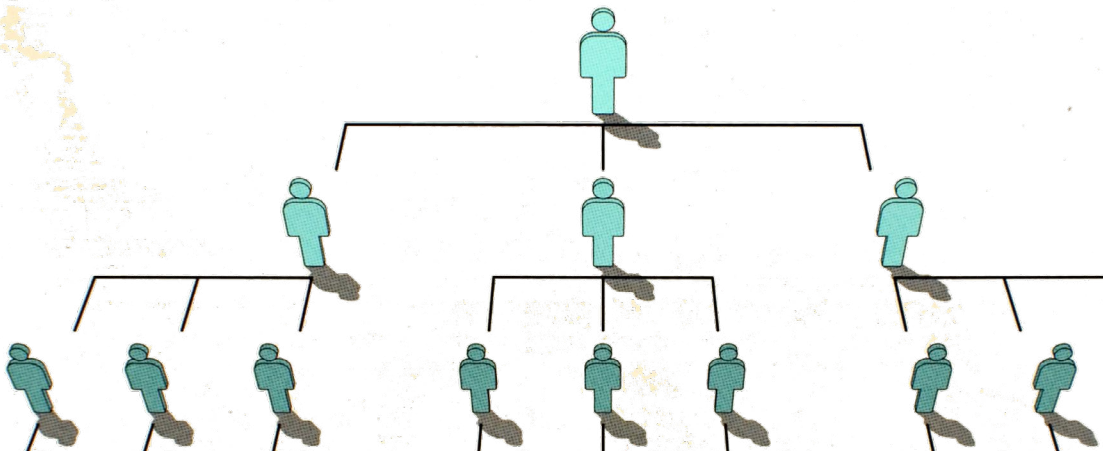
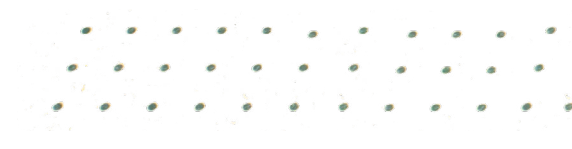


Wegartner.

THE POWER & INFLUENCE PLAYBOOK

HOW TO WIN AT WORK





POWER 1

MAP YOUR POWER

- Prioritize “person-job fit” when considering a new position.
- Search job title and company name — what happened to whoever held the position before you?
- Make a personal power map.
- Brag about your accomplishments.

ACTION ITEMS

- If your company has one, review an organization chart, taking note of the people you have access to.
- Create a power map of your company. List five to seven individuals within your organization who hold significant power, and don't neglect people lower down in the company hierarchy who might wield significant influence.
- Now ask yourself, “Do these people know who I am and recognize my work? If not, what can I do to change that?”



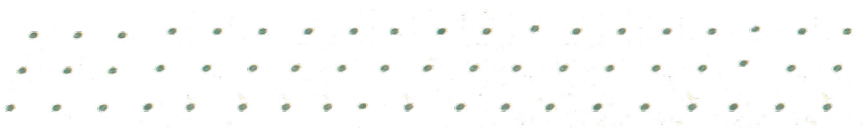
POWER 2

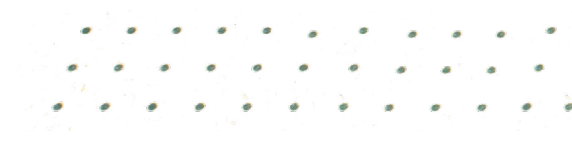
MANAGING UP

- There's no such thing as too much flattery.
- Avoid directly criticizing people who hold more power than you.
- Make your good idea seem like your boss's good idea.
- Don't underestimate the willingness of others to help you.

ACTION ITEMS

- First, compliment someone in a position above you.
- Second, ask someone for guidance.
- Then ask yourself, “How did that feel?”
- What was the result?





POWER 3

THE ART OF EXECUTIVE PRESENCE

- Rehearse and prepare for your first day on the job.
- How you look and sound is more important than what you say.
- Counteract self-doubt by acting confident.
- Don't overshare personal information at work.

ACTION ITEMS

- Volunteer to speak at a company meeting where you've never spoken before.
- Afterwards, get feedback from a colleague. Based upon that feedback, what strategies can you apply the next time you speak in front of an unfamiliar audience?

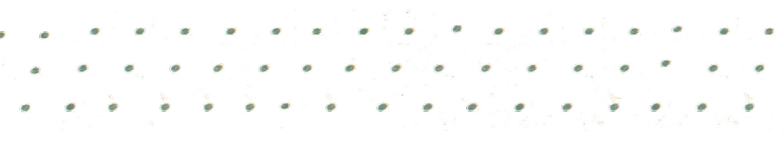
POWER 4

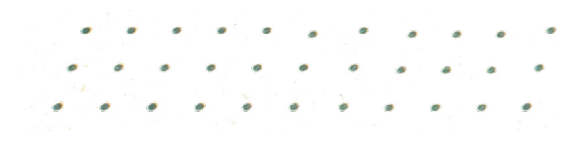
BUILD YOUR OWN BRAND

- Decide what your brand is, promote it, and stay consistent.
- Cultivate a look and style that is consistent with your brand.
- Your brand statement should be short and to the point.
- Use social media to disseminate your brand.

ACTION ITEMS

- Focus on one particular aspect of your wardrobe or personal style that you can cultivate and stick with it for a few days. What reaction do you receive?
- Try booking an appearance at a conference, on a podcast, or at a community event to represent your brand. You could even do stand-up comedy! The goal is to practice speaking in front of total strangers and get them to understand your brand.
- Afterwards, reflect on how it went and what you could do better next time.





POWER 5

BUILDING USEFUL NETWORKS

- Network for at least one hour a day, every day.
- Get out of your comfort zone to build new connections; weak ties are the most important.
- Networking should be an act of generosity — use it to connect people.

ACTION ITEMS

- Make a list of 10 important people that you consider weak ties, and try to set meetings with two of them. One should be an internal connection, and one should be external.
- What are the takeaways from those meetings? How can you leverage them for further networking opportunities?



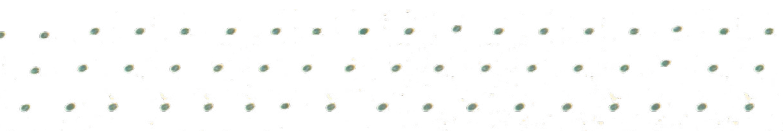
POWER 6

BREAK THE RULES

- Rule followers rarely find their way to the top.
- Only break the rules if you think you can get away with it.
- Take responsibility, solve problems, but never apologize.
- Don't wait for permission — power favors those who move first.

ACTION ITEMS

- Do something that you think will benefit your organization, but without asking for permission first. This could include exploring promotional opportunities for a new product launch or an out-of-the-box plan for growing the business.
- Note that this should be something that advances your position but does not jeopardize your career.



HOLDING ON TO POWER ONCE YOU HAVE IT

- **The higher you rise, the bigger the target on your back.**
- Consider strategic outplacement as a way to outmaneuver your rivals.
- Delegate noncritical tasks — you can't do it all.
- Power causes people to come over to your side.

ACTION ITEMS

- All of us have strengths we can develop and flaws we can work on. Now that you've completed the class, what are the three lessons that resonate the most with you?
- Identify ways to implement these teachings in your daily life, and make an effort to apply them consistently. As you do, notice how they influence both your behavior and the way others respond to you.
- How have your views on power changed, and how can you make them work for you?

