

American Management Association's Getting Results Without Authority

Learning Objectives

- Determine Your Personal Power Base
- Analyze Your Approach When Influencing Others, and Know How to Adjust It
- Identify the Fundamentals of Exchange and Reciprocity
- Develop and Apply Persuasion Skills to Influence Others
- Improve Your Basic Interpersonal Skills of Listening, Questioning, and Providing Constructive Feedback
- Appreciate the Value of Constructive Conflict, and Learn How to Work Through Conflict Situations When Influencing
- Identify the Basic Steps of Negotiation, and Promote Win/Win Results

LESSON ONE

Personal Power

- Describe the Personal Power Model and How to Use It with Your Personal Power Base
- Identify the Behaviors That Indicate Effective Influencing
- Define Ways to Develop the Platform for Your Personal Power Base

Building Your Personal Power Base

- Describe How Exchange, Relationships and Partnerships Are the Foundation of a Personal Power Base and the Keys to Influence
- Identify Your Exchange Portfolio
- Define the Principle of Reciprocity
- Identify Ways to Build Relationships Upward, Downward, and Laterally Within Your Organization
- Explain the Value of Creating Partnerships

LESSON TWO

Building Your Personal Power Base (cont'd)

- Describe How Exchange, Relationships and Partnerships Are the Foundation of a Personal Power Base and the Keys to Influence
- Identify Your Exchange Portfolio

- Define the Principle of Reciprocity
- Identify Ways to Build Relationships Upward, Downward, and Laterally Within Your Organization
- Explain the Value of Creating Partnerships

Personal Preferences

- Describe the Importance of Personal Styles When Influencing Others
- Explain the Major Personal Styles That You Deal with in Organizations
- Identify Your Preferred Style and Those of Others
- Define the Impact of the Negative Attribution Cycle

LESSON THREE

Persuasion

- Define and Apply Credibility, Logic, and Emotion in the Persuasion Process
- Evaluate Where Your Audience Is on Both Communication and Personality Issues, and Develop an Approach
- Discuss How Persuasion Is a Learning and Negotiation Process
- Explain How to Follow the Key Learning Steps of Discovery, Preparation, and Dialogue in the Persuasion Process

LESSON FOUR

When Conflict Comes Between You and Your Desired Results

- Describe the Impact of Conflict on Getting Results
- Discuss the Conflict Management Responses Available
- Define How to Provide Constructive Feedback and Not Add to the Conflict
- Explain How to Select the Appropriate Option for a Situation

Getting Better Results Through Negotiation/Influencing

- Explain the Key Preparation and Process Steps of Negotiation
- Define and Apply the Principles of “Soft” Negotiation
- Apply Influence, Persuasion, and Negotiation in a Negotiation Activity