



# Developing and Using Influence™

## AUDIENCE

Middle and general managers, experienced first-line supervisors.

## Become a More Impactful Leader

### Program Benefits

*Developing and Using Influence™*, from BTS, offers an advanced exploration of the behaviors managers can employ to maximize their impact on employees, teams, other stakeholders, and the overall enterprise. Based on leading research in the areas of power and influence, this one-day program focuses on the importance of influence in today's complex organizations.

*Developing and Using Influence* shows participants how to improve the way they promote consensus and action, as well as manage and motivate for long-term results. Managers learn tactics and behaviors they can employ to build stakeholder alliances through persuasion, values, expertise, and getting past "no". They also learn ways to engage in constructive dialogue that surfaces organizational blind spots and produces effective outcomes. A computer simulation gives participants the opportunity to apply new skills in a realistic environment before returning to the job. After *Developing and Using Influence*, participants are empowered to:

- use two key techniques to increase influence: building credibility and asking questions to be persuasive
- analyze stakeholders to prepare the appropriate influence strategy
- increase and use credibility to achieve business goals

### Program Description

*Developing and Using Influence* employs large and small group discussion, structured exercises, a computer simulation with debrief, and action planning and take-away tools. During the 90-minute computer simulation, participants work in teams to make decisions modeled on real business situations. Teams assume the role of an experienced Product Manager at Virtual Technologies, Inc. (VTI), a leading producer of virtual-reality/holographic hardware and software. Charged with managing the entire Virtu-Fit™ product line - three generations of holographic sports and fitness products - participants must work with a cross-functional team to ensure that Virtu-Fit meets its revenue projections. Participants must use best practices to influence team members and other stakeholders so that VTI meets its strategic goal for Virtu-Fit.

To reinforce skills and competencies, the simulation provides ongoing feedback on decisions, plus qualitative and quantitative feedback following the simulation. A balanced scorecard report includes performance measures in the areas of Methods of Influence (credibility, etc.), Levels of Influence (peer/organizational, etc.), and General Leadership Goals (organizational agility, strategic alignment, etc.).

### Implementation/Customization

This program is a one-day workshop. Take-away tools include Quick Influence Test, Self-Assessment Influence Questionnaire, Persuasion Hints, Audience Analysis Guide, and Personal Influence Audit. A senior management version includes additional exercises and content.