

Influencing in different organisational cultures

Some workable approaches

<p>Within a Zeus culture</p> <ul style="list-style-type: none"> • Find out what is on Zeus' agenda • Offer solutions, not additional complex problems • Allow Zeus to adopt, and bask, in the idea • Keep it simple, and direct • Focus on success and impact • Work with the inner circle (they know the time, and the language to use) • Don't argue until you are seen as credible • Find the prodigal sons within the organisation, those who are currently in favour, and work with them 	<p>Within an Apollo culture</p> <ul style="list-style-type: none"> • Work carefully with, and honour, the evidence • Show detailed planning and full risk appraisal • Put things down on paper • Allow and promote consultation and cautious consideration • Take time, and allow for time • Use the proper channels • Cover all options and demonstrate transparency in the decision making process • Respect hierarchy and committee processes
<p>Within an Athena culture</p> <ul style="list-style-type: none"> • Honour the personal skills of those involved • Demonstrate Trust in those individuals • Pick the team for the job • Delegate ruthlessly • Tap into a professional desire to do the best that can be done • Be clear about end points, then step back • Encourage free communication, unconstrained by 'usual channels' • Reward achievements quickly, vocally and innovatively 	<p>Within a Dionysus culture</p> <ul style="list-style-type: none"> • Avoid corporate initiatives and rolled out programmes • Establish personal credibility with one or two members of the culture • Work with them and allow the results to speak for themselves • Avoid elaborate management mechanisms • Acknowledge professional freedom to slow down, opt out, change direction, re-engage etc. • Offer help rather than seeking compliance • Build up a subject expertise that others are free to use if desired • Accept initial suspicion as the norm