



Leading from the Middle

**CSA Conference
April 2015**



Warm Up

1. The part of being a CSA Coordinator that I like the most is....
2. Something I find really challenging is...
3. My biggest professional ally seems to be....
4. The part of the system that I have the most difficulty understanding is...
5. Something I think I have had success in doing is....
6. The person I have the most difficulty connecting with is....
7. One thing that is going especially well for my FAPT teams is...
8. If I could make one thing happen this year I would....

Important Assumptions

- Everything good flows from relationships
- You must be a leader and look like one
- Strategy is not a four letter word

Building Alliances

Effective alliances are a key to your success.

What is an alliance?

What makes an alliance effective?

Exercise: This is an exercise to examine the strength of your connections to the people you must interact with in your job.

1. *In the categories suggested, list some of the key people.*
2. *Create a **spatial diagram** on the next page that depicts the strength of your connections to each person and their connections to each other*
3. *Use a **star or plus system** to indicate how much power and influence you believe that person has*
4. *Analyze what you see.*
5. *Discuss with a partner*

<i>Role</i>	<i>Person</i>
<i>The person you report to</i>	
<i>Your County/City Administrator</i>	
<i>The CPMT members</i>	
<i>The FAPT team members (key members)</i>	
<i>OCS staff connected to you</i>	



How do you improve your alliances? Talk at your table group -- what has helped you so far to strengthen your alliances?

Keeping Interests in Focus

Leveraging your alliances can help you to influence others. Knowing and respecting their interests can help you as well. It is not hard, most times, to know what is important to someone but sometimes it is hard to keep those interests in mind. Often it is hard to reconcile the competing interests of all your key stakeholders.

Exercise: Read the case study and discuss the question at your table.

Reconciling interests

- Make sure that each person feels heard and validated by you; be sure you truly understand where each is coming from
- Look for a common thread
- Try to de-emphasize or make secondary the conflicting interests that are getting in the way

Communicate Effectively

Communicating strategically is another key to influencing. The basics, of course, are to listen more than you speak, be receptive, gain skills at linking ideas together to create even better ideas.

Exercise: List three words to describe yourself as a communicator.

Communication/Behavioral Style

- Behaviors that are observable; preferences
- Response to situations we encounter
- Neither good nor bad
- Get along most easily with people whose style is like ours
- Are most effective in influencing when we interact with others in a way that matches their style

- Slow, cautious pace
- Black and white thinker (right and wrong)
- Wants great clarity of policy and procedures
- Low risk taker, wary of mistakes, perfectionist
- Precise and analytical, critical thinker
- Will not commit to an opinion without research and facts
- Objective and very detail oriented
- Approaches change with concern and reluctance because of increased chance of errors

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- Fast-paced
- Big picture and likes challenges
- Objective in thinking
- Results and bottom-line oriented (people needs in background)
- Impatient
- Likes to debate, comfortable with conflict
- Needs details for decisions but doesn't like to work on detail
- Approaches change with a hope to re-design rather than tweak

D

S

- Slow and steady pace
- Quiet and reserved
- Process oriented and methodical
- People oriented and a great listener
- Wants harmony and can usually see both sides
- Detail oriented but flexible
- Does not like to be pushed or put on the spot
- Give best input after having a chance to think before speaking
- Approaches change with tweaking to improve but overall maintaining continuity

I

- Fast-paced
- Big picture and see possibilities
- People oriented
- Optimistic and positive in nearly all situations
- Wants harmony and will try to smooth things over
- Impatient
- Intuitive rather than objective when making decisions
- Approaches change with a hope to greatly improve rather than tweak

Exercise: Partner #1: Tell a partner the style of someone you find difficult. (Partner #2: Role play that person.) Change how you communicate normally to this person so that you better match this person's style.

Keeping Things Moving Forward

You might think that getting this person to think more like you is what will influence him/her. Not true. When you are communicating, communicate more like this person than like yourself. Don't try to persuade based on what would persuade you but rather on what would persuade this person.

Talk at your table about things you have done that you really think helped make things more efficient.

Talk at your table about things you have done that you really think helped make things of better quality.

How do you decide when to get input and when to act more unilaterally?

- Do you need buy in?
- Do you have all the information you need?
- How important is it?