

**Leadership without Authority**

**Course Number:** ITL-108  
**Duration:** 1 day

**Overview**

Accelebrate’s Leadership without Authority course teaches IT professionals of all levels how to influence others to get the resources and information they need to complete their tasks.  This IT Leadership class ideal for Project Managers, Business Analysts, Software Testers, Technical Leads, etc., required to give direction to others without the specific organizational authority to do so.

**Prerequisites**

No prior experience is presumed.

**Materials**

All attendees receive comprehensive courseware covering all topics in the course.

**Software Needed on Each Student PC**

For in-person deliveries, attendees do not need computers for this course. We will provide full classroom setup instructions that will include seating in small groups, with supplies such as flipcharts, sticky notes, markers, and pens for the attendees and a projector and Internet connection for the instructor's laptop.

Online deliveries for this interactive training will use an online meeting platform (such as Zoom, WebEx, GoTo, or Teams) to have face-to-face contact online, including use of breakout rooms for group activities.

**Objectives**

* Enhance their ability to influence those outside their organization
* Learn ways in which Technical Leads and Project Managers can better manage their dotted-line resources

**Outline**

* Introduction
* Initial Thoughts and Vocabulary
  + Definitions
  + Being proactive versus reactive
  + Leadership versus management
  + Types of respect
  + Personal/hidden agendas
  + Egos, yours and theirs
* Maximizing Your Personal Power
* Key Leadership Processes
  + Building trust
  + Delegating without control
  + Expectations setting
  + Thank people in public
  + Relationship building
* Influencing Other Corporate Players
  + Internal business clients
  + Other internal IT organizations
  + Managing up
* Barriers to Influence
  + Understand the resistance to change
  + For change to work it must be
* Formal Methodologies
  + Cialdini's six principles of influence
  + The Johari window
  + Emotional intelligence
  + Pettigrew & Whipp's typology
  + Social media measurement adaptation
* Influencing Styles
  + Push and pull
  + Pushing type actions
  + Pulling type actions
  + Other positive styles
  + Other negative styles
* Influential Communication
  + Storytelling
  + Emotional/loaded/emotive language
* Question Types
  + Closed-ended questions
  + Open-ended questions
  + High-yield questions
* Question Usages/Purposes
  + Accuracy
  + Clarification
  + Completeness check
  + Relevance
  + Conversation control
  + Descriptive
  + Leading
  + Examples
* Body Language
  + How people receive information
  + Does mood affect your posture?
  + Can posture affect your mood?
  + Professional speakers use it
  + Influencing others
* Conclusion