

## Influence Skills: Getting Results without Direct Authority - 4 Days

### Course 294 Overview

- You Will Learn How To**
- Apply influence strategies to gain commitment from others and foster collaboration
  - Define desired outcomes for win-win results
  - Dynamically adjust your approach to others to gain buy-in
  - Achieve goals by enhancing trust and cooperation
  - Deal effectively with challenging behaviors to overcome resistance and inertia in others
  - Use knowledge and competence rather than position and status to influence others

**Course Benefits** Professionals are often faced with the responsibility of completing a project without having the necessary authority or resources to meet the challenge. Harnessing the skills to effectively influence others can be the difference between success and failure. In this course, through practice sessions, video simulations, self-assessments and role-playing activities, you acquire the specific skills, behaviors and attitudes necessary to achieve desired results without relying on the use of authority.

**Who Should Attend** Managers, project managers and individual contributors who rely on influence rather than authority to achieve their goals.

**RealityPlus™** An ongoing simulation throughout this course offers media-rich experiential activities that allow you to practice a variety of influence skills, tools and strategies. Activities include:

- Uncovering your leadership capabilities
- Assessing your use of influence strategies
- Dealing effectively with resistance
- Identifying different applications of power and typical outcomes through video simulations
- Applying leadership and influence skills in a group setting
- Assessing your political know-how
- Using win-win approaches to persuade others to act
- Building trusting relationships and rapport
- Listening for multiple points of view
- Getting commitment in challenging situations

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### Course 294 Outline

#### Defining Influence

- Identifying the three critical elements
- Building value with others
- Working with resistance for positive outcomes

#### The Elements of Influence

##### Five critical factors for influencing others

- Applying the five factors: capability, perceived value, perceived value realization, perceived cost, perceived risk
- Using an influence formula to guide your planning

#### Achieving and maintaining commitment

- Stating your desired results
- Going beyond compliance
- Creating collaboration

#### Recognizing manipulation and taking positive action

- Differentiating manipulation from influence
- Gaining an agreement you can count on

#### Building Your Foundation

##### Establishing and maintaining trust

- Creating trust-based relationships
- Maintaining ethics and integrity

#### Developing rapport

- Establishing immediate rapport
- Applying techniques for building rapport

#### Listening for multiple perspectives

- Building active-listening habits
- Tuning in rather than tuning out

#### Applying Six Major Influence Strategies

##### Identifying strengths and limitations

- Leveraging the advantages of each strategy
- Creating your personal plan
- Building and expanding your network
- Negotiating for desired results

#### Optimizing your personal preference

- Developing your most appropriate strategy
- Avoiding pitfalls and traps

#### Expanding Your Power Base

##### The six types of power

- Referent
- Information
- Expert

- Legitimate
- Reward
- Coercive
- Extending your personal power

#### Developing political know-how

- Navigating organizational politics
- Strengthening working relationships
- Adapting the way politics work according to cultural norms
- Identifying and applying political strategies effectively

#### Working with multiple perspectives

- Transforming resistance and inertia in others
- Adapting flexibly to influencing situations

#### Practicing Exemplary Leadership

##### Implementing five leadership practices

- Modeling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart
- Adapting leadership approaches to your situation

#### Developing your personal leadership plan

- Assessing your leadership profile
- Strategies for cultivating your leadership skills
- Influencing a paradigm shift in others

#### Dealing with Challenging Behaviors

##### Recognizing the interplay of perceptions

- Managing the six challenging behaviors: always agreeable, cynic, arrogant, whiner, wishy-washy, pushy
- Overcoming the tendency to take things personally

#### Taking powerful actions

- Identifying and applying deflection techniques
- Developing remedies for difficult situations
- Employing specific strategies for challenging behaviors
- Converting confrontation into cooperation

#### Overcoming Resistance

- Recognizing the many forms of resistance

- Applying the four-step model for agreement
- Achieving results in real-world situations