



## INFLUENCING FOR ORGANIZATIONAL IMPACT

### LEARNING FORMAT: CLASSROOM

Today's complex global organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don't have authority over their own colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual team, and organizational performance.

### DO YOU FACE ANY OF THESE ISSUES?

- Are your mid-level and senior leaders challenged to influence peers to move a strategic opportunity forward within the organization?
- Do leaders fail to appropriately leverage their network and take specific actions to gain commitment to their ideas?
- Can your leaders package their ideas in a way that captures the hearts and mind of their audience?

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- Identify and assess influence opportunities and choose strategies to achieve business results.
- Evaluate their business network and build supportive and reciprocal long-term working relationships at all levels of the organization.
- Leverage their personal power to move people to take action on those ideas, opportunities, and recommendations that will have the greatest impact on organizational priorities.
- Use techniques that allow them to engage people both emotionally and rationally.
- Assess the people they need to influence -- understanding their motivations, needs, and concerns -- so they can change or reinforce their perceptions and gain their commitment.
- Capture people's attention and making things happen.

#### Primary Competencies Developed:

- Influencing & Gaining Commitment 3.0
- Strategic Influence
- Communication 3.0
- Competitive Communication 3.0

### COURSE OVERVIEW

- **Session Opening:** Participants define influence in the business environment, partner to assess an influence opportunity, and evaluate the effectiveness of a manager's influencing behaviors as presented in the course prep's (pre-work) case study.
- **Strategy:** Participants use the case study to learn about seven techniques that support the first influence component -- strategy -- which enables them to focus on the big picture. They consider how the techniques work in their own organization. And, they begin to complete their plan for their own influence opportunity.
- **Packaging:** Participants review three elements of Packaging, which address the best way to engage the hearts and minds of others. The three elements of painting the picture, the power of questions, and adapting your approach. Individually, participants continue to work on plans for their own influence opportunity.
- **Commitment:** Participants discuss commitment techniques and decision-making tools. Pairs discuss how to gain commitment for their specific influence situation, seeking feedback and advice from their partners.
- **Summary and Call to Action:** Participants record what they will stop, start, and continue doing to be more effective influencers.

### COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to a full day.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 45 minutes to read a case study and identify an influence opportunity to develop during the workshop.
- **Notes:** Suitable for all environments.

### RELATED COURSES

- Cultivating Networks and Partnerships
- Instilling a Culture of Innovation
- Leading with a Global Perspective
- Making Change Happen
- Mastering Emotional Intelligence