

SONY MUSIC PERFORMANCE ACCELERATOR

Managing up, down & all around

Be a great people influencer to build a lifetime of brilliant relationships

Employee Training

Facilitator Notes

**SME EXISTS TO:** Enable brilliant people to share their talent to the world.

This Accelerator will help participants create mutually beneficial relationships that last your whole career by identifying, engaging and managing your stakeholders.

**OUTCOMES:**

Every employee will leave the workshop able to:

* Understand how by making connections we can all help each other.
* Recognise peoples’ working and decision-making styles.
* Map stakeholders.
* Identify the best way to build influential relationships.
* Practice influencing every day.

**PLAN OF THE SESSION:**

1. Sparking connections.
2. Undercover Investigation - working styles & decision-making styles.
3. Power versus Passion – mapping stakeholders.
4. Confession time – what have you got?
5. Intelligence gathering.
6. Usual suspects.
7. Closing the case.

**THE PRE-WORK TO BE SENT OUT TO ATTENDEES:**

* Think of a project or goal that you want to achieve which is reliant on building strong relationships with people (known or unknown to you).

**TO DO:**

* Agree room and set up arrangements - layout of room (no table), test equipment, 4 x flip charts.
* Arrange to have your tools – coloured post it notes, blue tack, sharpies, coloured paper, music & speakers.
* Distribute Journal and printouts.
* Prepare 2 flipcharts with a blank Power v Passion model big enough to fill in.
* Lay out healthy snacks and sweets, if possible.
* Print off facilitator notes and read through.

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| **TIME & KIT** | **CONTENT** |
| **0.00**  **20 mins**  Slides  Journal  Hand-outs | **WELCOME & INTRO TO THE WORKSHOP**  **Session purpose:** To set the energy and context for the session and to get everyone in the right frame of mind for the session.  **FACILITATOR NOTE:** Hand out Journal print outs – teams are to store these in their Performance Accelerator folders and use them as a reference for their key learnings and as a journal to make notes during each Accelerator.  **The plan for the next 2.5 hours:**   1. Sparking Connections. 2. Undercover Investigation - Working Styles & Decision Making Styles. 3. Power versus Passion – Mapping Stakeholders. 4. Confession Time – What have you got? 5. Intelligence Gathering. 6. Usual Suspects. 7. Closing the Case.   **Who we are –** Introduce yourself and your background.  **ENERGISER: SPARKING CONNECTIONS**  By creating connections, you can learn about and understand the world better.   * Ask everyone in the room to stand up and think of anything you want to know something about e.g. How do I climb Mount Everest? What do braces feel like? How much does a dog cost? Where can I get some shoes made for me? ANYTHING. * Begin by walking around shouting out the key word in what you want to know for example by SHOUTING just the title such as DOG, EVEREST, BRACES, etc. * As soon as you hear someone shouting something you know about stop and tell that person about it. * Speak to as many people as possible.   What we realise is that we are more connected that we think. Talking and sharing our insights is the best way to learn, help others and form relationships.  **How to be in this session:** We don’t like rules, but we know that if we all take responsibility for the energy in the room, we will make our time together even better**.**   * **Phone** – please check your phone into the spa for today. We only have 2.5 hours together so let’s make the most of it. * **Moustache and Shoes** – be your smart and stylish selves. Help me to give you the best experience today by not reading ahead in the journal. Help all of us by keeping to time when we break out in exercises. * **Sparkle –** be your brightest sparkliest selves. This is your chance to practice in a safe environment with your colleagues, so throw yourselves into it. * **Hand holding** – we appreciate that some people love these sessions and others don’t, so please be kind to each other and help everyone’s voice be heard today.   **Facilitator context:**   * Understanding and mapping your stakeholders ensures you engage the right people at the right time with the correct level of detail. Such planning can help you build meaningful, mutually beneficial connections and networks for your whole career. Spending time getting to know who your stakeholders are and how you can best engage with them is the key to building strong long term relationships. |
| **0.20**  **20 mins**  Space to move to left or right  Journal | **UNDERCOVER INVESTIGATION – WORKING STYLES**  **Session purpose:** To dispel myths and break down barriers to understand people’s preferences in how they work.  **Facilitator context:**   * There are many myths such as 'Extroversion relates to sociability and Introversion relates to intellect’. Today we are going to conduct an undercover investigation to get to the heart of the matter using Carl Jung’s archetypes to see what our personal preferences are.   **Exercise 1: Undercover Investigation – Working Styles**   * Everyone stands in the middle of the room. * The facilitator reads out a series of statements referring to certain situations. * You decide to stay still or move to the left or to the right hand side based on whether the statement describes you. * If the statement does not describe you then you stand still.   **FACILITATOR NOTE:** INTROVERSION (to the left) and EXTROVERSION (to the right).  **Statement 1:**  (E) Step right if you prefer busy work environments and love to be in the centre of the action.  (I) Step left if you prefer to work with few distractions and limited noise.  **Statement 2:**  (E) Step right if people describe you as a ‘talker.’  (I) Step left if your colleagues describe you as a ‘good listener.’  **Statement 3:**  (E) Step right if you enjoy meeting new people and sharing ideas.  (I) Step left if you like to have time to prepare yourself for large gatherings or meeting many different people.  **Statement 4:**  (E) Step right if meetings are the perfect opportunity to share your opinions and it’s frustrating if these don’t get heard.  (I) Step left if you find it challenging to get your point across in meetings and worry about not saying it ‘just right’.  **Statement 5:**  (E) Step right if you are easily distracted and like to inject a bit of fun if discussions get too serious or dull.  (I) Step left if you hesitate when asked to give an immediate response to a question.  **Statement 6:**  (E) Step right if you find generating ideas with others energizing and you seek to work with others wherever possible.  (I) Step left if after a social or work related meeting you like to reflect in private about the outcome, after which you may have more input to add to the discussion.  **Facilitator sum up:**   * Ask the group: * “Who in the room considers themselves to be an extrovert? Can you tell me why?” * “Who in the room considers themselves to be an introvert? Can you tell me why?” * Those with introversion preference are on the left and those with a preference for extroversion are on the right. * Those in the middle are ambiverts and have a combination of each preference. * There is not a right or a wrong way, there are only differences of preference. * Introversion and Extroversion simply refer to where you get your energy from and how you do your best work. * You can be a sociable introvert and you can by a shy extrovert. Many people confuse the two concepts as they think it links to your ability to build relationships. * For those of you who found themselves mainly on the left of the room, you are more introverted: * This means you draw your energy internally rather than from others in the external world. * You like reflection, time to think and would prefer to observe first in new situations. * You don’t like it when people demand immediate answers from you with no warning. You prefer advanced notice of expectations or requests. You also like to be managed or recognized in private rather than in public. * For those of you on the right, you have a more extroverted preference in terms of energy: * You like to be publicly managed. * You are verbally enthusiastic, like to talk things through and explore your own thinking when discussing it with others. * You like to jump in with your views and like to have lots of options to consider. * You like to be recognized or rewarded in public and the more people who know the better! * Not understanding introversion or extroversion can cause big clashes when working with team members. Knowing how to read and support others so they can do their best work is crucial to influencing.   In your **JOURNAL PAGE 2** are descriptions of extroversion and introversion. Note your preferences for introversion, extroversion or ambiversion and any particular insights you gained. |
| **0.40mins**  **20 mins**  Space to move forward and backwards  Journal | **UNDERCOVER INVESTIGATION – DECISION MAKING**  **Session purpose:**  To investigate decision-making.  We are going to continue our investigation to understand how we each make decisions again using Carl Jung’s archetypes.  **Exercise 2: Undercover Investigation – Decision Making**   * Everyone stands in the middle of the room. * The facilitator reads out a series of statements referring to certain situations. * You decide to stay still or take 1 step forward or 1 step backwards based on whether the statement describes you. * If the statement does not describe you then you stand still. * Don’t overthink the statement – just go with your initial gut feel.   **FACILITATOR NOTE:** THINKING (step forwards) and FEELING (step back).  **Statement 1:**  (T) Step forwards if you are often sceptical about new ideas until you have gathered all the information available.  (F) Step backwards if you are often seen as considerate and you want to ensure everyone’s needs are considered.  **Statement 2:**  (T) Step forwards if you remember facts and figures more than names and faces.  (F) Step backwards if you remember names and faces more easily than facts and figures.  **Statement 3:**  (T) Step forwards if you rely on logic, truth, facts or data to win arguments.  (F) Step backwards if you seek to understand others’ perspective first before expressing your own and you often use stories or examples to make your point.  **Statement 4:**  (F) Step backwards if you make important decisions based on its impact on others.  (T) Step forwards if your objective decision-making makes people think you don’t care (even if this is not true).  **Statement 5:**  (F) Step backwards if you sacrifice your own comfort to accommodate others, even if this is to your detriment.  (T) Step forwards if you tell people when you disagree with them, even if it might be kinder to say nothing.  **Statement 6:**  (F) Step backwards if you take back what you said if you have offended someone and keep replaying those situations to yourself.  (T) Step forwards if getting to the right result is the most important thing, even it means making unpopular choices.  **Statement 7:**  (T) Step forward if you make important decisions objectively and can’t understand why others have to mull these over so much.  (F) Step backwards if you value goodwill and harmony over being ‘right’ to avoid conflict.  **Facilitator sum up:**   * Those of you who found themselves mainly at the back of the room, you have a preference for making decisions based on your FEELINGS. While those of you who found themselves mainly at the front of the room, you have a preference for making decisions through objective, detached THINKING. * When influencing people, it is good to know how they like to receive and manage information to form a decision. If you have a very “facts and figures”, objective conversation with a ‘feeling’ decision maker, they may not engage with you in the way you would like. Equally if you make a highly emotional plea to someone with a ‘thinking’ style they will not respond well either. * We can tell which style a person prefers by working with them and observing how they digest information and feedback on their decisions. Their preference will show up in the language that they use. Thinkers tend to use phrases such as “I think” and “the facts speak for themselves.” Whereas those with feeling preferences may say phrases such as “It just feels right” or “my gut feel is…” and “the outcome will benefit others” or “It is the best for everyone”.   In your **JOURNAL PAGE 3** are descriptions of thinking and feeling decision-making. Note your preference and any particular insights you gained. |
| **01.00**  **20 mins**  Post it notes  Sharpies  2 x flipcharts  with Power Versus Passion matrix drawn on large ready to complete. | **THE USUAL SUSPECTS - POWER V's PASSION  Session purpose:** To introduce a useful Stakeholder Management tool.  **Facilitator context:**   * Managing and influencing stakeholders is vital to the success of a project, achievement of a goal, or practically anything in life. We may personally take satisfaction in the work we do but it usually isn’t deemed a success unless our stakeholders (colleagues, friends, partners, family) agree that it has been successful. * Often a project fails because the right people have not been engaged at the right times. It is not necessarily to do with our intentions or quality of work, but because people have not been engaged or communicated to. Often those with interest in a project but not power over it can be missed and this can cause problems. * It is important for us to recognise who the people are that have power over a project (the decision makers) and who the people are who are interested in it (have passion) and still need to be engaged.   **FACILITATOR NOTE:** Talk through the Passion versus Power matrix (**JOURNAL PAGE 7**). Sometimes it helps to think of your own example that people can relate to e.g. a building project or family event planning:   * **High Power/Low Passion** – This person has the ability to make decisions that affect the project such as financial or seniority. They may have a low passion because it is not a subject that they have a specific interest in (For example a Finance Director). You could help this person to gain a greater passion (and so more support) by appealing to something that motivates them. Manage this person by asking how often they want to be updated on the project and how much involvement in the detail they need. * **High Power/High Passion** – These people have a high ability to make direct decisions but also have a big interest in the topic or results. Because of this passion, they may like to be more involved or have a specific role in the project to play. Check in how often they want to be kept informed. * **High Passion/Low Power** – These may be people who are on the peripheral of a project. They may be specialists in a subject or have a direct influence on people who high power (such as the assistant to a Director). Keep them happy by casually updating them on the project especially for successes or when in need of extra help or advice.   **Exercise 3: Usual Suspects for Passion Vs Power**  You have been asked to run a Sony event for everyone at your location. It starts with the leadership team sharing exciting new business updates followed by Q&A’s and finishes with drinks afterwards.   * Split into 2 groups * On individual post-it notes, write down all the stakeholders that will have an interest in the event (whether you’d like them to or not!). * Now as a team discuss whom you have written down and agree where you should post them on your matrix based on if they have power or passion. * Place each post-it note on the matrix once agreed.   Each team shares back their matrix, identifying stakeholders, where they placed them on the matrix and why.  Ask the second team to share back their matrix, highlighting their differences in stakeholders or different positions (to avoid duplication of what the first team said).  **Facilitator sum up:**   * Mapping your stakeholders ensures you engage the right people at the right times with the correct level of detail. * We suggest doing this mapping at the start of each project or piece of work to ensure that you are focused on delivering to the right people. * People’s position may change throughout a project so it is good to check in weekly that all the major stakeholders have been informed to the right level based on their power and passion. |
| **01.20**  **15 mins**  Journal | **CONFESSION TIME - WHAT HAVE YOU GOT?  Session purpose:** Toexplore and identify what we each have within ourselves that we can use to help or connect with others.  **Facilitator context:**   * The basis of good relationships is to have an “abundance” mentality. The foundation of abundance is that there is enough for everyone if we share. Whether that be information, success or resource. By helping others to grow and succeed we help ourselves to grow and succeed. * Abundance can apply to anything. Today we are going to look at the skills, qualities, knowledge or expertise that we have.   **Exercise 4: Confessions – What have you got?**   * Line up in two rows facing each other for Speed Dating. * You will be asked a question and you will have 2 minutes to discuss your answer together as a pair. * After 2 minutes the line on the right takes a step to their right to find a new partner to discuss the next question (the person left on the end runs down the middle to meet the other lone person- if you have odd numbers in your group then a facilitator will need to join in)   Answer these questions in relation to your skills, qualities, behaviour or knowledge:   1. What do you have in abundance? 2. What are the top three things people request from you time and time again? 3. What gives you the greatest enjoyment to help people with? 4. What secret sources of abundance do you have that other people may not know about?   In your **JOURNAL PAGE 4** make a note of your four answers and what you have in abundance that you can offer to others. Write down an idea of how you can share your abundance in the next week.  **Facilitator sum up:**   * By saying yes when people ask for help or by sharing knowledge, contacts or information, people naturally want to engage with you. As a key connector and ‘can do’ person you start to find yourself on the top of people’s list of who to call. * Getting into the habit of sharing your talents, skills and knowledge with others will also help you to learn and grow from others as they start to do the same. * Dial up your strengths – being a ‘giver’ rather than a ‘taker’ will always help build stronger lasting relationships. * This session is names ‘Confessions’ because not only about using what you have to offer to help others. Being open and honest with others about what help you need will allow them to want to be engaged and help. People are natural problem solvers especially when asked to help. |
| **1.35**  **30 mins**  4 blank flipcharts | **INTELLIGENCE GATHERING  Session purpose**: To learn a step-by-step approach to influence without authority by considering what motivates people. Seeing others perspectives will help you get what you need.  **Facilitator context:**   * Sometimes it can be extremely difficult to get people’s help. This is especially true when we have no authority over them, when you don’t have a good relationship with them, or even when you don’t really know them. * This is a step-by-step approach that can help you to identify what other people value. You can then use this information so that everyone gets the outcome they want.   **Exercise 5: Intelligence Gathering**   * Get into four small groups. * Think about the Sony Event project you mapped earlier. * This is a big launch but there is some fatigue in the business and it coincides with a busy time so people may not attend. * You need a very senior person there to make sure people get engaged and you need to make it really fun and interesting so your senior guest attendee will help.  1. **Innocent until proven guilty -** Assume that everyone can help you. Even people who may seem to ‘be difficult’ or unapproachable. While they might make you feel nervous or unsure, you need to approach this situation by looking at that person as a potential ally.  * Brainstorm who might be the best person to attend your event, however difficult or ambitious that might be. * Discuss and agree as a small group one person who you may feel nervous approaching for your innovative project.  1. **What’s your motive?**  * As a group think about the person you have identified. Agree why you are trying to influence them. What is it that you need from them? What are your primary and secondary goals? * What can you offer to them? What do you have in abundance or what is available within the project that might get them interested?  1. **Identify their motive** - Get inside their head to understand what drives them**.** Identify what truly matters to your potential ally. If you pay attention, you should be able to hear or see what they value most and what drives them and where they have the most focus.  * In your **JOURNAL PAGE 5** you will find the five types of factors that are most often valued by people and motivate them. * In your groups read these factors out loud and decide what your key person may value the MOST.   It is important to note that a common mistake is underestimating the value others place on each factor if you personally don't feel those things are important.   1. **Pulling the Clues Together** – Now you can bring together all your clues to build a profile of the person you want to influence.  * In the same groups draw your key person to influence in the middle of a flip chart. * Write down everything you know about your stakeholder. For example: * Their working style and decision making approach. * What they have in abundance that you need. * What you have in abundance that they need. * How they are motivated. * What inspires them and what keeps them awake at night? * Further questions to consider to help build a good picture of this person are: * Who are they? * What can they add to the project? * What do you have that is of interest to them? * Where do they draw their energy from? * How do they like to be engaged? * How do they make decisions? * How are they motivated to do what they do what they do? * What do they fight for? * What inspires them? * What might keep them awake at night? * How can you help them? * Consider how you can build stronger connections with them, either directly, or through your contacts.  1. **Arresting Conversations -** In this step, you need to analyse what kind of relationship you have with this person. If you know them well and you're on good terms, you can ask them directly for what you need.   If you're not on good terms, or you're a complete stranger, then you need to focus on making connections with them and building a good relationship with them to develop trust first.   * Discuss in your group how you could build a good relationship with this person (bearing in mind their motives) and what you can offer them, as well as what they can offer you. Work out how you now put your plan into action and approach your potential ally: * What kind of relationship do you have with this person? * How will you build a good relationship with them? * What do you need to do to put your plan into action?   **Facilitator sum up:**   * Often when you think about a project or goal you come from the position of what you want or need to get out of it. However, if you change your view and think about how others perceive the project, and what the goal might mean to them, it gives you a new perspective and a higher chance of success. |
| **02.05**  **20 mins**  Journal | **USUAL SUSPECTS WALL**  **Session purpose:** To identify your key connections, the people who will impact your success.  **Facilitator context:**   * When we are starting a project, it is helpful to start by identifying all your stakeholders. Now we want to focus on how we do that for a project or goal that we are currently working on.   **Exercise 6: The Usual Suspects**  Think of a project that you want to progress or a development goal you are working on currently that you want to be successful at.   1. On your own create your ‘Usual Suspects” wall **JOURNAL PAGE 6** of people who would need to be involved in your project for you to achieve the goal. Write down each name on a post-it note and put it on your wall. They can be people you work with directly or who you need to influence, external or internal. Get creative by connecting people back to you and the project or goal you want to achieve. 2. Now Map them onto your Power v’s Passion Matrix in your **JOURNAL PAGE 7**. 3. Now choose the most challenging person and do some ‘intelligence gathering’. Think about their working style preferences, what their high five drivers might be (from **JOURNAL PAGE 5**), what you have to influence them and how you can engage them. Write these in your **JOURNAL PAGE 8.** 4. Commit to what you will start doing today to influence your key stakeholder to achieve your goal.   **Facilitator to ask the following questions:**   * Are you aiming far and wide enough - who is that one person you are missing? * Who are you avoiding including? Is there someone who makes you nervous or you feel uncomfortable influencing – make sure they are on your wall!   **Facilitator sum up:**   * When we are busy it is easy to just take each day as it comes and try to influence others as we go. However, when there are more things to do than time available, it is useful to take some time out to plan and check that we are using our time and influence most effectively. |
| **02.25**  **5 mins** | **Exercise 7: Closing the Case**  Having completed the usual suspects wall and journal entries share an overview with a partner. Sharing a plan can help identify gaps and also get new ideas from a different point of view:   * Discuss your commitment to influencing a key stakeholder to achieve your goal. * Agree to connect in one week to see how it went. * Capture this in your **JOURNAL PAGE 9.** |
| **2hrs 30** | **WRAP UP AND WAVE GOODBYE** |