

Influencing Others without Formal Authority

令人心悅誠服的非權力性影響力

MEDIUM : English / Cantonese COURSE CODE : IFSW

Managers often need to work with people over whom they do not have formal authority. These people may be their peers, superiors, cross-functional colleagues, contractors, suppliers, even customers. Even with subordinates, it is always more efficient and productive to get their buy-in than their obligated compliance.

The purpose of this course is to provide participants the skills and techniques to influence and lead others without formal authority. The skills learnt in this course are especially helpful for those involved in team work, projects, volunteer groups, or those building a small business for themselves.

At the completion of this workshop, participants will be able to:

- Enhance one's own "influence assets"
- Influence peers
- Influence their subordinates
- Influence their superiors

Course Outline

1. Introduction

Through *discussions*, *case studies* and *exercises*, the following concepts will be introduced:

- Reasons and situations that call for influencing others
- The power of influence over authority
- Sources of informal power
- The importance of networking in today's business
- Basic principles and strategy in influencing

2. Developing "Influence Assets"

Through *discussions*, *mini-lectures* and *role-plays*, participants will learn the following concepts and skills:

- Defining "influence assets"
- The need for networking
- The principle of reciprocity
- The currency of exchange
- Building rapport and trust
- Building up your "influence assets"

3. Influencing your subordinates

Through *simulated exercises*, *feedbacks* and *discussions*, participants will learn the following concepts and skills:

- Why do your subordinates want to work?
- Motivation and de-motivation
- Communicating vision and requirements
- The WillFM factor
- The "Pygmalion Effect"
- Involvement, buy-in and ownership
- Overcoming limiting beliefs

4. Influencing peers

Through *simulated exercises*, *feedbacks* and *discussions*, participants will learn the following concepts and skills:

- Networking within the organization
- Finding out what your peers want
- Stakeholders' analysis
- Turning friends into allies
- Getting the best from your opponents
- Getting others share your vision
- Making your project irresistible

5. Influencing superiors

Through *simulated exercises*, *feedbacks* and *discussions*, participants will learn the following concepts and skills:

- Superiors as allies
- Understanding the world of your superiors
- Assessing your resources in the exchange
- Relating to your superior
- Developing a business case
- How to disagree without being insubordinate

The morning is devoted to the *discussion and practice* of some basic skills required to influence others within the workplace. The afternoon is a number of *simulated exercises* on influencing subordinates, along with *feedback, discussions and more skill practices*.