

Tips for Working Across Factions

From *Your Leadership EDGE: Lead Anytime, Anywhere*.

By Ed O'Malley and Amanda Cebula of the Kansas Leadership Center, p. 120

1. **Focus on building trust first.** Invite someone to lunch. Don't make this too complicated.
2. **Identify overlapping interests and build off them, rather than focusing on disagreements.**
3. **Have a mindset that you might not be right.** Be open to discovering new possibilities together.
4. **Acknowledge loss the other factions might experience, rather than sugarcoating the situation.**
5. **Ask questions.** Not loaded ones such as, "Don't you think the company will crumble if your ideas get implemented?" But sincere, open-ended questions such as: "What do you care most about in this situation? What does success look like from your point of view? What do you wish other factions and groups understood about you? What do you stand to lose if progress is made on this issue?"
6. **Once you deeply understand where they are coming from, start with "Yes-Able" propositions.** Ask something of the other faction you are 99 percent sure they can agree to.
7. **Only after working hard to understand them, begin asking for their feedback on your opinions.** List everyone who will be affected by a cause or decision.
8. **Don't see things as a zero sum game.** Pluralism is good. Don't try to annihilate the other faction. See the value in their thinking and work to blend into a shared purpose. Work together for the common good.

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