

Identifying Decision Makers: Who, Why, When and How?

Women in Supply Chain
February 1, 2013

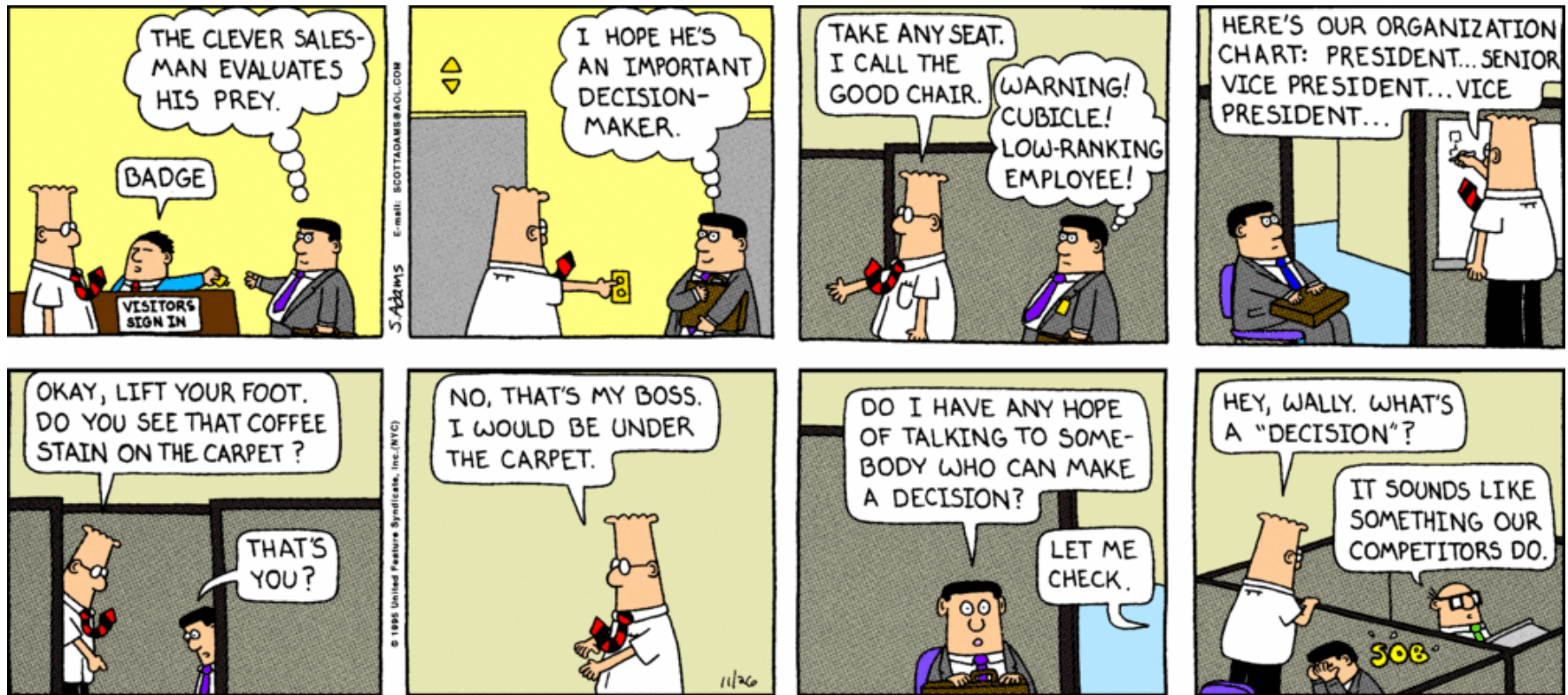
Who is AltaLink

- AltaLink is Alberta's largest regulated electricity transmission company.
- Our transmission system of more than 12,000 kilometres of transmission lines and approximately 280 substations in Alberta is the essential link that connects homes, farms, businesses and industries to the electricity generated across Alberta.

Why this story?

- My career has been a series of leadership roles where I have been involved in some sort of “transformation”.
- From regional purchasing in healthcare to the launch of a centralized strategic sourcing group at Canadian Pacific Railway and at TransAlta to my current role leading the Strategic Procurement Initiative at Alta Link.
- What have I learned

Identifying Decision Makers



Success is Dependent on Influencing

“An Influencer motivates and enables others to change.”

Patterson, Grenny, et al., Influencer: The Power to Change Anything (2008).

Effectively Influencing Decision Makers

1. Every decision that affects our lives will be made by the person who has the power to make that decision, not the "right" person or the "smartest" person or the "best" person. Make peace with this fact.

Effectively Influencing Decision Makers

2. When presenting ideas to decision-makers, realize that it is your responsibility to sell, not their responsibility to buy.

Marshall Goldsmith, Business Week, June 19, 2009

Effectively Influencing Decision Makers

3. Focus on contribution to the larger good—not just the achievement of your objectives.

Marshall Goldsmith, Business Week, June 19, 2009

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4. Strive to win the big battles.

Marshall Goldsmith, Business Week, June 19, 2009

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5. Present a realistic "cost-benefit" analysis of your ideas—don't just sell benefits.

Marshall Goldsmith, Business Week, June 19, 2009

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6. "Challenge up" on issues involving ethics or integrity—never remain silent on ethics violations.

Marshall Goldsmith, Business Week, June 19, 2009

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7. Realize that powerful people are just as human as you are.

Marshall Goldsmith, Business Week, June 19, 2009

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8. Treat decision-makers with the same courtesy that you would treat customers—don't be disrespectful.

Marshall Goldsmith, Business Week, June 19, 2009

Effectively Influencing Decision Makers

9. Support the final decision of the organization.

Effectively Influencing Decision Makers

10. Make a positive difference—don't just try to "win" or "be right."

Marshall Goldsmith, Business Week, June 19, 2009

Effectively Influencing Decision Makers

11. Focus on the future—let go of the past.

Marshall Goldsmith, Business Week, June 19, 2009

Words of Wisdom from Other Women

- Seed the idea early
- Decisions aren't always logical
- Don't corner anyone
- You don't always need to be the "closer" – recognize when you need an alternate or an enabler
- Don't be overly invested in your own opinion
- Recognize your own biases
- Listening is as important as speaking
- Sometimes you might not get to your agenda until you deal with theirs

- Now that we have influenced the official decision maker, how to influence the rest

Six Sources of Influence

	Motivation	Ability
Personal	Make the Undesirable Desirable	Surpass Your Limits
Social	Harness Peer Pressure	Find Strength in Numbers
Structural	Design Rewards and Demand Accountability	Change the Environment

All Washed Up

- <http://www.youtube.com/watch?v=osUwukXSd0k>

Thanks and References

From AltaLink:

- Johanne Picard-Thompson, Sr. VP Projects
- Lori Topp, Sr. VP Communications
- Linda Shea, Sr. VP Human Resources

Other

- Patterson, Grenny, et al., *Influencer: The Power to Change Anything* (2008)
- Marshall Goldsmith, *Business Week*, June 19, 2009

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