goto; copenhagen

Politics & Hierarchy: How We Create It & How to Stop

Benjamin Mitchell
Partner, Equal Experts



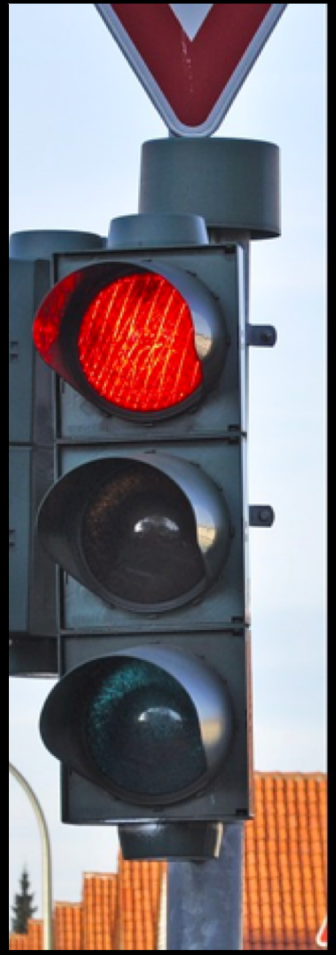
THOUGHT EXPERIMENT:

THINK OF SOMEONE WHO YOU'VE WORKED WITH DRECTLY WHO ACTED POLICTICALLY TOWARDS YOU



DOESN'T AGILE / LEAN TRANSPARENCY REDUCE THE EFFECT OF POLITICS OR HEIRARCHY?






0
80
90
100



@pledgerwood
pledgerwood

The "Working" column's limit was 2. We had 3 items in it. I raised the limit to 3. There are now 4 items in it. #kanban

17 Nov via MetroTwit ⭐ Unfavorite ↻ Retweet ↩ Reply ≡ Buffer

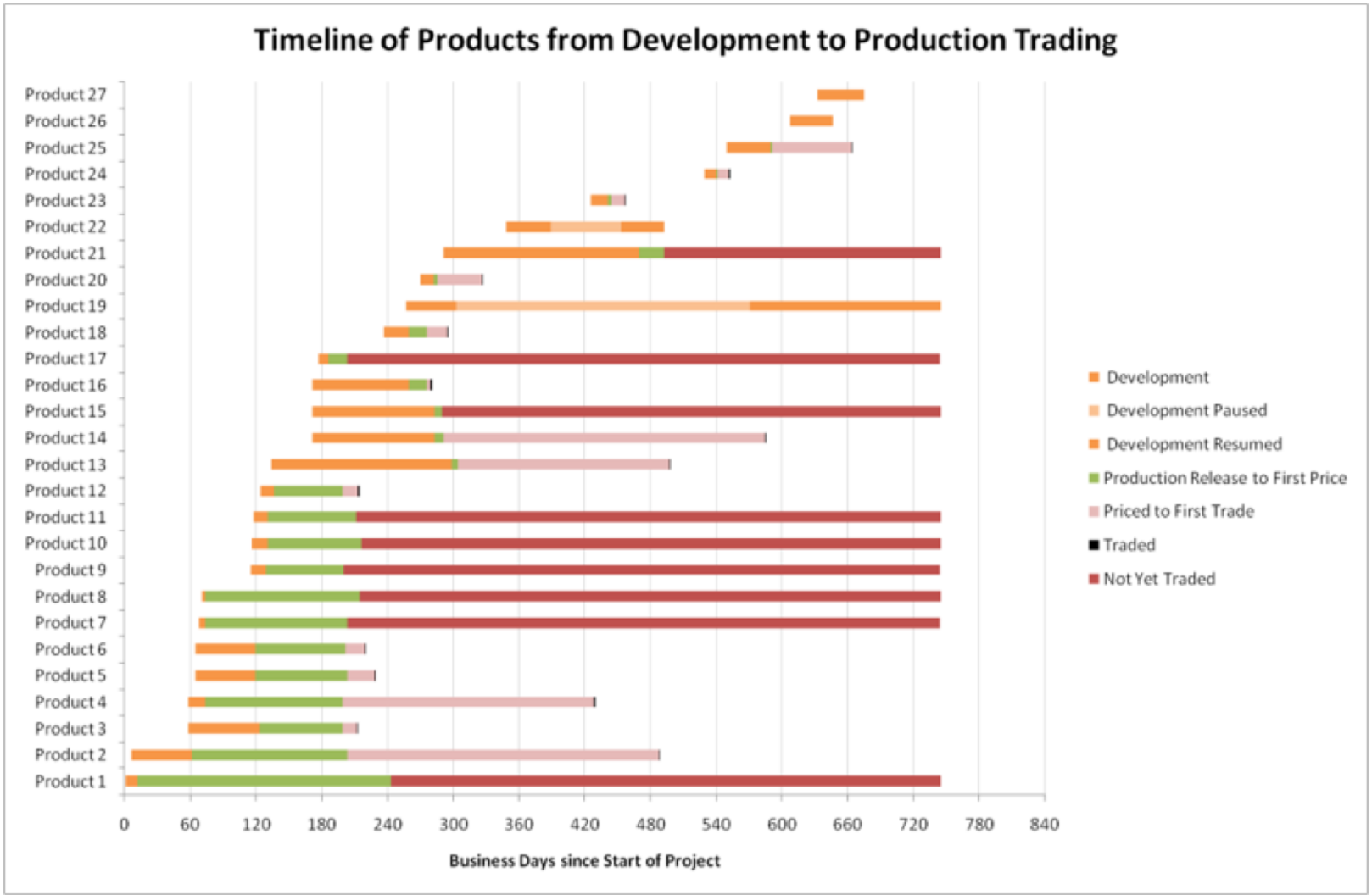
Retweeted by asplake and 6 others



“PEOPLE ARE ALL FOR THE TRUTH, AS LONG AS THE TRUTH IS NOT EMBARRASSING OR THREATENING”

CHRIS ARGYRIS




Timeline of Products from Development to Production Trading
Product 27
Product 26
Product 25
Product 24
Product 23
Product 22
Product 21
Product 20
Product 19
Product 18
Product 17
Product 16
Product 15
Product 14
Product 13
Product 12
Product 11
Product 10
Product 9
Product 8
Product 7
Product 6
Product 5
Product 4
Product 3
Product 2
Product 1
0
60
120
180
240
300
360
420
480
540
600
660
720
780
840
Business Days since Start of Project
Development
Development Paused
Development Resumed
Production Release to First Price
Priced to First Trade
Traded
Not Yet Traded

TOXIC POLITICAL ENVIRONMENT



**PEOPLE BLAME OTHERS AND THE SYSTEM,
DENYING PERSONAL RESPONSIBILITY
AND DENY THEY ARE DENYING**

CHRIS ARGYRIS

WE PROVOKE AND MAINTAIN THE EXACT RELATIONSHIP PROBLEMS WE COMPLAIN ABOUT

**(AND WE DON'T LIKE TO REALIZE THIS,
WE LIKE TO FEEL LIKE VICTIMS
AND SAY IT'S ALL THE OTHER PERSON'S FAULT)**

Source: David D Burns

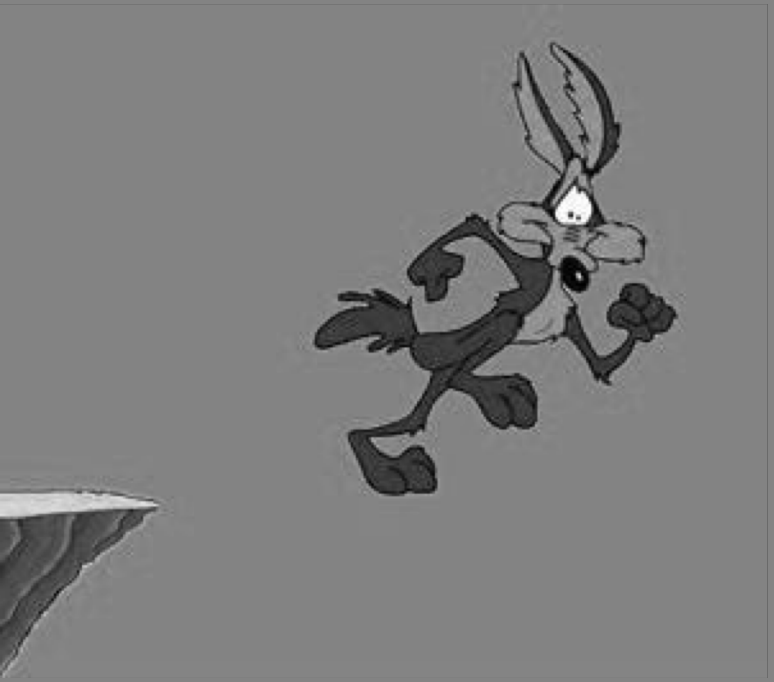
How we think we act and

How we tell others we act

≠

How we actually act

What does being wrong feel like?



Source: Kathryn Schulz “On Being Wrong”



No, no, don’t say it like that!

Feedback

“Your feedback to the team member was poor because:

It did not focus on any positive actions and

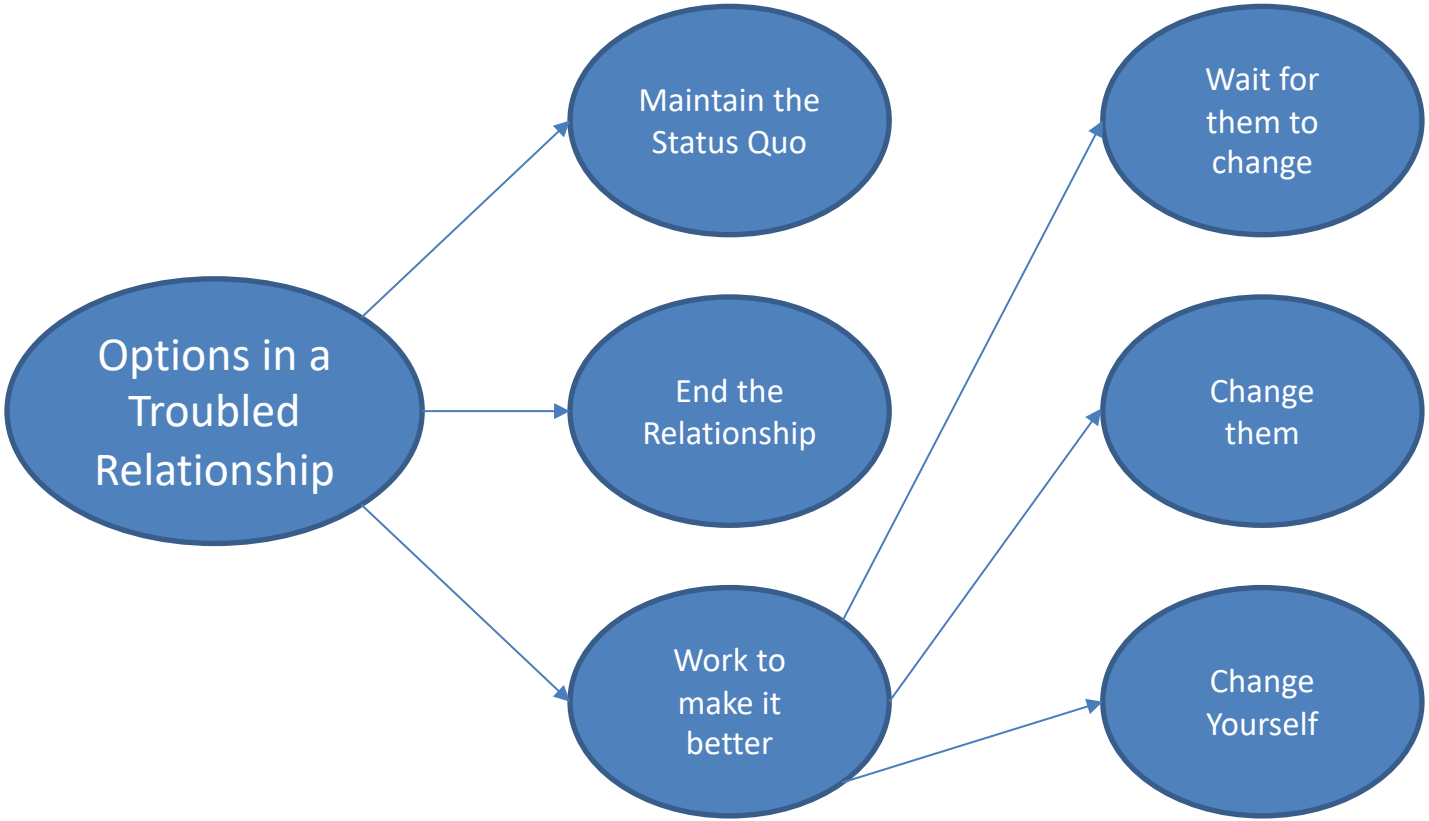
it didn’t use any examples“



Measuring Transparency

(in secret)

DEATH OF THE EGO



Source: David D Burns

WE HAVE MORE POWER THAN WE THINK TO TRANSFORM TROUBLED RELATIONSHIPS

Source: David D Burns

THOUGHT EXPERIMENT:

THINK OF SOMEONE WHO YOU'VE WORKED WITH DIRECTLY WHO ACTED POLICTICALLY TOWARDS YOU



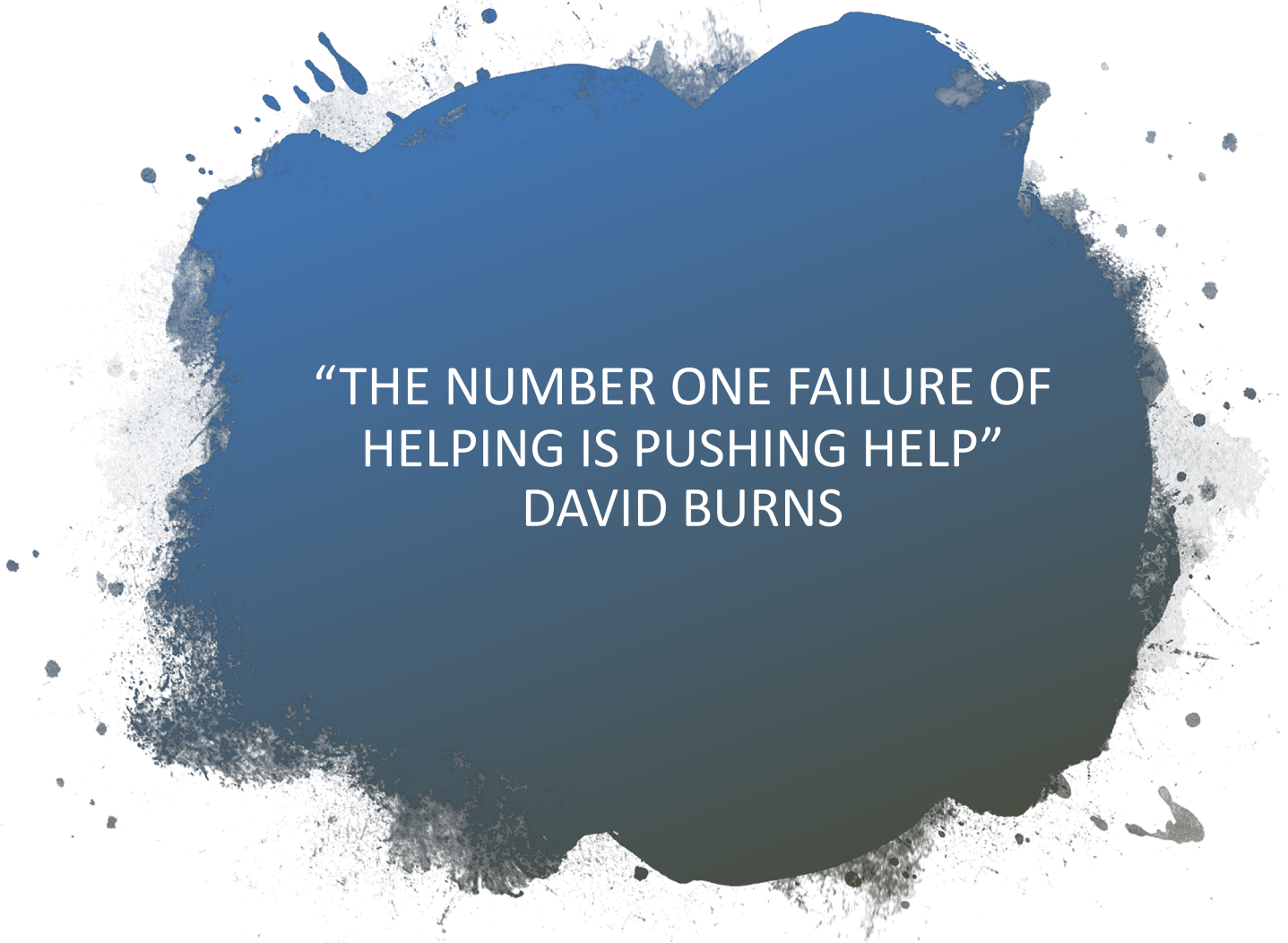
WHO’S MORE RESPONSIBLE?

MAGIC BUTTON



Source: David D Burns

BENEFITS OF BLAMING OTHERS


“THE NUMBER ONE FAILURE OF HELPING IS PUSHING HELP”
DAVID BURNS

WE HAVE MORE POWER THAN WE THINK TO TRANSFORM TROUBLED RELATIONSHIPS

IF WE ARE PREPARED TO:

- **STOP BLAMING THE OTHER PERSON**
- **FOCUS ON CHANGING OURSELVES**

Source: David D Burns



MINDSET



BEHAVIOUR



RESULTS

MINDSET: YOU

Shift from:

- I understand the situation and know the right answer

To:

- I have some information but I may not see or understand everything
- Increasing your curiosity



MINDSET: THEM

From:

- “Flipping the bozo bit”
- “Putting them in the box”

To:

- Are you seeing the other person as a person?
- Are you thinking about their objectives, goals and needs?



MINDSET: THE GOAL

From:

- Get them to see things my way

To:

- Combine our knowledge to make the best choice
- The best results come from the strength of the relationship not the strength of the argument





MINDSET



BEHAVIOUR



RESULTS

Five Secrets of Good Communication

E - Empathy

A - Assertiveness

R - Respect

Source: David D Burns

Five Secrets of Good Communication

E - Empathy

A - Assertiveness

R - Respect

1. Disarming Technique
2. Thought / Feeling Empathy
3. Inquiry
4. “I feel …” statements
5. Affirmation / Stroking

Source: David D Burns

Empathy: Disarming Technique

Finding truth in what the other person is saying, even if it seems blatantly wrong, or illogical, or exaggerated.



Empathy: Thought / Feeling

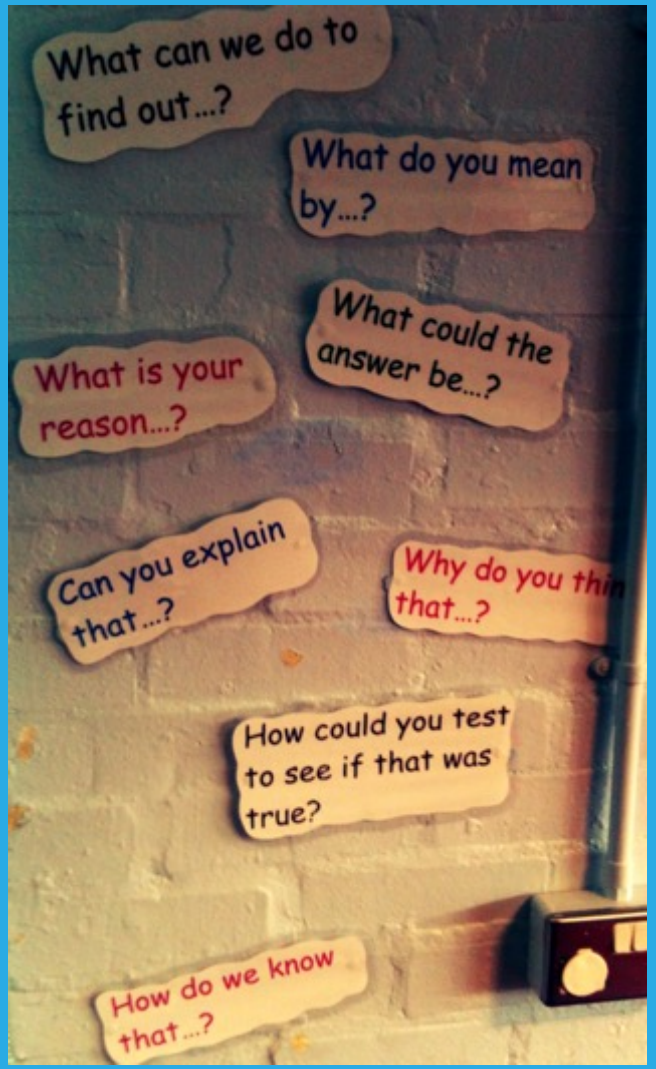
Thought Empathy - You paraphrase the other person's words

Feeling Empathy - You acknowledge how the other person is probably feeling, based on what he or she said



Empathy: Inquiry

You ask gentle, probing questions to learn more about how the other person is thinking or feeling



Assertion:
“I Feel” Statements

You express your own thoughts and feelings openly and directly using words that describe your emotions



Respect: Affirmation / Stroking

You express positive regard for the other person, no matter how upset you feel



Five Secrets of Good Communication

E - Empathy

A - Assertiveness

R - Respect

1. Disarming Technique
2. Thought / Feeling Empathy
3. Inquiry
4. “I feel …” statements
5. Affirmation / Stroking

Source: David D Burns

Practice!

Work with some else take the role of someone you'd like to communicate better with

Pick a skill to practice

Give one response

Ask your partner to grade you

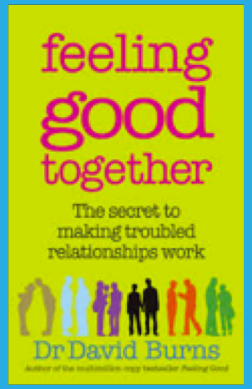


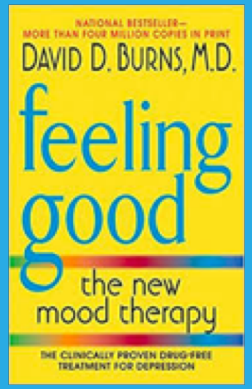


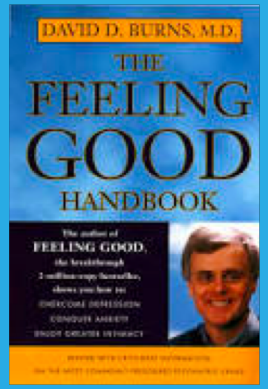
Summary

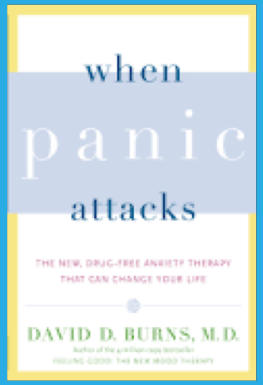
- We often create the politics and hierarchy we complain about
- We blame others and the system because it's painful to acknowledge our contribution
- Change is more likely if we give up blaming the other person and focus on ourselves
- Focusing on specific interactions with specific people
- Change your frame around you, them and your joint goal
- Practice the 5 secrets of effective communication!

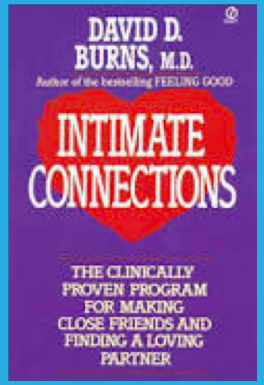
Dr David Burns - www.feelinggood.com

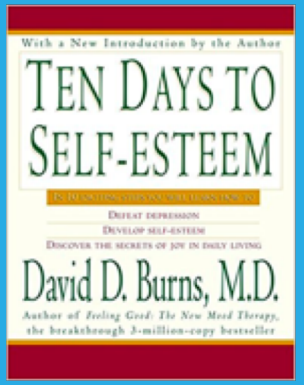


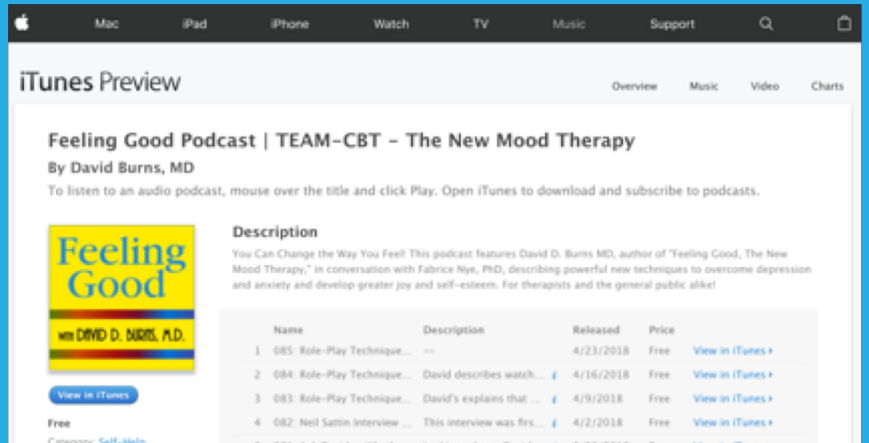


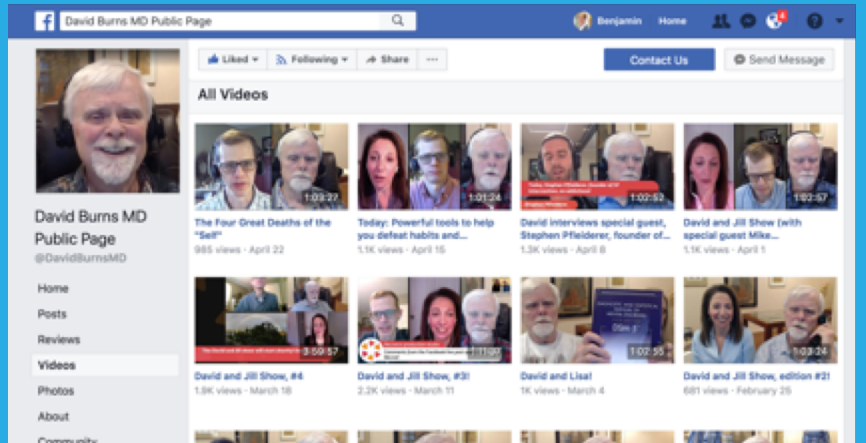












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