

Just World vs. Rough World

Just World

Good things happen to good people, bad things happen to bad people.

Hard work always pays off.

Good intentions are rewarded.

Merit trumps relationships.

Rough World

Good and bad things happen to both good and bad people.

Hard work often pays off.

Good intentions are sometimes considered.

Merit and relationships matter.

Sergio de Mello, Takeaway #1: Focus on legitimacy

- Informal power is separate from formal power
- Participation as a source of legitimacy
- His primary motivation for bending UN rules

Sergio de Mello, Takeaway #2: Invest in relationships

- Put symbolism over convenience
- Prioritized the dignity of the citizens
- "Went to the jungle"

Sergio de Mello, Takeaway #3: Value of flexibility

- "Be multiple"
- Ruthless pragmatism

Sergio de Mello, Takeaway #4: Recognize need for trade-offs

- E.g., security vs. human rights
- E.g., stability vs. immediate justice
- Intentionality: You're not truly committed to a goal unless you're sacrificing lesser goals.

Moses and JSK, Takeaways

- Performance is the foundation of power.
- Robust power is multiple.
- Robust power accretes.
- The profound, but often hidden, power of organizational processes.

- Ethical issues are intimately intertwined with the cultivation and use of power

Rx: Influence and Ethics

- Know that you are inevitably biased
- Discuss your decisions with others
- Look for the "third way"
- Having high standards for honesty impacts not only what you say but what you do.
- How consistent is your behavior?
- Often the trade-off is short-term vs. long-term

Rx: Networks

- No hidden agendas - Takes the queasiness out of networking
- Get to substance quickly
- Little Notes - Drop people notes when you think of them
- Reciprocity - From quid pro quo to loyalty

Common Mistakes: Networks

- Not investing enough in relationships
- Spending too much time with "birds of the same feather" (homophily)
- Waiting to network until you have an objective

Rx: Coalitions

- Cast a wide net.
- Consider the meta-game.
- Have the "meeting before the meeting."
- Give to get.

Rx: Persuasion

- Logos - Tailor evidence to the audience
- Logos - Use less than you're inclined to
- Pathos - In short: Make it vivid
- Ethos - The Self-Promotion Dilemma: Use a hype man for introductions, modulate for the situation, and self-deprecation (don't overdo it)

Dubinsky, Takeaways

- Defensiveness never serves you
- Dubinsky initially showed poor Situation Awareness
- Build coalitions
- Remember all 3 elements of persuasion

- There is a time and place for might.
- As always, performance reputation is the foundation.

Rx: Genius-to-Folly Syndrome

- Keep your life simple
- Hang a lantern on your foibles Float trial balloons
- Sweat the small stuff
- Reflect more not less
- Recognize trade-offs

Rx: Status

- Don't take yourself too seriously
- Remember your good luck
- Get out of your circle
- Treat everyone with dignity