

	POLITICALLY NAIVE	SUITABLE POLITICAL FLAIR	POLITICAL "SHARK"
Project manager's basic personal attitude	Politics are repulsive and I would not "demean" myself by taking part in them.	Politics are necessary.	Politics are right up my street and offer me a unique opportunity to get ahead.
Tactics	No tactics, I firmly believe that the truth will win out in the end.	Negotiator. Attempts to achieve the best possible results by acting.	Rushes ahead. Plays off people against each other. "Plants" information (correct or not – depending on what he wants to achieve). Defames people if necessary. Spreads gossip and rumours. Threatens people. Uses force.
Technique	I always tell the truth.	Develops networks. Understand the project's stakeholders. Prepares detailed stakeholder analyses (page 162). Uses his knowledge on a quid pro quo basis.	Manipulates, is deceitful, and cheats if necessary.
What do I want to achieve in the political game?	Nothing, because I don't take part in it.	The goals I want to achieve for my project.	To bring myself into the spotlight as much as possible. To gain power and distinction.

FIGURE 3.16
The project manager's political competences.