

## **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
- Dynamically adjust your approach to others to gain buy-in
- Achieve goals by enhancing trust and cooperation
- Deal effectively with challenging behaviours to overcome resistance and inertia in others
- Use knowledge and competence rather than position and status to influence others

#### **Who Should Attend**

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

#### **RealityPlus™ Activities**

- Dealing effectively with resistance
- Assessing your political know-how
- Using win-win approaches to persuade others
- 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 realisation, 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

#### **Recognising 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

#### **Thinking strategically**

- Executing the 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 intelligence**

- Navigating organisational 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

#### **Practising Exemplary Leadership**

##### **Implementing five leadership practices**

- Modelling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart

#### **Developing your personal leadership plan**

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

#### **Dealing with Challenging Behaviours**

##### **Recognising the interplay of perceptions**

- Managing the six challenging behaviours
- 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 behaviours
- Converting confrontation into cooperation

#### **Overcoming Resistance**

- Recognising the many forms of resistance
- Applying the four-step model for agreement