

This 2-day highly interactive, results-focused workshop is ideal for project team members, practicing project managers and project leaders who need to achieve consistent project success through people. Participants will acquire advanced interpersonal skills and learn consensus-building techniques that help provide clarity and garner commitment from team members, customers and management. These influential skills are instilled in participants through real-world scenarios, which continually reinforce the skills, techniques and concepts necessary to improve project results immediately upon return to the workplace.

Course Objectives:

- Create and communicate a shared sense of purpose between the project team and stakeholders about your project.
- Involve and engage key customers and use the views of others to create commitment and advance your project.
- Learn how to prepare to make difficult requests and influence people with whom you do not have official power.
- Learn to use group facilitation skills to create a common reference point that includes the description of the business problem, where the project is going, how to actualize it, and stakeholder involvement at any given point in the project.

Audience: Those who must influence project customers and other team members.

Prerequisites: Experience in project management; that is for those who are indirectly or directly in a position to influence the outcome of a project.

Number of Days: 2 days

<p>1</p>	<p>Introduction Situation Overview Workshop Logistics Workshop Materials How to Get the Most Out of This Workshop About this Guide Foundation Skills Workshop Content Personal Learning Objectives</p>	<p>3</p>	<p>Common Deficiencies and Problems in Conversations Connected Listening The Process of Listening, Dialogue Creation, & Problem Definition Practice Instructions for Connected Listening</p>
<p>2</p>	<p>Connected Listening Purpose Baseline Considerations Key Terms Definitions When do we need to use connected listening?</p>	<p>Contracting for Commitment Purpose Key Terms Definitions When do we need contracts/commitments? Common Deficiencies and Problems with Negotiating and Contracting Negotiation Considerations Key Elements in Developing Commitment</p>	

- Negotiation Principles
- How Do You Do It?
- Apply – Practice Instructions
- Soliciting Feedback
- 4 Influence through Selling Ideas**
 - Purpose
 - Baseline Considerations
 - When do we need to influence?
 - What Is It?
 - Opening Line
 - SOCR
 - Simulation: Influencing an individual
 - Influencing a Group
- 5 The Art of Managing Resistance**
 - Purpose
 - Baseline Considerations
 - Definitions
 - What Really Happens?
 - Analyze Resistance Tool – ART
 - Apply – Practice Instructions for the Analysis Resistance Tool
 - Purpose/ Process
- 6 Group Facilitation**
 - Purpose
 - Baseline Considerations
 - Preparing for a Facilitation
 - Summary of GARP Questions
 - Meeting Facilitation Design Worksheet
 - Facilitating for Commitment
- 7 Process Start-Up**
 - Purpose
 - When do we need to use the Process Start-up Matrix?
 - What is it?
 - Using the Process Start-Up Matrix
 - How do we get started?
 - Apply
- 8 Scope Facilitation Technique**
 - Purpose
 - Baseline Considerations
 - Key Terms Definitions
 - What is it?
 - Scope Facilitation Steps
 - Apply

- 9 Stakeholder Mapping and Analysis**
 - Purpose
 - Baseline Considerations
 - When do we need to use?
 - What is it?
 - How to steps
- 10 Force Field Analysis**
 - Purpose
 - Baseline Considerations
 - Human impact conditions
 - When do we need to use Force Field Analysis?
 - Project Characteristics
 - Three Approaches to Facilitation
 - Force Field Analysis