

## Influencing Across the Matrix

### OUTCOME:

Attendees will walk away being better equipped to navigate a matrix environment, where they may have little positional power. They will be able to form stronger networks across the organization and more effectively build sponsorship for their ideas, gain stakeholders' buy-in and support, solicit the cooperation of others and drive their priorities. They will do so through building trust and credibility, thoroughly assessing the style and needs of those being influenced and skillfully applying core communication techniques

Audience: professionals, individual contributors, team leaders

Length: 2 days

### OVERVIEW OF THE WORKSHOP

Influencing Across the Matrix will help individuals tasked with navigating this environment to gain a better understanding of the matrix structure and its subsequent benefits and challenges, while building skills to help them move through it more effectively. Participants will explore and develop skills and strategies of persuasive communication, understanding of the individual and the situation, networking and influencing that have become increasingly important and critical to both individual and organizational success.

### SOME OF THESE STRATEGIES AND SKILLS INCLUDE...

#### ESTABLISHING CREDIBILITY AND BUILDING TRUST

Without credibility and trust, attempting to gain support for your ideas is likely to be in vain. During the workshop, attendees will learn about specific pieces of information that they can share and things that they can do to establish their credibility from the start and to form a foundational level of trust with those that they're trying to influence.

#### READING THE INDIVIDUAL AND THE CONTEXT

There isn't a "one-size-fits-all" approach to influencing. In order to be effective, individuals have to adapt their approach and shift their focus based on the needs of the individuals they're trying to influence and based on the context of the situation. Differences in communication styles and personality preferences, the history of the relationship, the behavioral norms of the department or underlying political issues are all possible factors that could impact one's approach. The workshop will emphasize the importance of consciously thinking through these factors, in order to increase your success rate and achieve a win-win.

#### CRITICAL COMMUNICATION SKILLS

Several skills are fundamental to situations that call for influencing and persuading others. Other skills are used continuously during interactions to make sure people are on the same "wavelength."

- Asking Questions
- Listening Actively
- Communicating Benefits
- Handling Resistance

The session provides the models and framework to understand these skills and provides practice to develop them.

## STRATEGIC PLANNING FOR INFLUENCING SITUATIONS

Participants will apply a six-step strategy to their real-world situations, which will help them to more effectively structure and plan for an influencing conversation. They will engage in skill practices and role-plays to get real-time feedback on how they can become more effective influencers. The two types of situations are:

- Gaining Cooperation from Others
- Influencing Up

## BUILDING A BROAD NETWORK

When influencing across the matrix, effectiveness is a function of the people one knows – their network. During the workshop participants will have an opportunity to assess their current networks, identify gaps and create action plans for strengthening them.

## FEATURES AND OUTCOMES

On-line Prework

- Influencing Skills Self-Assessment
- Solicited feedback from at least 4 colleagues
- Identification of real-world situations to be leveraged throughout the workshop

Highly interactive, practice-based modules

Focus on applying skills and strategy to real-world situations, for immediate transfer of learning

Commitment to taking concrete actions post-session

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