

RULES

PARALLEL TWO · LEARN THE RULES OF THE GAME

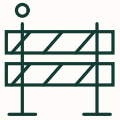
Every organization has two operating systems: the one written down and the one people actually follow. The unwritten rules can be just as powerful as those that are documented.



Authority is documented. Influence is discovered.

ASK

ACT

		Recognize the Formal Rules <ul style="list-style-type: none"> Do I understand the organization's strategy and priorities? Do I know how decisions are supposed to be made? Am I clear about performance expectations and decision rights? Do I understand the policies and structures that shape how work gets done? 	<i>Every organization has written rules. Learn them first</i> <ul style="list-style-type: none"> ✓ Learn the formal system ✓ Clarify decision rights ✓ Understand performance expectations
		Understand the Unwritten Rules <ul style="list-style-type: none"> What norms shape how things really get done? What behaviors are expected even though they are not documented? What does someone need to understand to be effective here? Where does actual practice differ from stated policy? 	<i>Culture is often defined by the rules that aren't written down</i> <ul style="list-style-type: none"> ✓ Observe how work really happens ✓ Identify unwritten expectations ✓ Learn before you challenge
		Locate Influence <ul style="list-style-type: none"> Who do people seek out for advice? Who shapes decisions without formal authority? Who do senior leaders trust? Who do others naturally follow? 	<i>Influence reveals how work really gets done</i> <ul style="list-style-type: none"> ✓ Identify key influencers ✓ Understand how influence moves ✓ Build relationships across the network
		Examine the Signals <ul style="list-style-type: none"> What gets rewarded? What gets funded and prioritized? What gets promoted—or ignored? What behaviors are tolerated? Where do leaders spend their time and attention? 	<i>Organizations reveal what they value through their actions</i> <ul style="list-style-type: none"> ✓ Watch what leaders reinforce ✓ Compare words with actions ✓ Pay attention to patterns
		Strengthen Relationships <ul style="list-style-type: none"> Who can help me better understand the organization? Where do I need stronger relationships? Am I learning from people with more organizational experience? Do people know me beyond my role or title? 	<i>Trust is built long before it is needed</i> <ul style="list-style-type: none"> ✓ Seek mentors ✓ Ask thoughtful questions ✓ Build credibility before asking for support

