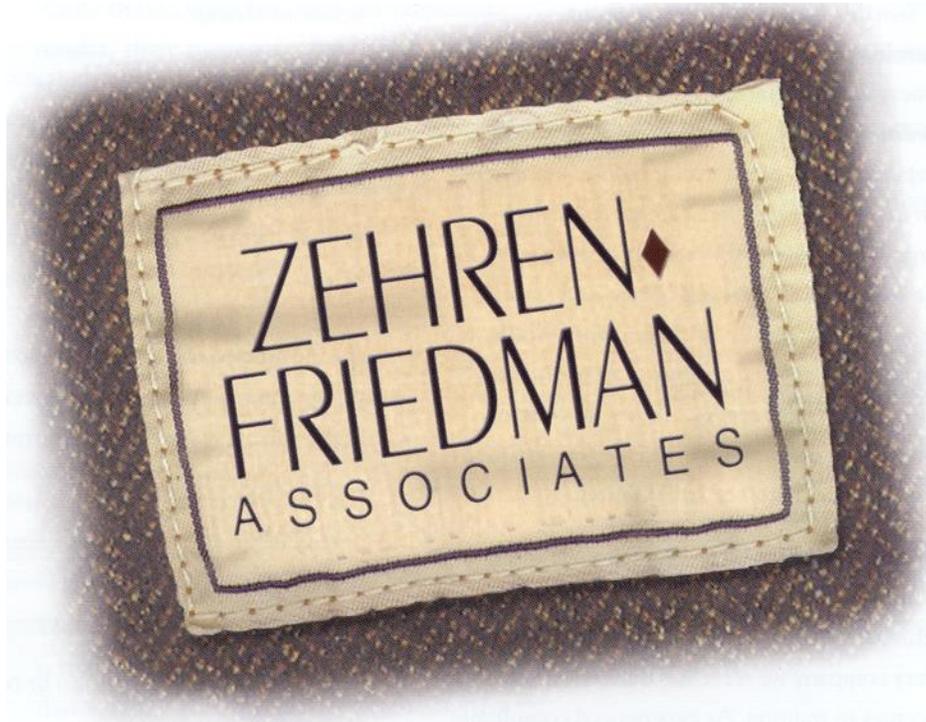


Advanced Influence Skills



Tailored to Your Needs

Consultants & Trainers in Sales, Presentations, Negotiations and Influence

Advanced Influence Skills

the influence to get things done

In 1803 Thomas Jefferson, with a visionary image of a United States that stretched from the Atlantic to the Pacific, arranged for the purchase of the Louisiana Territories from France. In order to get supplies from the Gulf of Mexico and the East Coast to the West, Jefferson sought a water route linking the Columbia and Missouri Rivers, connecting the Pacific Ocean with the Mississippi River system. He entrusted the discovery of that route to Meriwether Lewis.

Imagine the navigation challenge faced by Lewis and his partner William Clark: a round trip of 8,000 miles on foot, by boat and by horse; influencing at least a dozen different Native American tribes they would meet along the way; managing and feeding their team, known as the Corps of Discovery; traversing the “great unknown” – discovering and cataloguing dozens of new plants and animal species, including a Grizzly Bear. Oh, then there was the challenge of crossing the Rocky Mountains!

*How do you navigate from east to west?
How do you acquire the resources you need for success?
How do you leverage the allies who will support you in this effort?
How do you minimize the impact of obstacles that might throw you off course?*

All of these things have to be anticipated in advance, (as well as being able to deal with the unexpected) and planned for a successful implementation.

the skills to navigate your ideas

The objective of our two influence classes is the same: *improve your skills and understanding so that more of your ideas get accepted and successfully implemented.*

Influence Without Authority (IWA) is based on building the following skill sets:

- Networking
- Persuasion
- Probing
- Listening
- Collaborating
- Assertiveness
- Dealing with differences gracefully
- Providing feedback

While *IWA* focuses on skills, *Advanced Influence Skills* focuses on process. In other words, how do you navigate your ideas through or around the *organizational dynamics* or office politics of your company?

While this class starts by reviewing key concepts from *IWA* the majority of the time is dedicated to the following:

- Identifying personal barriers to success
- Working with different communication styles
- Understanding *Organizational Dynamics*
- Navigating real projects within my company
- Dysfunctions of teams (and other “derailers”)
- Managing conflict

Advanced Influence Skills

ADVANCED INFLUENCE SKILLS

Target Audience

- Individual contributors and managers who must effect change when there isn't a clear or direct path from "idea inception" to "implementation"

Participants will

- Pick one or two projects they want to navigate through their organization
- Analyze their personal "but box." They will assess which barriers most often stop them from being in action
- Explore the four root causes of human failure (unaware, unwilling, unable, unsuited) and how to follow through on one's "best intentions"
- Review key learnings from *Influence Without Authority*
- Complete an assessment of their communication style to identify strengths and weaknesses. More importantly, each participant identifies someone with whom they have challenges communicating and develops an action plan
- Participate in a case study revolving around Organizational Dynamics (or Office Politics); In two stages, and in small teams, assess what should have been done before this situation developed, and what to do now
- Develop a set of questions that need to be answered in order to navigate projects through their organization's hierarchy
- Use the *Organization Dynamics Strategy Plan*TM to plot a course for a real project they've got:
 - Goal or purpose (what do you want to achieve?)

- Decision Path (what stands between you and the goal?)
- Relationship Questions (what issues or obstacles need to be managed, avoided or overcome?)
- Influence Plan (what will be done in what time frame?)

- Present plans to the group, getting the advantage of other perspectives for their plans
- Learn about and complete the assessment for the *5 Dysfunctions of Teams* – then will update their *Organizational Dynamics Strategy Plan* to build these concepts into the plan
- Review tools necessary to master Conflict Management, including the five elements present in all conflicts; They will update their *Organizational Dynamics Strategy Plan* to build these concepts into the plan
- Revisit the personal "but box;" Now that a plan has been created, what commitment will each participant make to "get out of their own way" in implementing their plan
- Typical format: two-days, up to sixteen participants; high experiential – a role play, two assessment tools, many small group discussions
- Each participant creates a plan to navigate a real project through or around organizational dynamics; they also get a laminated version of the *Organizational Dynamics Strategy Plan*, plus two desk-top hard copies for duplication
- Each participant completes a "Contract for Change," noting the top learnings from the class. We return the contract to them 30 days after the class

Influencing Skills

Direct quotes from the participants in our advanced influence seminars:

<ul style="list-style-type: none">• I really liked the ability to choose individuals who I have had issues communicating with and analyzing the situation from a different perspective.• I need to stop procrastinating! It is the one place where I repeatedly get in my own way.• My ability to “build the need box” is directly related to my ability to “leverage the pull” from the other person.• The flow chart with the Organizational Dynamics Strategy Plan will be very useful. I wish I had this class and information years ago.• At the very next management meeting, I will identify all of the styles of my colleagues (and those above me) and will flex my style as needed.• Very knowledgeable about our systems / process and how influencing skills can be best implemented in light of our culture.• The instructor’s use of examples was very helpful, as well as probing the participants for examples.• I need to grow my network at work in order to be more visible.• Create the plan; work the plan!	<ul style="list-style-type: none">• Too many of our projects seem to run longer than needed because of a lack of accountability. People are pretty committed, but their own “but box” issues get in the way. I now have a process for fixing that. Thanks.• Never recognized the amount of tension needed to maximize outcomes – thought a good plan would take care of all of that.• The entire plan was most important to me – figuring what I want to accomplish, cultivating my allies and minimizing derailers, figuring out the dysfunctions that exist and managing the conflicts that arise.• I intend to utilize this approach on all of my projects in the future.• The job aids provided will allow me to better navigate my projects through the organization.• The instructor was very engaging and energetic; good amount of interaction; anecdotes were greatly appreciated.• Instructor did a wonderful job to realign his teaching to real world events and how we can use these tools on a day to day basis, and on our projects.• Comprehensive approach; all points covered.
--	---

ZEHREN♦FRIEDMAN
A S S O C I A T E S

Consultants and trainers in sales, presentations, negotiations and influence