

BTS's Focused Leadership Workshops are intended for managers and other professionals with supervisory responsibilities. The target group ranges from experienced first-line supervisors who may be assuming increased responsibility, to middle and general managers.



The program is also applicable to more senior level management and includes additional exercises and content. Due to the nature of this topic on Influencing, *Developing & Using Influence™* would also be appropriate for those in project team and individual contributor roles.

Developing and Using Influence™ Focused Workshop

BTS has developed a series of modularized courses on leadership, management and teamwork. Workshops – typically conducted in one day – offer an advanced exploration of key topics in leadership. Each is designed around the philosophy that leadership behaviors can improve productivity, innovation, judgment, adaptability, collaboration and learning.

Developing & Using Influence™ is a one-day workshop that focuses on the importance of influence in today's complex organizations. It demonstrates the tactics and behaviors that participants can employ to influence their organization; build stakeholder alliances through persuasion, values, expertise and getting past "no"; and engage in constructive dialogue to surface organizational blind spots and produce effective results/outcomes. *Developing & Using Influence™* shows how participants can promote consensus and action, as well as manage and motivate for long-term results.

Learning Objectives

Upon completion of *Developing & Using Influence™*, participants will be empowered to:

- Use two key techniques to increase influence: building credibility and asking questions to be persuasive
- Analyze stakeholders to prepare the appropriate influence strategy
- Increase and use credibility to achieve business goals
- Craft and deliver a persuasive argument to others
- Recognize and use various sources of influence to achieve business objectives

Based On

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

Learning Tools

- Large and small group discussions
- Structured exercises
- Computer simulation & debrief
- Action planning & take-away tools

Take-Away Tools

The success of building leadership skills relies on participants making a transition from the workshop to the job. These BTS take-away tools provide a vehicle for participants to implement new ideas and create business results. *Developing & Using Influence™* tools include:

- Quick Influence Test
- Self-Assessment Influence Questionnaire
- Persuasion Hints
- Audience Analysis Guide
- Personal Influence Audit

Computer Simulation Overview

In the *Developing and Using 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 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	Levels of Influence	General Leadership Goals
<ul style="list-style-type: none">• Credibility• Persuasion Questions	<ul style="list-style-type: none">• Management Influence• Peer/Organizational Influence• Direct Report, Team Member Influence	<ul style="list-style-type: none">• Organizational Agility• Strategic Alignment• Work Enablement• Capability Development

About BTS:

BTS partners with leading companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B.

For more information please visit www.bts.com.

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- Honeywell
- IBM
- ING
- Liberty Mutual
- Liz Claiborne
- Macy's Inc.
- McKinsey
- Microsoft
- Nokia
- Philips
- Sony
- Texas Instrument
- Time Warner
- Toyota Motor Company
- Vodafone
- Weyerhaeuser