



## Role Play Practical Exercises: Power and Influence

### P&I Situation 1:

**Influencer (Peer Teammate) (S1):** You are a member of a highly functioning work team and, for the most part, enjoy working with such talented people. One of your team members and peer, Jean, is a very messy person. His/her desk is generally untidy and usually has a collection of containers of uneaten fast food and unfinished cups of coffee. These containers and cups usually have unique and colorful colonies of mold growing on them. You feel that this behavior is unprofessional, reflects poorly on the team, and is a health hazard. You vow to take action to change your teammate's behavior.

Requirement: Use the Leader Power Model to create and execute strategy to **influence** your teammate to **consistently** maintain a clean work area.

**Person Being Influenced (Messy Teammate) (S1):** One of your co-workers invited you to coffee to talk to you about a work-related issue. You have a "loose" style how you organize and keep your work area, which matches your style at home. Usually, you leave food containers or coffee cups on your desk for a couple of days. You are pretty diligent about clearing the old food containers and cups off your desk when you notice radical mold colonies growing or a funky smell. You believe this freedom to be your authentic self makes you more effective at work because clutter makes you feel comfortable.

Requirement: Respond naturally based on your co-worker's approach to the "work related" issue.



## **P&I Situation 2:**

**Influencer (Team Leader) (S2):** You are a team leader and have developed a highly effective team. All members of your team are approximately your age and enjoy the more democratic approach you have taken to leading them. You feel as long as the team is producing, you are going to give them a little latitude and not be such a stickler on all the company policies. However, lately, one of your team members has been dressing too casually and suggestively. At the last team meeting, Rob/Robbie showed up in jeans and casual dress shirt half unbuttoned. When a peer mentioned he/she might catch cold with his/her shirt unbuttoned so low, he/she stated that he/she wanted to show off his/her holiday tan. He/she has pushed too far, and you will influence him/her to embrace a more professional dress code. You have set up a meeting with Rob/Robbie at the end of the day.

Requirement. Use the Leader Power Model to create and execute strategies to influence the team member to consistently adhere to a professional dress code at work.

## **Person Being Influenced (Rob/Robbie the Racy Team Member) (S2):**

Your team leader looked pretty upset when you showed up to the team meeting this morning dressed casually. You feel that you are a high producer who has earned some flexibility in your dress. It is important to you to express your style, and you feel your casual dress enhances your productivity. You dress this way when not at work and you are committed to being authentic in all aspects of your life. Besides, you wanted to show off your holiday tan.

Requirement: You are about to meet with the team leader to discuss dress style at work. React naturally to the approach he/she takes to addressing your dress at work.



### P&I Situation 3

**Influencer (Motivated New Team Member) (S3).** You are a new member of an analytic team working at a regional power company. After one week on the job, you realize that your team needs to upgrade its analytics software to Tableau Desktop to enhance the team's efficiency and accuracy in producing reports. Over the weekend you analyzed a data set using both software programs and found that Tableau Desktop was approximately 20% quicker and the results were statistically more rigorous. During your second week, you approached several of your teammates and they were less than receptive to your idea of recommending Tableau because they would have to learn a new program. Both of them stated that the team's software is functioning well, and they see no need to introduce something new because the "old way" of doing business is working. You strongly feel that this new analytics software will enhance the team's effectiveness and reputation, thus you vow to share it with the team leader.

Requirement. Use the Leader Power Model to create and execute strategy to influence the team leader to try out your idea of adopting Tableau Desktop software.

**Person Being Influenced (Team Leader) (S3).** You are the team leader for a highly functioning team. Most of the team members have been together for two or more years and have their functions down to a science. The newest member of your team is competent and has a lot of ideas on how to improve the team. However, you feel that new members need to earn credibility through demonstrated performance before they have the right to make recommendations for improvement. He/she requested a meeting with you this morning to discuss a new software package to enhance team performance.

Requirement. Respond naturally to your new team member's pitch on new analytic software.



## P&I Situation 4

**Influencer (Member with Big Idea) (S4).** You have been working at your company for a year and realize the effectiveness of all work teams, in your area, would be improved if people shared best practices. Your company is very stove piped in that teams tend to work in their lanes, doing similar work, but do not crosstalk to share expertise. You vow to create a grass-root effort for teams to share best practices with each other.

Requirement. You have called a meeting with peers from the other four teams in your department to discuss the issue of sharing best practices. Use the Leader Power Model to create and execute strategies to influence your peers to support your grass root initiative to establish a means to share best practices.

**People Being Influenced (Peer Group) (S4).** One of your peers in a sister team invited you, along with peers from other teams, to meet and discuss how everyone can share best practices. You like the idea but feel this will be another time commitment in your very busy work schedule. You are somewhat skeptical about the plausibility of sharing lessons learned across teams. However, you are approaching this meeting with an open mind.

Requirement. Respond naturally to your peer's pitch on the idea of sharing best practices.



## P&I Situation 5

**Influencer (Analyst Asked to Change Data Story) (S5).** You work as an analyst for a local ecommerce marketing firm. You were project lead for a regional grocery company that was considering getting into the ecommerce market. The client asked your company to conduct a study to determine if the data supported them investing millions of dollars to create an ecommerce presence. Your team spent four months conducting a detailed study to determine if the regional market supported their entry into the grocery ecommerce market. The results suggest that the client's entry into the ecommerce market would be a mistake. You brief the results to your supervisor and her supervisor. The senior supervisor was not very pleased with the results. He started sharp shooting your methodology and suggested the story was slanted in a very conservative direction. He asked you to change your data to paint a more positive prospect of entering the ecommerce market for the regional grocery company. He also emphasized the fact that landing this client's business would be transformational to the company. When your team leader attempted to support you, he cut her off and reminded both of you that performance reviews were next month.

Requirement. You and your team leader scheduled a meeting with the team leader's supervisor the next morning to re-state your case for your results and show him the triple checks on the methodology, assumptions, and results. You and your team leader are committed to persuading the supervisor that it is in the client's and the company's best interest to report an accurate story about the data which suggests the client not enter the ecommerce market.

**Leader Being Influenced (Supervisor of the Team Leader) (S5).** Yesterday the analytic team assigned to conduct a study on the feasibility of a large regional grocery company entering into ecommerce, briefed you on some disappointing results. You felt the analyst was overly conservative on the interpretation of the results, which led to recommendation for the grocery company not to enter the ecommerce market. You were very frustrated with the recommendation because it means the loss of a potential very lucrative revenue stream for your company and a big bonus for you. You appreciate rigorous analytic techniques, but your analysts need to use some common sense and, sometimes, be a little more liberal in the interpretation of the results to win business.

Requirement. Respond naturally to your team leader's and analyst's position on either sticking to their recommendation or becoming good team players.



## P&I Situation 6

**Influencer (Team Leader) (S6).** You are a team leader for a five-person analytic team in the wealth management division for a large Charlotte-based bank. You have a well-trained and highly functioning team who have been working hard since the New Year's holiday to complete a complicated bank-wide project. To celebrate, the team has planned a Super Bowl party at O'Malley's Pub for teammates, family members, and significant others. The day prior to the celebration, the Director of the Wealth Management Division calls you and your supervisors into a closed-door meeting. At the meeting, the Director indicated that a potential, large institutional client asked for a quick analysis of their portfolio and future projections of growth if under the supervision of Wealth Management. Securing this client would be significant for the bank and result in substantial bonuses for those involved. You realized that the analysis of the portfolio would take your team approximately 36 hours.

Requirement: Influence your team members to cancel their weekend plans and the Super Bowl Party to work on the analysis to get it completed by the upcoming Monday morning at 0900.

**Person/People Being Influenced (Member of Analytic Team) (S6).** Your team leader called you to work on Saturday afternoon for an emergency meeting. You were kind of surprised because this was supposed to be your team's weekend off for working throughout January on a major project and the team's Super Bowl party was tomorrow. You wonder if the team leader is going to hand out bonuses for the work your team did in January. You do not understand why your team is always called at the last minute to take on tough projects.

Requirement. Respond naturally to your team leader at the meeting.