

Building and Exercising Influence

Effective Influence and Persuasion Approaches in Leadership Development



Overview

Leadership Development

Building and Exercising Influence™ is a one-day workshop that focuses on the importance of *Influence and Persuasion* in today's complex organizations. Participants are equipped with tactics and behaviors they can employ to influence others in their organization. Through effective Persuasion and Influencing approaches, they build capability in forming stakeholder alliances through persuasion and “getting past no”. Learners build confidence at proactively engaging in constructive dialogue to surface organizational blind spots and produce effective results/outcomes.

Building and Exercising Influence™ demonstrates how participants can promote consensus and action, as well as manage and motivate others for improved long-term results.

Learning Outcomes

Upon completion of Building and Exercising Influence™, participants will be empowered to:

- Understand different sources of power and how they might be applied
- Apply influencing strategies situationally
- Reflect on personal strengths and gaps at applying influence
- Analyze stakeholders to prepare the appropriate influence strategy
- Improve persuasion effectiveness by asking high impact questions
- Deploy credibility building tactics

- Grasp the Importance of building and using credibility to achieve business goals
- Craft and deliver a persuasive argument to others
- Recognize and use various sources of influence to achieve business objectives

Learning Tools

- Discovery Based learning session, which foster large and small group discussion
- Engage Map
- Computer simulation & Debrief
- Journal

Based On

Building and Exercising Influence™ is based on leading research in the areas of power and influence. These include *Influence Without Authority* by Cohen and Bradford, and *Credibility*, by Kouzes & Posner.

Computer Simulation Overview

In the Building and Exercising Influence™ simulation, participant teams assume the role of an experienced Product Manager in the Marketing department of Virtual Technologies, (Inc. (VTI), a leading producer of virtual-reality/holographic hardware and software. As Product Manager for the entire Virtu-Fit™ product line, three generations of holographic sports and fitness products, participants must ensure that *Virtu-Fit™ meets its revenue projections*

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while working with a cross-functional team. Participants must use best practices to influence team members and other stakeholders so that VTI meets its strategic goal for Virtu-Fit™.

Computer simulation provides participants the opportunity to apply new skills in a realistic environment before returning to the job. In teams, participants experience a 90-minute computer simulation in which they make decisions modeled upon real business situations. To reinforce skills and competencies, the simulation provides ongoing feedback on decisions made, plus qualitative and quantitative feedback following the simulation. A balanced scorecard report includes the following performance measures:

Methods of Influence

- Credibility
- Persuasion questions

Levels of Influence

- Management Influence
- Peer/Organizational Influence
- Direct Report, Team Member Influence

Audience

Building and Exercising Influence™ has been designed primarily with managers in mind. However, the program is just as appropriate for those with out direct reports who require the skills of influence to impact department or project teams, influence peers and/or influencing up in the organization.

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