

Positive working relationships make everyone's job easier and more enjoyable. So if you are the person primarily responsible for managing the relationship – whether with peers, outside suppliers and clients, or line managers – there are many different skill areas you will need to develop to be successful. This participative and fast paced, two-day workshop blends work-focused discussions and fun, challenging exercises to allow participants to confront and resolve issues.

**Your Workshop Leader: Tony Bray**

## OBJECTIVES

By the end of this course participants will:

- Have worked through a five-step process for managing client relationships.
- Know how to apply two different models for influencing people.
- Be able to say 'no' gracefully.
- Have improved personal face-to-face communication skills.
- Have improved their ability to write more concisely and influentially.
- Leave with team and personal action plans for making immediate improvements.

## SURGERY SESSIONS

Each Day will include a Surgery Session designed to facilitate transfer of learning:

### **Surgery session #1**

- Working in two teams delegates advise one of their colleagues on a personal learning goal declared at the start of the course

### **Surgery session #2**

- Working in two teams delegates advise other colleagues on a personal learning goal declared at the start of the course

## WHO SHOULD ATTEND

This workshop is designed for people working individually or in cross-functional teams, who require to assess, select and use different methods of communicating to influence at different organisational levels.

## **Outline Programme**

### **Day One**

#### **What must we be good at in order to succeed?**

- main tasks, roles

#### **How do we measure up?**

- Reviewing output using 'Ease versus Benefit' grid.
- Identify top areas for improvement.

#### **Five steps to success**

- Step 1 – Clarify your objectives.
- Step 2 – Collect data.
- Step 3 – Search for underlying themes.
- Step 4 – Look for options.
- Step 5 – Recommend and implement.

#### **Collecting information**

- The need for Analysis not Paralysis!
- Hard or Soft data?
- Reliability/ease of collecting from different sources

#### **Asking effective questions**

- Explore the variety of questioning techniques.
- Open versus closed – reflective – pauses
- Situation-Problem-Effect cascade

#### **Effective listening**

#### **Belbin team roles**

- Discuss results of Belbin team roles questionnaire
- How would you influence each type?

#### **Communication challenge**

### **Day Two**

#### **Influencing styles**

- Introduce the Influencing Styles model
- The ADQ model for saying 'no' gracefully
- Importance of Features and Benefits when influencing
- Delegates explore how to improve 'conversion' rates

#### **Structuring influential documents**

- Interactive discussion on the optimum layout and structure for influential documents
- Discuss – contents, flow, impact, text versus graphics, language, etc
- How to appeal to different styles of reader

#### **Key concepts of using Plain English**

- Exercise to refresh grammar and punctuation
- Detailed critique using all the tools discussed throughout the course

#### **Action planning**

- Review individual learning points from the course
- Delegates share the headlines of their action points

