

# INTERACT PERFORMANCE SYSTEMS

## MANAGING BEYOND AUTHORITY

VERSIONS FOR EXECUTIVES, MANAGERS, AND INDIVIDUAL CONTRIBUTORS

### PURPOSE

This award-winning program was developed with Stanford University to address a very common and challenging situation faced in today's work environment. The situation occurs when a person needs to achieve bottom-line results, but doesn't want to or can't rely on position power to achieve them. Even executives face this situation because their initiatives often require a greater level of commitment, ingenuity, and energy than can be achieved through power alone. Project managers face this situation because the project-management environment gives them very little formal authority. To succeed, goals must be accomplished by even those having little or no position power.

*Managing Beyond Authority (MBA)* uses two Harvard Business School case studies, challenging models, and engaging practice to help participants build, maintain, and exercise the personal and team influence required to achieve results without relying on formal authority.

### LEARNING OUTCOMES

Participants are able to:

- ◆ Gain a greater level of commitment, initiative, and energy.
- ◆ Analyze the organizational dynamics that are either driving or impeding a decision.
- ◆ Build support and understanding for an initiative.
- ◆ Establish long-term relationships of trust and credibility.
- ◆ Involve managers, peers, customers, suppliers and employees in participative problem solving.
- ◆ Manage priorities and resources with others across the organization.
- ◆ Hold project partners accountable for deadlines and deliverables.
- ◆ Resolve performance problems with people who don't report to them.
- ◆ Deal with angry customers, partners, employees, and managers.
- ◆ Keep projects on track despite the complexities of a project-based matrix environment.

### TIME COMMITMENT

*Managing Beyond Authority* is generally taught in 6 half-day workshops conducted once a week. However, Interact has specialized versions of this program that meet almost any time requirement, ranging from two-hour sessions to two-day workshops.



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