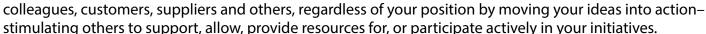
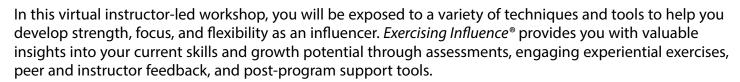


Exercising Influence®

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





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



Influence and Collaboration

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 "afteraction review" for an important influence opportunity.

