Public Sector Political Analysis

The Sixfold LIMITED Method

Version 1.5

Sixfold Copyright

All correspondence regarding this document and the method should be forwarded to:

Sixfold International Ltd
Unit 8, Maypole Airfield Business Park
Maypole Road
Maypole
Canterbury
Kent
CT3 4LN
Tel: +44 (0) 1227 860375

Email: customerservice@sixfold.biz

Web: www.sixfold.biz

Contents

INTRODUCTION **1**
INTRODUCTION TO THE METHOD **3**
THE APPROACH 3
THE TARGET 4
THE MESSAGES 4
GETTING THE MESSAGES HOME 4
IDENTIFYING THE TARGETS **5**
ROLES IN PROCUREMENT 5
Operations *5*
Finance *5*
Procurement *5*
Overall *5*
DECISION ROLES 6
Decision Maker ☑ *6*
Influencer ✰ *7*
Conduit ◆ *8*
LEANING 8
Bias *9*
CREATING THE MESSAGES **10**
MESSAGES 10
The Benefit *10*
The Route *10*
The Connection *11*
AGENDAS 11
Personal Agenda *12*
Business Agenda *12*
Connecting with the Agendas *13*
ANALYSIS OF INFLUENCE **14**
PLOT THE INDIVIDUALS 14
PLOT THE LINES OF AUTHORITY 14
RECORD THEIR ROLE AND LEANING 15
IDENTIFY THE DECISION MAKERS 15
SEEK OUT THE INFLUENCERS 16
IDENTIFY THE CONDUITS 16
PLOT THE LINES OF INFLUENCE 17
DELIVERING THE MESSAGES **18**
USING INFLUENCE 18
Message Envelopes *18*
ROUTES 19
Direct *19*
Through an Influencer *19*
Through a Conduit *19*
APPROACHING INFLUENTIAL PEOPLE **21**
CAPITALISING 21
CONVINCING 21
CONTAINING 22
APPROACHING THE CONDUIT 23
TEAM ACTIONS **24**
ANNEX A – IDENTIFYING INFLUENCE (STRANDS) **25**
TRIANGULATION QUESTIONS 25
THE TESTS 26

Status and Responsibility *26*
Trusted Aides *26*
Respect *26*
Authorship *27*
Network *27*
Definition of Value *27*
Success *27*

ANNEX B – EXAMPLE POLITICAL MAP **28**

ANNEX C – SYMBOLS USED **29**

Introduction

The analysis of political power (with a small "p") and its influence on the Public Sector buying decisions underpins the entire communications plan, which is part of any response to a Public Sector opportunity. The communications plan covers all the ways in which the bid team will communicate with the people who are involved in making the decision about which supplier to select. It includes the Tender documentation, formal presentations and meetings. It also includes all the informal and indirect communications like the meetings with "people who know people" and advertising on the billboards on the approaches to Heathrow airport. It is only by knowing who the real decision makers are and what is important to them, can our messages about the strengths of our approach and weaknesses of the competing offerings be presented in a manner to which they will be most receptive.

The reason for doing an analysis of the political environment is to find the right way to frame the messages we need to get across to the decision makers to allow them to understand the benefits of our offering. If they are given the information in the wrong way, they can fail to realise the full advantages of our solution. By connecting our solution with their own values and drivers, we can help them to understand these connections. The Sixfold method is all about discovering theses decision makers' values and drivers and then finding a route to getting our correctly framed messages to them, either directly or through other ways.

There is a tendency to think that the use of such analysis and techniques is a bit "sneaky" and maybe a little underhand. However, I would counter this by pointing out:

- If our solution really is best, then we owe it to the Public Sector client and the taxpayer at large to make sure that the full implications of the choices are visible to and understood by the decision makers. If we truly have a better "mousetrap" it is no good if the benefits it can bring to the taxpayer are not seen or understood when the decision to buy "mousetraps" is made.
- If we do not analyse the political side of our client's organisation but our competitors do, don't be surprised if a "dead cert" opportunity is lost at the last minute. All last minute changes in the decision making process are driven by politics.

Of course, whatever the situation, there is no excuse for any behaviour in the Public Sector sales arena which is not ethical. Indeed, anyone who crosses the line between presenting their solution in the best possible way and attempting to unreasonably influence Public Sector officials to do things which are not in the public good, will sooner or later suffer the consequences.

The Sixfold political analysis tool is all about connecting our strengths with the real Public Sectors needs and demonstrating this connection robustly. It is not about being underhand or doing anything illegal. Anyone considering approaching a Public Sector official to get them to do something which is anticompetitive should consider the H M Treasury CUP Guidance No 55: Ethics in Procurement notice which says:

> "…. it is an offence under the Prevention of Corruption Act 1906 for civil servants in their official capacity to accept any gift or consideration corruptly as an inducement or reward …. any money, gift or consideration received by a civil servant from a person or organisation holding or seeking to obtain a government contract will be deemed by the courts to have received it corruptly **unless proved to the contrary**."

The bold print is theirs, not mine! Most public servants understand the implications of these words and will not allow their integrity to be put in doubt. It would be entirely improper for us to attempt to put them into a position where anyone could accuse them of corruption or threaten them with this notice. Indeed, we are likely to damage our relationships with the entire procurement team by suggesting anything that comes close to an inducement to any one of them.

The Sixfold Method is based upon many years of experience in bidding for and subsequently winning (or losing) Public Sector contracts. It is deceptively simple but highly effective. It has been developed by sales people who have used many other sales analysis methods and found them to have both strengths and weaknesses. This method is based upon an approach that actually works in practice and has some surprising elements of sophistication that will become apparent when the method is routinely used to help the sales team in their quest to develop Public Sector business.

I hope that this method really helps your business and I wish you every success in your next and subsequent opportunities.

Andy Haigh
Managing Director

Introduction to the Method

In any sales environment winning is all about getting through to the real decision makers and giving them the information that causes them to decide our solution or tender is best. However, once the Public Sector formal procurement process begins to operate, the procurement process deliberately puts obstacles in the way of anyone trying to make a direct approach.

The procurement process attempts to level the playing field across all competitors and control all communications between everyone taking part. If we have not got relationships in place before the formal processes cut in, it can be very difficult to create new and influential relationships afterwards. If we have no relationships, the only way in which our tender will be successful is if the decision makers understand our documents completely and exactly in the way we want them to be understood, which does not happen often. They may not even read the Tender or attend the pre contract presentations or meetings. The decision makers generally rely upon the analysis of others and what they are told by them. So what happens if one of those “others” is biased towards a competitor? It does us no good and we must counter this bias in some way.

The best approach is to have good, wide and supportive relationships in place throughout the Public Sector department well before the formal procurement processes begin. If we know how the client “thinks”, we can tailor all our communications to take account of this. If we do not know the client before the OJEU notice is published, getting this understanding is a lot more difficult, but not impossible. There are still some ways to get the information we need and this document explores some of them.

The Approach

The Sixfold approach basically seeks to answer three fundamental questions:

- Who are the targets for our messages?
- What are the messages we need to get to them?
- How do we get these messages to the targets?

Once we have answers to these questions we can create our communications plan, of which the formal tender response will be a significant part. We then must pursue this plan to get the maximum chance of winning the opportunity on the real merits of our proposal being entirely understood by the decision makers.

The “Targets” element of the approach is all about the personalities who have some influence in the entire competitive landscape. It includes everyone in the client’s organisation who has been nominated to be part of the procurement project. It then extends to their contacts, formal, informal, within and without their business environment and their contacts. This includes the competition, partners, pressure groups and may even encompass the public at large.

The “Messages” element is all about out specific elements of our solution and the benefits they will bring to particular individuals, the government department as a whole or the country. The way we get our “Messages” to their “Targets” are the “Routes”.

The Target

The Target is comprised of all the people in the decision making loop including the true final decision makers (who make the choice of who will win), the people who do the analysis for them (who generally cannot select the winner) and the approvers (who are unlikely to alter the competitive selection decision once it has been made). This decision making group is analysed in more detail below. We need to get our messages across to the ultimate decision makers. However, we it is important not ignore the other decision making groups when we do this or we may have some nasty surprises to deal with. It is connecting with the ultimate decision makers' needs that will cause us to maximise our chances of winning and to make this easier to achieve we must try to bring the other decision making groups along with us at the same time.

The real decision maker can often be hidden with a group or committee. Indeed, some Public Sector decisions are made by a nominated decision making group in a meeting held with the specific agenda of evaluating all the information received and choosing the winner. Yet within that group is often a single individual whose opinions will dominate. If there is more than a single "obvious" choice of a winner, their influence will sway the rest of the group. We need to identify that person and get them on "our side".

The Messages

The messages are the facts we want the decision makers to understand and which, if they understand fully, will make them more likely to choose our solution to win the competition. These messages should point to why our solution will be best, not only for their organisation, but also for the decision makers personally.

An important point about the messages is that they are based on facts about some aspect of our solution which, if the full implications are understood by the decision maker, the decision maker will be more likely to view our solution as more valuable than the competitors' offerings. If we have enough of these, they are sufficiently important and our solution is supported by the most important people in the decision making group, our tender will win.

Getting the Messages Home

Getting the messages to the real decision makers is the last part of this approach. Whereas many of the messages will be written into the tender response, some of the messages cannot be passed to the target in this way. For example, messages which connect with a personal need of the key decision maker, such as the ability of our solution to help position them in their quest for their longed for promotion, may be highly prejudicial for them if they were released into their work environment. We have to find a way to get our messages through the Public Sector organisation to the person we want to receive them, in parallel to the formal written route. It also means that we have to know something about the decision makers as individuals and what drives them.

Tel: +44 (0) 1227 860375, Email: sales@sixfold.biz, Web: www.sixfold.biz

Identifying the Targets

Roles in Procurement

The first issue to address is "Who is the Target?" In a Public Sector procurement, three generic teams of people come together to make the procurement process work and to make the decision about which competing the product or service is needed. They are:

Operations

The Operations element of the procurement system is the team or department with the need for the product or service. Once the produce or service is delivered, they will be responsible for using or managing whatever has been procured to meet their own business objectives.

The Operations team usually initiates the business case and then provides the detailed technical information needed by the Procurement Team to create the requirements specification. Frequently, they will then provide some of the technical experts needed to analyse the competing bids in terms of each competitor's ability to meet the requirement, as detailed in the formal tender documents. They will probably not evaluate the costs, which will be analysed by a separate team of financial experts.

Finance

The Finance team controls the budget. They are responsible for making sure that financial provision is made for new requirements and these requirements are forecast in budget plans and Long Term Costings. It is often the case that the Finance team will not use the delivered product or service, once the contract is agreed.

The financial team will analyse and report upon the financial implications of the competing tenders. They may not understand or even be aware of the different technical capabilities put forward by each of the competitors. Their job is only to produce a report on the impact of adopting the delivered service or product upon their budgets.

Procurement

The procurement team provides a service to the Operations and the Finance teams. They run the procurement competition in accordance with the EU Procurement rules. It is often the case that the Procurement team will not use the delivered product or service. Nor do the Procurement team control the budget. They will collate all the information gathered during the tender analysis phase and provide this in a simplified form to the decision makers to base their decision upon.

The procurement team will police the procurement processes to try to ensure that no individual competitor gets an unfair advantage. However, it is becoming common practice that some members of procurement teams are given individual financial incentives on savings they can make and this may influence some of their decisions!

Overall

No one of these teams can make the choice between competitive offerings on their own. However, the ability of one team to sway the thought processes of the others may not be so equal and it is important for our sales team to understand the hierarchy of political power between each of these functional areas, so that all our messages and the tender documents can be constructed to have maximum impact.

Decision Roles

Irrespective of the formal groups of Public Sector official described above, there are three key generic decision making roles which must be understood by the sales team when responding to any Public Sector opportunity. These are notional roles for the analysis of the opportunity (part of a virtual team assembled only for the procurement activity) and not formal roles within the Public Sector rank and grade structure.

The roles are as follows:

Decision Maker ☑

The Decision Maker is involved in selecting who will be chosen to win the opportunity. There are three different levels of Decision Makers. Each of these levels can be an individual, a group of individuals or layers of groups and individuals. The Decision Makers group is comprised of:

Evaluators

The evaluators do the detailed analysis of the different tenders and produce a scored report of the comparative strengths and weaknesses of the solutions proposed in each of the tender responses. Evaluators tend to be expert in some facet of the deliverable and they are asked to rank the individual responses in how well they meet the stated needs, according to their expert interpretation of the responses.

Generally, Evaluators cannot select the winning bid, but they can rank them. They usually have the ability to reject a response which they consider does not meet the mandatory requirements or appears totally unsatisfactory to them. Then they will normally report their findings to the procurement team who will pass on their results to the Deciders.

Evaluators can come from any level of the organisation and often include those people who will end up as the users of the system. However, for the purposes of the analysis, we are only interested in users who are involved in the decision making, either directly as formal evaluators or influencers (who are covered later).

Deciders

Deciders are the people who have the formal role in the team to make the decision. They normally do this on the basis of the information given to them by the Evaluators. However, they will sometimes use additional and alternative sources of information which can conflict with the Evaluators rankings.

The Deciders are usually individuals. If there is a committee formed to make the decision, the most important Decider to us will be the person who has most influence on that committee’s decision. This may be the committee chairman, but may not be. Finding this individual is a top priority task for the sales team in any competition.

Approvers

Approvers ratify the decision which has been made elsewhere. These are often the budget holders, top level individuals or committees in the organisation. The Approvers are normally the organisation's final check that the decision and, indeed the overall procurement, meets the department's business strategy.

There may be more than a single level of approvers and depending upon the size and the implications of the tender, final approval may be taken in Cabinet by the Government of the day. Approvers rarely change the decision made by the "experts" before them. But it can happen. Never ignore this possibility.

Each of the Decision Maker roles may be one individual, layers of committees or any combination in between. The people filling these notional roles come together for the procurement activity and then disperse back to their "day jobs" once the procurement competition is over. Individuals may come from any level of the organisation and, although the higher grades are often associated with "Approver" activities, this is not always so. One person can, also, fulfil more than one of the Decision Maker roles e.g. undertaking both a role in evaluation and then the approval.

An important feature of the Decision Makers is that they are allocated their roles and that the roles are formally identified within the organisation. Although these roles may not be evident to any of the potential suppliers, everyone in the Public Sector connected with the project is likely to know who these people are and what their role in the procurement activity actually is.

Influencer ✰

The Influencers may have no formal role in the formal decision making process but, because of the respect others have for them, their views will have an impact upon the outcome of the competition. Again, they can be anywhere inside or outside the Public Sector organisation.

Influencers may use their influence in a variety of ways. Some influence will come just from their position and the authority carried by that role. Some will come because of the respect in which they are held by others or the fear that others have of them. Some will be because of what others perceive will be their position or role in the future.

In any opportunity, it is essential for the Sales Team's analysis that these important people are discovered as early as possible. They must have some ability to access the real Decision Makers if they are to be categorised as Influencers. Influence over the Decision Makers, either directly or indirectly, is a prerequisite to identify an Influencer in our analysis, irrespective of the amount of influence they may have elsewhere.

Whereas the most obvious factor in influence, authority, runs from the top of an organisation down through its structure, influence can act in many other ways. It can act upwards, side to side or even from outside to inside the organisation. Influence can be considered as a network which overlays the formal structure. It touches different parts of the structure like a complex mesh joining apparently random points and is governed by a myriad of interpersonal relationships.

From our perspective, influence is only seen when it is used. Where influence may not be obvious from the lines of authority, there are a series of tests which can be used to find out if an individual may have power beyond his or her role. These tests have been characterised into seven sets called the "Strands of Influence". They are outlined in the table below and are described in detail at Annex A:

Test	Influencer
Status and Responsibility	High
Trusted Aides	Surrounded by those who are trusted by them. Powerful allies
Respect	Deferred to
Authorship	Define core beliefs. Involved in key decisions
Network	Central to their own network
Definition of Value	Create value measurements. Act outside of policy
Success	Perceived as continuously high

Identifying someone who meets one of these tests does not guarantee we have found an influencer. However, someone in the client's organisation who meets several of these tests and also has access directly or indirectly to the formal Decision Makers, must be considered in this analysis.

Conduit ◆

The Conduit may be a person anywhere in the client's organisation who does not have a formal role in the decision making processes and has no direct ability to influence any part of the decision making process. They may be at the top or the bottom of the organisation, or even outside the organisation. However, what they do have and what defines them, is their access to the Influencers and Decision Makers. If managed correctly, they can be used to pass messages from us to the Decision Makers.

To identify a Conduit, the similar tests can be used as those to identify an Influencer. Again they are outlined in the table below and are examined in more detail at Annex A:

Test	Conduit
Status and Responsibility	Direct link to Influencer
Trusted Aides	Selected by Influencer
Respect	Defer to influencers
Authorship	Recall "Party Line"
Network	End nodes of Influencer's network
Definition of Value	Perpetuate values through actions
Success	Recently high

It can be helpful to think of Conduits as lobbyists. They use their efforts to create an environment favourable to our solution by swaying opinion around the Deciders in our favour.

Leaning

Within the client's organisation and across the entire range of people connected with the procurement activity there will be a spectrum of views for and against our solution. At one extreme, there may be those who believe that their personal success is entirely tied to the success of our proposal being selected. At the other end of the scale, there may be those who may view our success as being a personal disaster for them and the organisation seeking to select a supplier.

In between are those who just think one of the competitive proposals is best when they try to judge between them and those who have not enough information to make up their minds. They will either tend to lean one way or the other, towards our solution or away from it. If they are in the middle, we would like to be able to give them a nudge in the right direction.

For the purposes of our analysis, it is sufficient to know who are for us, against us and who are undecided, unless we can detect there is some bias in play. These three groups need to be identified and addressed in different ways.

Bias

At one extreme of the spectrum of views for and against our solution, there may be some people who believe that their personal success is entirely tied to the success of our proposal being selected. We call these people “Champions” as they will champion our solution on our behalf and act as an extension of our own sales effort. At the other end of the scale, there may be those who may view our success as a personal disaster for them and the organisation seeking to select a supplier. We categorise these people as “Enemies”. In either case these people are displaying bias and are judging the competition emotionally rather than subjectively.

For a salesperson, the closed mind can be very difficult to deal with. It is unlikely (but not impossible) that we will get anyone who is biased to change their minds. The saying “My mind is made up, don’t confuse me with facts!” characterises the situation well. Giving these people more information may actually create more difficulties than it helps. They might be trying to pick out weaknesses in our offering that they can use to give substance to their bias against us!

However, bias tends to diminish the impact of a person’s ability to influence others. If the bias is obvious, this will cause doubt about the substance of their arguments, irrespective of the views they have. Certainly people within the Public Sector, who are recognised as being biased will not have their opinions weighed as heavily in the decision making process as those who keep their bias hidden.

Of course, people who are biased towards our solution, our Champions, should be embraced. However, it is important that we do not get carried way by their enthusiasm. Their bias can isolate us against seeing the full activities of our competitors. We must be on our guard that their bias is not being used by others to diminish the effectiveness of our messages and the power of our solution.

If we have people who are biased against our solution, our Enemies, amongst the Decision Makers, exposing their bias is sometimes the only way we can counter their negative influence on the procurement processes. Look to those who are biased towards us to help here, if they can be found. Also, use subtle messages wherever possible to attempt to isolate the adverse influence of any “Enemies”.

Creating the Messages

Messages

If any organisation is competing for a Public Sector opportunity it will know that its solution has a number of significant benefits to the Public Sector organisation which, if it is to win the contract, it must get the Decision Makers to understand. We call the parcels of information which contain combinations of facts and benefits the "Messages".

The Benefit

The message must contain one or more facts about the solution we have to offer which will meet one or more real needs of the decision makers. These real needs are multi level and will include:

- The need to make sure the chosen solution meets the stated requirements (The formal decision criteria).
- The need to make sure the chosen solution meets internally known but unstated requirements (The informal decision criteria).
- The need to satisfy the decision maker's personal business goals (The business agenda)
- The need to satisfy the decision maker's personal non-business goals (The personal agenda)
- The need to be able to demonstrate that the chosen solution was chosen fairly and if the competition was run again, the same winner would be chosen. (The auditability criteria)

The important point it that these needs must be real and significant. If the need is insufficiently pressing for someone to do anything about it, don't spend a lot of time showing how our solution will help achieve it. We must concentrate on the things which hurt most for each of the Decision Makers involved and give them a solution in terms of our proposed approach.

The Route

There are four ways in which we can deliver our Messages to the decision makers. These are:

- In the documentary response to the Invitation to Tender, which they will either read or have the key points analysed for them by others.
- By contact or verbal dialogue directly with the decision maker. This could be on a one-to-one basis in a meeting or a formal presentation.
- To the decision maker indirectly, through some third party.
- By marketing the message into the general Public Sector environment.

Marketing is really an extension of the "third party" route and it can be useful for long term campaigns. On the other hand, its ability to transmit specific messages is uncertain and can be expensive without much idea of the return. It can usually only be used as a "Scattergun" approach, but this communications route must not be neglected as directed marketing has a part to play, particularly in the largest sales campaigns. However, by knowing the political environment, messages can be directed to specific decision makers by the other routes and the effects of the messages can be much easier to predict.

To be effective a Message must have two parts:

The Connection

The choice of message depends entirely upon the recipients. To get our messages to the Decision Makers through the formal route we need to construct the Tender to both meet the stated requirements and the needs of the evaluators.

We want the Decision Maker to get the message that our Tender is best because it most closely meets the requirements and the specification. We do this by writing the tender to include such messages, but we must put the tender document in a format that each one of the individual Evaluators can appreciate the connections most easily and completely. One of their unstated needs will be to be able to score the tender with the minimum effort. Hence we must write the tender using a format and layout that makes this as easy for them to do as we can.

The Influencers (and sometimes the Decision Makers) may not be involved in reading or reviewing the formal documentation at all. Hence, we cannot guarantee the tender will get the messages to them. To overcome this, we might be able to contact the Decision Makers directly, in which case we will try to use verbal messages which reinforce our claims that our success in the procurement competition will lead to their own personal and business agendas being fulfilled.

Alternatively, we must seek to use an Influencer who has influence over a Decision Makers or a Conduit who has direct connections with a suitable Influencer. The skill here is to find a reason why the Influencer or Conduit would want to take our messages through the chain to the Decision Maker. This is as important as the message we want them to carry for us.

Choosing the right combination of Route, Benefit and Connection is the only way to succeed in a competitive environment for the largest Public Sector projects. The organisations that formally analyse this trio and react accordingly are significantly more likely to win such important Public Sector opportunities.

Agendas

As we have seen, to be successful, each one of the benefits of our solution must be connected to one or more real needs of the Public Sector organisation and the individuals within it. Then, the advantages that will accrue to the organisation and the Decision Maker must be explained in clear detail.

However, not all needs and the corresponding benefits can be articulated in a formal way. If we knew that the lead decision maker's personal agenda was to retire in 6 months and that they did not want any unnecessary "excitement", we would not spell this out bluntly in the formal Tender documents. We would want to get a softer message across; maybe that our solution was the one with the least risk of issues emerging in this specific time frame. We would then have to find another route to make sure the implications of this message were understood by the individual concerned. Of course, this would need to be done with subtleness and a high degree of sensitivity. If the lead decision maker was young, ambitious and being groomed for eventual promotion, the same solution may be connected with the personal glory and recognition which would arise from the choice of our approach. Again, this may be a difficult message to put in the formal documents. However, if it was true, we must find a way to get the message across.

Every person in the Public Sector and the commercial world is following their own agendas to get them to the goals they have set for themselves. Some of these are about personal issues, the Personal Agenda, and some are driven by the corporate requirement, the Business Agenda. In the tendering role we are interested in the Personal and Business Agendas of all the Decision Makers and other politically powerful people in the Public Sector organisation. This is because if we know what their agendas are, we can show them the strengths of our proposal in terms of the direct impact of our solution will have on these agendas. This will catch their interest and cause them to better appreciate all the advantages our solution has to offer.

Personal Agenda

Personal agendas are about what the person wants to achieve for themselves irrespective of the business issues. Sometimes these can conflict with the business objectives but most often they are to do with the way in which the person wants to work.

For example, someone nearing retirement may not be looking for the challenges and excitement they craved at the beginning of their careers. They may want a “quiet life” and seek out solutions which are most likely to give them this. On the other hand, someone who is aggressively ambitious will not respond well to solutions which show others as the persons responsible for success and steal the “limelight” from them.

Some people seek to differentiate between home and work lives and don’t want anything to impinge upon their non-business time whilst others crave being needed and want to be involved in anything that goes on, whenever it might occur. Some are using their work as a stepping stone for other things, some will do anything to ensure security and that they do not lose their job or role.

Personal agendas can be characterised into five areas, each of which needs to be considered for every one of the people identified as being part of the opportunity selection process. Key areas to be considered are:

- Ambition – How driven they are to be recognised for and involved with the most important decisions made by their organisation?
- Risk Taking – Whether their job will give them the challenge they need to make their life fulfilling and their job motivating?
- Autonomy – How much involvement do they have to have with their management when deciding how they are going to allocate their time?
- Security – How recognised they are for their loyalty to the organisation and their belief that that loyalty will prevent them losing their job?
- Balance – How can they get a clear division between their in work and out of work lives and the clarity of the divisions between them?

Hence, personal agendas are a mix of responses to personal pressures coming from within the business environment and from life outside of the organisation. Some of these will be very secret to the person concerned and may be difficult to discern. However, more and more will be revealed as relationships with these individuals grow and increasing interaction on a personal level takes place.

Business Agenda

Business agendas are about a person’s desire to make sure that their business is best positioned to meet its own objectives. It is their desire to connect with the business strategy and check that everything that happens around them is in accordance with that direction.

People who are strongly driven by the Business agenda often have a personal agenda to be seen as someone who maintains the business rules, processes and culture. However, most people in a Public Sector organisation respond well when they realise that something meets and enhances the objectives and strategies of their department and organisation, whatever their personal agendas may be.

A particular Business Agenda issue for the Public Sector is the political agenda of the party that happens to be in power. Government directives and their Political manifesto can be powerful pressures to get results in a particular way. The Public Sector organisation will have considerable difficulty in moving forwards if what they are doing does not meet the direction of whoever happens to be their political masters at the time. However, this does not mean that they will agree with that direction, or even implement it!

Individual's Business Agendas are relatively easy to discover as they will be shown in their every day interaction with colleagues, suppliers, etc. Some of these will be included in the tender documentation (but look for more, even if they have been laid out here). People who know these individuals will generally have an opinion about what any person's Business Agenda actually is. However, departmental objectives are usually a good starting point to work these out.

Connecting with the Agendas

If we are going to be successful in convincing the decision makers that we have the best solution, then our messages must show:

- The strength we want them to consider.
- How that strength helps their organisation meet specific and important goals for the organisation.
- How the strength supports their own personal needs.

We must consider all these issues when we are composing our messages. If we do not do this we rely only upon luck that our advantages will be seen as true benefits to the Decision Makers. We need to be much more professional than this is we are to succeed. We must always show that we bring some sort of value to the Decision Maker's view of their own and their department's problems in every critical area if we want to win any opportunity.

Analysis of Influence

To undertake an analysis of the ways in which influence can work within a group formed to run the tendering process, information needs to be sought from all conceivable sources and the collection of such information must go on throughout the entire procurement cycle. It is never too early to start analysing the political environment of our potential client and true insight into the political spectrum may not come until well after the collection of information and its analysis has begun.

To get to this insight, the process is as follows:

Plot the Individuals

The first step in the political analysis is to plot each individual that is, or may be, connected with the decision making on an organisation diagram. For each one, their immediate superior in their role should also be plotted. Where it can be done without confusing the diagram, it should be done so that each grade or rank is on a similar level. This will give a visual clue to how authority will flow through the overall procurement team. An example of how the plot is used is enclosed at Annex B.

Other people who might have some influence on the decision making processes should also be plotted, including those outside the organisation. These might include:

- Assistants and secretaries
- Consultants
- Suppliers
- Trade associations
- Unions and interest groups
- Political activists
- Friends, wives, husbands, partners, children

When considering their grade for plotting purposes, if they do not have a formal equivalent grade, they should be plotted at one level beneath whoever is their main contact point within the organisation with the formal requirement.

Of course, at the beginning of the procurement cycle for most new opportunities, the entire list of individuals who need to be considered will not be known. It is an important part of the Sales team's role to discover each one of these missing people so that they can be plotted and their influence considered. The earlier this is done the easier it will be, as once the formal procurement processes start running the sales team may be denied informal access to many of the individuals involved.

Generally, Public Sector organisations will give anyone who requests it an organisation diagram showing role and who reports to whom in their established roles. The sales team's task is to identify which of these has some formal or informal role in the procurement, information which may not be so easily forthcoming. The task of identifying the others who do not appear on these charts but who have some influence on the decision making processes is more complex, but equally important.

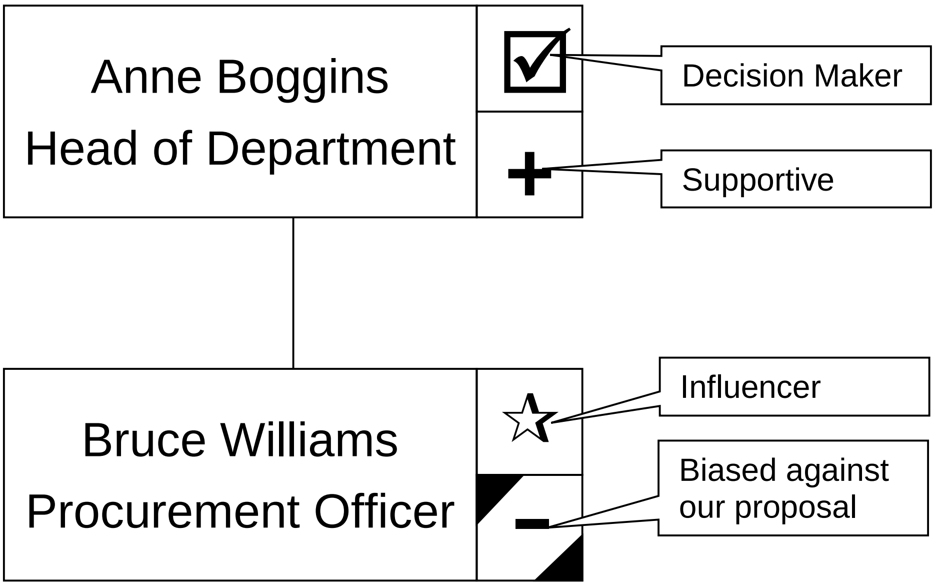
Plot the Lines of Authority

Once a start has been made on identifying the key individuals and their bosses, where formal lines of authority exist, they should be plotted like any other organisation chart, showing the Manager – Subordinate relationships. Where such relationships have been created specifically for the purposes of running this procurement (e.g. virtual teams) these can also be plotted and the lines of authority are usually shown by a dotted line.

Of course, where no formal relationships exist, there will be no connections, e.g. external influencers. However, the plot will now be showing some structure as to how authority flows from the top levels of the organisations involved down through the different grades and positions.

Record Their Role and Leaning

The details of each individual should be entered in a box and placed on the chart. To the right, two smaller boxes should be drawn. The top smaller box should be entered with the symbol to describe the person's role in the opportunity. The bottom box will represent their leaning towards or away from our solution. The box should have a "+" if they favour our solution, a "-" if they favour another solution, a "?" if they are undecided and be blank if we don't know. If they are biased one way or the other about their support for or against us, the corners of the box should be filled in as in the example below:



Example Plotted Information

This activity should be completed for everyone concerned with the opportunity in the client's organisation and for any external influencers.

Identify the Decision Makers

Some of the Decision Makers may be identified from the bid documentation, but the full extent of the ability of any names here to make the final choice sometimes needs discovery. For instance, in larger tenders the decision makers may be split into groups and layers.

The tendering process may give us some clues. If there is a formal presentation or meeting of all the competitors, the Public Sector presenters are all probably in the decision making process. The instructions on how the tender response is to be prepared can indicate the way it will be broken into elements for different experts or groups to score. For other clues, relationships with people who know the procurement team outside of the Public Sector organisation may have to be sought out.

However the decision makers are organised, it is very important that the bid team has some knowledge of each one of the Public Sector individuals involved. This information will lead to a competitive edge.

Because of the importance of the Decision Makers, we identify them on the organisation diagram with a ticked box ☑ on the organisation chart.

Seek out the Influencers

One of the most difficult tasks for the sales team to undertake, but one of the most interesting and rewarding, is to identify who in the organisation has real influence over the Decision Makers and the decisions that they will be taking. Identification is not an exact science; it requires intuition as well as analysis. It needs information from a multitude of different sources, which must be weighed and tested. However, once the seat of true political power has been identified, the win chances of the team which finds it are significantly improved.

Most Influencers exercise their influence over the organisational direction through the lines of authority. This is normal management practice. So, if we can present information to a Decision Maker that also meets the needs of their chain of management, the Decision Maker is more likely to react positively to it.

What is more difficult to discern, but which may be pivotal if we can find the information where others have not, is where there is an Influencer outside the lines of authority. Here the objectives and decisions of the organisation may be altered in unexpected and often surprising ways, when viewed by the outside observer who is unaware that politics is at play!

These Influencers will have some particular characteristics:

- They must be respected by the Decision Maker and, possibly, his or her immediate boss. If they are not, they will have no ability to influence.
- They will be generally respected in the Public Sector organisation and possibly acknowledged as either an expert or on the fast track to success. This gives weight and credibility to their arguments.
- They will not have an obvious bias (although they may still be biased). They know that if they are seen as biased this will diminish their ability to influence.
- They will have powerful connections. Most powerful people who have power that exceeds the political power which arises from their position or role, can only exercise their power if they have even more powerful allies and support.

Because of the importance of the Influencers, we identify them on the organisation diagram with a star ☆ beside their name on the organisation chart.

Identify the Conduits

The Conduits have some influence in the organisation but use it on a person to person basis, rather than having the wider ability to alter the organisation displayed by the Influencers. They can be at low formal levels in the organisation or, even, outside the organisation. However, they will have some connection with either the Decision Makers or an Influencer. Frequently this will be a personal connection which transcends the formal lines of authority. Conduits gather information for Influencers and are often the ends of an Influencer's communication network.

The Conduit can take information to the Decision Maker or Influencer and get them to consider it where normal communication method would not be able to get the information through. If the information has sufficient impact, then the recipient may use the information to alter the decision making processes.

The difference between a Conduit and the Influencer is that the Conduit uses a personal relationship to pass information whilst the Influencer uses the information to get the decision he or she wants. This makes a significant difference as to how the Sales team will approach either one of them.

Because of the importance of the Conduit, we identify them with a diamond ◆ beside their name on the organisation chart.

Plot the Lines of Influence

To plot the lines of influence, start from the Decision Makers and work backwards. Firstly determine who are the people we can get access to, who will have the most influence on the Decision Makers. Use a broad arrowed line on the chart from each of these persons, the Influencers, to the Decision Makers.

Next consider Influencers we can get access to only via others (through Conduits). Use a broad arrowed line from each Conduit to the Influencer.

In extreme cases we might have to consider Conduit – Conduit – Influencer links. However, these should be minimised in favour of more direct links where they are available, as the extended route can be very difficult to control or make work.

When we have done this we should see a pattern emerging, showing one or more ways in which we can use this network to get specific messages to specific people. All that remains is to find a way to do this, which is dealt with in the next section.

Delivering the Messages

Using Influence

The reason why we are interested in influence is that we want to be able to use influential people to use their influence to forward our objectives.

Ultimately we need to get our messages to the Decision Makers in a manner such that they will weigh all the information and give these messages fair and reasonable consideration in the context of the competition. To do this we need to be able to connect our strengths and differentiators with the Decision Makers' own values.

The reason we try to use influence is that making these direct connections can be very difficult to do. If we cannot speak to the Decision Makers directly, we can not even be sure that the messages have been received, let alone weighed and considered. And then, when they have the messages, how will we know that they understand the full implications upon them and their organisation How do we know that they are prepared to give the messages the importance and weighting they deserve?

We must use influence to:

- Get the Decision Makers to see the true value of what we are proposing, both personally and corporately, and come to the right decision, i.e. connect our strengths with their values.
- Encourage other people to take our messages to the Decision Makers, i.e. provide a route to get our messages through.
- Encourage other people connected with the Public Sector to help convince the Decision Makers our solution is the best, i.e. sell for us.

If we can communicate with the Decision Makers directly, we only need to consider our strengths and their values. If we can connect our strengths with these values in a message which is understood by the Decision Maker, we will have an impact upon their decision making processes.

Message Envelopes

If we have to get our message through another route, then we need to package our messages in some sort of a wrapper. This is called the Envelope. Here the Envelope brings some value to the person who will deliver the message for us. We need to determine the values of the messenger and then connect with these before they will pass on our message, en route to the decision makers.

If the route to get our message to the Decision Maker is indirect we must make sure that the person who will deliver our message will actually deliver it. This is done by constructing another message about our proposal or related issue which shows how we will bring value to the person who delivers it, as well as including the message we want to have delivered. We have got to provide some incentive for the person who is part of our delivery chain, the Conduit, in addition to the value message to the Decision Maker.

Normally the Envelope is information concerned with our proposal that connects to the interests of the Conduit. We want them to accept our proposal is best for them and their organisation, and to pass on our messages because of that. However, the Envelope can be other things as well. It may be anything between the return of a favour through to some exchange of money (as is the case where a specialist Lobbyist company is employed). Passing money or other similar considerations can be considered a “bribe” in some circumstances and bribes should always be avoided unless dealing with regimes where this is the only way of conducting Public Sector business (Not in Europe!). Nevertheless, we must balance that if there is no real incentive or reason for the Conduit to pass on the information, they will not do it.

It is even more difficult if there is no direct route to the person who can influence the Decision Maker. In this instance every step in the extended communication chain (Conduit – Conduit – Influencer – Decision Maker) must be considered by the sales team and the Envelope established for each person or Conduit involved. This gets progressively more difficult as the chain lengthens. However, some of the most surprising big deal outcomes are as a result of the sales team getting this communication chain right!

Routes

We have only a limited choices of route for our messages; Direct, through an Influencer and through a Conduit. These are examined below:

Direct

Direct Messages are messages which are passed from the sales team directly to the Decision Maker. This will occur in face-to-face meetings, presentations and possibly written form e.g. emails, letters and the Tender document. The dangers of the latter methods of getting the messages across are that we cannot be sure that the messages have not been intercepted by another person. If this is the case, they may have been “interpreted” before they were forwarded or may not have been passed on at all! The other person may be sympathetic to a competitor’s situation and wish to deliberately obstruct our communications route.

Nevertheless, the majority of our messages will go through a direct route and the sales team must be aware of and look out for the dangers of interception. There is no harm in checking that Direct messages have got through to any intended recipient and asking if they have been understood.

Through an Influencer

Messages through another party are more difficult to get to their target. However, if we have identified someone who has influence over the Decision Maker, we may be able to get them to pass our messages on. The significant difference here is that we may have free access to the Influencer whereas the rules of the procurement process may prevent us from getting access directly to the Decision Maker.

The Influencer will only pass on our messages if they believe there is something in it for them. If they truly believe that our solution is best, then this might be enough. All we have to do is convince them of this fact. If they do not believe this or the outcome of the competition is of no consequence to them, then we must give them a reason to make contact with the Decision Maker on our behalf.

We must make sure that if we go to an Influencer to get them to help our bid, we do not place them in a position where they can be compromised. If we try to do this, they will not pass on our messages and our relationship with them will be damaged, perhaps irreparably.

Through a Conduit

Messages through a Conduit are a bit more difficult. Here we have to convince the Conduit to pass on a message to an Influencer who will then use their influence to convince a Decision Maker. Nevertheless, where the Conduit has a particular niche expertise and this is recognised by the Influencer, this route can work well.

Often the Conduit is a long way, in formal role terms, from the part of the organisation in which the decision will be made. The Conduit's status may be much lower than anyone in the formal decision making chain. They may be outside of the Public Sector. Nevertheless, stories abound where wives, drivers and administrative assistants have used their connections to get a Decision Maker to view their decision making process in a different way.

Once again, the Conduit, like the Influencer, will only pass on our messages if they believe there is something in it for them. For them, just believing that our solution is best may not be enough. We must give them another reason to get our messages to the Decision Maker on our behalf.

There are a multitude of reasons which would motivate a Conduit to do this. However, these might include:

- Getting visibility in the organisation for the Conduit
- Connecting them with the winning solution or its concepts or technology
- Personal reward and recognition
- Demonstrating their own ability to influence others within their department
- Because they are professional Lobbyists paid to do this work

Whatever the reasons might be, it is essential that the Conduit is not compromised in any way as this will not only destroy their own credibility but it could backfire on the sales team and destroy our chances of winning.

Approaching Influential People

Once we have identified influential people in the client's organisation, we need to find out if they are for our solution, against it, undecided or if they do not have sufficient information to make the choice. Again, the sales team needs to find this information out by whatever legitimate means it can employ.

Once this leaning is known, the messages passed to them by the sales team will seek to exploit this knowledge to benefit our proposed solution. There are three ways of doing this:

Capitalising

Where the Decision Maker or Influencer is known to support our proposal, the messages should be framed to capitalise upon and exploit that support so that the individual's own position is reinforced and they begin to act as an extension of our sales team. To do this we need to give them more information about the benefits of our solution, how they will help the Public Sector organisation meet its goals and how other influential people's agendas can be met. We try to give them the "bullets" to "fire" on our behalf. Of course, this relies upon their support for our proposal being solid. If this is not certain, the Capitalising approach should only be used with great caution.

Thus, the key approaches for dealing with our supporters are:

- Seeking to:
  - Leverage their support
  - Give them the information to use internally on our behalf
  - Use them to give us an indication of our progress
- Not:
  - Taking them for granted
  - Expecting them to act on our behalf without being asked

Convincing

The convincing approach is to get an undecided Decision Maker to make up their minds, for our solution. We try and determine where the decision maker or influencer is having concerns about our solution and why they have not come down clearly on our side. If they have not made a decision, then they have not ruled our solution out. Our solution must have some features which are attractive to them. We need to discover which are the remaining outstanding issues and compose messages that target these issues directly. Benefits must be chosen that address this "fence-sitter's" personal needs and communicated in messages that robustly highlight the connection between our solution and their needs.

Here, the quality of the message and the way in which it is delivered may be of paramount importance. If something simple goes wrong, this may be used as the reason to select a competitive offering. This may outweigh the value of the information within the message. The computer that will not boot during a demonstration may be enough to swing this fence-sitter away from us, even though the computer hardware was nothing to do with the solution we were offering.

Nevertheless, the Convincing approach is the safest to use if we are unsure of the Decision Maker's leaning and least likely to damage the decision making process if it is selected incorrectly.

The key approaches for dealing with these undecided people are:

- Seeking to:
  - Find out why they cannot decide
  - Demonstrate our value and benefits
  - Put them in contact with our supporters
  - Watch for detailed questions being used to flush out our weaknesses
- Not:
  - Ignoring them
  - Getting frustrated with their inability to make a decision
  - Ignoring our preparations and the detail in our proposition

Containing

Where it is known that a Decision Maker or Influencer favours a competitor's offer, any messages directly to them from us are likely to be ignored or rejected. Here, the messages should be directed at the people elsewhere in the decision making process and should be constructed to indicate that the Decision Maker or Influencer has got it wrong. This is a particularly important message to be understood by our supporters who will spread these messages internally, showing the mistaken position taken by our opponents. If bias can be detected in one of these "antis", this should be communicated to all our friends. However, great subtleness is needed. The intention is to contain the negative influence and stop it spreading to the rest of the decision making team. It is not to be seen as rubbishing anyone's position, which would backfire on our own position and credibility.

Of course, by using the right messages, it may be enough to get the doubter to change their mind. Even though this may be difficult, the sales team should try this, as it is less likely that any mistakes here will worsen the competitive situation (or relationships), and it may just bring the reversal in opinion that is needed.

Nevertheless, there are great and significant dangers associated with the Containing approach. Trying to isolate a person who has high levels of political power in a client's organisation may bring unwanted reactions. Care is needed. However, if the Sales team knows that the opportunity will be lost without any action being taken to counter a competitor's advantage, any risks of adopting this approach may be justified. It is better to do something to regain the initiative in a competitive bid and risk damaging the win prospects, than to drift into the bid being lost from not trying to remedy the problem when the political environment was known to be adverse in advance.

The key approaches for dealing with the antis's are:

- Seeking to:
  - Understand all the reasons for their non support
  - Isolate them and their views
  - Get them to change their minds
  - Agree to disagree and get them to leave the discussion about the competition
  - Expose their bias!
- Not:
  - Ignoring them
  - Expecting them to hold back on their views

Approaching The Conduit

The three approaches above don't apply in the same way to the Conduit. If the conduit supports our solution or tender, it is usually a relatively easy matter to get them to pass the messages onwards for us. If they have no particular knowledge of the opportunity of if they fall in the undecided camp, we need to show them the personal benefits to them of passing on the messages. Often this will be driven by our relationship with the Conduit or, in the case of professional Lobbying firms, our contractual relationships.

Nevertheless, if they are against our solution, then don't use them. It does not matter if they don't like our solution as they have no direct influence. However, beware if someone else tries to motivate them us to pass on their own messages or to take action against! The Sales Team should try to create a situation where they will know if this is happening.

Team Actions

It is all very well doing a complete and thorough analysis of the client's political arena. However, unless we actually translate what we have discovered into activity that takes our proposal forward, it is all a waste of time. We have already seen that we need a method to find out:

- Who are the targets?
- What are the messages?
- How do we get them to the targets?

The next step is to allocate an action in the sales or communications plan for each message and its target, to make someone responsible for the success of getting each message through. To be effective these actions need to have a:

1. Single person responsible for the success of the action
2. Action completion date
3. Precise and unambiguous description of what needs to be done
4. List of the resources required and their costs
5. Feedback mechanism for completion or issues

We must identify which of these actions are "Critical" actions. These are the actions which if unsuccessful will lead to our bid being lost. Obviously, these actions will take priority in the allocation of resources and progress monitoring.

To complete the process, make the plan, allocate the activities and then go and work the plan. We must make sure that we revisit the entire plan often, to update it with progress and new information that has been discovered on the way. The Sixfold promise is that if you do this properly, your success rate will soar.

Tel: +44 (0) 1227 860375, Email: sales@sixfold.biz, Web: www.sixfold.biz

Annex A – Identifying Influence (STRANDS)

Influence is intangible. You cannot see it at work, yet it is all pervasive in any corporate organisation and Public Sector organisations are no different.

The “STRANDS” of Influence is a tool which can help in identifying who are the really influential people in any organisation. If we can test the way people respond in any situation and how other people react to them, we can start to characterise influence. The best times to do this are when there is great organisation upheaval or change. At such times influence becomes much more apparent and easier to discern. For instance, the people with high levels of influence are usually the survivors! However, in day-to-day activity, particularly when you are dealing with an organisation which you are new to, the STRANDS of Influence is a valuable diagnostic tool.

The STRANDS are separated into seven tests, each of which may help in finding either where the seat of influence lies, or the connections to it. In our political analysis we identify the politically powerful people as the “Influencers”. The routes to them are the “Conduits” who we can use to pass messages when we cannot get access to the Influencers directly.

Test	Influencer	Conduit
Status and Responsibility	High	Direct link
Trusted Aides	Surrounded. Powerful allies	Selected
Respect	Deferred to	Defer to
Authorship	Define	Recall
Network	Central	End nodes
Definition of Value	Create	Perpetuate
Success	Perceived as continuously high	Recently high

For each of the tests, described in detail below, the sales team will need to take a view balancing what they know about each individual against each of the seven headings. They may base their views upon their own knowledge and observations. However, these views need to be checked against others in the client’s organisation.

What is difficult to do is to ask direct questions of any individual about the level of political power and influence they might have. Even if you do, the answers might not be entirely true. We have found that to get more representative answers to these types of questions a technique called “Triangulation” can be used.

Triangulation Questions

Asking people about their own level of power and influence in their organisation is unlikely to give either truthful or illuminating answers. However, asking a third party, who knows the individual, is more likely to give value, e.g. asking “How much influence does Fred have over the committee?” is more likely to produce the answer

"None!" than asking Fred "How much influence do you have over the committee?" if Fred actually has none. To get the best idea, questions covering all of the STRANDS should be asked to several different people to get a cross check of how much influence a particular person actually has.

The Tests

The seven STRANDS tests are pointers to where influence may reside in any Public Sector organisation. The same tests can also be used to flush out some suitable Conduits. However, some Influencers and Conduits may still be difficult to find if the relationships between people are not obvious. Nevertheless, the STRANDS will flush out the majority of the relationships that are important and will provide a basis for greater insight into how the Public Sector organisation actually works.

Status and Responsibility

Status and responsibility are a good starting point when looking for influential people. However, beware the "figureheads" and the high ranking academics who have no decision making powers whatsoever.

People who report directly to high ranking people may have a high degree of influence. We have all heard tales of the Secretary who had more ability to direct the organisation than his or her boss.

People who are high in the organisational ranks may have influence if they are climbing, but less if they are on their way down. Some people are placed into areas of lower than expected status so that they can get experience and prepare themselves for an important and significant future role. Here influence greatly exceeding that expected from the role may be clearly evident.

The Conduit may not have the status themselves, but they will be able to interact easily with one or more powerful people. The interaction may not be as a result of the work environment. Watch for links that may be through sporting or family connections.

Trusted Aides

Someone who has the ability to surround themselves with people they select and trust, maybe recruiting people with whom they have worked before show signs of having influence. Of course, the ones they pick to surround themselves with are natural Conduits.

One other often overlooked factor is that the most powerful people need powerful allies. They are very often "Trusted Aides" of even more powerful people. Look and see who they mix with and who might be a mentor for them. Find out who their friends are and who are their allies.

Respect

Some people have "Presence" and you can feel it when they walk in to a room. As they arrive the room will fall silent until they are settled. Then the conversation will be directed around what they want and the order they want it in. This is a natural response to someone who has a high degree of power or influence.

The ones who are most openly deferential may be the Conduits.

Authorship

The most powerful people in an organisation are the ones who create the culture by generating the templates by which others manage their work. They are the people who agree the Mission Statements, Operational Policies, and put in place the fundamental processes.

The people who conduct their lives and businesses by these maxims are the Conduits. The test for both is to see if they know these policies and statements without prompting. The Influencers will know because they helped create them. The Conduits will know because they use them every day in the business.

Network

Knowledge is power and powerful people know what is going on all the time. They do this by creating information networks that reach throughout the business and even outside of it. They have many people in a wide range of positions who they can talk to and who feed them information, often entirely separately from the formal channels of communication set up within the business. Other less influential people outside of this network may know what is going on and, although they might not like it, they may be powerless to stop it. Such communications can completely bypass the formal authority structure even though the powerful person will know that this type of networking can undermine other, less powerful, individuals' positions in the management hierarchy.

Of course, the Conduits are the end nodes of this network and they collect information and pass it on. By doing so, they strengthen their own positions.

Definition of Value

What is value in any business is defined by people within the business. In a commercial sense it may be profits or it may be the ability to remain trading. In the Public Sector it may be the recognition of top performance or the lowest staff turnover. Whatever the metric is used by the organisation to measure itself and, therefore, dictate the direction the organisation will move in, the people who define these metrics are the most powerful and influential.

Interestingly, if anything goes wrong, it is the same group of influential people who can rewrite history so that they never had anything to do with the failure. If it all goes right, then the powerful people somehow manage to get a share of the credit, even if they had been against it, or not involved, in the beginning.

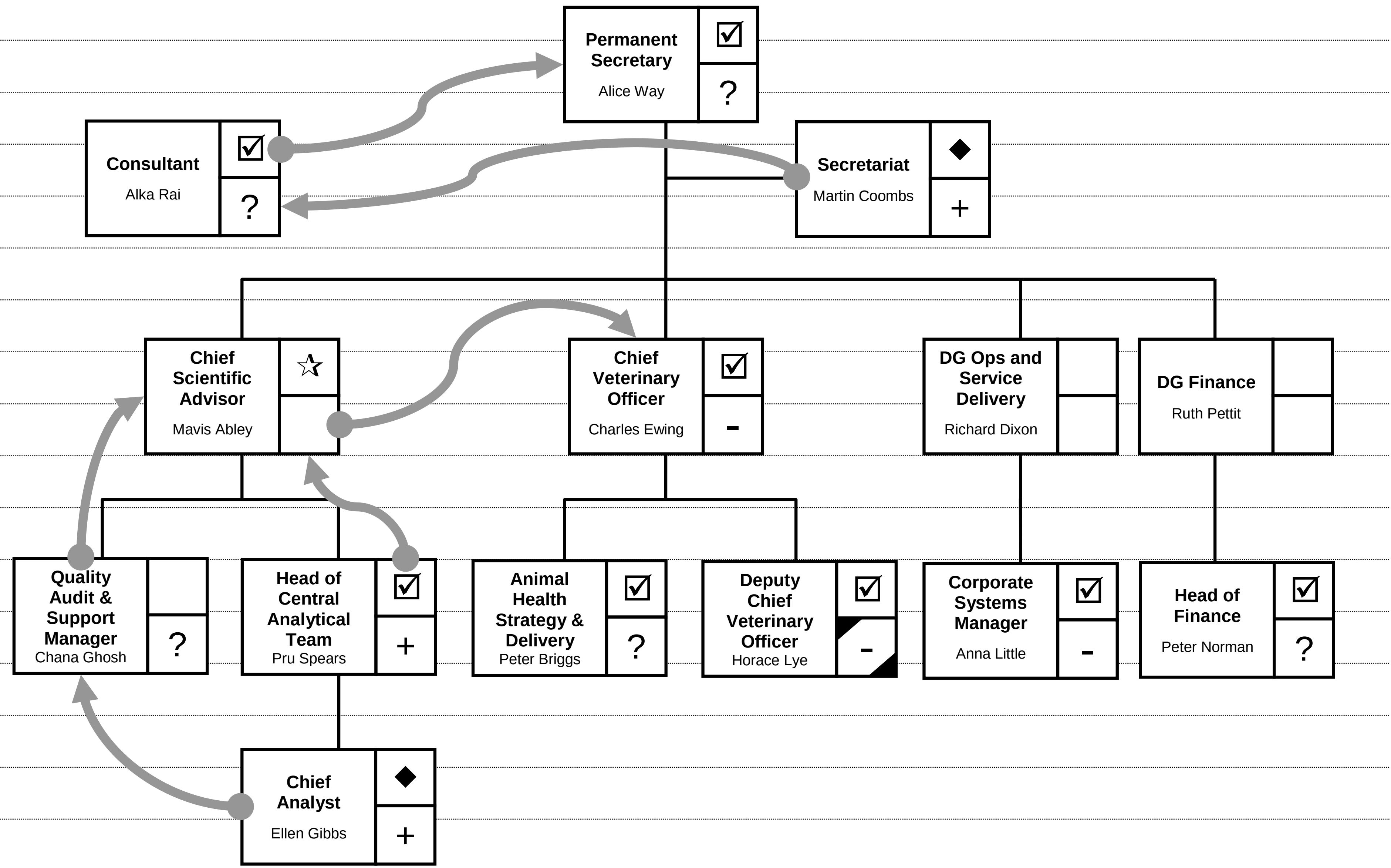
It is this ability to define value and the redefine it if necessary which is the mark of a powerful person. The Conduit will be willing to accept these definitions and will be in the forefront of perpetuating them.

Success

To have any influence on the organisation, the person with the influence must be perceived as having a track record of success. The more influence they have the greater this perception will be and the longer the claimed timescale of successful performance. After all, no one will take notice of a person who has a reputation for failure.

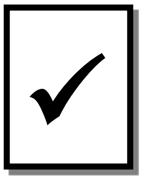
Conduits must, themselves, have a reputation for success. If they do not, no influential person will go near them.

Annex B – Example Political Map

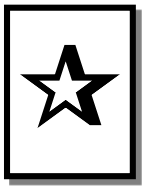


Annex C – Symbols Used

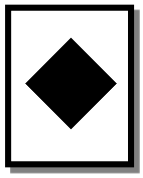
-
- Decision Makers
  - Evaluators
  - Deciders
  - Approvers



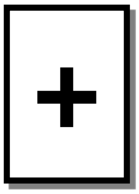
- Influencers



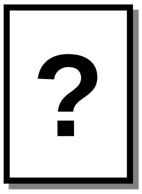
- Conduits



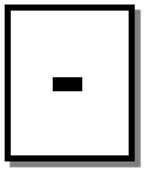
- Leaning
  - Towards us



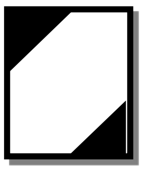
  - Undecided



  - Towards others



- Bias
  - Evident



Tel: +44 (0) 1227 860 375, Email: customerservice@sixfold.biz, Web: www.sixfold.biz