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