



Strategic Stakeholder Management

Stakeholder → hold a “stake” or a shared interest in an outcome.
→ It’s a gambling term from 1700s.
→ They have a “stake” in your success or failure.

We all manage stakeholders

- personally and professionally -

We do it intuitively.

It's critical to our survival as humans are tribal.

We rely on our strengths to do it ...our **empathic instincts**, our **curiosity**, and **emotional awareness** of self and others to assimilate data in the moment.

We test and learn.

We push and pull-on boundaries.

We match and mirror.

And we ALL have an angel and devil sitting on each shoulder whispering to us in the moment!

The challenge is when we do it reactively,
we are caught on the back foot,
unconsciously impacted by our judgements, biases
and assumptions.

“Positivity biases, affiliative biases, confirmation
biases...”

Or we can be triggered and have an **emotional hijack**
sabotages our response

“Controller, Stickler, Hyper Achiever,
Pleaser, Restless...”

“When your intention is clear, so is the way.”

Alan Cohen

“Intentional days create a life on purpose.”

Adrienne Enns

“To live is the rarest thing in the world.
Most people exist, that is all”

Oscar Wilde

Check in:

Your future success & promotions will be based on how you lead.

Are you managing to do your check in? What would make it easier?

The greatest leadership gift you can give yourself is...
30-minute leadership reflection time each week.

Pick a couple of questions that feel relevant to explore....



1. What did I lead well this week? What was the learning from it?
2. What does success look like for me next week?
3. What am I feeling grateful for? In my team? My strengths? In my relationships? In my life?
4. When did my saboteurs get triggered? How did they show up in my behaviour? How did it feel? How can I manage this trigger differently. next time?
5. Which relationships need a health check on the trust bank account? How will I strengthen the trust bank balance?
6. What was my Empowering high and low point?
7. What's happening next week I can think and plan for, so that I bring my best self? Plan to Influence? Plan to Align?
8. What strengths can I use more explicitly and intentionally?

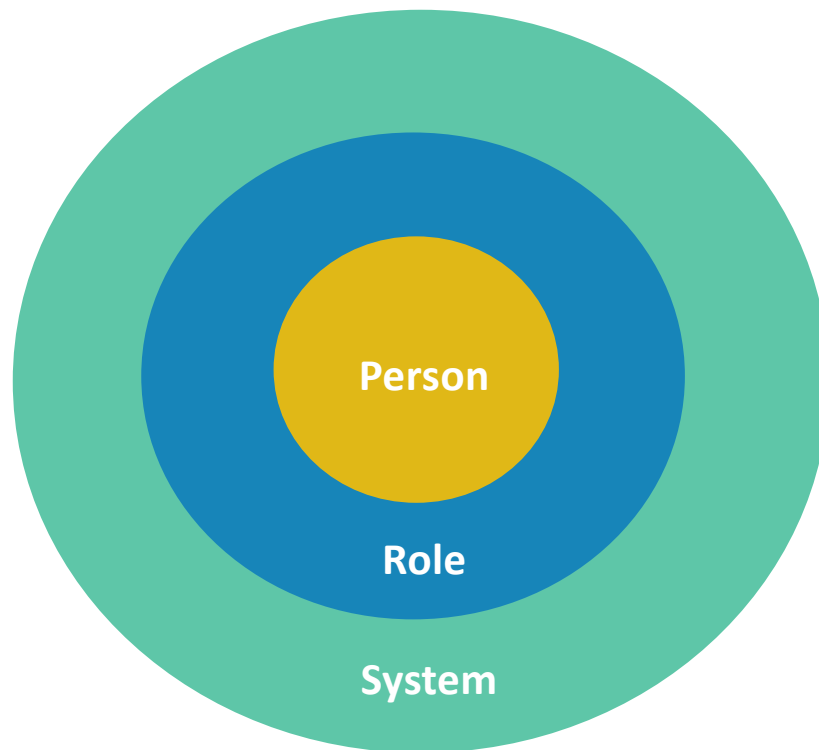


SYSTEMS THINKING

Enables stakeholder management with intention, to leverage the fabric of the network and matrix to manage and influence the outcomes we seek to achieve.

It uses self-awareness, empathy and emotional awareness as a super-power for your success in a discussion, a crisis, an outcome, a project, a career...

P.R.S.



Person: I feel purposeful. I feel safe to be my authentic self. I am aware of my needs and those of others.

Role: I feel enabled & empowered, building resilient relationships, able to navigate unhealthy back to healthy tension.

System: I proactively manage intended and unintended consequences and interdependencies across the system. I have influence.

What is trust?



1. What's it like to work with them?

2. Communicate with them?

3. What results you achieve together?



Trust Bank Account

How we make deposits in our trust bank accounts ...

1. Demonstrate respect; be accountable, keep commitments, show personal integrity
2. Remember the little things, recognise the person, not just role
3. Listen first, suspend judgement
4. Create transparency; talk straight, with positive intent
5. Be authentic; be vulnerable, ask for help
6. Right wrongs, apologise / own it when making a withdrawal.
7. Extend trust; it is reciprocal and will come back to you.



TRUST

→ driving of social & economic success

$$\begin{array}{c} \uparrow \\ \text{Trust} \end{array} = \begin{array}{c} \downarrow \\ \text{Cost} \end{array} + \begin{array}{c} \uparrow \\ \text{Speed} \end{array}$$

Conversely

$$\begin{array}{c} \downarrow \\ \text{Trust} \end{array} = \begin{array}{c} \uparrow \\ \text{Cost} \end{array} + \begin{array}{c} \downarrow \\ \text{Speed} \end{array}$$

“If I don’t feel safe to try
and learn from the experience,
I will never take any risk.”

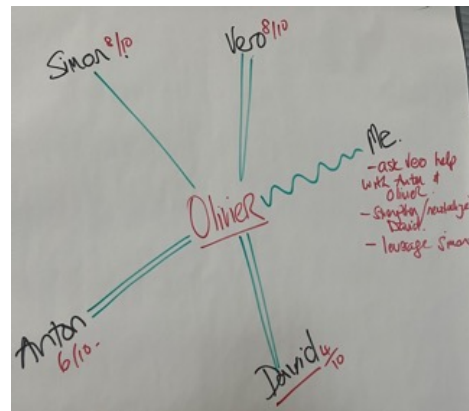
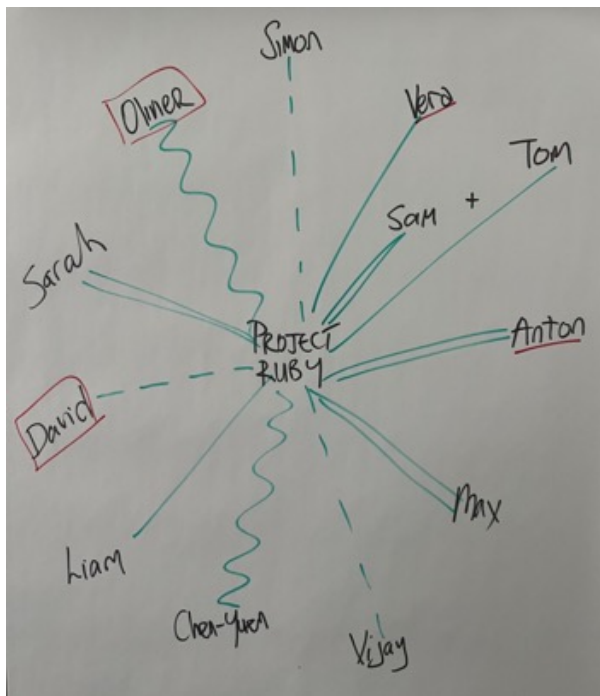
Trust is the innovation multiplier



Support Holder Map – Who am I with and what is our relationship

Who impacts the success or failure of this project?

What is their relationship like to it right now?



Who do I need to focus on?

What do I need to do with them? Influence?
Align? Educate?

What's the health check of my relationships like?

Score Trust bank account / 10?

Who else can influence them or help me?

===== 2-way high trust relationship, safe, fun,
& fully able to help

===== Good relationship but could be stronger
or going through difficult patch so may
not be able to help

===== Foundations to build upon, solid start,
getting to know each other

----- OK, more distant, less established, less
predictable, nothing broken

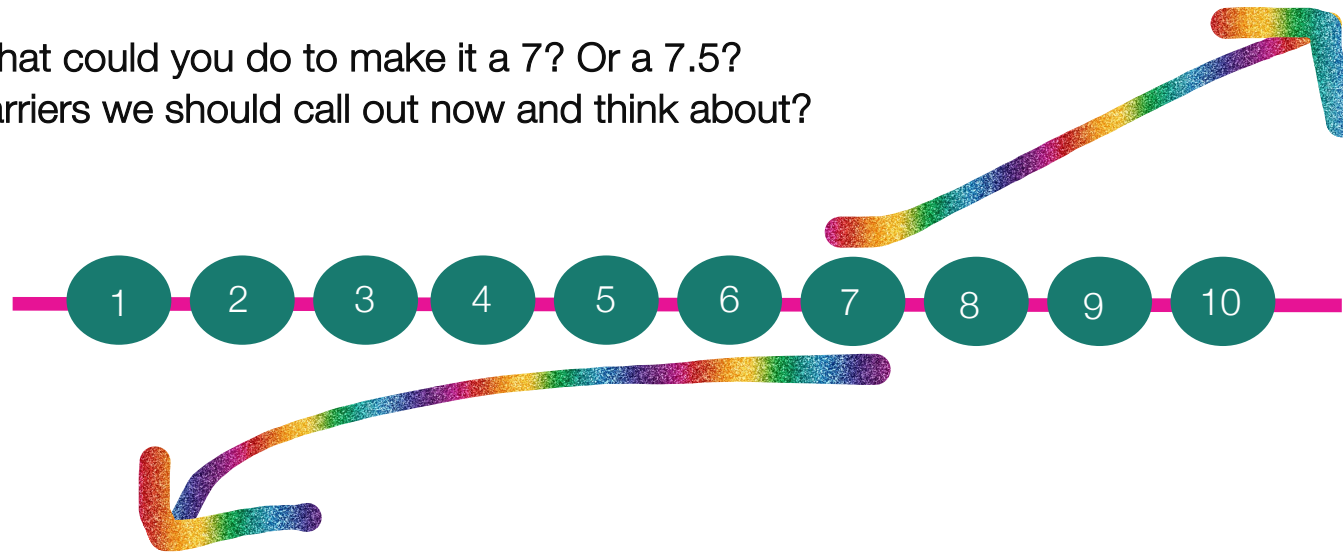
~~~~~ Ambivalent, difficult, less chemistry,  
more volatile, dysfunctional

## Health Check

→7 is the magic number in momentum of behavioural change

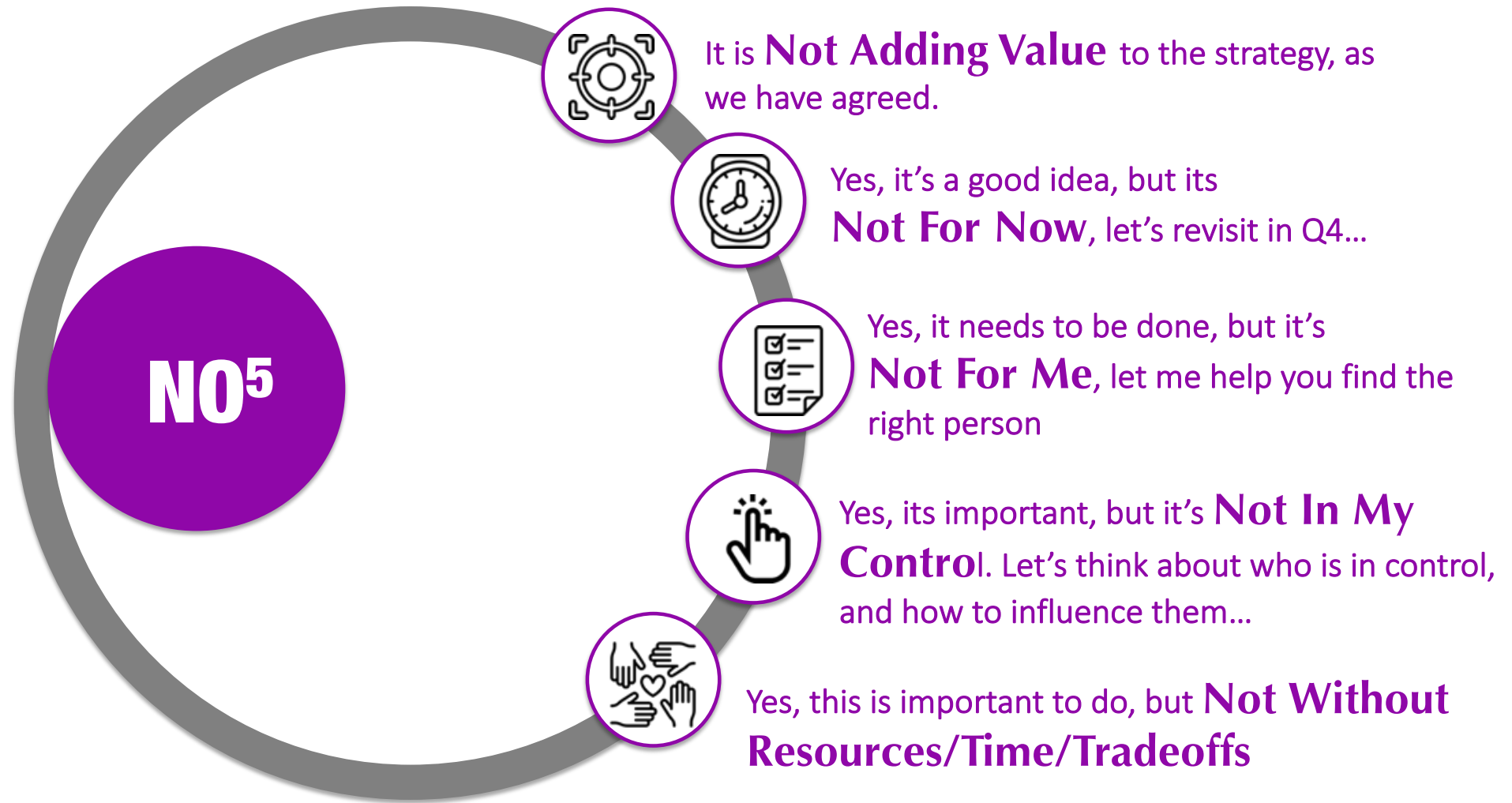
How motivated are you? How important is this?  
How hard does it feel? How excited are you?

If you are a 6, what could you do to make it a 7? Or a 7.5?  
Are there any barriers we should call out now and think about?

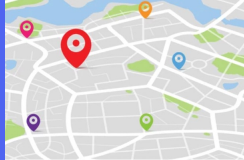


[illegible]

# Managing Expectations & boundaries with the Strategic No<sup>5</sup>



If we are not aligned on the destination...



How will we EVER decide if we turn left or right to get there?

1

Describe all surface symptoms

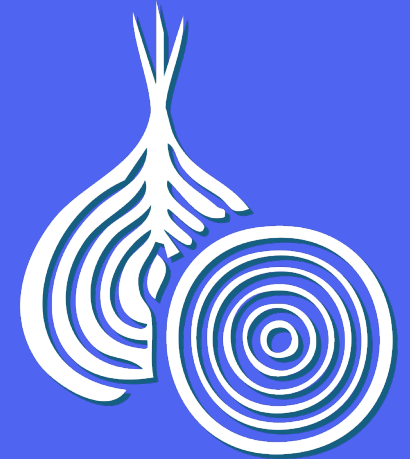
2

Peel back layers of underlying conditions

3

Get to the root cause of what WE want to impact or change.  
What does success look like?  
What will shift the needle?

# WHAT QUESTIONS



## Open questions

to help peel the onion & get to the root cause of what you really want to achieve.

- What do you want? What does success look like?
- Visualise your successful outcome. Describe it.
- What is the reality? What are all the "symptoms" around this topic?
- What are any assumptions you might be making?
- What are the barriers to success? What are the opportunities?
- What is the reality for all the stakeholders involved? Map them and their needs..
- Walking in the other person's shoes, what would they think, feel or do in response to your ambition?
- What's the benefit of doing this? What is the impact of doing nothing?
- If you knew you could not fail, what would you do? What does your intuition tell you?
- Say what you feel out loud... if someone else said this, what advice would you give them?
- What will be different in the future when you have achieved/done this?
- What motivates you to do / want this?
- What would the person you most admire think of this?
- What words would you use to explain this to a 10-year-old?

**PAUSE**  
PARTNERSHIP  
EXECUTIVE COACHING & CONSULTING

**W**hat do I / we want?

**H**ow will I / we achieve it?

**A**ccountability for Action?

**T**imeframe?

*Complete in order, written down, in full to refine and frame thinking, drive ownership and ensure action.*

**What** do I/we want? What does success look like?

**How** will I/we achieve it?

**Accountability** for action? Who?

**Timeframe** when will I/we do it? Milestones and deadlines?

# How to be a great Thinking Partner

Ask for help to think...  
help someone to think.

When you are the thinking partner, it's not your answer they need. It's a great question to unlock their solution.



Bring an open curious  
mindset & questions.

Listen to understand NOT respond. Play back what you hear. Challenge to build, not destroy.  
**Ban the Low Why?** "Why didn't you call sooner?" It begs defensiveness from them and looks to the past. The High Why? Brings purpose and inspiration. Why is this important to you and your future?



Always use the  
W.H.A.T. Questions

in order, written down, in full. This frames the thinking, drives ownership and ensures its not just nice chat.

What do I / we want?

How will I / we achieve it?

Accountability for Action?

Timeframe?

1

Describe all surface symptoms

2

Peel back layers of underlying conditions

3

Get to the root cause of what you want to change. What will shift the needle?



# Aristotle's Art of Influence

4<sup>th</sup> Century b.c., *The Book of Rhetoric*

**What is the voice in their head saying?  
Worrying about or focused on?**

What might be the concerns they have on this topic? By acknowledging the worry, it reduces its power to distract, leaving them more open and able to focus on what you have to say.

How can you make them feel understood and acknowledged.

**Ethos  
Credibility**

**What makes you credible to this person / audience to give up their precious time?**

- What is your reputation, posture, attitude telling the other person?
- Do you have intelligence, research or experience they need?
- Do you have a conviction which is clear and compelling - a vision for success that will intrigue them?

**What are the facts?** Now they are as open as you can hope to listen to your needs or ambitions .... Lay out what you want **in clear impactful messages**. Less is more. What do you want them to remember at the end of the meeting?

**Pathos  
Empathy**

**Logos  
Logic**

**Kairos  
The right  
WHAT DO I WANT?**

# Reframe: Converge on commonality (not difference)

## Disagreement

Focus on difference

Disagreement implies a barrier, a conflict that is focused on the differences.

We both come in thinking we are right or have the “answer”

It suggests “Fixed Mindset” thinking seeking a win-lose outcome.



## Misalignment

Focus on commonalities

Reframe to Misalignment to find what are the things we are aligned on and where are the gaps?

Refocus on commonality of what does success look like? The outcome or impact we both want.

What is neither if us is right and the solution is yet to be created.

It suggests "Growth Mindset" thinking, with the possibility of alignment ... not there YET... seeking a win-win outcome.



## Alignment

Explore variance, close the gap

Alignment on ambition or outcome, explore the variance in how to get to there, building a bridge over the gaps.

*“What more would it take to be aligned on the way forward?”*

*Co-ordinate the way forward.*

*Align and iterate.*

WHAT Qs → action with accountability

## 5 Steps to Navigate Tension

- 1. If you care, lean into the tension.** Establish a safe space to acknowledge and reframe it, with positive intent to find growth and innovation in the healthy tension.
- 2. No one has a monopoly on the truth.** Perception is reality. Quieten your judge or defensiveness and seek the golden grain of truth in the tension. What is the truth that hurts?
- 3. Employ divergent thinking to explore all the options.** We all need to be heard. Be consciously curious to understand all the possibilities. Actively include and amplify alternative voices.
- 4. Converge on commonality (not difference) to move from disagree to misalign to align.** What do we agree on? Success is... Validate with feedback from stakeholders, customers or users' perspective. Surface shared opinion to shape the decision.
- 5. Leverage the wisdom of the minority.** To make the decision stronger, lower the water line to bring the minority over to the majority and negotiate a stronger outcome.
- 6. Practice C.L.R.** Celebrate, learn and recognise to review and improve the process of finding common ground when facing tension.

## Lowering the water line

70 %

Below the water line...

**Fear, jokes, sarcasm, passive resistance, gossip, disruption,  
lack of engagement, go slow, quiet quitting, strike, quit**

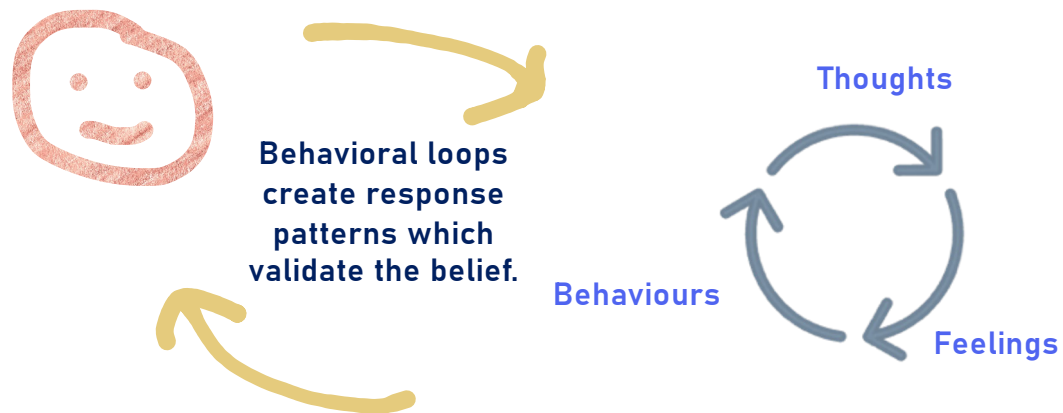
Enrich the decision with the wisdom of the minority

“What would you need to come over the line?”

30 %

The Power of a Reframe:  
*You are in control of your thoughts.*

- Emotionally High-Jacked
- Stuck in Negativity Loops
- Undermined by Limiting Beliefs



Catastrophic  
fantasies ...



## REFRAMING EMOTIONAL HIGH JACKS NEGATIVITY LOOPS & LIMITING BELIEFS

### Our perception informs our reality.

What we think is governed by a cocktail of facts, experience and emotion all of which inform our perception of someone or something.

Thoughts manifest in our feelings which impact our behaviours.

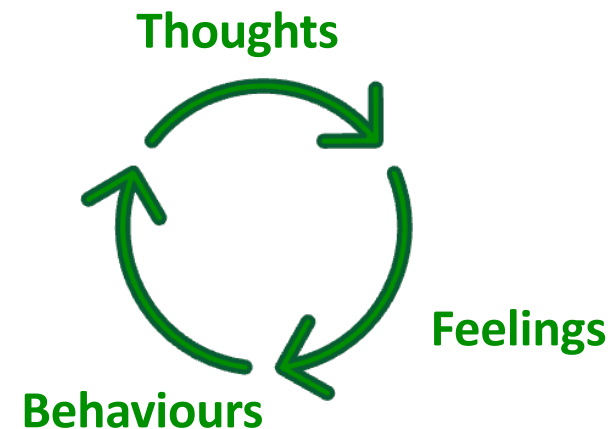
The reaction from others will either validate the original thought or not.

*Limiting belief manifest as thoughts that we treat as a truth, which limit our fulfilment and success. They can be about us, or how we perceive the world around us.*

*Sometimes we can get stuck in a loop – an unhelpful thinking pattern and no matter what other people or the facts say, we cannot change how we think, feel and do because of the beliefs we tell ourselves.*

*“The voice in the back of our head”*

**They are just thoughts.  
YOU are in control of your thoughts.**



Based on Cognitive  
Behavioural Therapy

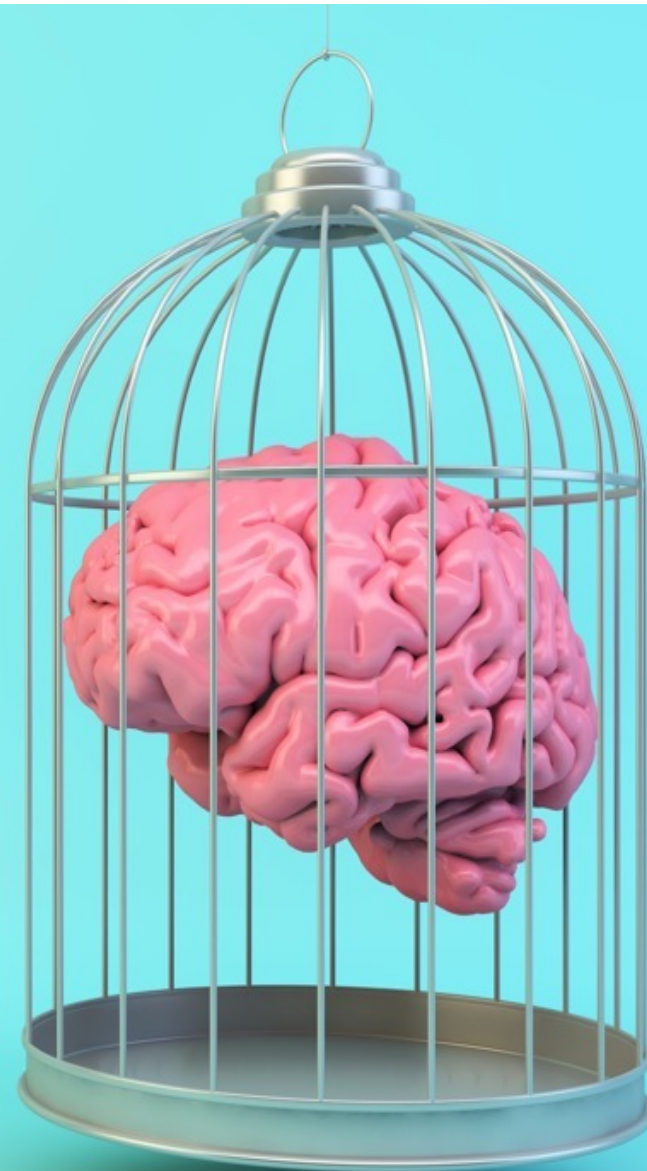
# Cognitive Biase

The tendency to unconsciously search for, interpret, favour, and recall information in a way that confirms or supports one's prior beliefs or values.

**Affects reasoning, belief formation (limiting & enabling) and behaviour.**

## How to know where a bias exists?

- Notice circular thinking patterns that create the feeling of being stuck, on topics or in relationships.
- Notice habitual judgements that create patterns; repeated outcomes, hiring and empowering patterns with which you are dissatisfied.
- Notice intransigence in you or others → not understanding the ask or not getting the answer you want, stuck.



# Common cognitive bias

**Affinity Bias:** Preferring people who share similar qualities with us.

**Anchoring Bias:** Over-relying on the first piece of information received.

**Attribution Bias:** Explain someone's behaviour based on personality rather than situational facts.

**Beauty Bias:** Assuming physically attractive people possess other desirable traits.

**Choice-support Bias:** Falsely remembering choices as being better than they were.

**Clustering Illusion:** Seeing patterns in random events.

**Confirmation Bias:** Seeking out information that confirms existing beliefs.

**Conformity Bias:** Following the crowd or popular opinion.

**Contrast Bias:** Overestimating the difference between two things when presented together.

**Knowledge Biase:** Assuming others know what you know.

**Decoy Bias:** Altering preferences between two options when presented with a third option.

**Endowment Bias:** Overvaluing something simply because you own it.

**Framing Bias:** Draw different conclusions from same information depending on presentation.

**Gender Bias:** Favouring one gender over another.

**Halo Bias:** Allowing one positive trait to influence overall perception.

**Hindsight Bias:** Believing that past events were predictable.

**Illusion of Control:** Overestimating one's influence over random events.

**Information Bias:** Tendency to seek out more information, even when it is not relevant or helpful.

**Loss Aversion:** Tendency to feel pain of a loss more strongly than pleasure of an equal gain.

**Exposure Bias:** Liking things simply because you are familiar with them.

**Negativity Bias:** Focusing more on negative information than positive information.

**Not Invented Here:** Rejecting ideas or products from external sources.

**Observer Bias:** Changes in behaviour due to being observed.

**Optimism Bias:** Overestimating the likelihood of positive outcomes.

**Ostrich Bias:** Ignoring negative information.

**Overconfidence Bias :** More confidence in one's judgments than warranted. Overestimate competence.

**Placebo Bias:** Experiencing a benefit from a treatment that has no inherent therapeutic value.

**Positivity Bias:** Overlooking negative information and focusing on positive information.

**Priming Bias:** Being influenced by prior exposure to certain stimuli.

**Proximity Bias:** Favouring people or things that are physically close.

**Recency Bias:** Giving more weight to recent information or events.

**Reactive Devaluation:** Undervaluing something simply because it comes from a source you dislike.

**Self-serving Bias:** Attributing successes to one's own efforts and failures to external factors.

**Status Quo Bias:** Preferring the current state of affairs and resisting change.

**Sunk Cost Fallacy:** Continue to invest because of prior investment, even if no longer a good idea.

**Well-travelled road Bias :** Underestimate the time it takes to travel a familiar route.

We all have bias.  
Which do you recognize in yourself?