Increasing Influence for Project Managers

12 classroom hours, 2-days

Description:

How do we establish enough influence over key stakeholders to get our work done when we have no "real" authority over them? We know what needs to be done and we know how to do it, yet we can't get our boss, our colleagues, and yes, even the people who report to us, to do "the right thing." Some days it feels like we're just banging our head against the wall. The result…. a whopping headache!

Objectives:

- How to identify and analyze key stakeholders on your projects
- How to build and utilize stakeholder profiles to use in influencing
- The importance of defining clear roles and responsibilities
- How to establish and maintain trust-based relationships
- How to instill credibility or self-trust
- How to weigh stakeholder influence and the impacts to your project
- Decision-making styles and how to influence each
- Appropriate media for the communications
- Essential elements of a communication plan
- Strategies to build trust and communicate more effectively in a virtual team environment
- What difficult stakeholders really want from you
- Language and ways to verbally manage difficult stakeholders
- How to proactively manage stakeholders
- How to effectively influence stakeholders
- How to Use Negotiations as a Project Manager

OUTLINE:

1. **Influence & authority**
   - Influence vs. persuasion
   - Power vs. authority
   - Personality types
   - Barriers to influence
   - Sources of power

2. **Trust**
   - Definition of trust
   - Types of trust
   - Credibility
   - How to build trust

- Trust busters
- Restoring trust

3. **Influencing others**
   - Influencing the boss
   - Influencing difficult subordinates
   - Influencing colleagues
   - Influencing groups, departments, or divisions

4. **Stakeholder communication**
   - Communication barriers
   - Rumor mill vs. grapevine
   - Decision making styles and how to influence each
   - Communications planning
   - Virtual team communication
   - Communication media

5. **Difficult stakeholders**
   - What makes a stakeholder difficult
   - The fear factor
   - More effective communication
   - What difficult stakeholders want
   - Ways to help and hinder difficult stakeholders
   - S.A.F.E. model

6. **Negotiations**
   - Determining the other party's needs
   - Building confidence
   - Eight ways to increase your power in negotiations
   - Negotiation tactics