

# Building Savvy and Resilience in your Partnership Network



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*Genuine  
Trustworthy  
Influential  
Compassionate*



**Think of someone in  
your network who has  
political savvy.**

**How do they show it?**

*Share in the Chat Box.*



### **SOCIAL ASTUTENESS**

Sees realities  
clearly

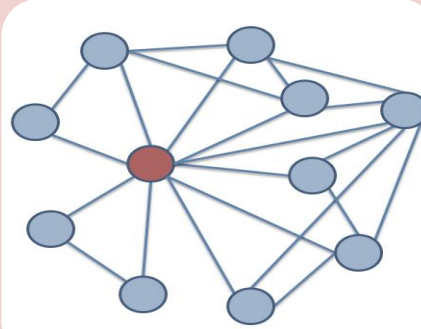
Socially  
perceptive



### **INTERPERSONAL INFLUENCE**

Gathers allies

Builds  
relationship  
with those  
opposed or  
impacted



### **NETWORKING ABILITY**

Builds internal  
and external  
networks

Stays in the  
know



### **PURPOSEFUL / CONSIDERED**

Thinks before  
speaking

Considers  
alternatives  
before acting



### **APPARENT SINCERITY**

Is genuine

Inspires trust

Listens with  
empathy

*Adapted from Political Skill, Gerald Ferris and The Center for Creative Leadership*

# **Savvy Behaviors for Individuals**





**YOU  
are  
Politically  
Savvy  
and  
Resilient**

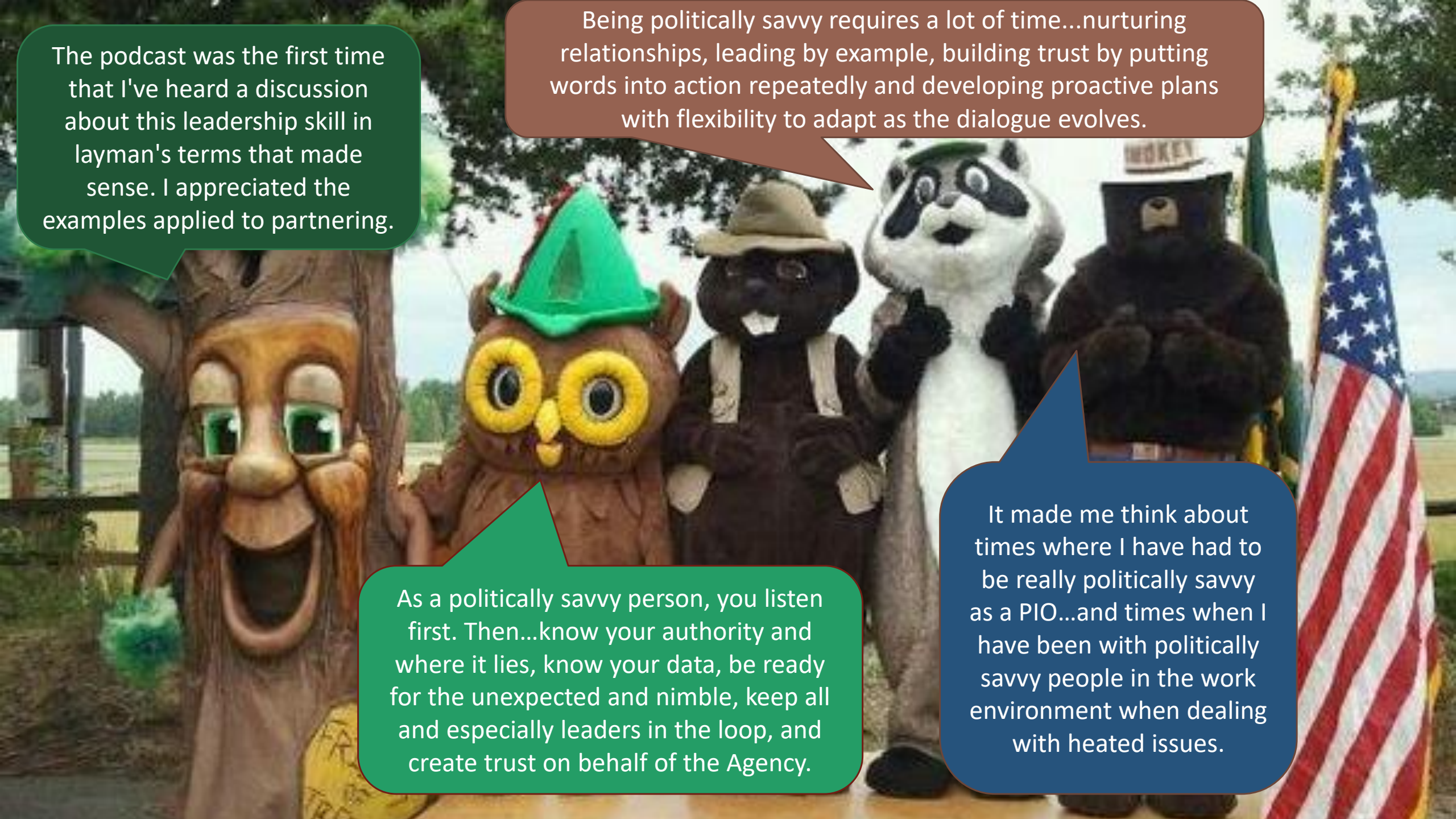


The podcast was the first time that I've heard a discussion about this leadership skill in layman's terms that made sense. I appreciated the examples applied to partnering.

Being politically savvy requires a lot of time...nurturing relationships, leading by example, building trust by putting words into action repeatedly and developing proactive plans with flexibility to adapt as the dialogue evolves.

As a politically savvy person, you listen first. Then...know your authority and where it lies, know your data, be ready for the unexpected and nimble, keep all and especially leaders in the loop, and create trust on behalf of the Agency.

It made me think about times where I have had to be really politically savvy as a PIO...and times when I have been with politically savvy people in the work environment when dealing with heated issues.



# Competencies

## External Awareness

- Identify internal and external politics, policies and trends that impact the organization
- Understand organization's impact on others

## Political Savvy

- Approach problems with a clear view of reality
- Recognize the impact of alternative actions
- Use the dynamics of power, organization, and decision making to achieve objectives



“Ethically building a critical mass of support  
for an idea you care about.”

-- Joel DeLuca, *Political Savvy: Systematic Approaches to Leadership Behind-the Scenes*

“It’s the ability to understand what you can and cannot control,  
when to take action, who is going to resist your agenda,  
and whom you need on your side.”

-- Samuel Bacharach, *Get Them on Your Side*



# Savvy Practices for Partnerships

1. ESTABLISH CONNECTIONS with diverse organizational interests to effectively communicate priorities and strategic direction, build organizational credibility, and generate external support for conservation goals.





**“Political Savvy is building a network  
that keeps you in the loop”**



# Savvy Practices for Partnerships



2. INSPIRE TRUST AND PUBLIC APPRECIATION in the partnership's mission and activities through personal example and policies, procedures, products and services.



# Inspire Trust: *Words and Actions*

- Start where they are
- Listen and speak from the heart
- Do what you say, and say what you'll do
- Engage in ongoing and open dialogue
- Develop a shared vocabulary with partners



*Image: Aron Flanders FWS*

# Weathering Change



*Image: US Coast Guard*

# Competencies

## Flexibility

- Anticipate and be open to change and new information
- Rapidly adapt to changing conditions and unexpected obstacles

## Resilience

- Remain optimistic and persistent.
- Deal effectively under pressure and recover quickly from setbacks



# Savvy Practices for Partnerships

3. ANTICIPATE  
RESISTANCE to policies  
or actions and take  
proactive steps to  
address opposing  
arguments through  
constructive dialogue.







Anticipate resistance and  
Respond with resilience



# Stay Connected

- Listen, listen, listen
- Separate the people from the problem
- Respect their interests
- Look for common ground, and ways to support their values
- Acknowledge potential losses





# Savvy Practices for Partnerships

**4.** ADAPT STRATEGIES to preserve important partnering relationships even through changes in organizational capability, capacity, or context.



# Change Management: Shore Up



- Strengthen relationships
- Build alliances (the likely and unlikely)
- Score early wins, sell pieces of ideas
- Reciprocate
- Manage up and out



# Look Before You Leap

What is *really* going on?

- See the big picture
- Look for root causes
- *Consider alternatives and risks*
- Know your authority
- Engage peers with experience





# Advice from MbN Peers

“If you want to change someone’s mind, change the mind of the person next to them.”

“Find key people within opposition that you can persuade or influence.”

“Talk with community leaders, partners of partners. Have the partner carry the message.”

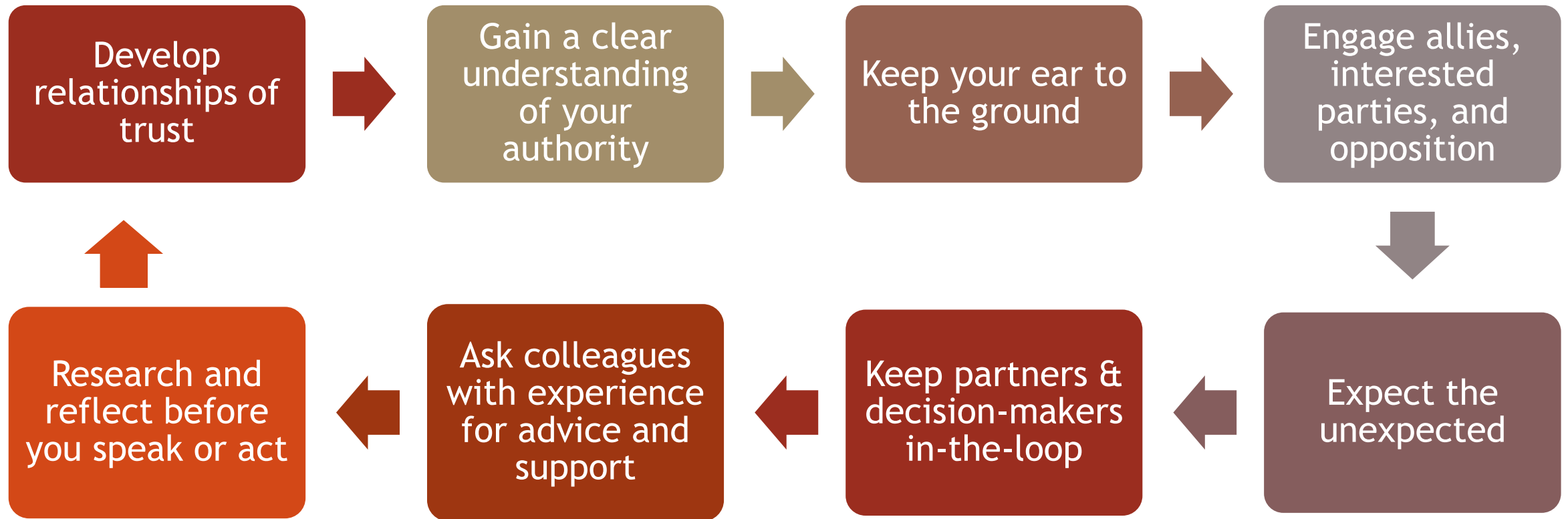
“Tie your goal to activities that others are doing.”

“Use your network to identify other stakeholders not on your radar.”

“Be the first to reach across the aisle.”



**Play the game on the board, not the game in your head**  
- *Denis Desmarais*



## Stepping into Action: Savvy and Resilience

*Which of these steps will you work on in the coming months?*