



## Agenda

Click [here](#) for additional training and schedules.

## Influencing Without Authority: Skills for Obtaining Resources, Building Relationships, and Getting Things Done

**Instructor(s):** Joseph Reed, PhD

**Length:** 2 days

**Pework:** None

**CEUs:** 1.4/see below for PDU breakdown

**Level:** Intermediate

**Training Topic:** Communication and Presentation Skills

**Subtopics:** Program Management, Influencing

### Training Description:

You have probably experienced this frustrating dilemma: How do you exert enough influence to get the job done when you're not given enough authority to do so? If you work in a project environment, you know that you need powerful interpersonal skills to influence team members who are not directly accountable to you. But how?

In this training, you will learn a variety of communications methods to increase effectiveness in a number of situations and across stakeholder groups. Learners will also gain strategies for influencing and developing valuable relationships to meet program and organizational goals.

### Learning Objectives:

*Upon completion of this training, learners will be able to:*

- Recognize the importance of interpersonal influence to personal and organizational success.
- Recognize and enhance the sources of power that they can tap into to increase their capacity to influence.
- Know how to establish credibility.
- Understand the eight options available when attempting to influence others.
- Recognize their influence strategy preferences as well as identify influence practices for improvement.
- Better understand how to build alliances and coalitions.
- Be better prepared to use 10 specific skills required to enhance communications.
- Master practical ways to persuade others and have their voice heard.
- Know how to apply interpersonal communication skills to build trust and rapport, ask the right questions, and find common ground.

### AGENDA, DAY 1: Learn the Skills of Influence


- The Management Effectiveness Formula: Why Influence Matters in Project Management
- How Your Mindset Impacts Results: MIBO
- Developing an Effective Influence Mindset
- Transactional Versus Relational Influence
- Ethical Influence Versus Manipulation
- Understanding the Sources of Power and How You Develop Them
- Eight Practices for Influencing Others
- Diagnosing the Avenues of Influence: How to Construct an Influence Map
- Self-Assessment: My Professional Network
- Developing Attending Skills to Build Partnerships and Enhance Relationships
- How to Make the Other Person Feel Heard
- Getting Your Own Voice Heard: Communicating Persuasively
- How to Use Six Forms of Evidence to Support Your Ideas
- How to Give Constructive Feedback and Have It Heard and Acted On

**AGENDA, DAY 2:** Practice the Skills of Influence

- The Modern-Day Fable: Practicing Persuading and Attending Skills
- Navigating the Relational Influence Process
- Flexing and Adapting Your Influence Style
- The Four Cores of Credibility
- The Behaviors of High-Trust Relationships
- Skill Practice: Trust-Partnering Conversation
- Five Connecting Tactics to Build Rapport
- How to Really Understand the Other Person’s Perspective
- How to Present Your Ideas Persuasively
- Planning to Persuade: Know–Feel–Do
- Skill Practice: The New Project Team
- Why People May Not Do What You Want
- How to Craft a Powerful Message
- The Art of Framing
- Skill Practice: Monroe’s Motivated Sequence
- Five Tactics for Building Common Ground
- How to Work Toward Mutual Benefit
- Relational Influence Planning Process
- Skill Practice: SKL Corporation

**Professional development units (PDUs)** are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®

|                             | Technical | Leadership | Strategic | Total |
|-----------------------------|-----------|------------|-----------|-------|
| <b>CAPM® / PMP® / PgMP®</b> | 0         | 14         | 0         | 14.00 |
| <b>PMI-ACP® / Agile*</b>    | 0         | 14         | 0         | 14.00 |
| <b>PMI-SP®</b>              | 0         | 14         | 0         | 14.00 |
| <b>PMI-RMP®</b>             | 0         | 14         | 0         | 14.00 |
| <b>PfMP®</b>                | 0         | 14         | 0         | 14.00 |
| <b>PMI-PBA®</b>             | 0         | 14         | 0         | 14.00 |



*\*Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.*