



Exercising Influence® **Building Relationships and** **Getting Results**



To be successful in busy cross-functional, matrixed, or other complex organizations, you need to be skillful and flexible in the way you influence others. A strong set of influence skills will enable you and your team to build the relationships necessary to achieve positive results with colleagues, customers, suppliers and others, regardless of your position by moving your ideas into action—stimulating others to support, allow, provide resources for, or participate actively in your initiatives.

In this virtual instructor-led workshop, you will be exposed to a variety of techniques and tools to help you develop strength, focus, and flexibility as an influencer. *Exercising Influence®* provides you with valuable insights into your current skills and growth potential through assessments, engaging experiential exercises, peer and instructor feedback, and post-program support tools.

The virtual *Exercising Influence®* workshop begins with a self-assessment, a brief introductory video, and some microlearning modules. Session One introduces influence concepts and behaviors and asks you to identify a current influence challenge. A short fieldwork assignment will enable you to practice skills between the sessions, using a mobile app to prepare. In Session Two, you will focus on influence strategy and planning tools and apply key learnings to your own influence challenges. Post-session activities support continuous learning. Maximum workshop size is 18.

As an alternative, organizations or individuals may book Session One as an introduction to be followed by 1:1 influence coaching sessions focusing on specific skills and/or to prepare for an important influence opportunity. This package includes a 360-degree assessment to follow the virtual session.

OBJECTIVES AND OUTCOMES

As a participant, you will:

- ▶ Assess your current use of influence behaviors and identify areas for growth and skill development.
- ▶ Apply and practice models of effective influence behaviors and use a strategic and tactical approach to influence.
- ▶ Apply a contextual framework to analyze the “big picture” and cultural complexities of your real-world influence challenges.
- ▶ Plan and practice approaches for successfully influencing up, down, across, and outside of your organization.

OVERVIEW OF TOPICS

- ▶ Definitions and key concepts (the nature of influence)
- ▶ Tactical and behavioral models that build relationships and get results
- ▶ Influence framework—a planning tool for influence opportunities
- ▶ Influence objectives and approach, applied to real world situations
- ▶ Planning and practice for an important influence opportunity
- ▶ Influence framework—a planning tool for influence opportunities
- ▶ Influence objectives and approach, applied to real-world situations

WHO SHOULD PARTICIPATE?

- ▶ Individual contributors who want to improve their influence skills
- ▶ Project leaders, managers, team members, internal consultants, or anyone responsible for implementing change
- ▶ Global or virtual teams, where influencing one another efficiently and effectively is key to success

COURSE OUTLINE:

PRE-PROGRAM ASSIGNMENTS

- ▶ Self-and Colleague-Survey
- ▶ Complete Micro-learning Modules
- ▶ Baseline Challenge

SESSION ONE

1. Introduction to key definitions and concepts: Differentiating influence from communication, power, and manipulation.
2. Influence Model: Interactive overview of influence tactics and behaviors.
3. Influence Behaviors Activity: Identify influence behaviors in action.
4. Debrief: Share key learnings from breakouts.
5. Fieldwork assignments: Analysis, practice, and observation.
6. Summary: Review key points of session.

INTER-SESSION FIELDWORK

- ▶ Pre-work self-assessment: Analysis of influence strengths and needs to determine personal goals.
- ▶ Practice influence behaviors and prepare to report about the experience in Session Two.

SESSION TWO

1. Participants share their learning from fieldwork.
2. Introduce Influence Framework: Learners gain a high-level understanding of the influence framework.
3. Influence Framework Case Study: Learners use a case study to understand and apply the four aspects of the Influence Framework.
4. Objectives, Issues, and Tactics.
5. Baseline Exercise: Discussion of influence objectives and challenges.
6. Debrief: Participants compare and discuss choices of tactics.
7. Review and Summary: Learners share key insights and next steps for developing their influence skills.
8. Follow-up activities: Learners gain access to online and mobile tools and approaches for continuing their development.

OPTIONAL FOLLOW-ON COACHING

The coaching module includes a package of hours that participants can use to prepare, rehearse, and have an “after-action review” for an important influence opportunity.