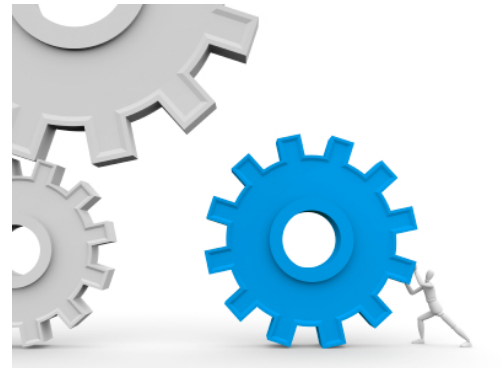


Influencing Without Authority



Do you need to:

- **Gain buy-in** from internal customers and colleagues
- Influence stakeholders to get **support for the execution** of a new strategy
- **Build networks** during organizational change
- Influence within **new organizational structures** (i.e., cross-functional, matrixed teams)

In this **highly interactive and hands on program**, participants will:

- Learn behaviors and guidelines that enable successful influencing
- Apply tools and models to diagnose influencing opportunities and plan appropriate actions
- Learn how to leverage your personal influencing style
- Develop skills for more effective influencing
- Develop and apply strategies to influence colleagues, stakeholders and customers to achieve specific business outcomes



Audience: **Leaders and/or Professionals**
Length: **½ to 2 days program**
Format: **Activities, Lecturettes, and Skill Practice**

Modules: **Principles and Models**

- Elements of effective persuasion
- Conditions and guidelines for effective influencing
- Relationship Credibility vs. Expertise Credibility Model
- Personal vs. Position Power



Leveraging Your Influencing Style

- 4 dimensions of communication
- What is your style?
- How to Identify others' style
- Flexing your style to match your audience

Influencing Skills

- Building Partnership Capital
- Making Requests Assertively
- How to say “no” professionally



Activity Based Learning

- Small group breakouts to review case studies, diagnose influencing opportunities and challenges, and develop action plans

Action Planning

- Group planning to generate influencing strategies

Materials: **Workbook; Leadership Essential Cards**

