

Think and Speak for Results:

# Lead Without Authority™

Develop the leadership and collaboration skills needed to increase engagement and productivity among team members. Influence others over whom you have no formal authority to brilliantly execute new projects, initiatives, and strategies.

Training Options: Live and Live Online Program Duration: 1-day, and 2-day Options

## Day 1

### Prepare for Your Moment of Truth: Get Ready and Focused

- ✓ Understand what it takes to truly “be heard” and reach mutual agreement
- ✓ Get clear and specific about your goals for your conversation.

### Learn the Art of Collaborative Influence

- ✓ Discuss the concept of balanced inquiry and advocacy to feed collaborative agreement
- ✓ Understand the four key components of an influential and productive conversation:
- ✓ Prepare, Open, Inquire, and Advocate.

### Open the Conversation with a Compelling and Relevant Business Case

- ✓ Use the Mandel BLUEPRINT® to create clear, concise, audience-centric content.
- ✓ Use the Mandel SCIPAB® tool to create an engaging listener-focused opening.
- ✓ Close with a strong point of view and/or call to action.

### Learn the Art of Executive Presence

- ✓ Master a balanced, confident, and relaxed posture to communicate credibility.
- ✓ Use pausing skills to gather your thoughts, allow your audience time to process what you are communicating, and to make a point.
- ✓ Communicate passion and commitment with vocal and facial animation skills.

## Day 2

### The Art and Science of Inquiry: Questioning to Discover and Agree

- ✓ Understand the role of genuine rapport before expecting someone to engage in a meaningful conversation and/or answer probing or thought provoking questions.
- ✓ Use questioning techniques that avoid interrogation and instead encourage discussion and deeper understanding.
- ✓ Learn and then practice the four types of questions and when each is most appropriate: Fact, Perspective, Possibilities and Feelings.
- ✓ Use linking and summarizing to demonstrate you’ve been actively listening and have the mental horsepower to connect what’s been discussed to the listener’s needs and POV.
- ✓ Develop tactics to decide when it is most effective to move to advocacy, return to inquiry or stop to handle an objection/question.
- ✓ Use what the listener has said to earn the right to move the conversation to commitment.

### Uncover All Objections/Issues by Encouraging Push Back

- ✓ Use *Align–Respond–Maintain™* to effectively handle challenges and objections.
- ✓ Learn how to take a tough question or push-back and convert it into an opportunity to dive deeper into a particular topic.
- ✓ Learn how to positively defer a question to another time – especially if you don’t know the answer.

### Gain and Sustain Commitment

- ✓ Articulate the Position – Action – Benefit for both parties and confirm agreement
- ✓ Develop reasonable next steps and a plan to keep everyone involved accountable.