, and learn from one another. It's a great space to start building the kinds of influence that we'll be talking about today.

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00:02:49.780 --> 00:02:57.079

Urszula Rutkowska: The link is in the resources tab at the bottom of your screen. Please do take a look, and we'd love to see your voice in there.

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00:02:57.710 --> 00:03:15.730

Urszula Rutkowska: I need to get a few technical notes out of the way before we get into today's conversation. This event is recorded for on-demand viewing on the Apolitical website, so please don't record it yourself. Contact details for privacy concerns are in the Apolitical homepage footer.

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00:03:15.810 --> 00:03:23.130

Urszula Rutkowska: Closed captions are available and can be toggled on or off in your screen settings. So...

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00:03:23.230 --> 00:03:31.670

Urszula Rutkowska: Before we introduce our speakers, we're going to run a few quick polls to get a sense of where you're coming to today's conversation from.

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00:03:32.120 --> 00:03:48.199

Urszula Rutkowska: Let's have a look at the first poll. So the question is, what do you perceive as the biggest barrier to influencing upwards in your organization? Option 1, lack of access to decision makers. Option 2, hierarchical culture or bureaucracy.

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00:03:48.200 --> 00:04:02.660

Urszula Rutkowska: Option 3, unclear organizational priorities. Option 4, my ideas aren't taken seriously. Option 5, I don't feel confident speaking up. And 6, something else. And please, if it's something else, do share that in the chat.

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00:04:02.660 --> 00:04:09.730

Urszula Rutkowska: Now, I am unsurprised to see hierarchical culture or bureaucracy really,

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00:04:09.730 --> 00:04:28.860

Urszula Rutkowska: really taking the lead here. In my role at Apolitical, I speak to public servants, every day, and the first question I ask, and maybe some of you have participated in one of these interviews with me, is what is your biggest challenge at work? And, I can confirm that most folks I speak with say precisely this, bureaucracy.

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00:04:30.640 --> 00:04:46.439

Urszula Rutkowska: And there we have our rather decisive result. Alright, so 50% of you said that it is a hierarchical culture or bureaucracy that is the... that you perceive as the biggest barrier to influencing upwards in your organization.

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00:04:46.570 --> 00:04:51.940

Urszula Rutkowska: Wonderful. Let's now move on to the second poll.

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00:04:52.230 --> 00:05:02.250

Urszula Rutkowska: And I'm just going to wait to see it pop up in front of me. There it is. Alright, what outcome do you most hope to achieve by enhancing your influencing skills?

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00:05:02.580 --> 00:05:09.040

Urszula Rutkowska: Option 1, greater visibility for your work. Option 2, more input and decisions that matter.

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00:05:09.070 --> 00:05:25.770

Urszula Rutkowska: Option 3, being seen as a leader or expert. Option 4, driving change from within. Option 5, increasing my confidence and voice. And finally, all of the above. So, as someone noted, and I think it was Craig in the chat,

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00:05:25.770 --> 00:05:44.050

Urszula Rutkowska: For the previous question, and all of the above would have been helpful. Here, we actually have that as an option. So, again, what outcome do you most hope to achieve by enhancing your influencing skills? And I am seeing all of the above, actually, as winning out here, followed by driving change from within.

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00:05:44.050 --> 00:05:52.170

Urszula Rutkowska: So it's, it's quite clear that there are many, many, possible outcomes from simply investing in

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00:05:52.170 --> 00:06:03.450

Urszula Rutkowska: and your influencing skills. Alright, so, thank you so much, everyone, for taking part in those polls. Now it's time for me to introduce our speakers.

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00:06:03.670 --> 00:06:11.150

Urszula Rutkowska: We're fortunate to have 3 brilliant guests, Frederica Butler, Tom Carney, and Joseph Maltby joining us today.

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00:06:11.370 --> 00:06:19.789

Urszula Rutkowska: Frederica Butler is a partner at Optify and former Director of Leadership Coaching at the Partnership for Public Service in the U.S.

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00:06:20.000 --> 00:06:36.510

Urszula Rutkowska: With 20-plus years in the public sector and purpose-driven sectors, she helps leaders build courageous, values-aligned systems. Tom Kearney is a Senior Analyst in Digital Organizational Design at the Treasury Board of Canada Secretariat.

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00:06:36.510 --> 00:06:44.299

Urszula Rutkowska: A founding member of GC Tools and award-winning teacher, he works to build digital-first public service institutions.

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00:06:44.530 --> 00:06:50.040

Urszula Rutkowska: Joseph Mulpey is a frontline manager at the Internal Revenue Service for the U.S. government.

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00:06:50.120 --> 00:06:59.159

Urszula Rutkowska: He brings expertise in organizational culture, change management, and stakeholder engagement across agencies, including Homeland Security and the Treasury.

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00:06:59.210 --> 00:07:16.939

Urszula Rutkowska: You can read the full bios by visiting the Resources tab at the bottom of your Zoom screen, and heading to the Speakers section. So, before we launch into today's panel, I thought we could start with a very quick icebreaker question, just to get us warmed up.

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00:07:16.940 --> 00:07:25.449

Urszula Rutkowska: So, Frederica, Tom, and Joe, I'm gonna ask you all a question, and then I'm going to, have you all answer it. So, the question is.

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00:07:25.540 --> 00:07:35.179

Urszula Rutkowska: Influencing in 2025 is now such an important skill that the verb itself has become an entire job market. Enter...

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00:07:35.290 --> 00:07:37.219

Urszula Rutkowska: Social media influencers.

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00:07:37.340 --> 00:07:55.479

Urszula Rutkowska: If you were such an influencer, what would you be influencing people about? So, I'll give you a moment to think, but to put it another way, if you were a social media influencer, what do you think you could influence people on? And everyone else who's here today, let me just pose that same question to you.

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00:07:55.480 --> 00:08:08.270

Urszula Rutkowska: And I'd love it if you could share your answers in the chat, so please do just share them, I will read them out. But, I hope that the speakers have had a chance to identify an answer. I'm going to maybe,

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00:08:08.270 --> 00:08:10.049

Urszula Rutkowska: Joe, come to you first.

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00:08:10.520 --> 00:08:17.309

Joseph Maltby: Sure, honestly, I would say that if I was influencing people, the thing I would focus the most on

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00:08:17.310 --> 00:08:35.700

Joseph Maltby: is the importance of and the skills needed to make friends. I think so much of what's going on in the world, and so much of what feels like is going wrong with the world, stems back to people being disconnected and lonely, and it's a solution that I think people overlook.

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00:08:36.270 --> 00:08:37.959

Joseph Maltby: When they look for bigger things.

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00:08:39.510 --> 00:08:43.169

Urszula Rutkowska: All right, thank you, Joe. Over to you, Frederica.

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00:08:43.580 --> 00:08:54.380

Friderike Butler: That was a great question. If I could influence and have millions of watchers, I probably would influence on how to use... creatively use less plastic in our everyday life.

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00:08:54.380 --> 00:09:16.800

Friderike Butler: and go to renewable resources, and glass, and creative things, and so that we don't continue pollution. I'm an avid scuba diver, and we're out in nature all the time, and it just hurts my heart when I see all the plastic pollution that is now impacting us, so if I could do something about that with millions of followers, that's where I would spend my energy.

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00:09:17.510 --> 00:09:20.680

Urszula Rutkowska: All right, thank you, Frederica, and over to you, Tom.

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00:09:20.680 --> 00:09:27.060

Thom Kearney: good answers. Yeah, togetherness, collective, being, you know, we're all in this together.

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00:09:28.680 --> 00:09:31.970

Thom Kearney: That's... that's what I got. Either that or dogs.

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00:09:32.060 --> 00:09:42.689

Urszula Rutkowska: Alright, sounds good, and I feel like, influencing about dogs is very much shared, because someone in the chat has just said, the compassionate treatment of humans and animals.

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00:09:42.690 --> 00:09:57.549

Urszula Rutkowska: So, very good. And please do keep posting your answers in the chat, so if you've got an idea for your future influencing career, perhaps a side gig from your day role in government, please do let us know.

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00:09:57.800 --> 00:10:17.500

Urszula Rutkowska: I sometimes dream of being a tennis influencer, but I don't know what that would be, or what that would even look like. But thank you, everyone, for participating in that. So, without further ado, I'm now going to actually hand over to Tom for the next 7 minutes to start his presentation. So, over to you, Tom.

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00:10:18.270 --> 00:10:23.809

Thom Kearney: Thank you very much. Let me just get my screen up. Let me know if something's not working.

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00:10:25.780 --> 00:10:30.269

Thom Kearney: Boom, boom... So we can see what we can see, yes?

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00:10:31.980 --> 00:10:47.859

Thom Kearney: So, so yeah, so influence. Influencing without authority. That's... that's what we're here to talk about, and presumably because we... well, all of the above, that... that... that poll question was great. My question is, what is influence? I mean, I have some kind of an answer, but...

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Thom Kearney: You're gonna see a lot of dogs in this presentation, so I've had 3 Golden Retrievers in my life.

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00:10:53.190 --> 00:10:55.360

Thom Kearney: And they've taught me a lot.

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00:10:56.030 --> 00:11:03.490

Thom Kearney: About a lot of things. But this picture does... this is Annie, the latest Golden Retriever. Is she exhibiting any influence, do you think?

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00:11:05.530 --> 00:11:13.700

Thom Kearney: Non-metorical question. I think she's... she's definitely influencing me. What's she trying to get me to do? Play with her. Throw the ball.

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00:11:15.030 --> 00:11:22.400

Thom Kearney: And so, if we think, what is influence? It's... I kind of view it as usually shaping a decision, or it might be shaping culture.

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00:11:23.340 --> 00:11:27.010

Thom Kearney: Or it might be something else, and so you guys have got the something else.

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00:11:27.240 --> 00:11:31.680

Thom Kearney: But the important thing is that it's something we already do.

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00:11:32.260 --> 00:11:50.280

Thom Kearney: It's not something that has to be given to you. Yes, some positions come with a level of influence, or a level of authority, but it really depends on who's in that position, and that no matter what position we're in, we do have some influence, albeit it may be a smaller sphere of influence, but we all have some influence.

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00:11:50.390 --> 00:11:52.050

Thom Kearney: On a day-to-day basis.

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00:11:52.210 --> 00:11:56.679

Thom Kearney: And one of my recommend... one of my... there's a book called To Sell is Human.

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00:11:56.810 --> 00:12:04.080

Thom Kearney: Which I used to teach from, and it's great, because it kind of makes that point that you're always selling, you know?

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00:12:04.830 --> 00:12:07.879

Thom Kearney: Will size be available? Yes, mine are, certainly, anyway.

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00:12:08.120 --> 00:12:09.879

Thom Kearney: Okay, moving on, next slide.

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00:12:12.640 --> 00:12:26.070

Thom Kearney: So this is Saul, he was my first Golden Retriever, and he had agency, so if we think about what agency is, it's your independence as a human, or as a worker, as a, you know, whatever your role is that you're playing at that time.

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00:12:26.650 --> 00:12:31.809

Thom Kearney: And I know sometimes it may not feel like we have a lot of influence, especially in a large bureaucracy, but...

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00:12:31.950 --> 00:12:32.859

Thom Kearney: We do.

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00:12:33.150 --> 00:12:36.459

Thom Kearney: We do have some agency, at least. We may not have a whole lot of...

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00:12:36.670 --> 00:12:41.959

Thom Kearney: Apparent influence, but we have agency to act the way that we want to act.

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00:12:42.490 --> 00:12:48.749

Thom Kearney: within certain boundaries, of course. Saul had lots of agency. He basically didn't listen to us at all.

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00:12:48.980 --> 00:12:51.409

Thom Kearney: The more recent dogs have less.

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00:12:51.680 --> 00:12:53.100

Thom Kearney: Because we've trained them.

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00:12:53.400 --> 00:13:00.729

Thom Kearney: to do less. We've trained them to behave. And so, one of the reflections I ask you guys to make is, what training have you

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00:13:01.090 --> 00:13:02.220

Thom Kearney: not taken.

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00:13:02.410 --> 00:13:10.740

Thom Kearney: But what training has been done to you by your parents, by your workforce culture, by whatever, right? So we are trained to behave in particular ways.

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00:13:10.870 --> 00:13:15.320

Thom Kearney: Not necessarily even intentionally, just, you know, we're shaped by our environments.

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00:13:15.620 --> 00:13:18.579

Thom Kearney: And if our environment has shaped us to be...

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00:13:19.080 --> 00:13:23.859

Thom Kearney: To not attempt to influence, or not to share, not to express our agency.

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00:13:24.130 --> 00:13:27.619

Thom Kearney: Then that's something that you can kind of... you can kind of work on.

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00:13:28.710 --> 00:13:38.170

Thom Kearney: And, you know, there's opportunities to influence those around you, even if it's just those that you're immediately working with, or in meetings, in town halls, on social media.

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00:13:38.220 --> 00:13:52.919

Thom Kearney: From a conversation this morning with a colleague, I was coming in, I was just chatting with her, and, you know, she came out with this idea that everything leaks into everything else. So we've both been around this particular department for quite a while, and, you know, you begin to see recurring patterns.

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00:13:53.160 --> 00:13:54.779

Thom Kearney: And everything is connected.

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00:13:55.000 --> 00:13:58.250

Thom Kearney: So, you know, something you do today, even though you may not

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00:13:58.860 --> 00:14:03.650

Thom Kearney: see any immediate reaction, could have positive implications later.

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00:14:04.980 --> 00:14:11.600

Thom Kearney: Anyway, I can provide... there's examples of that that have happened to my life, but some practical tips, I mean, know the written rules.

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00:14:12.390 --> 00:14:13.920

Thom Kearney: Break them at your own risk.

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00:14:14.200 --> 00:14:16.199

Thom Kearney: Know the unwritten rules.

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00:14:16.580 --> 00:14:18.120

Thom Kearney: And when you might be bending them.

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00:14:18.460 --> 00:14:33.970

Thom Kearney: And, you know, some very practical sort of tips that I've used in the past are, you know, announce your intentions rather than asking permission, if you're trying to... this is kind of a change strategy, but, you know, tell people what you're going to do, don't ask them if you can do it.

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00:14:34.220 --> 00:14:38.370

Thom Kearney: The other alternatives are, you know, don't ask permission, just beg forgiveness.

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00:14:38.640 --> 00:14:40.940

Thom Kearney: Or simply proceed until apprehended.

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00:14:41.610 --> 00:14:46.550

Thom Kearney: Which, strictly speaking, are perhaps not influence, but they are expressions of agency.

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00:14:46.940 --> 00:14:54.499

Thom Kearney: Requires some judgment, but, you know, the main... the main thing I'd like to say here is just try and stay away from a compliance mindset.

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00:14:54.630 --> 00:15:00.830

Thom Kearney: Yes, be aware of compliance, but, you know, compliance is not... Be all and end-all.

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00:15:01.380 --> 00:15:05.499

Thom Kearney: Recognize that you have agency, and that you can express it.

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00:15:05.600 --> 00:15:09.990

Thom Kearney: To do that, you'll need clarity of purpose, which I'm going to talk about briefly, and personal confidence.

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00:15:10.890 --> 00:15:13.799

Thom Kearney: And whatever your strategy is, you know, take some time.

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00:15:13.950 --> 00:15:20.349

Thom Kearney: To develop your personal confidence. So, that's coming to the next question, the next thing. So, confidence, where does confidence come from?

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00:15:20.890 --> 00:15:24.699

Thom Kearney: That's another non-rhetorical question, for chat.

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00:15:25.280 --> 00:15:28.520

Thom Kearney: I have a couple... a very short answer, really.

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00:15:28.710 --> 00:15:35.260

Thom Kearney: I think knowledge... confidence comes from knowledge, so learn as much as you possibly can about whatever the topic is.

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00:15:35.520 --> 00:15:37.580

Thom Kearney: And it comes from practice.

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00:15:38.080 --> 00:15:42.539

Thom Kearney: And it comes from more practice. The more you do something, the more confident you will become in it.

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00:15:42.840 --> 00:15:48.510

Thom Kearney: And in part, it comes from something we might call clarity of purpose.

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00:15:49.490 --> 00:16:00.689

Thom Kearney: So, you know, what do we mean by clarity of purpose? We mean, you know, what is it you're trying to achieve? So what is... if the topic is influence, and I'm trying to influence you to express your agency.

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00:16:00.830 --> 00:16:03.339

Thom Kearney: You know, that's... that's...

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00:16:03.750 --> 00:16:10.679

Thom Kearney: some... that's a purpose that I've... that I've shaped. So, if you... if you're embarking on conversations with intent.

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00:16:10.910 --> 00:16:14.410

Thom Kearney: then, you know, what is the purpose? The clearer that purpose is to you.

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00:16:14.860 --> 00:16:16.730

Thom Kearney: The more effective you can be.

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00:16:16.950 --> 00:16:18.990

Thom Kearney: And I would suggest that

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00:16:19.300 --> 00:16:24.669

Thom Kearney: Frequently, we have sort of big, vague purpose, and the more you can kind of break that down and focus it.

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00:16:25.010 --> 00:16:29.630

Thom Kearney: The more likely you are to be successful, or at least the easier it gets.

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00:16:31.260 --> 00:16:40.539

Thom Kearney: In my notes, I have something called behavior before attitudes, so if you're trying to change attitude or culture or any of that kind of nasty stuff, it's really hard. And... and...

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00:16:41.020 --> 00:16:43.140

Thom Kearney: Look for the behaviors that reflect

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00:16:44.230 --> 00:16:52.480

Thom Kearney: your influence, or that reflect the desired outcome. Anyway, the other key point here, I would say, is align your purpose with corporate strategy.

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00:16:52.680 --> 00:16:55.630

Thom Kearney: So, you know, know what your organization's purpose is.

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00:16:55.940 --> 00:17:05.429

Thom Kearney: and align that with your purpose. And not only will you be happier and more effective, it'll help you actually give you... give you sort of structure and,

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00:17:06.109 --> 00:17:09.399

Thom Kearney: focus to your arguments. Okay.

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00:17:12.170 --> 00:17:22.050

Thom Kearney: Oh, look at that, 641 already, bang, okay. Building credibility. How do you build credibility? You do it slowly over time, is my position, or my belief.

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00:17:22.310 --> 00:17:24.619

Thom Kearney: You don't do it by expressing your ego.

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00:17:24.730 --> 00:17:28.590

Thom Kearney: You do it, in part by making your boss looking good.

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00:17:28.810 --> 00:17:38.590

Thom Kearney: And if you can't do that, find another boss. There's an expression I remember for... what interests me fascinates... or what interests my boss fascinates me.

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00:17:38.780 --> 00:17:40.320

Thom Kearney: Be authentic.

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00:17:41.570 --> 00:17:43.599

Thom Kearney: Be... be consistent over time.

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00:17:44.380 --> 00:17:50.849

Thom Kearney: Communication, it's all about listening. From my perspective, that's the key thing. You can't listen too much.

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00:17:53.150 --> 00:18:04.060

Thom Kearney: Have some fun. So, in your... in your communications, in your attempt, influencing doesn't have to be a terribly serious thing. You can... you can inject a little bit of fun to reduce tension.

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00:18:04.470 --> 00:18:16.569

Thom Kearney: If you're promoting change, especially, change is always too slow for some and too fast for others. So, whatever you... whatever tricks you can... you can use, I use... tend to use animals. I have a bell that I use sometimes.

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00:18:16.740 --> 00:18:22.460

Thom Kearney: Yeah, and tactically, ask questions rather than express opinions. Frame things as feelings.

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00:18:24.610 --> 00:18:26.169

Thom Kearney: And I'd be curious, you know?

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00:18:27.430 --> 00:18:31.439

Thom Kearney: And curious in your influence, even, asking the question, you know.

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00:18:32.060 --> 00:18:37.670

Thom Kearney: why things might be this way, rather than criticizing them, you know? Ask the question, why?

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00:18:37.810 --> 00:18:39.110

Thom Kearney: Why is it like this?

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00:18:39.970 --> 00:18:46.079

Thom Kearney: Have some fun, be curious, find your community. So, changing the world is... is... alone is really...

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00:18:46.710 --> 00:18:52.739

Thom Kearney: Really a bummer. So, find those that can support you and are trying to do some of the same sorts of things.

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00:18:52.940 --> 00:18:54.530

Thom Kearney: And...

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00:18:55.670 --> 00:19:03.240

Thom Kearney: building your network also grows your potential influence, right? Because your influence is really measured by those that you can reach.

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00:19:03.460 --> 00:19:07.950

Thom Kearney: And if you have a broad network, then theoretically, at least, you can reach more people.

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00:19:09.260 --> 00:19:14.669

Thom Kearney: Find ways to advance the agenda within your sphere of influence. You, too, can fly, just get out, get out and do it.

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00:19:15.160 --> 00:19:20.289

Thom Kearney: And there's some resources, a couple of links to stuff that I've... I've published, kind of.

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00:19:21.230 --> 00:19:22.549

Thom Kearney: Some of it's pretty rough.

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00:19:22.780 --> 00:19:26.949

Thom Kearney: And there's... there's a link... there's a note to the book. And that's... that's about it for me.

149

00:19:29.660 --> 00:19:32.240

Urszula Rutkowska: Well, thank you so much, Tom.

150

00:19:32.900 --> 00:19:33.889

Thom Kearney: I'll stop sharing.

151

00:19:34.670 --> 00:19:47.779

Urszula Rutkowska: Thank you. So, you'll have the chance to ask Tom all the questions that you may have at the end of the presentations, but now it's time to hear from Joe. So, Joe, over to you. Take it away.

152

00:19:50.510 --> 00:19:52.439

Joseph Maltby: Okay, and my content's up.

153

00:19:55.620 --> 00:19:58.339

Urszula Rutkowska: Yes, yes, we can see everything. Thank you.

154

00:19:58.470 --> 00:20:17.810

Joseph Maltby: So, I come at the question of influence from the perspective of someone who started out in communications and outreach, and I think, like Tom, I'm very interested in stories, and so, similarly, I define influence as the ability to change someone's behavior or their beliefs in some way, through persuasion.

155

00:20:17.810 --> 00:20:21.119

Joseph Maltby: And so I think step one, thinking as a communicator, is

156

00:20:21.220 --> 00:20:29.449

Joseph Maltby: do you unders... do they understand what you want from them, and do you understand why they would want to give it to you? And...

157

00:20:29.730 --> 00:20:40.709

Joseph Maltby: As with a lot of things, like, it seems obvious when you say it out loud, but we've all sat through so many meetings, so many presentations, or even so many small conversations.

158

00:20:40.710 --> 00:20:52.980

Joseph Maltby: And the focus of the conversation from the person making the ask is always what they want, and not what the person they're talking to wants. So these are some basic lenses that might help to, like, ask yourself these questions, like.

159

00:20:53.090 --> 00:20:55.960

Joseph Maltby: Being a communicator means sharing the right information.

160

00:20:56.520 --> 00:21:07.969

Joseph Maltby: I like stories, like, thinking about it like a writer is, like, how do you make this interesting? Like, how do you get someone to pay attention, especially in our world, where there are so many competitors for everyone's attention? And...

161

00:21:08.080 --> 00:21:20.069

Joseph Maltby: They also, like, there is, as Tom talked about, like, there's the listening and the curiosity. There's some core human things that will help you, and that you don't have to discard at the doorway to your office. And...

162

00:21:20.320 --> 00:21:31.640

Joseph Maltby: thinking about this in more practical terms, like, to understand the person you're trying to persuade, like, you ask yourself, like, what are the incentives in their role? Like, what is this person worried about? Like.

163

00:21:31.640 --> 00:21:50.270

Joseph Maltby: what kind of person are they, and how do they think? You probably don't have the full answers to all of those questions, but you likely know more of the answers than you realize. And the reality is people are constantly pushing out information about themselves. Like, even in a virtual environment, you can still learn a lot from someone. Like.

164

00:21:50.310 --> 00:21:53.109

Joseph Maltby: Whatever someone's worried about, they're going to be talking about.

165

00:21:54.920 --> 00:22:10.569

Joseph Maltby: So, for example, like, can you rate them in terms of their risk aversion? Like, public servants tend to be more risk-averse, but not everyone is equally so, and understanding, like, how risk-averse someone is helps you make the case. Similarly, like, can you rate them in terms of their level of ego?

166

00:22:10.570 --> 00:22:21.140

Joseph Maltby: People who are high in ego are annoying in a lot of contexts, but they are also easier to persuade in the sense that you already come in knowing one thing they definitely want from you.

167

00:22:21.140 --> 00:22:34.780

Joseph Maltby: And I... the big obstacle everyone mentioned in the poll was hierarchy. Like, if you can under... if you come in understanding, like, this is a person who cares very much about hierarchy or doesn't, then again, you have a sense of, like, what they're expecting.

168

00:22:34.930 --> 00:22:42.699

Joseph Maltby: And in terms of another practical test you can use to communicate, make sure you're communicating what you want, effectively, is...

169

00:22:42.770 --> 00:22:47.529

Joseph Maltby: how would you explain this to a parent, or a partner, or a friend? Like, what...

170

00:22:47.530 --> 00:23:03.459

Joseph Maltby: what context will you leave out to get to the point faster, and what's the important stuff that you would emphasize? I used to work in academic research, and the joke was always that you would... if you wanted something explained, like, never ask the professor, always ask the grad student, because professors know too much.

171

00:23:04.690 --> 00:23:13.050

Joseph Maltby: So... Telling you that there's a connection between, like, soft skills and who you are as a person, and...

172

00:23:13.050 --> 00:23:30.500

Joseph Maltby: having influence might sound a little high level at first, so one tool you can use is from the field of change management, and use models to kind of break down those big understandings into more concrete actions. And none of this is rocket science,

173

00:23:30.770 --> 00:23:50.749

Joseph Maltby: it's not a formula you have to religiously adhere to, it's just a recipe. Like, I mean, plenty of people can cook without recipes, but recipes are useful because they help keep you from skipping things. And, like, as Tom said, like, we all do this in all aspects of our life, so the real question you ask yourself is, if you already know how to do this, then why aren't you?

174

00:23:50.750 --> 00:24:00.300

Joseph Maltby: And I think a lot of it is because, and a lot of why recipes are necessary, is because we're never worse at understanding someone than when we are passionate about something we want.

175

00:24:00.390 --> 00:24:13.210

Joseph Maltby: And passion is necessary to make change work. It's necessary to get... motivate you to put in the long hours to build the world you want to build as a public servant, but unfortunately, it makes you a much less effective persuader.

176

00:24:13.560 --> 00:24:36.039

Joseph Maltby: So, from a practical standpoint, I'd say, like, I mean, these are just two examples of models, there's plenty you can work from. I find the ADCOM model is useful because it kind of breaks down the question of how do I change someone's mind to, like, where is the actual obstacle? Like, what's the component? And I find that people usually tend to fail the most, either in creating a desire for a change.

177

00:24:36.040 --> 00:24:39.759

Joseph Maltby: Another thing that's often overlooked is reinforcing the change, like.

178

00:24:39.790 --> 00:24:47.000

Joseph Maltby: discarding, like, the interaction as soon as you get what you want not only, like, doesn't set you up for future influence.

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00:24:47.140 --> 00:24:55.089

Joseph Maltby: It also may... sometimes means the change itself doesn't fully happen, because people turn their attention to new things. And...

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00:24:55.200 --> 00:25:01.560

Joseph Maltby: Reinforcement can be something as simple as just positively reinforcing someone, or letting them know that you appreciate

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00:25:01.710 --> 00:25:15.379

Joseph Maltby: the change they made. And then the emotional aspect of this, I would say, is just worth keeping in mind, because even... even, and sometimes, especially in cases of small levels of change, what you...

182

00:25:15.700 --> 00:25:25.360

Joseph Maltby: are asking someone to do is go through an emotional journey. Like, and the more hierarchical they are, the more senior they are, the more confident they are, sometimes that works, because

183

00:25:25.540 --> 00:25:33.400

Joseph Maltby: It might be that you want the same thing, but especially if you want to influence someone in a significant way, that probably means they have to

184

00:25:33.400 --> 00:25:47.529

Joseph Maltby: agree that something they believe is at least partially incorrect, or incorrectly applied, and that... that stings a little. And so coming into it knowing that it's not enough to have a logical case, but that people are feelings as well, I think is helpful to be reminded of.

185

00:25:47.530 --> 00:25:50.370

Joseph Maltby: And one other practical point is.

186

00:25:50.710 --> 00:25:55.669

Joseph Maltby: If you can't influence this person directly, like, if they're too far away from you in the hierarchy.

187

00:25:55.740 --> 00:26:11.359

Joseph Maltby: then how do you work in towards them concentrically? Like, who are the people they trust, or connected to them organizationally, so that either they hear about you, and you grow your influence through those people before you ever get in front of them, or if you're trying to persuade them about something.

188

00:26:11.360 --> 00:26:20.519

Joseph Maltby: How can you use those relationships so that by the time you're actually in front of them, like, they've already heard from a bunch of people they trust that they agree with you?

189

00:26:20.860 --> 00:26:24.930

Joseph Maltby: And you have a chance to hear what they might think about it before you see them.

190

00:26:25.700 --> 00:26:26.990

Joseph Maltby: So...

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00:26:27.120 --> 00:26:34.179

Joseph Maltby: having said all of those practical pieces of advice, I would say the thing I would leave you with is,

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00:26:34.180 --> 00:26:55.039

Joseph Maltby: I mean, service is also a verb, it's also a process, it's a struggle, it's not an end state. I'm not gonna lie to you and tell you that if you do everything right, you're gonna win every battle, you're gonna influence everybody. I mean, there are gonna be times when you feel like you're losing much more than you're winning, but if you keep practicing, and you just pay attention and listen and

193

00:26:55.190 --> 00:27:08.330

Joseph Maltby: connect with people, your ability to influence people will grow over time. And victory for a public servant is just to keep coming back, and keep trying, and keep trying to make things better.

194

00:27:08.710 --> 00:27:11.400

Joseph Maltby: So with that, Ulla, I'll turn it back to you.

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00:27:13.100 --> 00:27:34.870

Urszula Rutkowska: Well, thank you so much, Joe. That was really fascinating. Frederica, I'll hand over to you in a second, but I just wanted to take a moment to encourage everyone to get their questions submitted in time for the Q&A. We've got 3 highly experienced speakers here with us, so please don't hold back. There's no such thing as a bad question, so please do keep

196

00:27:34.870 --> 00:27:45.339

Urszula Rutkowska: posing your questions. I've seen loads and loads of chat happening while folks are speaking, but, yeah, so thank you so much, everyone. Now, Frederica, over to you.

197

00:27:55.960 --> 00:28:15.899

Friderike Butler: Thank you, Ulla. Well, I'm not surprised that we have a little bit of overlap in our presentations, and I feel like I'm in great company with the Golden Retrievers and Fred Rogers. So, I'm taking a little bit of a different approach to influencing without authority, and that is from a mindset of, instead of working from needing power over.

198

00:28:15.900 --> 00:28:24.570

Friderike Butler: to have a mindset of creating power with. So, for a long time, leadership meant authority, a title, a clear mandate, and power to direct.

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00:28:24.570 --> 00:28:46.990

Friderike Butler: But the challenges that we face today, whether it's climate change, digital disruption, or rebuilding public trust, are way too complex to solve just with authority alone. And this command and control often shuts down vital information and stifles creativity, and it may be great at a time of an emergency, when decisions have to be made quickly, but if we're really looking for... to create long-term solutions.

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00:28:46.990 --> 00:28:52.499

Friderike Butler: This power over and top-down control, a lot of times it's just not, adequate anymore.

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00:28:52.500 --> 00:29:12.499

Friderike Butler: So, many of you know what it's like to be in the middle. You're expected to deliver results, balancing expectations from executives above, securing commitment from colleagues and team side alongside of you, and that's the reality of many mid-level managers, and even many senior managers. So.

202

00:29:12.500 --> 00:29:21.110

Friderike Butler: I am curious, and you can put it into the chat, in one word, how does it feel to you when you have to lead without authority?

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00:29:21.640 --> 00:29:33.129

Friderike Butler: what's... you hear that. You have no authority, you have no team to direct, and you have to lead an initiative. What does that feel like? So we'll... we'll revisit that, word cloud later.

204

00:29:33.540 --> 00:29:38.430

Friderike Butler: And... let me see if I can... here we go.

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00:29:38.600 --> 00:30:01.249

Friderike Butler: So, moving from power over to power with. It really... it meets today's challenges, and we need to learn how to influence without that relying on formal authority. And influence cannot come just from position alone, so that requires that mind shift that I was talking about. It's not about controlling others, and it's about building trust.

206

00:30:01.250 --> 00:30:21.730

Friderike Butler: aligning about shared purpose, Tom already talked about that, integrating different priorities, and creating the conditions for others to succeed, right? So, everybody has their own perspectives, and we need to bring them in so that they feel they're part of something bigger that they feel like they want to succeed in, and it's important for them as well.

207

00:30:24.820 --> 00:30:26.690

Friderike Butler: So, whoops, there you go.

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00:30:27.530 --> 00:30:43.729

Friderike Butler: Nope, that's not where you go. Here is one of my favorite quotes. It's actually a riff off Brene Brown, and a leader is anyone who sees potential in people and ideas, and here comes the kicker, and who has the courage to initiate action.

209

00:30:43.730 --> 00:30:55.579

Friderike Butler: Right? It's not just enough to see potential in people or ideas, it's really required that you take action. And here's another provocative question for you to sit with. What would happen

210

00:30:55.670 --> 00:30:59.420

Friderike Butler: If you stopped waiting for permission to lead.

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00:31:00.330 --> 00:31:15.629

Friderike Butler: Right? If you... if you really come from a position of, I love what that person is doing, I love this idea, what if you don't wait for permission? What if you figure out how to, how to act? And here's, one way of thinking about that.

212

00:31:15.680 --> 00:31:33.520

Friderike Butler: So here's three steps, right? And we already touched on that a little bit. First, align with organizational goals. That gives you an idea, or other people's idea, traction. So influence is amplified when your initiative connects directly to what your organization and the public already care about.

213

00:31:33.520 --> 00:31:41.119

Friderike Butler: So, one, here's a practical micro-action that you can think about, just as an example. Take your agency strategy slide deck.

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00:31:41.390 --> 00:31:58.669

Friderike Butler: echo one of... one or two of its key phrases when framing your proposal, and that simple mirroring can create traction, right? Directly, and Joe already talked about that too, communicate how your idea and what you're trying to influence connects with what is already in motion.

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00:31:58.790 --> 00:32:04.769

Friderike Butler: Second, faster collaboration, because traction without trust stalls.

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00:32:05.040 --> 00:32:19.469

Friderike Butler: just doesn't go anywhere if it just hinges on one person. So, the foundation is trust. Trust, that others have in your character, trust in your competence, and here's a simple framework. And we already talked about that a little bit, too. Listen.

217

00:32:19.720 --> 00:32:25.160

Friderike Butler: link, and leverage, right? So listen to understand diverse perspectives.

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00:32:25.370 --> 00:32:33.890

Friderike Butler: Link people and ideas by establishing and make that shared purpose visible, and then leverage the strength of the group to move forward.

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00:32:34.370 --> 00:32:47.650

Friderike Butler: Here's another practical micro-action that you can take. In your next meeting. Name out loud a connection that you see between two colleagues' ideas, or two divisions' ideas, and invite them to build on it, right?

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00:32:47.710 --> 00:32:57.769

Friderike Butler: Pull it out and make it visible to others. And then third is inspire action, because even aligned, trusted ideas still need energy from others to move.

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00:32:57.870 --> 00:33:09.339

Friderike Butler: So, support growth... support growth when, people feel seen, valued, and able to contribute to something that matters to them. So, instead of saying, we need to finish this report.

222

00:33:09.340 --> 00:33:25.870

Friderike Butler: Try saying something like, your analysis will shape how resources reach the communities most in need, right? Again, connected back to the bigger purpose. So another practical micro-action, ask one colleague what excites you most about this project?

223

00:33:26.120 --> 00:33:36.539

Friderike Butler: Right? Really, that's the curiosity of the Golden Retriever that Tom talked about, is what excites you most, and then link that request to that motivation. So, again, make that visible.

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00:33:37.320 --> 00:33:45.250

Friderike Butler: And here's something that, a term that I coined. It's that, become a collaborative connector.

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00:33:45.350 --> 00:33:59.499

Friderike Butler: Collaboration is not the end of the story, something bigger happens when ideas flow across entire networks. So the whole becomes greater than the sum of its parts, and when people connect across boundaries, new nodes of insights appear.

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00:33:59.500 --> 00:34:05.570

Friderike Butler: Right? So it's that we're creating something together that hasn't existed before. And let me give you an example.

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00:34:05.750 --> 00:34:17.630

Friderike Butler: So one of my clients, a mid-level manager in government, had no formal authority to set policy, but she didn't wait for authority, right? She connected, she convened people, she listened to their ideas.

228

00:34:17.630 --> 00:34:28.159

Friderike Butler: She started convening across three departments, listened carefully, linked their insights, and then together they designed a cross-agency solution to streamline data collection.

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00:34:28.159 --> 00:34:37.800

Friderike Butler: Something that had stalled for years. By her just bringing people together and convening those really important conversations, she started to create traction and create movement.

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00:34:37.800 --> 00:34:56.779

Friderike Butler: So that's the role, what I call the collaborative connector. By reaching across silos, listening deeply, and weaving together insights, you become the bridge that allows ideas to meet and evolve into resilient, comprehensive solutions. At least that's the ideal state of it, right? So lastly.

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00:34:56.780 --> 00:35:03.709

Friderike Butler: Let me close with this. Leadership is really, at the end, not about titles or positions. It's about aligning with purpose.

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00:35:03.940 --> 00:35:13.740

Friderike Butler: Fostering collaboration, Inspiring action, and becoming that collaborative connector to help create more than individual ideas.

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00:35:13.740 --> 00:35:27.420

Friderike Butler: So no matter what your role, where you're starting out, whether you're in your mid-career, already a senior executive, your ability to influence without authority can shape outcomes that matter deeply for your organization and for the communities that you serve.

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00:35:27.510 --> 00:35:41.939

Friderike Butler: So influencing without authority is not just a skill, it's to lead from where we stand, and that requires a lot of courage, right? So the challenge to you is, what is one small step that you will take tomorrow

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00:35:41.940 --> 00:35:47.919

Friderike Butler: to build your courage and influence without authority. So that's what I'm going to leave you with. Thank you.

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00:35:50.020 --> 00:36:14.740

Urszula Rutkowska: Well, thank you so much for that brilliant presentation, Frederica. Please remember to keep sharing any questions you have for today's speakers. We have so many questions from all of you already, both pre-submitted and in the Zoom Q&A. To ensure that your question gets seen and not lost in the chat, we just want to ask that you submit it using the Q&A function, which you should see at the bottom of your Zoom screen.

237

00:36:14.740 --> 00:36:24.900

Urszula Rutkowska: screen. But just before we dive into your questions, I want to let you know that we've created a great follow-on resource to today's topic that we think you will find useful.

238

00:36:24.900 --> 00:36:42.320

Urszula Rutkowska: This is an exclusive sneak peek into one of the lessons from our How to Influence Upward in the Public Service course, Introducing the Psychology of Influence. The lesson covers key behavioral principles and strategies to mitigate them and communicate more effectively with your senior colleagues.

239

00:36:42.370 --> 00:36:59.739

Urszula Rutkowska: To receive your link to the lesson, please go to the Life and Government community after the event, and leave a comment on my post pinned at the top of the page. We'll send you the resource later this week. My colleague has also posted a link to that thread in the chat. Okay, now...

240

00:36:59.740 --> 00:37:17.280

Urszula Rutkowska: On to the Q&A. So, oh, we've got so many questions. Amazing. Alright, Tom, I am going to start with a question for you that's coming from Mo. How can you be authentic and pretend to like what your boss likes?

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00:37:17.910 --> 00:37:19.580

Thom Kearney: Yeah, I was trying to answer that question in.

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00:37:19.580 --> 00:37:19.950

Urszula Rutkowska: Okay.

243

00:37:19.950 --> 00:37:23.420

Thom Kearney: chat. Don't. At least not too much.

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00:37:23.600 --> 00:37:31.680

Thom Kearney: Right? The expression was, you know, what interests my boss, fascinates me, is sort of a cynical thing, but...

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00:37:31.930 --> 00:37:38.509

Thom Kearney: If you can't, then I think you need to question your boss, and what are you doing working for that person, right?

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00:37:38.620 --> 00:37:41.460

Thom Kearney: If you can't draw a connection somewhere between.

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00:37:41.780 --> 00:37:48.290

Thom Kearney: Because... because you're... you're in an environment that isn't compatible if you really cannot find

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00:37:48.460 --> 00:37:56.869

Thom Kearney: that connection. But at the same side, I'd say stay curious, right? If you look hard enough, you might find that you actually can support some aspect of it.

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00:37:57.190 --> 00:37:59.680

Thom Kearney: Even if you don't like them for some reason.

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00:38:00.040 --> 00:38:03.299

Thom Kearney: Anyway, I'll just leave it there, I could blah blah blah, but, you know.

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00:38:04.230 --> 00:38:16.420

Urszula Rutkowska: Alright, that's very helpful. Thank you, Tom. Let's see, I've got a question that's coming from Mark that is for everyone, so perhaps what I'll do is actually just...

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00:38:16.500 --> 00:38:36.019

Urszula Rutkowska: seek two different perspectives, and I will ask Joe and Frederica both to comment on it, but the question is, I can get overawed by very senior civil servants, and when my approach is challenged, I struggle to discuss it with them, because they're so much more experienced than me, and I struggle to not just concede.

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00:38:36.020 --> 00:38:43.630

Urszula Rutkowska: How do I get better at presenting upwards? So, Joe, Frederica, any tips on how to present upwards?

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00:38:43.720 --> 00:38:45.740

Urszula Rutkowska: Joe, you go first.

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00:38:46.130 --> 00:38:52.860

Joseph Maltby: Sure, I mean, I would say that the solution to that is just preparation and practice. Like, if you...

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00:38:52.970 --> 00:38:56.590

Joseph Maltby: I mean, if you're overawed, and you're...

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00:38:57.090 --> 00:39:12.810

Joseph Maltby: you've prepared well, and if you understand the thing well enough, like, your knowledge of the issue will be the most persuasive aspect of it, and the more that you can anticipate, like, what are the likely objections to be, like, what are the likely counterarguments to those objections, and to practice speaking.

258

00:39:13.060 --> 00:39:23.780

Joseph Maltby: you'll get better at it, and that means that even if you go in front of the same person, you won't be as overawed. And I think, like, some of it is also just reminding yourself that these people are...

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00:39:23.780 --> 00:39:28.570

Thom Kearney: still just people. And so, even if they have more expertise than you, it doesn't necessarily mean that they're right.

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00:39:31.260 --> 00:39:32.260

Urszula Rutkowska: Puerto Rico?

261

00:39:32.650 --> 00:39:36.759

Friderike Butler: All of the above, and, I'd add to that.

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00:39:36.770 --> 00:39:50.610

Friderike Butler: be... so, if your idea doesn't align quite, or you have a different perspective, really try... try to tie it into what's the impact of something being done or not being done, right? So, try to paint the future of...

263

00:39:50.610 --> 00:40:02.930

Friderike Butler: what is going to happen if we do it or if we don't do something, and the risk associated with that. And then the rest really goes back into finding the courage, right? Practice, practice, practice, taking that deep breath.

264

00:40:02.930 --> 00:40:27.279

Friderike Butler: And leading with curiosity, and perhaps with questions rather than authoritative question, authoritative statements, but really say, I am curious about this, or help me understand, or maybe there's a different perspective, can we discuss that? So it comes less of a confrontational conversation, but really a together exploring, and that may feel more... much more comfortable for everybody involved, so I hope that that helps.

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00:40:27.280 --> 00:40:27.920

Friderike Butler: helps.

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00:40:29.080 --> 00:40:41.100

Urszula Rutkowska: Thanks both, that's super helpful. Tom, another question for you. Often the need to influence comes from the desire to affect the decisions of hierarchical superiors with whom you don't fully agree.

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00:40:41.230 --> 00:40:49.160

Urszula Rutkowska: In that case, it's difficult for their interests to be our fascination. What should one do in those situations?

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00:40:51.220 --> 00:40:58.269

Thom Kearney: figure out what they are interested in. As I think both Frederica and Joe were talking about, you know, and it's fundamental to communication.

269

00:40:58.930 --> 00:41:01.780

Thom Kearney: I can... I can tell you, too, I'm blue in the face.

270

00:41:02.160 --> 00:41:03.540

Thom Kearney: that you're wrong

271

00:41:04.060 --> 00:41:11.170

Thom Kearney: that's not gonna help, that's not gonna change your opinion, right? But if I... if I can connect my argument with something that you care about.

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00:41:11.880 --> 00:41:26.569

Thom Kearney: You know, that's the trick. If you don't... if you don't make the effort to connect with something they do care about, it doesn't have to be something you care about, right? It has to be something they care about, and then work to shape your message in conjunction with that.

273

00:41:27.060 --> 00:41:30.249

Thom Kearney: You know, that's... there you have some hope of getting through.

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00:41:30.880 --> 00:41:37.970

Thom Kearney: what I call the perceptual barrier, but, you know, like, in actually influencing them, because what are they trying to do? And the more you can know about

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00:41:39.220 --> 00:41:41.350

Thom Kearney: Their headspace and where they want to be.

276

00:41:41.850 --> 00:41:45.150

Thom Kearney: The more you can... the more chances you have.

277

00:41:45.940 --> 00:41:47.509

Thom Kearney: You know, it's never a sure thing.

278

00:41:49.140 --> 00:41:49.940

Urszula Rutkowska: Alright.

279

00:41:49.940 --> 00:41:51.050

Friderike Butler: For just a little bit.

280

00:41:51.050 --> 00:41:52.599

Urszula Rutkowska: Go for it, go for it.

281

00:41:52.600 --> 00:42:11.880

Friderike Butler: Figure out what their language is. Are they talking in numbers? Are they talking... are they more interested in relationships? Are they interested in what they look like in

the general public, because they're external-facing, right? So what is it that they care about, and what's the language that they speak? And then translate

282

00:42:11.880 --> 00:42:15.409

Friderike Butler: Your idea into their language so that they can track along.

283

00:42:15.410 --> 00:42:16.170

Friderike Butler: So, I know.

284

00:42:16.170 --> 00:42:16.740

Thom Kearney: Perfect.

285

00:42:16.740 --> 00:42:17.280

Friderike Butler: Yeah.

286

00:42:17.780 --> 00:42:23.200

Thom Kearney: That's a better way of saying it. And the numbers thing, like, some people... numbers fact... like, there was some stuff in chat, and...

287

00:42:23.880 --> 00:42:29.160

Thom Kearney: And I responded by saying, think, feel, do, which is an old advertising Thing, right?

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00:42:29.400 --> 00:42:34.839

Thom Kearney: And it kind of encompasses the whole human, right? If you're... if the thinking argument is, show me the numbers.

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00:42:34.980 --> 00:42:38.240

Thom Kearney: Right? The feeling argument is, does it make me feel good?

290

00:42:38.610 --> 00:42:41.600

Thom Kearney: And the doing argument is, forget about think and feel, just do it.

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00:42:42.260 --> 00:42:47.690

Thom Kearney: Like, and it's not necessarily in any particular order. Like, you might do something first.

292

00:42:48.820 --> 00:42:50.599

Thom Kearney: You know, that changes the way you think.

293

00:42:50.770 --> 00:42:52.300

Thom Kearney: And that changes the way you feel.

294

00:42:52.850 --> 00:42:59.399

Thom Kearney: Or you might, you know, be very pedantic about it and go, I gotta think about this, and how do I feel about this? And then maybe I'll do it.

295

00:43:00.540 --> 00:43:02.380

Thom Kearney: Anyway, I'll stop, sorry.

296

00:43:02.640 --> 00:43:04.490

Urszula Rutkowska: No, thank you so much both, I appreciate it.

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00:43:04.490 --> 00:43:05.310

Thom Kearney: I do have.

298

00:43:06.730 --> 00:43:07.130

Thom Kearney: I'm just...

299

00:43:07.130 --> 00:43:26.379

Urszula Rutkowska: Yep, Be Do Have has come up in the chat. And Frederica's getting a compliment for being a quote machine. So thank you for that. Joe, this next question is for you. It's from Emmy, and Emmy says, one of my challenges has been a change of leadership.

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00:43:26.380 --> 00:43:40.150

Urszula Rutkowska: Where you've gone from having built up a relationship of confidence and influence, and then it is lost overnight. And the new leadership has a very different vision, which means they deliberately move away from you and your team.

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00:43:40.160 --> 00:43:47.890

Urszula Rutkowska: How can you build this back up when you're already up against a barrier of assumption about your work? And how do you stay confident?

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00:43:48.440 --> 00:44:01.780

Joseph Maltby: Well, I can only imagine what it would be like to go through a major political transition and have all of your orientations realigned. I mean, that's a tough one, and, like, victory there doesn't necessarily mean

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00:44:01.780 --> 00:44:11.009

Joseph Maltby: getting back to where you were before. I mean, the reality is, is that, like, your victory is partially defined by your influence, they're both partially defined by your environment.

304

00:44:11.010 --> 00:44:28.300

Joseph Maltby: I would say, I mean, some of the things we've already talked about, like emphasizing as much as possible the stuff that you know they do care about, and I think there is... that's a perfect example of how it is important not to come across as fake or inauthentic, because if you try to, especially if this person is... is not...

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00:44:28.300 --> 00:44:45.859

Joseph Maltby: I mean, a new boss might be coming in from totally outside of the organization in the field, or they might be relatively familiar with it. If they are familiar with it, and they know a little bit about the history of your organization, and they want to pivot it, then the more closely you are associated with the previous regime and the previous way of doing things.

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00:44:45.860 --> 00:44:56.749

Joseph Maltby: like, they are going to be more suspicious of you, and trying to pretend that you're a totally different 180-degree person isn't going to work, so I think acknowledging that there's some differences of

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00:44:56.840 --> 00:45:12.629

Joseph Maltby: perspective, but, like, here are the areas where I think we're on the same page, makes you seem more credible. And then some of it is, as Tom talked about, like, it will take time, because it is frustrating to have to rebuild influence with new sets of people, but

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00:45:12.630 --> 00:45:20.160

Joseph Maltby: If you get frustrated and you try to speedrun through the things that are important, you'll end up having less than if you had just done it the hard way.

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00:45:22.760 --> 00:45:36.760

Urszula Rutkowska: Thank you, Joe. So this next question is for Frederica from Izzy. Izzy sometimes worries about overstepping. Is there an approach to tackling that feeling without, then, genuinely overstepping?

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00:45:37.400 --> 00:45:56.270

Friderike Butler: Oh, that's a great question. And if we had a dialogue, I would actually make... take a coach move now and ask you, what is overstepping for you? What does that mean for you, right? What does that trigger for you internally, and is there really a situation of overstepping here, or are we still talking about

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00:45:56.390 --> 00:46:09.910

Friderike Butler: relatively safe, attempts of influencing, right? Overstepping probably would mean taking action that are not, authorized, or action that are not, you know, within... within your line, so,

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00:46:10.760 --> 00:46:18.110

Friderike Butler: There's always risk involved, so it's for you to decide, what... how risk

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00:46:18.180 --> 00:46:28.170

Friderike Butler: embracing, am I? What is at stake? And, you know, how would I go about doing that? Or do I just continue to lead with questions for a while?

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00:46:28.200 --> 00:46:48.619

Friderike Butler: And that is a relatively safe way of doing that. You're not overstepping, you're just asking relevant questions, like, how is that going to play out? Or what is the plan going to look like? Or how does my thing fit into yours, right? So those are all questions where you're putting the responses on the other person. So I hope that that helps a little bit.

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00:46:50.000 --> 00:46:52.800

Urszula Rutkowska: Thank you, Tom. It looks like you've got something to add.

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00:46:53.830 --> 00:46:58.509

Thom Kearney: I was starting to answer... try and answer the question in... this is the overstepping.

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00:46:59.840 --> 00:47:01.280

Thom Kearney: Don't limit yourself.

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00:47:02.450 --> 00:47:07.780

Thom Kearney: the world will limit you. If you overstep, somebody will let you know, right? But don't make, like...

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00:47:07.890 --> 00:47:14.029

Thom Kearney: You need to know the rules, so if there's not... but my approach is kind of... there's no written rule against it.

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00:47:14.880 --> 00:47:16.359

Thom Kearney: then I'm gonna do it.

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00:47:16.700 --> 00:47:19.140

Thom Kearney: I mean, I feel like I can do it, at least, right?

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00:47:19.990 --> 00:47:21.649

Thom Kearney: Somebody may tell me not to do it.

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00:47:22.440 --> 00:47:25.430

Thom Kearney: Fine, now I know not to do it, but, you know...

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00:47:25.590 --> 00:47:28.029

Thom Kearney: If I tell myself not to do it.

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00:47:28.540 --> 00:47:36.089

Thom Kearney: then, you know, there's lots of people around that will... it's like... it's like feeling... anyway, it's just... yeah. Don't... don't self-censor.

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00:47:37.140 --> 00:47:40.370

Thom Kearney: Or be careful with self-censorship, I guess, is what I'm trying to get at.

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00:47:41.360 --> 00:47:50.039

Friderike Butler: Thanks, Tom. I love that response, Tom, and I think that goes back to, you know, leading in any position, with or without authority, requires courage.

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00:47:50.040 --> 00:48:08.419

Friderike Butler: Because eventually you'll make mistakes, whether that's through overstepping, or whether that's just taking an approach that is not working at that particular time, or whether it's moving too fast or too slow, you'll always make mistakes. So get comfortable with the discomfort, with leading, and see what happens, and be... stay curious, yeah.

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00:48:09.160 --> 00:48:11.119

Thom Kearney: Mistakes are mandatory for learning.

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00:48:14.390 --> 00:48:25.310

Urszula Rutkowska: Certainly. Thanks both. Your responses are getting quite a lot of love, with the little hearts popping up and floating for me. I don't know if they are for you.

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00:48:25.310 --> 00:48:50.090

Urszula Rutkowska: But I'm actually... the next question I'm going to ask is... oh my gosh, they're still going. What a wonderful group we have here today, very engaged. The next question is from Kalindi, and I'm actually going to ask all of you to maybe say something quick on this, because it's a bit of an ask for resources. So Kalindi asks, given that confidence often comes from knowledge and practice.

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00:48:50.370 --> 00:48:59.390

Urszula Rutkowska: What specific strategies or resources would you recommend for junior roles to build their confidence and influence within the organization?

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00:48:59.390 --> 00:49:12.549

Urszula Rutkowska: So, maybe just in general, what resources or strategies or maybe approaches or things that you've done to build that muscle in the past? Perhaps one from each of you, if that's alright? So, Joe, do you mind if I start with you?

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00:49:13.180 --> 00:49:18.760

Joseph Maltby: Sure, there's a good book that I'll stick in the chat that I find is... I mean, it's old, but it's still helpful.

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00:49:20.820 --> 00:49:39.139

Joseph Maltby: in terms of trying to understand, like, how executives and senior people think. I would say that, like, if you're in the junior role and you don't have a lot of opportunities to practice without it stinging in your role, then look for opportunities outside of your role. Like, join a toast society, like, join a community group, like, join a board, and

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00:49:39.540 --> 00:49:41.229

Joseph Maltby: And you could practice all these skills.

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00:49:43.370 --> 00:49:44.810

Urszula Rutkowska: Joe, you're on mute.

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00:49:47.240 --> 00:49:55.449

Joseph Maltby: There's probably a moral here about being able to be heard. I would say the,

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00:49:55.480 --> 00:50:10.310

Joseph Maltby: the brilliant point I just made that you all missed was that practice outside of work. Like, if you're in a... if you don't have many opportunities, or you don't have many opportunities that are important, and you don't want to squander your one... your first impression, then join a community board.

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00:50:10.310 --> 00:50:20.830

Joseph Maltby: join an organization, join a volunteer group, join a Toastmasters society, and just practice all of these skills in a place you care about, but that also won't necessarily impact your career.

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00:50:22.960 --> 00:50:25.900

Urszula Rutkowska: That's really helpful, Joe. Tom, over to you next.

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00:50:26.250 --> 00:50:28.999

Thom Kearney: Yeah, learn as much as you can. So, I mean, that whole...

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00:50:31.020 --> 00:50:35.219

Thom Kearney: Frequently, like, committee meeting reports and stuff, you know, like, meeting reports.

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00:50:35.610 --> 00:50:37.390

Thom Kearney: So, executives...

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00:50:37.550 --> 00:50:46.830

Thom Kearney: That's their life. They live in meetings. So, what's being discussed in those meetings? What are the topics that are on the agenda? If you can get your hands on that, that can kind of help you just

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00:50:47.510 --> 00:50:51.890

Thom Kearney: Bridge that gap between your reality and the senior leaders, right?

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00:50:52.290 --> 00:50:55.890

Thom Kearney: Every opportunity you can... you can take to learn more about them.

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00:50:56.210 --> 00:51:04.010

Thom Kearney: And then, you know, what Joe was saying, yeah, like, you've got to practice, and if you can't practice the actual presentation in front of, you know, do it somewhere else.

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00:51:04.200 --> 00:51:06.090

Thom Kearney: But just so you become comfortable.

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00:51:06.300 --> 00:51:08.329

Thom Kearney: And the last thing would be just teach.

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00:51:09.630 --> 00:51:16.059

Thom Kearney: So, I mean, that's where I, I guess, became comfortable speaking, is I had to teach. So it's like, oh, yeah.

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00:51:18.420 --> 00:51:20.700

Thom Kearney: Teaching something is a great way to learn it, too.

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00:51:23.080 --> 00:51:26.260

Urszula Rutkowska: Thanks, Tom. Frederica, over to you.

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00:51:26.670 --> 00:51:36.950

Friderike Butler: Raise your hand even if you... for things that... even if you don't know how to do them yet, and... and make them, like, small practice projects, right? Nothing too...

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00:51:36.950 --> 00:52:00.639

Friderike Butler: overwhelming at the beginning, but raise your hand and say yes to things that fall or are adjacent to your area of expertise is one area. And then the other thing is look for an internal mentor, and be an exquisite mentee. And what I mean with that is don't expect others to just come and tell you how to do it, and show you the ropes, but be an exquisite mentee by coming with specific questions, by asking how to share...

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00:52:00.640 --> 00:52:25.090

Friderike Butler: asking to shadow, and look for opportunities where you can walk alongside someone who is senior to you, and just pick up and really learn how they do it, and even questioning how they do it. Like, would I do it the same way, or are there different ways to approach it, and really be intentional even in meetings? Sometimes the most boring meeting, when you're really turning on your intentional antenna, and say, I am wondering how

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00:52:25.090 --> 00:52:35.619

Friderike Butler: influence is happening right now, and just look at the meeting, the boring meeting through that lens, out of a sudden, the whole dynamic becomes exciting and interesting. So, yeah, experiment.

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00:52:38.170 --> 00:52:52.860

Urszula Rutkowska: All right, thank you to all of you. Much appreciate taking the time to answer that question. I think we're... there's quite a few different questions that have come in that focus on

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00:52:52.860 --> 00:53:06.889

Urszula Rutkowska: On dealing with a senior line manager or a senior leader who is either averse to change of any kind, or, you know, really quite focused on achieving their own outcomes.

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00:53:06.890 --> 00:53:31.889

Urszula Rutkowska: the question asker has actually been a lot less diplomatic than I am at the moment, and called the possible leader egotistical, but let's go with the diplomatic version for now. So yeah, do you have any... maybe I'll... I will again maybe go to all of you for just a really quick insight, but how do you deal with folks who are, really averse to change, that are

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00:53:31.890 --> 00:53:33.490

Urszula Rutkowska: just maybe you...

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00:53:33.510 --> 00:53:41.549

Urszula Rutkowska: quite... quite hard to, to budge, when... yeah, any tips on that? So, Frederica, I'll come to you first, actually.

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00:53:42.440 --> 00:53:50.599

Friderike Butler: there are terrible bosses everywhere, right? So how do you deal with a... with a narrow mindset?

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00:53:51.820 --> 00:53:54.500

Friderike Butler: That's a tough one. I would say,

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00:53:54.830 --> 00:53:58.899

Friderike Butler: Still, again, going back to figure out what they care about.

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00:53:58.900 --> 00:54:23.860

Friderike Butler: And still trying to line up with that. And if they really don't want to budge, maybe it's painting the risk in not doing something in starker contrast in a way that matters to them. Like, this is the risk for not doing that, and that makes you and everybody else look bad, so maybe that's going to spur them to action. So those would be some practical tips, but I'm really, really curious what Joe and Tom have to say about

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00:54:23.860 --> 00:54:24.550

Friderike Butler: about this.

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00:54:25.950 --> 00:54:29.159

Urszula Rutkowska: Yeah, Tom, would you mind... would you mind contributing next?

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00:54:29.160 --> 00:54:32.250

Thom Kearney: I was responding to the... the original version.

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00:54:32.740 --> 00:54:35.610

Thom Kearney: So, because there's two things there. There's the egotistical.

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00:54:36.020 --> 00:54:43.460

Thom Kearney: Right? And if somebody's egotistical, well then, you've got them. I mean, you can play that, right? All you gotta do is figure out what their ego's about, and then...

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00:54:43.600 --> 00:54:45.100

Thom Kearney: Link what you're doing to it.

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00:54:45.280 --> 00:54:48.759

Thom Kearney: So I kind of view egotism as a bit of a weakness.

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00:54:49.460 --> 00:54:52.429

Thom Kearney: Versus resistance to change. Separate thing.

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00:54:52.600 --> 00:54:58.870

Thom Kearney: Right? So, are they resistant to change, or are they just egotistical in that if it's not my idea, it's not a good idea?

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00:54:59.340 --> 00:55:04.510

Thom Kearney: In which case, back off with your ideas, right? And get a lot more subtle.

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00:55:04.870 --> 00:55:08.420

Thom Kearney: And you'll know you're successful when they come to you and say, I've got this great idea.

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00:55:09.370 --> 00:55:15.010

Thom Kearney: And it may be just what you said 6 weeks ago, or that you slipped in, or that you sort of shaped the argument for.

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00:55:15.640 --> 00:55:22.109

Thom Kearney: And, you know, go, yeah, you're right, that's a great idea. Don't go, oh, it's my idea, you know? No, no, no, no, no, no.

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00:55:24.280 --> 00:55:27.890

Thom Kearney: You need to play on the... play on their ego, because you're not going to change it, right?

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00:55:28.520 --> 00:55:31.380

Thom Kearney: So, not until they have some kind of life experience.

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00:55:32.260 --> 00:55:34.390

Thom Kearney: Which, you know, isn't probably gonna come from you.

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00:55:35.860 --> 00:55:46.509

Urszula Rutkowska: Well, thank you, Tom. And Joe, I'm gonna come to you next, but also, you're gonna be the last contribution here, so please see us out for this discussion on a strong note.

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00:55:46.510 --> 00:55:53.110

Joseph Maltby: Well, one, I mean, if you're not good at dealing with these envi... like, situations and environments, don't feel bad, because I don't know that...

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00:55:53.110 --> 00:56:11.630

Joseph Maltby: many people are. Like, it's easy to describe to jiu-Jitsu with getting someone to think your idea was their idea. Like, I struggle with that all the time in practice. I mean, there's the subtlety to, like, laying out, like, enough facts and information and so on, but whether they bite or not, and go, like, oh yeah, like, you know what we should do, and then they say the thing you wanted.

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00:56:11.630 --> 00:56:15.250

Joseph Maltby: That's hard, and so don't beat up on yourself, or...

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00:56:15.350 --> 00:56:28.450

Joseph Maltby: struggling with it. The other thing I would add is, like, if you can't... I think what Frederica and Tom said is really helpful. If you can't change their minds directly, can you change the environment? Can you turn up the temperature?

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00:56:30.470 --> 00:56:55.159

Joseph Maltby: Like, can you change the way that metrics are reported? Can you get customers or partners interested in it, even at the staff level? Like, if they suddenly see that their competitors at the executive level are doing something new and interesting, they're like, well, I have to do this too. Like, are there ways to shift the environment so that that pushes them in the way you want? And you... that does require its own form of influence across the organization, and so it might be very indirect, but at least it gets you around

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00:56:55.820 --> 00:56:56.990

Joseph Maltby: this roadblock.

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00:56:58.250 --> 00:57:13.679

Urszula Rutkowska: Alright, thank you, Joe, and thank you to all of you. We've had some incredible insights and ideas from each of our speakers, and I'd like to ask you all to join me in giving Frederica, Tom, and Joe a virtual round of applause.

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00:57:13.700 --> 00:57:23.570

Urszula Rutkowska: And, most importantly, thank you to all of you, the attendees, for investing in learning and being so unbelievably engaged on this particular topic.

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00:57:23.570 --> 00:57:48.540

Urszula Rutkowska: The team has now just pulled up a quick poll to find out how you felt about today, which will help us continue improving our content, and we really appreciate your responses. So, before you go, and while you're responding to that poll, I want to share a few more events that you can register to join us again soon. If you're not available to join live, remember that you can always register for the event in order to get sent

393

00:57:48.540 --> 00:58:05.639

Urszula Rutkowska: the recording to catch up on whenever suits you. So, we have the first in our new AI Skills Lab series starting next Tuesday, AI for Analyzing Data, which is a 30-minute session to get smarter on AI. If you handle any data at all in your role, this will be a useful one.

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00:58:05.670 --> 00:58:29.119

Urszula Rutkowska: Second event is Turning Your Writing from Bland to Brilliant, is later next week on Thursday, offering techniques for clear, concise, audience-aware writing that saves time and builds influence. And finally, to finish off September, we have Career Progression for Neurodiverse public servants, which will expand on some of the cross-hierarchy communication that we have discussed.

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00:58:29.120 --> 00:58:30.000

Urszula Rutkowska: today.

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00:58:30.000 --> 00:58:53.079

Urszula Rutkowska: Alright, I've seen about a million hearts and a million claps popping up, and it's just a testament to how engaging and lively our speakers were today. That is unfortunately all that we have time for. We hope you found this event helpful, and we want to say a huge thank you to our speakers and to everyone who's made today happen, and to you for taking time out of your busy days.

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00:58:53.350 --> 00:59:06.429

Urszula Rutkowska: Keep an eye out for an email coming your way with today's recording and resources. Remember to find my post in the Life and Government community, and we hope to see you at another apolitical event very soon. Have a great day, and goodbye!