

ABOUT C.M.N.Z. LIMITED

CMNZ was set up as part of the Conflict Management Network arising out of the Harvard Program on Negotiation in Cambridge, Massachusetts. The purpose of this network was to establish internationally recognised centres of professional excellence in conflict management, interest-based negotiation and influence. The original vision created by Professor Roger Fisher (co-author of 'Getting to Yes') was to build capability in a variety of countries, to share intellectual property, maintain quality assurance, and develop different cultural understandings and experience.

CMNZ SERVICES

CMNZ's practice builds upon years of research at Harvard University and practical international experience in a wide variety of arenas including trade, bilateral and multilateral diplomacy, business, staff-management, law, environment, and intercultural conflict. Our objective is to strengthen the ability of individuals, communities and organisations to achieve better outcomes, manage relationships and deal effectively with conflict through providing:

- Training - primarily negotiation, mediation and difficult conversations.
- Consulting - specific advice, building negotiation capacity and conflict competence.
- Coaching - conflict management, problem solving and relationship management.
- Mediation and facilitation - two-party and multiparty.

CMNZ PROJECTS

- Influencing training for Exxon Mobil, IBM and McGraw Hill in Australia.
- Building leadership and communication skills in Timor Leste (World Bank).
- Teaching negotiation and influencing for business at Victoria and Massey Universities.
- Building organisational capacity in negotiation at a major NZ port company.
- Training in negotiation and difficult conversations within central and local government.
- Consulting and coaching with senior staff and groups, both public and private sectors.

WHO YOU CAN CONTACT ABOUT THIS COURSE

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C.M.N.Z. Limited - conflict management specialists

Influencing Without Authority

Achieving High Value Outcomes through Lateral Influence (2-Day Workshop)

Practical skills based on work from the Harvard Program on Negotiation, the International Conflict Management Network and extensive CMNZ experience.

Do you experience any of these challenges?

- Trying to secure internal alignment across a team, group or directorate
- Getting people committed a new project, policy or initiative
- Working across several government agencies
- Changing attitudes, behaviours or priorities
- Getting agreements which are hard to implement

If "Yes" then this workshop is designed for your situation.

This Influencing workshop builds on over 30 years of theory development and practice for the public and private sectors in both domestic and international environments.

WHAT THIS WORKSHOP OFFERS

This is an intensive and interactive workshop with short presentations, simulations, real cases and facilitated review sessions. The tools we present are for both the private and public sectors, particularly for large organisations, working within a challenging group environment.

The workshop is designed to cover the following three stages:



If the purpose of influencing is to change the attitude, strategy or behaviour of another party(s) this course will help you to think strategically about how to achieve durable outcomes where other parties are motivated to change.

LEARNING OUTCOMES

The workshop will enable you to:

- Prepare for complex situations
- Understand the context and how you present yourself
- Map the various parties to see who can enhance your influence
- Manage different perceptions and interpretations
- Manage the tension between assertiveness and empathy
- Use persuasive communication to understand their perspective
- Present your idea or opinion with confidence without being aggressive
- Knowing what to do when someone says "No"
- Secure buy-in and commitment to your proposal
- Engage in joint problem solving

WORKSHOP DESIGN

1. What is the real challenge?

Working with multiple stakeholders is about how to manage complexity to achieve your desired outcome. This workshop provides practical tools to manage such complexity.

2. Core elements that enhance influence

- Understanding the context.** The diagnosis of the situation should determine your influencing strategy. Only by understanding the context can we understand the challenges that will affect the viability and sustainability of any change. The key skill we introduce is how to use others to influence for you through stakeholder mapping.
- Empathy without agreeing.** This is all about the power of reciprocity. If we want a party to understand us we need to first demonstrate our understanding of them, both the content and how they feel about it. Empathy means identifying with their thoughts and feelings without agreeing with them. The key skills are; emotional awareness, listening through inquiry and acknowledgement, and how to see the world from other people's perspective.
- Assertiveness.** Assertive behaviour is the courage to express our needs in a way that is considerate and respectful of the rights and needs of others. Some people struggle with being either too accommodative or too aggressive which is the tension between getting your needs met and maintaining a good relationship. The key skills are knowing yourself and how you affect others; persuasive advocacy (communicating in a way that others understand); increasing the persuasive power of your message; and, using body language to enhance your influence.
- Joint problem solving.** This is a process where parties work together to define, analyse, and explore potential solutions. The success of joint problem solving involves questions such as: do we all have a common understanding of the problem; what is our purpose; do we know the role everyone is taking; and, how can we work together effectively and efficiently? The key skills are facilitating, problem analysis, joint brainstorming and developing an action plan with clear commitments.

WORKSHOP DESIGN (continued)

3. Workshop modules

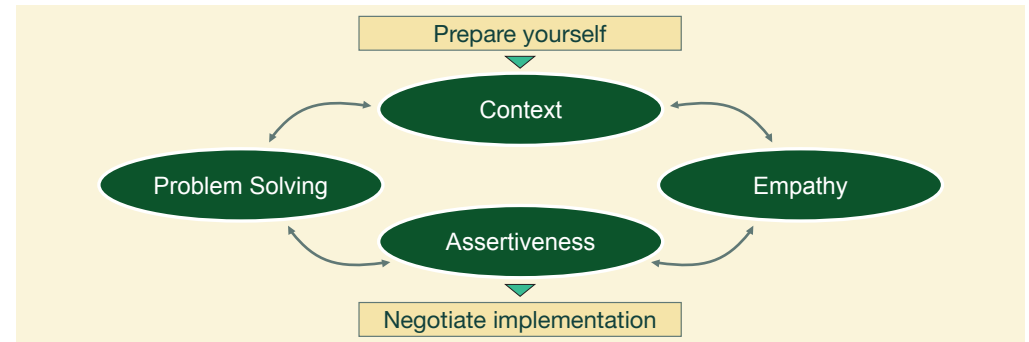
The modules that explore the above core elements are as follows: (these modules relate to point 2)

- Exploring our own influencing ability
- Developing our personal influencing profile
- Overview of influencing concepts and tools
- Understanding the context (questions we need to prepare on)
- Stakeholder mapping (how others enhance our influence)
- Managing different perceptions (ladder of inference)
- How to understand their story with empathy

- How to assertively present our viewpoint
- How to get durable commitment
- Managing the impasse
- How to problem solve for mutual benefit
- Influencing across cultural values.

4. Summary

We explore individual challenges at the start to determine how we can best tailor the course to suit specific needs. Influence is a core skill for all leaders and this workshop will help you think more strategically about how you gain ownership and motivation towards the outcomes you want.



WORKSHOP FACILITATORS

Colin McKenzie (Director, C.M.N.Z. Limited) has been training and consulting in negotiation and influencing for over 30 years and mediating a wide variety of domestic and international disputes. He has post-graduate qualifications in both conflict resolution and negotiation. He also worked for 5 years with Conflict Management Group (Boston) and Professor Roger Fisher (co-author of Getting to Yes).

Paula Feathers (Training Associate) has more than 25 years experience in working with organisations in the areas of management and leadership development, facilitation and executive coaching in both New Zealand and the UK. Paula works with individuals and teams who are striving to reach their full potential and in turn, enrich the lives of those they influence, manage and lead. She is an accredited LEADR mediator and is a qualified MBTI and TMI practitioner.

Madeleine Taylor (Senior Trainer) is an experienced people skills consultant, who has worked in social work and organisational development since 1982. She has extensive experience in delivering training in conflict management, negotiation skills, managing difficult behaviour, facilitation, developing emotional and social intelligence.

Karen Waitt (Training Associate) combines a wealth of expertise in action-based training. Her specialist areas include leadership development, coaching and teamwork. She has worked with managers and teams at all levels of both private and public sector organisations. Karen's passion is helping others to understand their strengths and achieve their potential. Her specialist areas include behavioural and cognitive awareness and change, engaging coaching conversations and dealing with difficulty.