

Persuasion and Influencing Skills for Project Managers

Briefing Document

1. Who the Brief is for

All individuals seeking information about the course. This brief outlines the training module "Persuasion and Influencing Skills for Project Managers" and enables the reader to decide whether or not to participate in it.

2. Background to the Product

This course has been developed to help project managers to manage effectively in a matrix environment across divisional and functional boundaries and with all levels in the organisation.

3. Aim of the Product

Project managers often have to juggle with a great deal of conflicting pressures, objectives, and personalities in order to achieve their targets in terms of cost, time and quality. Frequently they have no direct authority over the people involved and may well find themselves trying to influence senior people in other departments. The course is designed to enhance confidence and skill. One special feature is the feedback which each participant receives from the course tutor and other delegates.

4. Objectives

At the end of the course participants will be able to:

- Define the behaviours and attitudes necessary to be an effective influencer and negotiator*
- Develop influencing and negotiating strategies through practice in situations simulated to the particular types of relationships*
- Develop feedback and listening skills*
- Practise the development of successful contracts*
- Develop strategies for resolving their own conflicts*
- Produce a personal action plan*

5. Target Audience

Project managers and anyone in a similar role who would benefit from this training.

6. Prerequisites

There are no prerequisites to this course.

7. Content and Outline Timetable

- ◆ *Introduction*
- ◆ *Why projects fail*
- ◆ *Gaining consensus*
- ◆ *Problems of influencing others*
- ◆ *Listening skills*
- ◆ *Questioning and funnelling*
- ◆ *Thomas Kilmann conflict model*
- ◆ *Winning agreement*
- ◆ *Negotiating*
- ◆ *Action planning*

8. Method of Delivery and Training

The course is tutor led, with the opportunity for individuals to practice the skills being learned and developed by using real situations.

The maximum number of delegates per course is 6 (using one tutor) or 12 (using two tutors).

9. Related Training

None

10. Participants' roles and responsibilities

- *To have discussed the objectives of them attending with their line manager*
- *To attend and be punctual*
- *To participate as fully as they are able*

11. Line Managers' roles and responsibilities

- *Brief the individual participants and help them to decide on their objectives for attending the course*
- *To support the participant to allow for full attendance*
- *To discuss the participant's action plan on their return to work and enable this to happen*

12. Tutor's roles and responsibilities

- *To be fully prepared and able to act as a role model for the course*
- *To be sensitive to the needs of the group and each individual*
- *To be able to support individuals throughout the event*
- *To maximise the learning environment*
- *To be punctual and timely*

13. Charges

Charges will depend on:

- ♦ *The length of the course*
- ♦ *The number of tutors required*
- ♦ *The amount of tailoring required*
- ♦ *Any specific requirements*
- ♦ *Venue*

14. Further information

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