STRATEGY. WORK. PEOPLE.

Influencing Without Authority

Influencing Without Authority equips participants with the skills needed to build credibility and effectively influence stakeholders, even if they lack the formal authority to make demands on resources. This course helps attendees understand the attitudes and behaviors of leaders who know how to get work done through influence and persuasion, whether managing up, down, across, or diagonally within organizations.

Influencing Without Authority begins by placing the concept of influence within the larger context of environmental, organizational, network, relational, and interpersonal factors. It breaks influence down into a series of learnable skills, moving beyond the notion that influence is simply the product of personal charisma or charm, and instead, gives participants tools needed to negotiate the political landscape of organizations. Participants also learn how to build the personal credibility that serves as the foundation of effective influence and how to apply a powerful methodology for resolving performance challenges in an environment where power cannot be exerted by one individual over another. They also learn how to build networks by overcoming internal barriers to creating new contacts. Finally, *Influencing Without Authority* provides the tools necessary to be more influential on both a personal and more strategic level.

YOU WILL LEARN TO:

- Identify what it means to influence without authority and what you can do to be successful

- Read the larger context in which you wish to influence without authority

- Employ principles and tools to build your influence within your organization

- Apply what you've learned to a series of specific situations where leading without authority is most required

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KEY TOPICS

- **Looking at the Context Model**
  - Formal/Informal Authority
  - What is "Influencing without Authority"?
  - Informal Authority in the VUCA Environment
  - The Context Model

- **Reading the Context**
  - Reading the Context: Business Dynamics and Environment
  - PESTEL Analysis: Political, Economic, Social, Technological, Environmental, Legal
  - How To Be Influential in the Organization
  - Organization Analysis: Four Frames
  - Reading the Context: Networks
  - Relationship Analysis: Social Exchange Theory
  - Reading the Context: Personal Behavior
  - Principles of Influence
  - Difference between Power and Influence
  - Overview of the Six Influence Principles
  - Principle 1: Liking
  - Principle 2: Social Proof
  - Principle 3: Consistency
  - Principle 4: Scarcity
  - Principle 5: Expertise
  - Principle 6: Reciprocity

- **Dealing with Organizational Politics**
  - What Does the Term Organizational Politics Mean?
  - Why Concern Ourselves with Politics?
  - How Good a Politician Are You?
  - Methodology for Influencing Up
    - Political Intuition
    - Political Insight
    - Advance Work
    - Positive Politics

- **Gaining Credibility**
  - Two Elements of Credibility: Confidence and Competence
  - The Trust Equation
  - Tool: Credibility Grid
  - Building Your Credibility: Focusing on behaviors
  - The 13 Behaviors: Trust-Based, Competence-Based, and Trust & Competence Behaviors

- **Solving Performance Problems**
  - When Performance Problems Arise: Direct Reports, Supervisors, Stakeholders, External Parties
  - How Effective Influencers Work
  - A Model for Dealing with Performance Problems:
    - Phase 1: Prepare
    - Phase 2: Engage
    - Phase 3: Evaluate
    - Phase 4: Resolve
    - When Best Efforts Fail

- **Maintaining Networks and Relationships**
  - What Do We Mean by "Networking"?
  - Four Key Uses of Networking
  - Dispelling Network Myths
  - Five Rules of Networking
  - Three Types of Networks: Operational, Personal, Strategic
  - Steps to Building a Better Network
  - Tool for Building a Better Network
  - Tips for Networking Events

- **Persuading Others and Influencing Strategically**
  - What Is/Is Not Persuasion?
  - Being Persuasive: Four Elements
    - Element: Establish Credibility
    - Element: Frame for Common Ground
    - Element: Provide Evidence
    - Element: Connect Emotionally
  - What Does "Influencing Strategically" Mean?
  - Stereotypes about senior stakeholders
  - Four Steps of Strategic Persuasion
    - Step 1: Survey Your Situation
    - Step 2: Confront the Five Barriers
    - Step 3: Make Your Pitch
    - Step 4: Secure Your Commitments
  - When Issues Arise