

## LEARNING OBJECTIVES

After completing *Managing Without Authority*, you will be able to:

- Read the politics in your PM environment
- Develop long-term strategies for influencing others
- Address performance problems with people who don't report to you
- Deal with angry customers, partners, employees, and managers
- Build your credibility



Achieveblue has partnered with IPSolutions Inc. for the delivery of their program in Canada. Contact Derrick Fishwick at 416-236-3005 extension 204. [dfishwick@achieveblue.com](mailto:dfishwick@achieveblue.com)

# Managing Without Authority

## Learn how to get work done when authority is less important than knowledge

How do you succeed when you have a tough project, tougher customers, a nearly impossible deadline...plus valuable team members who are being given other priorities, others who aren't delivering as agreed, functional managers who aren't meeting key resource commitments...everything but the authority to get people to do what needs to be done? *Managing Without Authority* shows you how to deal with these situations, providing proven, effective techniques and plenty of practice in using them.

You'll get expert guidance on how to maintain effective working relationships, yet get things done in a project-based matrix environment. You'll learn how to read the political terrain; identify the business, social, and individual dynamics in play; and determine the best strategies and tactics for the situation. You'll discover sure-fire ways to confront and solve performance, motivation, ability, and other emerging problems. And you'll see the right way—and the wrong way—to hold people accountable, negotiate priorities, and communicate with difficult team members and sponsors. Plus, you'll also find out how to apply positive reinforcement techniques that can significantly enhance productivity.

This three-day elective course in the Stanford Advanced Project Management curriculum was developed by IPSolutions, Interact Performance Systems, and the Stanford Center for Professional Development at Stanford University. Concepts and skills are reinforced through filmed enactments demonstrating both how and how not to handle difficult situations. Group discussions, role rehearsals, and simulations also give participants hands-on experience in applying new approaches to problems faced every day on the job.

## Target Audience

This course will benefit project, program, and portfolio managers, as well as functional managers, senior-level managers, human resource professionals, organizational development professionals, and



company executives—everyone who must influence others to perform for success.

**Prerequisites.** This course has no prerequisites.

## Benefits to the Organization

As a result of *Managing Without Authority*, your organization will benefit from:

- Project and program managers who have the ability to build effective working relationships and thereby reduce the conflict inherent in a project-based matrix environment
- Highly motivated, empowered, and accountable employees and project partners
- Increased synergy among managers, employees, and project teams
- Higher productivity, efficiency, and performance

## Course Topics

### Course Overview

- Course objectives
- Course map and expectations
- Definitions of key terms

### Reading the Political Terrain

- Frank Mason case study, A & B
- Understanding business dynamics
- Identifying social dynamics
- Working with individual dynamics

### Influence Strategies

- How influence strategies affect credibility
- Liking: definition and applications
- Reciprocity: definition and applications
- Consistency: definition and applications
- Social proof: definition and applications

### Influence Tactics

- Confronting and solving performance problems
- Holding people accountable
- Diagnosing problem causes
- Dealing with people who are upset and angry

### Communicating the Problem Situation

- Bringing up problems: What can go wrong
- How to communicate problems
- Benefits of planning ahead
- Positive reinforcement

### Solving Motivation Problems

- Diagnosing motivation and ability problems
- What motivates people
- Using consequences to motivate in an involving way
- Setting action plans

### Solving Ability Problems

- Diagnosing ability problems
- Types of ability problems
- Involving others in participative problem solving
- Dealing with mixed problems

### Solving Emergent Problems

- Definition: emergent problems
- Emergent problem process
- Dealing with anger

### Putting Strategies and Tactics to Work

- Elizabeth Parker cases A, B, and C
- Applying business, social, and individual dynamics
- Using influence strategies and tactics
- Building credibility

## Credentials that Participants May Earn

### The SCPM Credential

*Managing Without Authority* is an elective course in the Stanford Advanced Project Management curriculum. Participants who successfully complete all three core courses plus any three elective courses in the curriculum are awarded the credential of Stanford Certified Project Manager (SCPM)—the gold standard for advanced expertise in the discipline of enterprise project management.

### PDU's

IPS is recognized by the Project Management Institute (PMI®) as a Charter Global Registered Education Provider (Provider No. 1040). Participants earn 24 Professional Development Units (PDUs) for successful completion of each Stanford Advanced Project Management course. PDUs are required by PMI for maintaining Project Management Professional (PMP®) certification.

### CEUs

Course participants may earn two Continuing Education Units (CEUs), awarded by Stanford University, for successful completion of each course. CEUs are widely recognized as evidence of post-secondary educational attainment.