

Understanding your territorial drive¹

Use this tool to assess the types of political and cultural games that get played in your organization.

Step 1

Tick the box for each of the ten games you have seen played in the last three month either on you, or by your peers or boss, or used yourself.

Step 2

Use the information to make choices about when, how, and why you will stop playing these games with other or initiating them yourself.

Territorial game	Used on you	Used by your peers	Used by your boss	Used by you
Occupation: Marking territory; maintaining an imposing physical presence; acting as a gatekeeper for vital information; monopolizing relationships, resources or information				
Information manipulation: With-holding information, putting a 'spin' on information, covering up, or giving false information				
Intimidation: 'Growling' yelling, staring someone down, scaring off, or making threats (veiled or overt)				
Powerful alliances: Using relationships with powerful people to intimidate, impress, or threaten others; using name dropping; making strategic displays of influence over important decision makers				
Invisible wall: Actively instigating circumstances or creating counterproductive perceptions so that an agreed-upon concept is, if not impossible to implement, very, very difficult to implement				
Strategic non-compliance: Agreeing up front to take action and having no intention of taking that action, or agreeing just to buy time to find a way to avoid taking that action				
Discredit: Using personal attacks or unrelated criticisms as a way of creating doubt about another person's competence or credibility				
Shunning: Subtly (or not so subtly) excluding an individual in a way that punishes him or her; orchestrating a group's behaviour so that another is treated like an outsider				
Camouflage: Creating a distraction, emphasizing the inconsequential, or deliberately triggering someone's anxiety buttons just to distract him or her				
Filibuster: Using excessive verbiage to prevent action, out-talking any objectors at a meeting, talking until the time for discussion is exhausted or simply wearing others down by out-talking them				

¹ Simmons, A. (1998). Territorial Games: Understanding and Ending Turf Wars at Work. AMACOM