

Welcome back to WUN Drive



Your Drive Journey

- 1 — Management Foundations
- 2 — Speaking Up and Leaning In
- 3 — Impactful Conversations
- 4 — Performance Management
- 5 — Navigating Careers
- 6 — Commercial Savviness



Check In

- What are you most proud of since starting DRIVE?

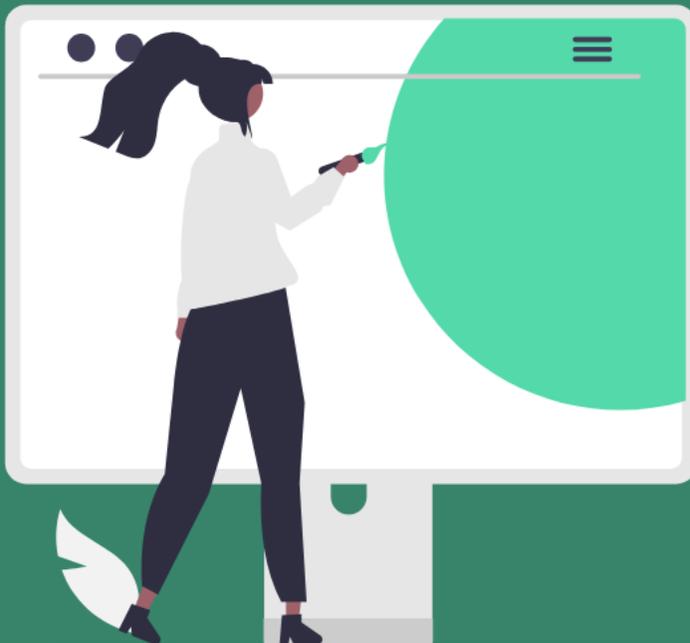


Module six: Commercial Savviness



Learning objectives

Develop your commercial edge to accelerate your career. Build influence, engage stakeholders effectively, make smarter decisions and strengthen financial awareness

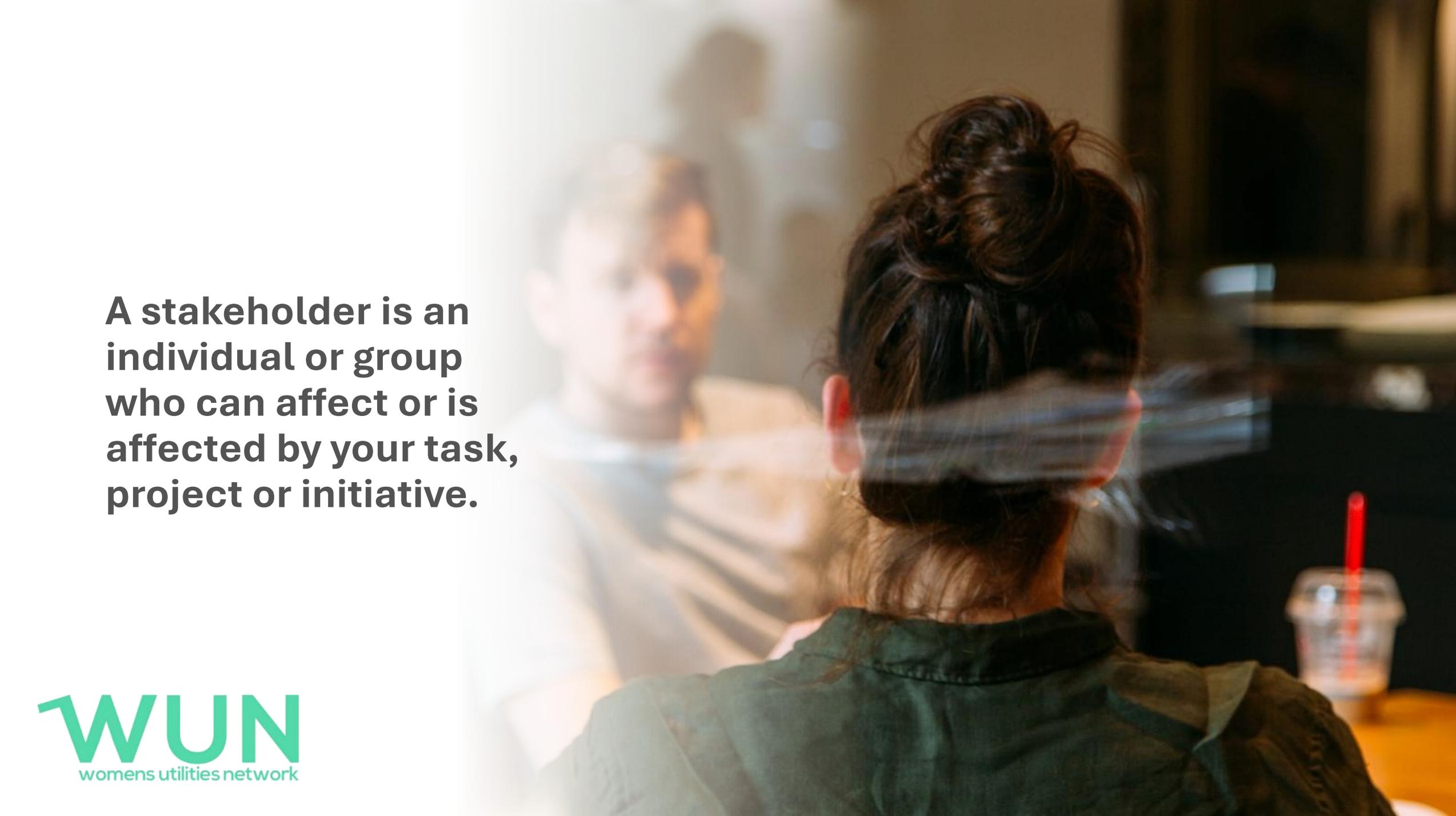


- Identify and engage key stakeholders to drive collaboration and project success.
- Apply core principles of influence to gain support and build trust.
- Make confident, informed decisions that balance data, risk, and intuition.
- Strengthen financial awareness and assess commercial impact .

Stakeholder Engagement

- What is a 'stakeholder' and what is 'stakeholder engagement'?
- Why is it so important for performance and what happens if you don't engage stakeholders?





A stakeholder is an individual or group who can affect or is affected by your task, project or initiative.

Stakeholder engagement is the process of meeting the needs and expectations of your stakeholders while drawing on them to benefit collective performance.





“You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.” – Babe Ruth

A three-step approach to stakeholder engagement

1

Identify and
analyse your
stakeholders in
depth

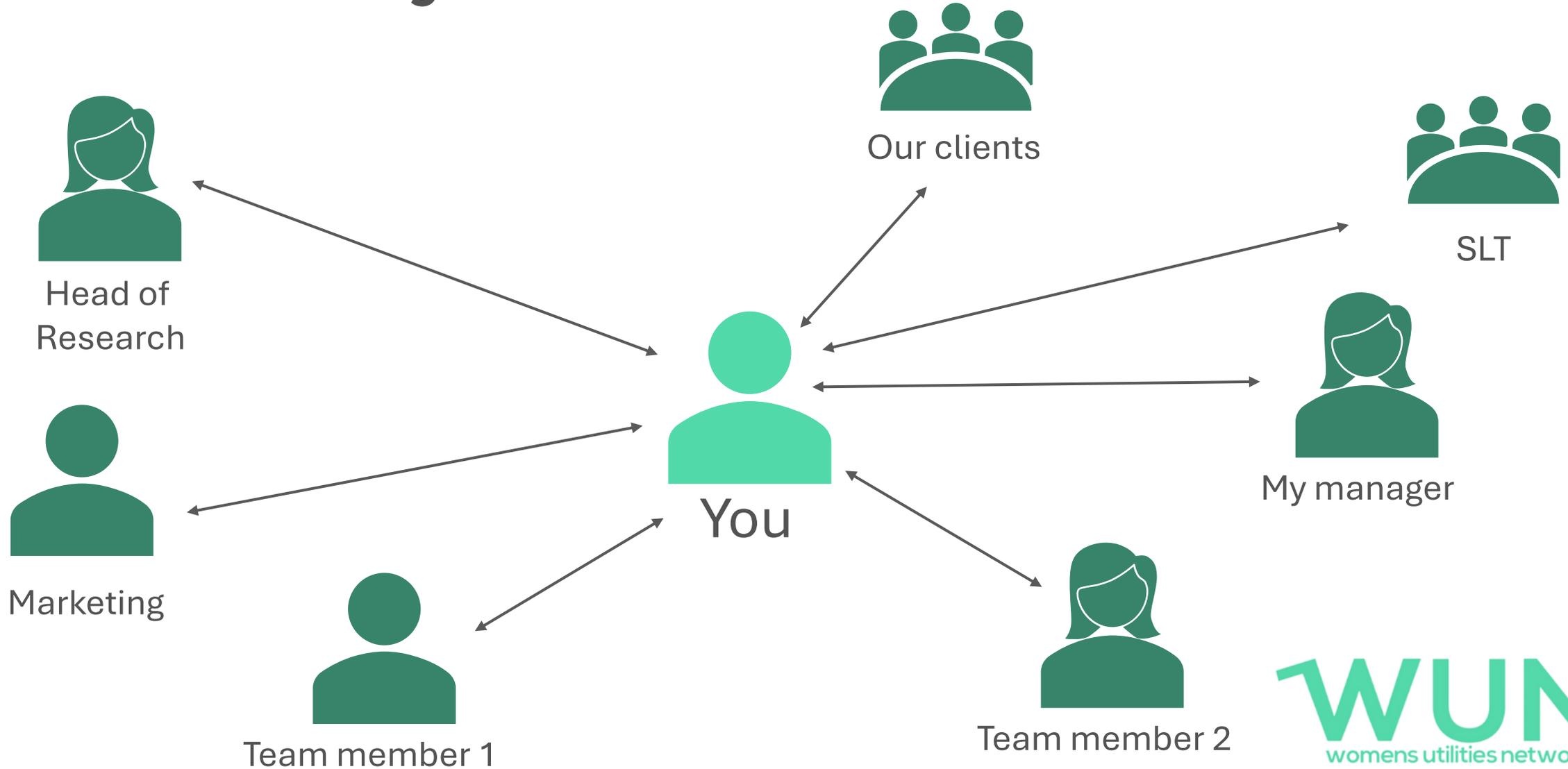
2

Plan your
approach for
each stakeholder

3

Engage and
monitor
stakeholder
support

Who are your stakeholders?



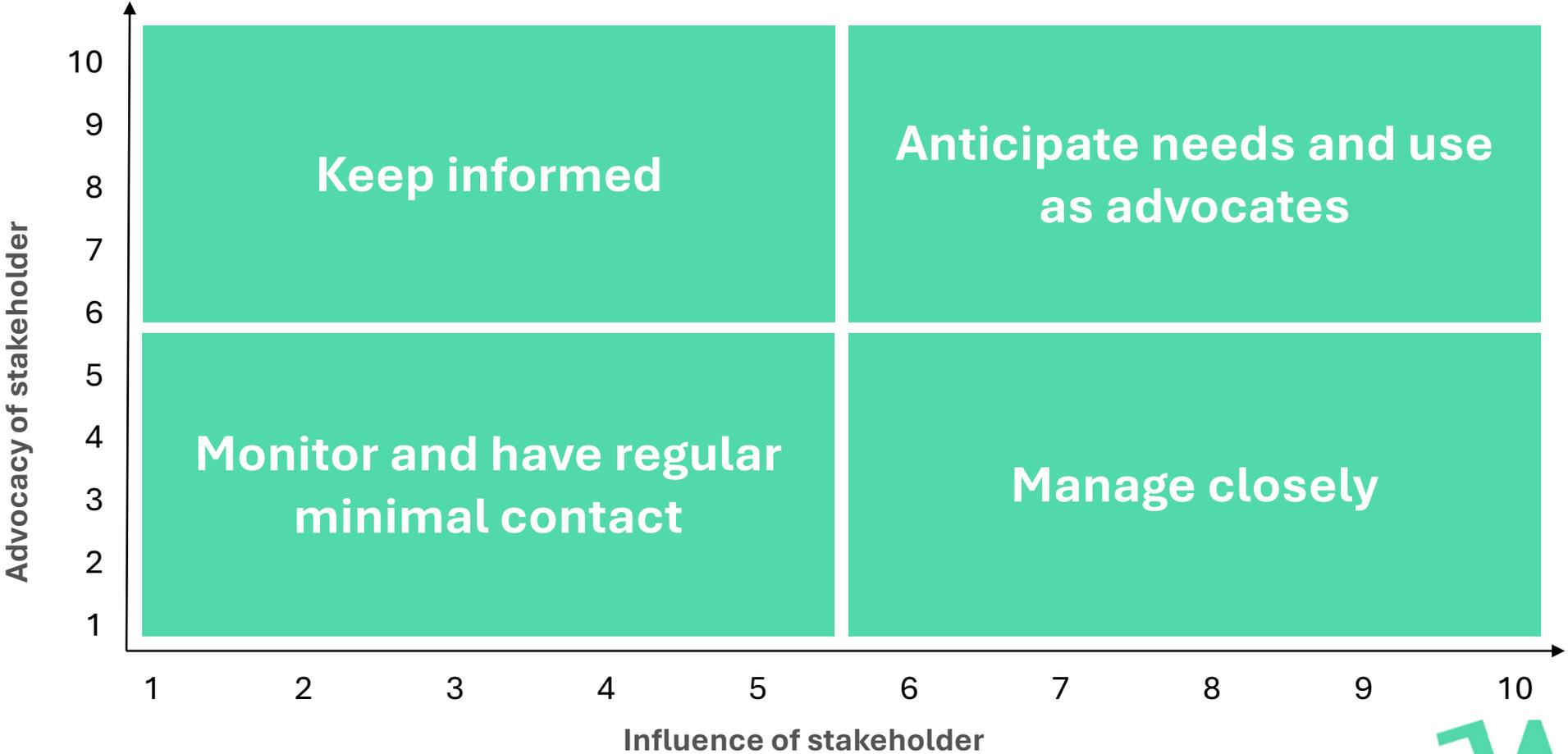
Most stakeholder challenges are likely due to the avoidable gap between expectations and reality.



What are the needs and expectations at play?

Stakeholder:	What do <u>they</u> need and expect?	What do <u>you</u> need and expect from them?
Head of Research		
Marketing		
Team member 1		
Team member 2		
Our clients		
SLT		
My manager		

Plan your approach



Engage and gain BUY-IN of your stakeholders

B

Bring together
agreement of
stakeholders

For each task, agree:

- Who's responsible?
- Who's accountable?
- Who's available to support the responsible?
- Who's contributing/who do we consult?
- Who's informed?

U

Understand their
concerns and
expectations

Ask them:

- For informal check-ins and coffees
- What are your concerns?
- What would be happening in an ideal world?

Y

You need to take
action

Consider:

- How will you seek their contributions?
- How can they share their ideas?
- Be purposeful

I

Involve your
stakeholders

Keep them involved:

- When do they want to be updated?
- What are the updates?
- What risks are there?

N

Never assume
stakeholders
understand the
importance

You need to:

- Put yourself in their shoes and ask what's in it for me?
- Your goal is not their goal, connect their agenda with your goal.

Breakouts

Discuss strategies to improve:

- Getting your stakeholders on board?
- Keeping them engaged and managing them over time?



Influencing

“The capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself”



12 principles of influencing

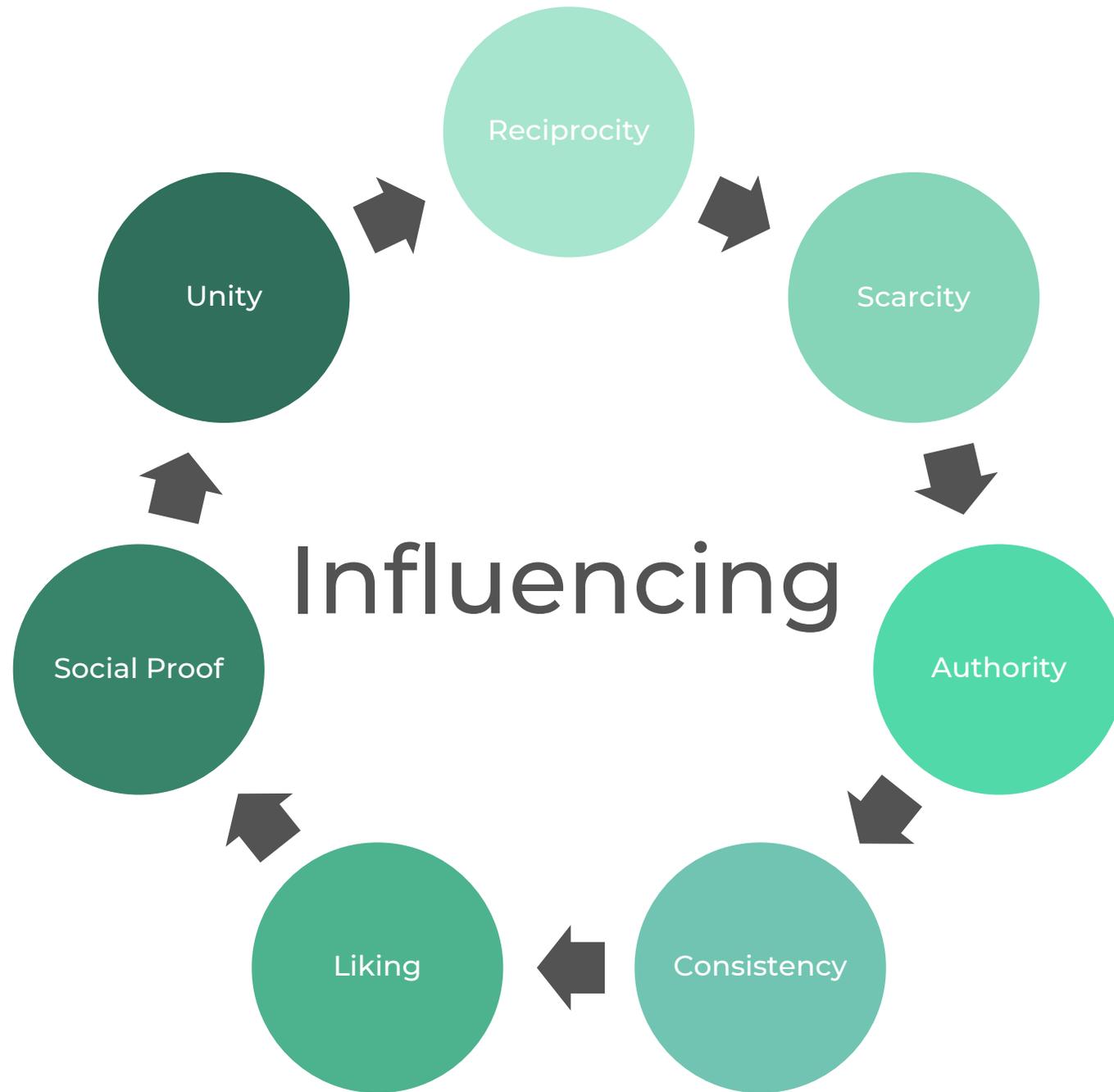
1. Avoid Arguments, Win Hearts
2. Respect Opinions, Don't Dismiss
3. Admit Mistakes Boldly
4. Start Warm and Friendly
5. Seek Early Agreement
6. Let Them Talk First



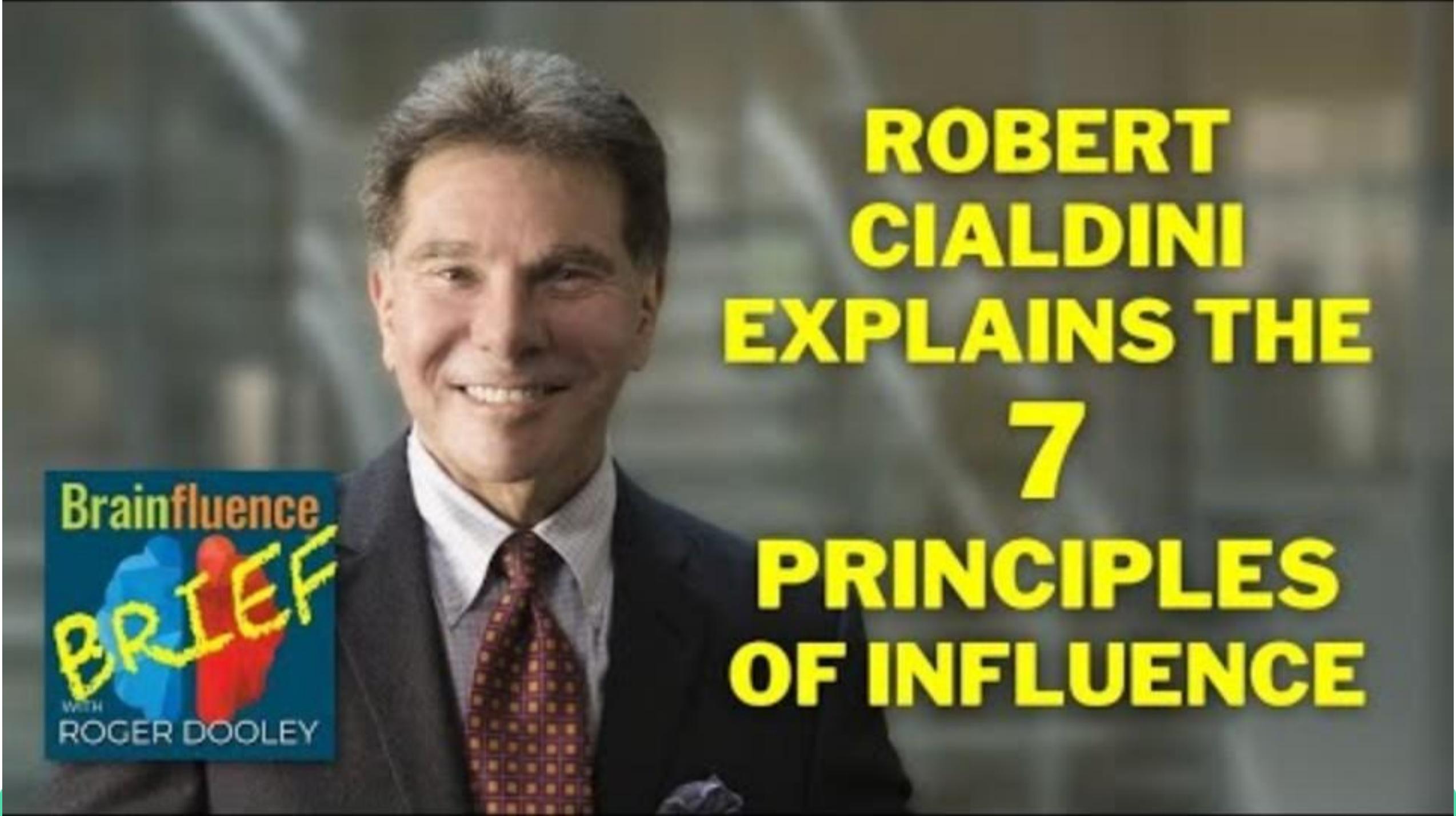
7. Make Ideas Theirs
8. See Their Perspective
9. Show Genuine Empathy
10. Appeal to Values
11. Bring Ideas Alive
12. Challenge to Motivate



Source: Dale Carnegie



Source: Dr. Robert Cialdini

A portrait of Robert Cialdini, a middle-aged man with grey hair, wearing a dark suit, white shirt, and a patterned tie. He is smiling and looking towards the camera. The background is a blurred, light-colored architectural structure.

**ROBERT
CIALDINI
EXPLAINS THE
7
PRINCIPLES
OF INFLUENCE**

Brainfluence
BRIEF
WITH
ROGER DOOLEY

Breakouts

Discuss the 7 influencing strategies:

- How have you seen these used in practice?
- Where are you comfortable and not so?
- Using your stakeholder map, which influencing strategy or principle could you use with your different stakeholders to improve your influence and impact?

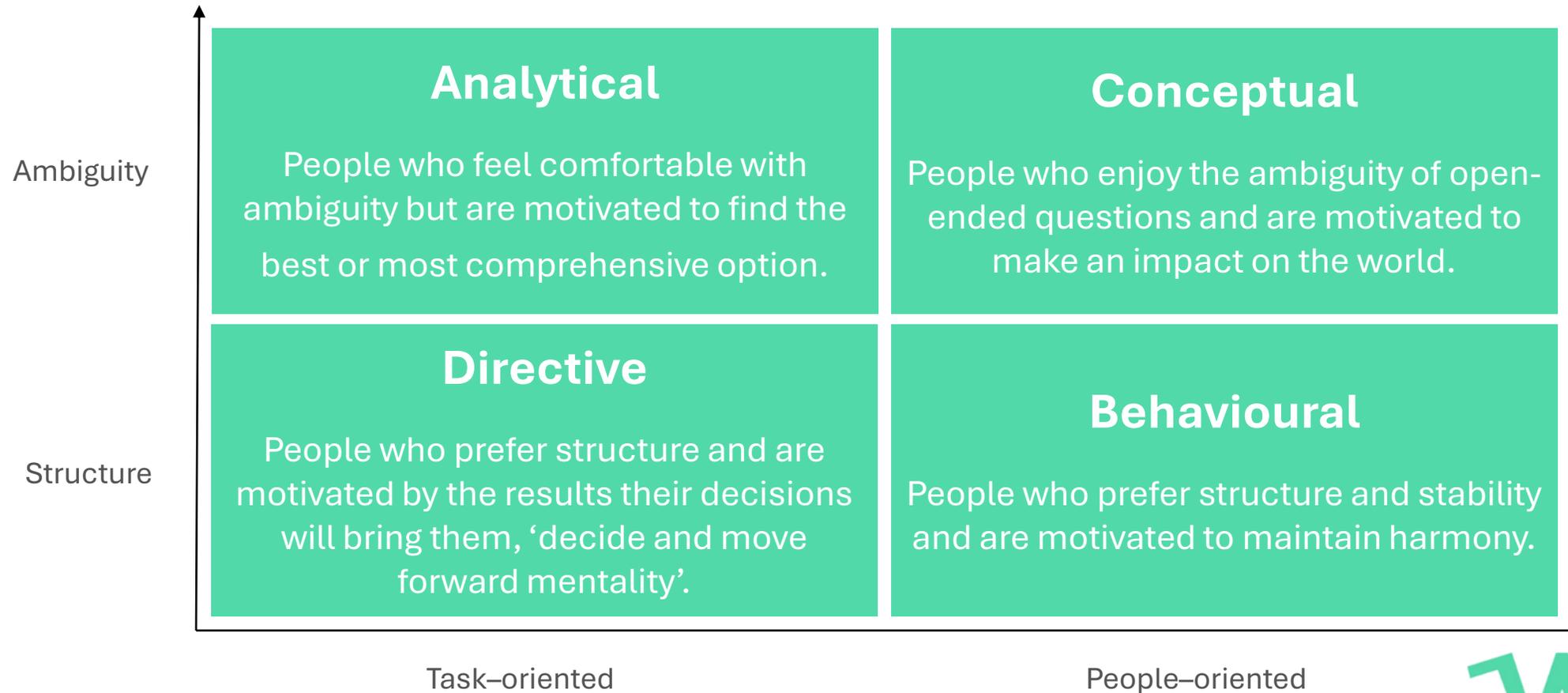




Making great decisions



Decision making Styles



Decision making styles

Analytical

- *Pros* – Making responsible, often creative decisions, open to options.
- *Cons* – Making timely decisions, communicating with others, and managing stress during the decision-making period.

Conceptual

- *Pros* – Recognise underlying problems and coming up with creative, integrated options to pursue.
- *Cons* – Struggle to act on a decision.

Directive

- *Pros*– Display confidence, purpose, and a sense of concreteness in decisions.
- *Cons* – Tend to struggle with receiving advice, responding to different opinions and creating plans in uncertain situations.

Behavioural

- *Pros* – Make others feel included and important, great communicator.
- *Cons* – Low self-trust, particularly in dealing with conflict. Can lose themselves in the advice and opinions of others.



Typical barriers to decision making

**Stimulus
overload**



Stress and strain



Perfectionism



The 3 Cs to avoid the barriers

Chunk



Change



Carry on



Source: Ahlfeld (2017)





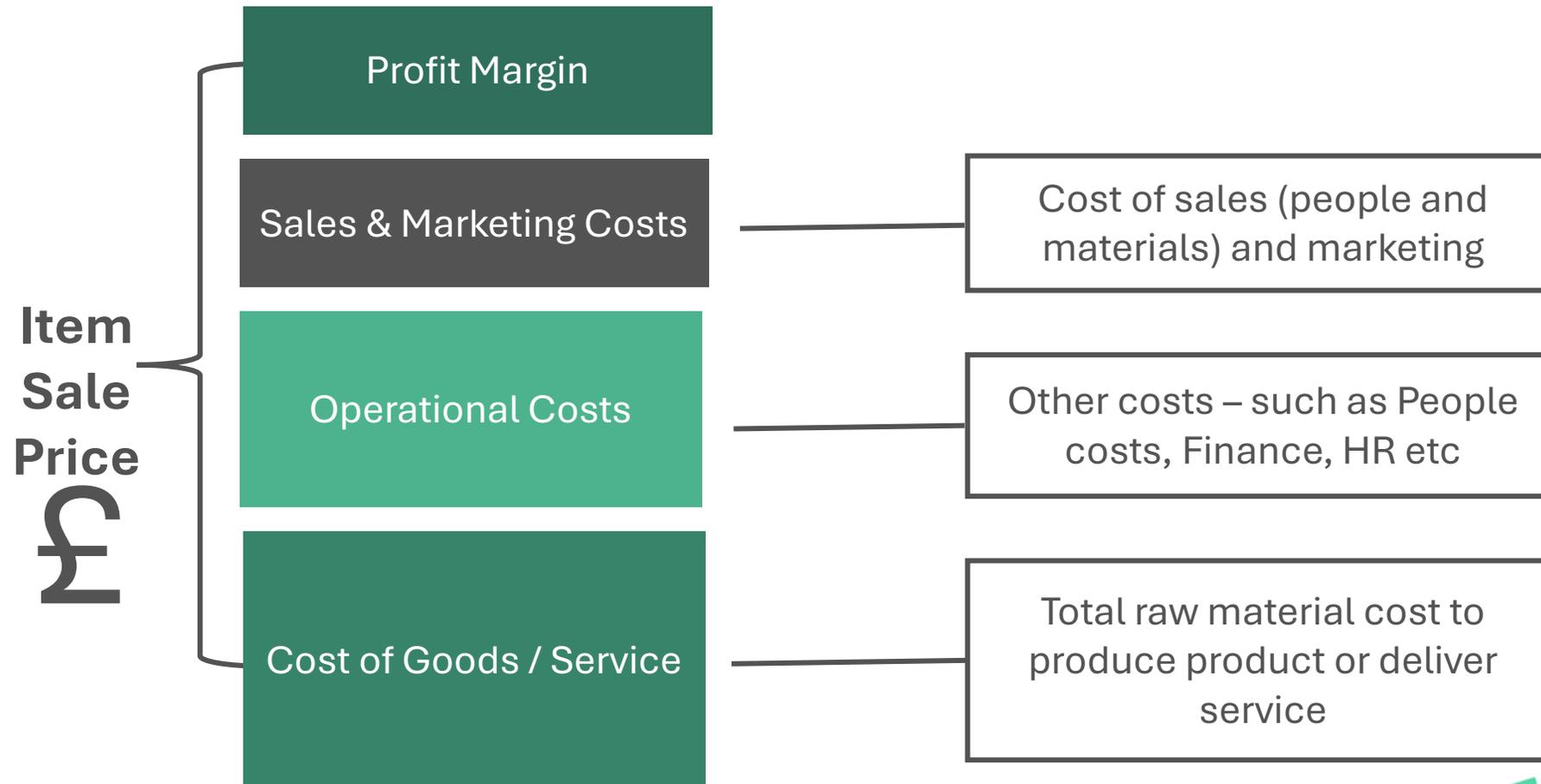
**"Never take your eyes off the cash flow
because it's the lifeblood of business."
— *Richard Branson***



Key principles

- Budget vs. Spend
- Cost Control
- ROI on Team Investments
- Efficiency and Productivity Metrics and KPIs
- CapEx versus OpEx
- EBITDA

Where the money is made



Cost-conscious decision-making

- In small groups
- Review your team budget scenario challenge
 - You need to reduce costs by 10% while maintaining team performance
- Discuss your approach and explore ideas to achieve the saving
- Share back with the group:
 - Nominate a spokesperson
 - Prepare a short summary of your decision-making and recommendations as the Regional Operations Manager

A stylized illustration of a winding road through a landscape. The road is grey with white dashed lines and solid white borders. It curves through green hills and fields. There are several trees of different shapes and colors (green, grey, brown). A road sign with a white top and a brown bottom is visible on the left. The overall style is flat and modern.

Summary & action planning

Wrap-up: From insight to action

Today's focus

- Engage stakeholders with purpose
- Influence with intention
- Make confident, cost-conscious decisions.



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Time to reflect...

- ✓ Your personal objectives for the programme?
- ✓ What have you learned about yourself as a leader – today and throughout your DRIVE journey?
- ✓ Capture 2–3 actions to carry forward – what will you do differently from here?
- ✓ Think about your number one takeaway from DRIVE ready to share...

WUN Drive: Programme Feedback



Your feedback is important to us

Karen Anderson

“Do not wait for someone else to come and speak for you. It’s you who can change the world.”

- Malala Yousafzai



Close



WUN DEVELOPMENT FRAMEWORK

WUN Arrive

A skills development programme designed specifically for women who are new into their careers in the utilities sector.

WUN Drive

A skills development programme designed specifically for women in utilities entering their initial management role.

WUN Thrive

A leadership programme designed for women in utilities looking for senior leadership progression.

WUN Strive

A programme designed to help understand how to amplify positive behaviours and values to create more inclusive workplaces.

WUN MBA

A university backed MBA programme focused on environmental sustainability dedicated to women in utilities.



Sarah McMath

"You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do." - Eleanor Roosevelt



Sharon Sage

"Take up space. Pitch it faster. Run harder. Put another plate on the bar - and never tone it down." - Ilona Maher

