

Getting Results Without Authority: Increasing Performance and Impact Through Positive Influencing

Overview

As the pace of business increases, achieving results and getting things done through others, as well as gaining commitment for your projects and deadlines is ever more challenging. This two day workshop teaches you communication and positive influencing skills which will increase your performance and impact when dealing with colleagues, bosses, customers, partners and suppliers. Positive influencing skills will help you to get people partnering and working with you towards your goals.

Workshop Objectives

- Learn how to communicate up, down and across your organisation
- Build 'win-win', harmonious relationships with colleagues, suppliers and customers
- Leading whether you are in charge or not
- Achieve results through others without any direct authority
- Communicate and delegate responsibilities to members of different departments
- Work more effectively in cross-functional or matrix teams
- Minimise conflict and build group commitment
- Win buy in and support for your ideas and proposals
- Sell change positively and gain the acceptance of affected parties
- Develop a collaborative team-oriented culture
- Progress decision-making in time efficient ways
- Increase personal influence by building flexibility of influencing style

Who Will the Workshop Benefit?

Highly relevant for those who need to achieve results through other people over whom they have no direct authority. Particularly those working in cross functional groupings or matrix teams including managers at all levels.

Workshop Duration

2 Days

Workshop Content

DAY ONE

Capitalising on Personal Sources of Power and Authority

- Definition of Power and Influence
- Sources of Power and Influence
 - Types of personal and positional power
- Building Trust and Credibility
 - Sources of trust, using trust to build collaborative relationships
 - How to destroy trust and tips on how to build it

Knowing Your Influencing Profile and that of Others

- Your Preferred Influencing Style
 - “Communications Values” diagnostic instrument
 - ‘The Box’ – an exercise in influencing
- The Influencing Arena
 - The 4 influencing styles – their mindsets, body language, communication style, behaviours
 - Your preferred influencing style – its pros and cons when influencing senior managers, direct reports, matrix colleagues, business partners
 - How the 4 styles apply ‘win-win’ in their negotiations with direct reports matrix colleagues, business partners
- Influencing Key Players at Work
 - Individual activity - placing key work colleagues in the Influencing Arena

Optimising Opportunities for Influencing Results

- Exploring Different Approaches for Effective Influencing
 - The 4 influencing styles in detail – learning their language and behaviours, assessing impact and building skill and confidence in their use
- A Planning Framework for Collaborative Communication
 - Stakeholder mapping – identifying and influencing the political environment
- Networking to Achieve Results
 - Your personal network- actions for extending your sphere of influence
- Communication in cross cultural, remote and difficult situations

DAY TWO

Developing Skills and Flexibility to Add Impact and Increase Success

- Self Directed Learning
 - Group work on personal learning objectives using a range of different activities and resources

Application to My Own Reality

- Planning the appropriate influencing strategy in own case study
- Rehearsing the plan
 - Role play activity

Moving On From Here

- Personal Commitments to Increasing Your Influencing Impact