



Leading with Influence

Overview:

In today's competitive business climate, retaining and cultivating top talent is evolving into a critical organizational and leadership competency. Leading-edge companies must determine how they can support and develop those in the role of Managing Others.

Leading with Influence is a discovery-based learning program specifically designed to equip First-Line Leaders with the tools, techniques, and mindset necessary to lead high-performing teams. This program helps participants understand the business context of their role as well as how their leadership impacts the bottom line. It was developed in order to align business leadership globally.

Leading with Influence enables First-Line Leaders to support their company's vision and strategy by developing the capabilities and installing the mindset to:

- Influence others effectively as inherent part of their role as a manager
- Learn best practices and less effective influence approaches
- Adapt their influencing style
- Review personal mindset and tools that help support successful influence
- Increase confidence in using influence by practicing influence skills in different scenarios
- Discuss real-life influence challenges and draft strategies how to overcome them

Program Description

The following is an example of the agenda for Leading with Influence with an added-on business simulation:

Day One Overview

Program opening

Participants learn what they can expect from the program and review the agenda for the day.

Performance Management over time

Context is provided around performance management (current and future state) and the different areas that will drive this evolution.

Your Impact as a Business Leader

Influence skills are essential regardless of level in an organization and can even be critical for those operating from within the middle of the organization leading in all directions. Everyone is in a position to influence and drive positive change, even if they are not in a position of authority. Participants are introduced to the Circle of Influence, Circle of Control, and Circle of Concern. They also get an overview of the framework (Clarify, Analyze, and Strategize) used to impact things within each of these circles. They start by clarifying the desired and current state. Then they use a Force Field Analysis to understand what forces are at play and a Stakeholder Analysis to understand who can possibly assist in reaching the desired state and who will prevent the desired state from being reached. Finally, participants must use an influencing strategy based on prioritization of the forces, best practices, and personal influence style to be effective in impacting.

BCU Case introduction

This simulated case allows participants to apply the theory they will learn during the day as well as use all management tools they have previously assembled through other leadership courses.

The Influence Framework: Clarify

Participants take a deeper dive into the desired versus current state and generating interest, focusing on theories and applications.

Round 1

Simulation Round One

Each table team takes on the role of a product manager, coaching a team in the scenario simulation and navigating through a series of management decisions. They review the profiles of each team member from the simulation, considering each one's strengths and developmental needs.

Feedback One

After the simulation rounds follows a feedback round with discussion on the different cards and metrics.

The Influence Framework: Analyze

Force Field analysis

Exceptional influencers know the importance of taking the time to thoroughly analyze their situation. They recognize that the more they know about the forces involved in the situation, the more effective their influence approach can be. Participants read the Alcoa story and complete a Force Field analysis on the table map.

Stakeholder Analysis

By completing an analysis of the audience, leaders can determine its orientation toward their argument. This indicates the level of support from the various stakeholders. It is always important to know who is in support and who is in opposition, as well as who is undecided, neutral, or uninformed.

Building Stakeholder support

10 tips from experienced business leaders are provided on how to build stakeholder support.

My Personal Influence challenge: Working session 1

Participants take what they've learned up to this point and apply it to a personal influence challenge, completing the Influence Worksheet.

Round 2

Simulation Round Two

Teams experience greater complexity as they complete Round 2 of the simulation.

Day Two Overview**Day Kick off**

Participants review the most important aspects and learning from the first day and are provided an outlook on what will take place during the second day as continuation of the journey.

Feedback 2

At the end of Day 1, participants completed Round 2 of the simulation. They now follow up with a discussion of the second year of operations.

The Influence Framework: Analyze*The prioritizer*

Working with the forces they created previously, participants use the Prioritizer to determine the ease and impact for each force. Based on the prioritization, as a group, participants select two forces and craft an influence strategy to reach their desired outcome.

My personal influence style: assessment – cards – exercise

Participants complete the Influence Assessment handout, which describes different ways of responding to influence situations. This activity explores what makes great influencers so successful and uncovers way in which participants can improve their influence effectiveness.

High impact questions

Asking high-impact questions is a skill that great influencers use. They know that well-crafted and well-timed questions are critical to successfully influencing others. During this activity, participants practice identifying and writing high-impact questions.

Round 3

Simulation Round Three

Participants complete Round 3 of the scenario simulation, navigating through a series of complex management decisions.

My Personal Influence Challenge: Working session 2

Using the Influence Worksheet they completed on Day 1, participants practice the influence interaction during a real-play. One person is the influencer first, while the other acts as the stakeholder.

Influence Best practices

In this activity participants explore what makes great influencers so successful and uncover ways in which they can improve your influence effectiveness. They review Influence Best Practices and identify the ones that will have the greatest impact on their ability to influence others based on their dominant influence mindset.

My Personal Influence Challenge: Working session 3

Participants select one of the forces listed to work with and record the actions they can take related to that force that will help reach their desired state. Then using the Prioritizer tool, they work to prioritize the actions. Finally they review the priorities and actions listed and develop an influence strategy.

Debrief and Application

Using their BAR Map, participants document insights and actions to discuss with their manager post-module one.

Experiential Learning

At the heart of Leading with Influence is a robust business leadership simulation in which participants assume the role of a product manager, coaching a team. Participants navigate through a series of management decisions that play out during three rounds of the simulation, gaining insight and practical execution know-how.

Leading with Influence is designed around a learning methodology that allows participants to uncover knowledge themselves. Personal insights and "ahas" are strong anchors of long-term learning. This program is best experienced in table groups of 4-5 people with 4-5 tables per session. This allows for a wealth of ideas to be called into play, while ensuring everyone can be involved.

Audience

Leading with Influence is ideal for:

- Experienced leaders seeking to sharpen their leadership skills
- Leaders who must get results in their roles in the "middle" of the organization
- High-potential individuals being developed for these roles.

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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