
Influencing without Authority One Day

Duration:

Course Objective

To provide an opportunity for self-reflection and analysis of participants' personal impact and reputation, understanding how these things impact on both internal and external relationships. Participants will also develop greater self-awareness, knowledge and skills in influencing, with a particular focus given to the ability to adapt behaviours to enhance personal impact, develop productive relationships and generate greater levels of buy in from others.

By the end of the course, participants will be able to:

- 🌈 Understand their preferred influencing style and its impact
 - 🌈 Understand the behaviours of their least preferred influencing style and use this to adapt their approach
 - 🌈 Demonstrate flexibility in their approach to influencing based on their evaluation of a situation
 - 🌈 Apply a range of influencing strategies common to most business environments
 - 🌈 Understand how managing personal impact enhances influence
 - 🌈 Recognise and plan for opportunities to enhance personal reputation and impact
 - 🌈 Leverage opportunities to influence and enhance personal impact
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Course Elements

Course introduction, outline and objectives

Personal Brand (reputation)

In any relationship within which we are required to exert influence, we first need to understand our 'Personal Brand' - what do the person or people to be influenced think about us? What is their impression? What reputation have I created? All of these things contribute to our credibility, trustworthiness and the respect we develop in any given relationship. At the end of the day, the participants will explore their 'brand' using a personal SWOT analysis.

What is influence?

Here a short session positions and defines influencing. Specifically participants will understand the criteria that qualify their behaviour as influence, rather than more negative approaches such as manipulation or 'holding to ransom'.

Influencing styles self-evaluation

Using the Thomas-Kilmann conflict mode instrument (TKI) participants will understand their preferred approach to influencing. The five different styles are explained in terms of the levels of assertiveness and co-operation that each delivers.

Understanding influencing styles

Here, participants will understand the positives and negatives of each TKI style, as well as understanding the implications of over/under use of each. This session will ensure participants reflect on their own preferences and, in doing so, realise the importance of matching the style to the situation rather than simply relying on preference. We explore the impact on both internal and external relationships of each style.

Influencing strategies

The common influencing strategies are explored and where appropriate combined with one of the five TKI styles. This session demonstrates that there are many different ways to influence and it is the selection of both style and strategy that defines the outcome. Within this session, communication will be highlighted as critical to success in influencing; for both establishing and building relationships and also for persuasion, selling and bargaining.

Action planning

Participants will create a personal SWOT analysis for their own reputation (current). They will define the reputation they desire and critically review their strengths and weaknesses creating tangible actions to promote their strengths and develop their weak areas. They will also be encouraged to identify real threats to their reputation and will be encouraged to mitigate these threats with changes in behaviour. Finally, they will look forward to the opportunities that will be presented to them that can be used to enhance personal impact and reputation and plan how these opportunities will be leveraged.

The outcome of the SWOT analysis will create their influence and impact development plan.