

Introduction to Espionage

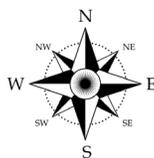
Espionage is misunderstood. Part game, part criminal activity, espionage is a deliberate protracted endeavor that looks very different from Hollywood movies and best-selling spy novels. It does not include supercars, superstars or supermodels. True espionage doesn't glitter, it seeps. It happens in the space between mundane daily tasks and idealistic daydreaming. Espionage thrives where people are at their least attentive and most vulnerable. And like all things that get ignored, by the time you recognize what has happened it is too late.

Every day we make decisions based on our personal experience, formal education and religious beliefs; direct influencers in our lives that we recognize and appreciate. But we are less aware of indirect influencers, like ego, emotions and individual biases. In the world of big business, politics and international espionage, indirect influence rules the day.

More than direct influencers, indirect influencers are the bedrock for persuasion. Advertising, political campaigns and interpersonal relationships all lean on indirect influencers to drive behavior. Anyone who has ever clicked an online ad, regretted the candidate they voted for, or gone a little too far on a first date has experienced just how powerful indirect influencers can be. For those who can harness and leverage indirect influence, opportunity becomes a tangible resource instead of a rare commodity.

Espionage is about using indirect influence to drive human behavior and win objectives. It is not an art form reserved for covert operatives and deep cover agents, but rather a series of skills that can be learned and applied by anyone to achieve anything. Everyday Espionage takes proven espionage tactics and applies them to daily life. In this book, you will learn how to cultivate and capitalize on indirect influence.

The workplace can often feel like a maze. Mergers, acquisitions and takeovers are happening more frequently than ever before in history, leaving many people unsure of how to navigate new and/or established careers. Many corporate businesses have made career management the responsibility of the individual employee. And while this approach may keep training and HR costs down, it also poses significant challenges to career-minded professionals.



To aid employees in navigating their careers, businesses have implemented 'career maps.' These maps are intended to help employees navigate corporate opportunities but often lack the detailed guidance needed to be useful. Anyone who has ever tried to use a map to navigate in real life knows that a map by itself is not helpful. A map must be oriented first. It needs a compass.

Every espionage operation starts with a map and a compass. Most would say that a compass has four points; north, south, east and west. In fact, a compass has five points - the fifth point being the center point. The center of a compass represents where you are right now. To the spy, there are only two important points on a map; where you are, and where you want to be. Without the first point, you cannot find your way to the second point. Without the second point, the first point is irrelevant.

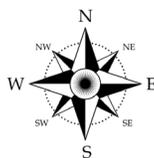
To win the workplace using Everyday Espionage, we will start with where you are - the center of the compass. From there, you pick where you want to go.

Winning the workplace is not about having technical skills. We all know at least one disgruntled employee who feels entitled to a raise or a promotion because they believe they have unique technical knowledge. While it can seem logical that expertise would be grounds for promotion, logic is often flawed.

In my first job, I was a dishwasher at a small restaurant. I think it's fair to say that nobody in a small restaurant feels that they are at 'the peak' of their career. Everyone is climbing, from the teenage dishwasher to the experienced cooks. In my restaurant, the senior cook wanted to make the transition from line cook to kitchen manager. The previous manager had left, leaving the position vacant, and the senior cook had been informally managing the kitchen for months. He was qualified and more than capable of doing the job. But there was one problem; the senior cook was really good at being a cook. The general manager knew that the restaurant needed a senior cook more than a kitchen manager, especially when the senior cook was willing to fill both roles at the same level of pay. The restaurant was running well and saving money without the added cost of a kitchen manager, so the General Manager saw no need for a change. The senior cook's skills were not his path to promotion; they were reason for his stagnation.

Believing that technical skills will get you promoted is a logical fallacy. The best cooks do not become managers. They become indispensable cooks. We've all seen the situation play out in our work lives where the best office administrators, the best salesmen, the best cashiers, and the best analysts all get trapped in their role. Meanwhile, individuals with less technical expertise seem to find their way up the chain.

But if technical skills do not win the workplace, what does? The answer lies with the compass, the map, and four fundamental elements to espionage: consideration, collaboration, consistency and control.



1. Consideration

Most people live according to a set of subjective perceptions. They believe their thoughts, experiences and beliefs are reality and have little or no consideration for the lives of others. This is a natural human condition and does not suggest someone is selfish or self-centered. It is the reason we think about our driving, our children, our spouses, and our jobs rather than obsessing over all the other drivers, children, spouses and jobs in the world. It is the reason we befriend those with similar beliefs to our own and distance ourselves from those who are different from us.

In espionage, however, we must expand our perceptions in order to anticipate the behavior of others. We do so through consideration. Consideration is the recognition that subjective perceptions are inaccurate and that reality lies in objective perspective. Consideration is the process of interpreting actions, experiences and behaviors from a different point of view. It is the art of thinking like someone else; listening with their ears, seeing with their eyes and feeling with their emotions. While consideration can be difficult to master, it is the necessary starting point for any successful clandestine operation.

2. Collaboration

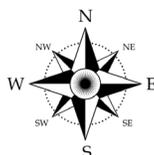
Collaboration is an intentional partnership between people that fosters trust and emotional connection. It does not have to be mutually understood, though it does have to be mutually exclusive. A baseball team is one form of collaboration, as is a marriage or a business partnership. In contrast, an all-star team, one-night stand or study group does not collaborate but rather cooperates, working toward a common goal without building meaningful personal relationships. Collaboration drives loyalty and predictability, hence its value in the world of espionage.

3. Consistency

Spies know that inconsistency kills cases. Everything about a clandestine operation depends on consistency: security, communication, execution, success. Once something changes or becomes unpredictable, the operation becomes unstable. It is impossible to accurately assess cost vs. benefit, risk vs. reward, or return on investment unless operators are consistent in their actions, decisions and behaviors.

4. Control

Control is the final and most critical piece to any human operation. Control is where consideration, collaboration and consistency come together to drive a deliberate outcome. Control in an operation does not equate to 'total control,' but rather 'increased control.' By leveraging previous operational elements (consideration, collaboration, consistency), we can create an environment of trust, predictability and personal connection - all necessary ingredients for influence. And influence is espionage. These four elements (the "4 C's") are the key to influence. And influence is how you win the workplace.



Compass North

Heading 0°

Compass north in any career is up: promotions, raises, management and leadership. Up is a competitive direction that gets increasingly narrow the further you climb. And while experience is fundamental to navigating due north, influence is even more important.

1. Consideration

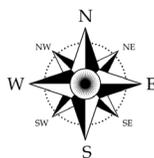
Becoming the boss starts with learning to think like the boss - considering the workplace from the boss's perspective. Rarely do employees make the effort to consider what life is like for those above them. Considering another person's perspective can yield unique insights and highlight opportunities that you miss from your personal point of view. More importantly, perspective brings new information that can aid in your effort to gain influence. Every supervisor has a life outside of work. Bosses have spouses, parents, child care challenges and financial concerns just like you and me. But unlike working level colleagues, supervisors have a smaller pool of peers that they can effectively befriend. You may be thinking, "But I am friends with my boss." You may feel that way, but I assure you that your boss does not. If you take the time to consider your boss's perspective, you will see why.

Supervisors need to manage their teams to meet performance requirements. In an ideal world, employees do their best with minimal supervision and middle managers are non-existent. But you and I live in a world where employees have needs, and those needs result in a range of personal and professional issues. Only by realizing that your boss has to manage their own personal life, professional ambitions, and the personal and professional messes of everyone on their team can you gain the perspective you need to think like the boss.

2. Collaboration

You've considered your boss's perspective. You can relate to how they think, how they feel, and can appreciate them on professional and personal levels. The next step to start gaining indirect influence on your journey northward is to collaborate with your boss.

We have established that you are not your boss's friend (If you want to cling to the hope that you are, you will find the rest of this section increasingly difficult to apply). The benefit of not being your boss's friend is that you can become their collaborator, and collaborators have special value. Unlike friends, collaborators have a shared interest in mutual success.



Friends cannot be trusted to give honest feedback or make objective decisions - there are too many personal factors involved in friendship. As a result, friends are often kept separate from work issues. Conversely, collaborators become trusted partners with increased responsibility that puts them in the center of work issues. Collaborators can develop indirect influence where friends cannot.

Collaboration starts by applying the perspective you gained considering your boss's point of view. Using that perspective, identify opportunities, challenges and problems relevant to your boss and start to offer solutions. Administrative tasks are excellent opportunities to engage. Admin work is critical to managing a team and time-intensive for supervisors. A second option is to proactively contribute to a project or initiative that has direct impact on your boss's professional success. By offering to maintain timesheets, meeting calendars, call logs, inbound/outbound deliveries, etc. you create an easy avenue to collaborate with your boss and begin building influence. If you encounter pushback from your boss on your efforts, don't get discouraged. Explain that you want to broaden your business knowledge and professional skills and ask them where they could use your assistance. The goal is less about what you do and more about positioning yourself to collaborate directly with your supervisor.

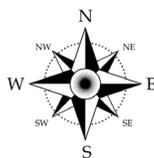
3. Consistency

The northbound journey takes skill. Recall from earlier that I am not talking about technical skill. Your existing technical skills got you to where you are - the center of the compass. Moving up is not contingent on consistency in your technical skills alone, but rather consistency cultivating and leveraging influence.

Using the skills you have exercised in previous sections, you are now able to think like your boss and actively collaborate with him/her. You are no longer a nameless worker bee, you are now a trusted and valuable collaborator and your boss benefits from you directly. They have succeeded because of your collaboration and that success has been observed by your boss's boss and possibly higher. The next challenge is to keep applying 'consideration' and 'collaboration' consistently to expand your influence beyond just your boss.

The higher you climb up the corporate ladder, the more performance and influence outweigh personal connections. Where most people think that consistent performance in their daily tasks will win them the next promotion, the truth is that consistently gaining influence in the workplace is the only pathway to promotion.

Your technical skills alone will not differentiate you from other colleagues. Skills are replaceable. To get to the next level, you need to give the perception that you have unique value rather than unique skills. Influence is how you shape that perception and consistency is how you grow the required influence.

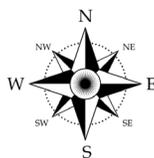


4. Control

The work you've done to gain your boss's perspective, expand your work duties, and consistently grow your influence has given you an increased level of control - even while you have not realized it. Consider a child's piggy bank. There are toys that a child wants but cannot afford. The workplace is not so different. When a child begins to seek out and save coins in their piggy bank, they gain the ability to buy the toys. But the child must spend part of the money they have saved before they can take the toys home. The moment the child chooses the toy and pays the cashier, the child takes control.

You are now the proud owner of a piggy bank full of influence. The final step in your northbound journey is to spend the influence you've saved. You have already mastered perceptions and highlighted yourself; your boss sees you as more than just a technical asset; your leadership sees your value to the corporation; you have demonstrated impact on projects beyond your paygrade. Now you must leverage your influence to ask for the raise you want, to seek support as you apply for promotion, or to leverage professional networks to find a new job.

You must choose to leverage your influence if you intend to make northerly progress. A heavy piggy bank is worthless. Only the money inside has value. The same is true for influence. To move up in the workplace, you must be willing to use the influence you've cultivated to get closer to your ultimate destination. Anything less is to travel with no heading at all.



Compass East-West

Heading 90° and 270°

Not everyone is looking to climb the corporate ladder. For many people, advancing their knowledge and refining existing talents is the driving force in their careers. These folks are true explorers, and compass east/west is all about discovery, growth and personal achievement. When heading out into the unknown, influence is a tool that serves in many ways.

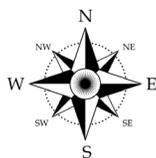
1. Consideration

The greatest explorers all have one thing in common - nobody understood them. Ernest Shackleton was laughed at for his obsession with Antarctica in the early 20th Century. Many still deny that Joshua Slocum successfully circumnavigated the globe alone on his sailboat Spray in 1899. Mary Kingsley was treated as a harlot by Victorian England for her unquenchable desire to explore Africa without male escort from 1893-1897. Adventurers share a passion for the unknown that is rarely appreciated by the average person. It is the ultimate Catch 22 that explorers need the support of average people in order to get the resources, funding and opportunities they need for new discovery. Consideration is how would-be adventurers become successful explorers.

Pointing fingers and laying blame are popular past times in most work environments. But if your goal is to master your field, to explore the unknown and achieve new knowledge, then you must learn to influence others to gain support for your cause.

Start by assessing your needs - are you looking for someone to share information? Approve a request for funding, training, or access? Do you need a contact from a different area of the business?

Once you have identified your need, find the person with the knowledge to help you. The key phrase here is 'person with the knowledge.' You want to find and connect with other explorers; experts in their area who share your passion for learning and achieving. This group is strongly influenced by those who share a common interest in challenge, change, and exploration. If you seek help from someone with 'authority' or 'responsibility,' there is a good chance that they will not have the knowledge you need and will ignore your request. Those with responsibility are not interested in your sense of curiosity or adventure. You must consider those individuals with knowledge as your primary partners rather than seek support based on position or title.



2. Collaboration

Now that you know what you need and have found the person with the knowledge to help, convert that person from contact to collaborator. Collaboration breeds influence. Tell the person what you are trying to accomplish. Ask them for suggestions and recommendations. Thank them when their effort pays off and always ask how you can help them in return. Introduce them to other collaborators that you have met along the way who are also helpful, friendly, and experts in their area. Collaboration is not a solo sport. It takes a team to make achievement happen and the team you are trying to build is addicted to achievement!

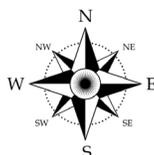
Individual rewards have become the norm in corporate settings. 'Outstanding Employee,' 'Top Performer,' 'Nine Box Candidate' and a litany of other labels encourage competition instead of collaboration at all levels of the workplace. As a result, it can be difficult to build constructive networks. By considering knowledge to be greater than title, you will connect with others who similarly value you for your knowledge. Collaboration is how people of knowledge grow together and exponentially increase each other's professional impact. While the rest of the workplace fights for the highest rank, the largest bonus, or the prize vacation, you will be enjoying continuous success and professional growth because you have built a network of collaborators who value you in the same way that you value them. As your network grows in responsibility and expertise, so too will your influence grow.

3. Consistency

When navigating points east/west, consistency is a far easier task than for those navigating due north. Because you are collaborating with people that share personal interests and professional values, it is much easier to stay in contact. If large gaps in time pass without contact, it is easy for east/west collaborators to rekindle relationships because they have a genuine bond. Remember that while collaboration builds influence, consistency is what keeps your influence relevant. It is easy for a wealth of influence to be lost because it goes stale. By consistently practicing consideration and collaboration, the influence you build will remain current and even collect interest as others praise you within their separate circles.

4. Control

Control happens when explorers apply their influence to get what they need and set out on a new adventure. This may be the moment when you ask a collaborator to work outside of their standard process, nudge their boss on your behalf, or even advocate for your idea in a meeting where you are not invited. Control may also be the moment you present a new idea to your supervisor and seek their support. Because your track record is strong and your network of subject matter experts is wide, your boss will have no excuse but to give you the resources and support you need to set off on your next project. For those following headings east/west, there is no greater prize than the freedom to keep exploring. And influence is the key to freedom.



Compass South

Heading 180°

Compass south is reserved for a special group of workplace pioneers: leaders. There is no task more daunting, unpredictable or challenging than leadership. Leaders must self-motivate and motivate others. They run businesses, improve processes, identify opportunities and minimize risks simultaneously, carrying the burden of accountability alone when things go wrong and passing the praise to others when things go right. Those who venture south know true loneliness, yet they journey still.

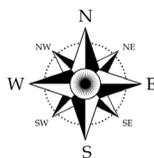
1. Consideration

Many leaders find the act of leading to be the least desirable aspect of leadership. Leaders are expected to guide, direct, motivate and inspire others to high performance. Diverse teams come with a variety of needs, wants, talents and expectations. Balancing operational priorities, team member needs and professional development can seem impossible. While many leaders may feel forced to choose between resource management and personal responsibility, there is a third option; choosing both. Consideration is the way the third option becomes possible.

It is logical for leaders to become intensely focused on their own tasks. You are accountable for company profits, costs, client needs and the livelihood of employees. This accountability drives a sense of personal responsibility, but responsibility does not win the workplace. Responsibility is inward facing and alienates others. This is why business founders get kicked out of their own companies and productive CEOs find themselves struggling with an unproductive workforce. Conversely, consideration is outward facing and ingratiating to others. Consideration wins influence and influence wins the workplace.

But who does a leader need to consider? Why do they need influence? They are the top of the corporate food-chain, right? Yes and no. Leaders are always working for someone or something greater than themselves: shareholders, values, mission, etc. By in large, these bodies are beyond influence. Where consideration is invaluable for leaders is not with those above them but with those below them. Leaders must build influence with the teams they lead to inspire productivity, efficiency, and performance.

As a leader, you know how it feels to serve at every level of your organization. It is easy for you to consider the feelings and lives of your workforce. It is also easy to consider how corporate policies, personnel changes, and economic issues impact your workforce at their level. Too many leaders do not take the time



to consider the perspective of those beneath them. As a result, rumors, fears and disinterest conspire to undermine the same goals a leader is working hard to realize. Only by considering your workforce will you gain the influence you need to keep your employees focused, motivated and inspired to reach your objectives.

2. Collaboration

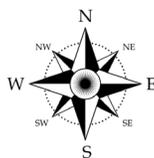
With a new appreciation for working-level colleagues, the next challenge is collaboration. When navigating due south, collaboration can seem like a challenging and unproductive task. Because so few employees comprehend how a business is structured and operates, individual collaboration is unlikely to yield a high return on your time. To gain the influence you want, use decentralized collaboration rather than traditional collaboration.

Decentralized collaboration happens when leaders drive lower level managers to engage their teams on leadership objectives. It gives leaders the opportunity to focus their workforce on shared goals while also collecting diverse ideas. It also allows leaders to gain visibility into the leadership, technical and creative capabilities of their employees. At the working level, decentralized collaboration can break up mundane daily tasks and decrease the perceived distance between senior leaders and line employees. Leaders gain influence by making employees feel valued, motivated and invested in the company. As an added benefit, managers and employees who demonstrate limited collaborative capabilities can be coached, moved, or terminated in the best interest of the company.

The key with any collaborative effort is to foster personal and emotional investment; to transform 'participants' into 'collaborators' and to cultivate your influence among those collaborators. As you consider options to introduce decentralized collaboration into your organization, keep in mind that the effort must drive colleagues to invest emotionally. Collaborating on low impact, highly complex, or uninteresting issues will not create collaborators or build influence. You must be willing to challenge your workforce with relevant, impactful issues and push all levels of management to rise to the challenge of collaboration. Anything less will not yield the influence you need to drive performance.

3. Consistency

For leaders on a southbound journey, consistency is the single greatest challenge; you must empower your managers to lead meaningful collaborations. As with other compass headings, consistency requires that you continually apply consideration and collaboration to build influence. If one or the other fails, so too does your campaign for influence. Your challenge is to anticipate and deliver on the needs of your managers as they execute decentralized collaboration efforts.



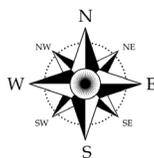
You must consistently demonstrate your commitment to collaboration and drive others to meet your expectation. Only by driving your lower level leaders will you gain the influence you need at the working level to maximize employee performance. Studies have shown that more than 80% of Americans are dissatisfied with their jobs because they feel undervalued, ignored, unchallenged, or underutilized. Consideration, collaboration and consistency can change these employee perceptions and give you the influence you need to lead a productive and loyal workforce.

4. Control

Business success depends on predictability, productivity and profitability. The leader who can control those factors will beat out the competition. While the market, the economy, and your competition cannot be controlled, your workforce can. But rarely would any leader say that their workforce performs with consistent, predictable control. Instead, most leaders settle for relative consistency and moderate performance from their employee base.

Control is not something people give away knowingly. It is not gained by title, paygrade, or prestige. Control is won through influence and can only be leveraged through emotion. Leaders often mistake monetary rewards as a tool for control. The fact is that most people are not driven by money, but rather motivated by emotional needs. Money is perceived as the logical exchange for work rendered. Bonuses and raises are similarly seen as logical consequences for good work. In contrast, performance, loyalty and commitment do not come from a place of logic. They are rooted in emotion.

Leverage the influence you have gained to motivate, inspire and direct those who work for you. Your efforts to consistently consider and collaborate with your employees has earned emotional currency that far outweighs financial incentives. Reward your employees with emotional capital like praise, attention and genuine appreciation. Your investment in collaboration means that you have a clear picture of your talent pool and can promote employees effectively and foster continued team performance. Terminate unproductive assets and encourage growth among those who have invested themselves emotionally into the company. With a motivated employee base free of non-collaborative individuals, you will soon find the high performance, control and consistency you seek in your workforce.



Influence drives emotions, emotions drive control, and control wins the workplace. The 4 C's (consideration, collaboration, consistency, control) have been the bedrock for espionage operations since ancient times. Even today they continue to convert patriots into traitors. And while these tools have long been used for tyranny and manipulation, they have equal power to motivate and drive achievement.

You now hold a skeleton key that unlocks potential. As I mentioned at the beginning of the book, this information can never be unlearned, only unused or ignored. I encourage you now to use your knowledge to build. For if we do not use these skills to build, others will use them to destroy. Go, grow and achieve.

