BLACKBIRD FOR TRAINING

Certificate in Influencing Without Authority

6 – 10 September 2027
Milan (Italy)



Certificate in Influencing Without Authority

Ref: 3255780_351389 **Date:** 6 – 10 September 2027 **Location:** Milan (Italy) **Fees:** 5200 GBP

Introduction

This three-day course focuses on strengthening the ability to influence people, decisions, and organizational direction without relying on formal authority. In today's workplace, many important initiatives require cooperation from leaders, departments, and stakeholders who may not report directly to the person leading the effort. This makes influence, trust-building, and change leadership critical capabilities.

The course is designed around real organizational situations where ideas need support, resistance must be managed, and stakeholders need to be aligned before action can move forward. It helps participants understand how influence works, how to read stakeholder priorities, how to build credibility, and how to guide change through communication, evidence, and practical engagement.

The program moves in a clear sequence: first, building influence and credibility; second, managing stakeholders and resistance; and third, leading change initiatives through structured action plans. The content is aligned with the theme of influencing without authority and leadership development requirements.

Course Objectives

By the end of this course, participants will be able to:

- Understand how influence works when direct authority is limited.
- Build trust and credibility with leaders, teams, and internal stakeholders.
- Identify stakeholder interests, concerns, and sources of resistance.
- Communicate ideas in a way that connects with business priorities.
- Use questioning, listening, and evidence to create alignment.
- Handle objections without damaging working relationships.
- Lead change conversations with confidence and structure.
- Build support for initiatives across different departments.
- Turn resistance into useful feedback for better implementation.
- Develop practical influence plans for organizational change initiatives.
- Strengthen collaboration with stakeholders who have different priorities.
- Support change adoption through clear communication and follow-up.



Course Outlines

Day 1: Building Influence Before Driving Action.

- Understanding influence without formal authority.
- The difference between position-based power and credibility-based influence.
- Identifying personal sources of influence inside the organization.
- Building trust before asking for commitment.
- Understanding how decisions move across departments and leadership levels.
- Reading stakeholder expectations, concerns, and hidden priorities.
- Using credibility, consistency, and business understanding to gain support.
- Communicating ideas through value, risk, and business impact.
- Avoiding behaviors that reduce influence, such as pressure, over-explaining, or defensive responses.
- Practical exercise on mapping influence opportunities in a workplace situation.

Day 2: Stakeholder Engagement and Resistance Management.

- Identifying key stakeholders for change and business initiatives.
- Classifying stakeholders by influence, interest, support, and resistance.
- Understanding why people resist change even when the idea is valuable.
- Preparing messages that match different stakeholder priorities.
- Using data, examples, and practical reasoning to support recommendations.
- Handling objections with calm, structure, and clarity.
- Building alliances across departments without creating conflict.
- Managing conversations where interests or priorities are not aligned.
- Turning resistance into questions, risks, and implementation improvements.
- Case activity on influencing a resistant stakeholder group.

Day 3: Leading Change Through Influence and Practical Execution.

- Connecting change leadership with influence, trust, and stakeholder ownership.
- Creating a clear change story that explains why the change matters.
- Translating change objectives into simple actions and responsibilities.
- Engaging leaders and teams before implementation begins.
- Managing uncertainty, hesitation, and emotional reactions during change.
- Building communication plans for before, during, and after the change.
- Monitoring adoption and identifying early signs of disengagement.
- Maintaining momentum after initial approval.
- Creating follow-up mechanisms to keep stakeholders aligned.
- Final application on building an influence and change leadership plan for a real workplace initiative.



Why Attend This Course: Wins & Losses!

- Improve the ability to influence decisions without relying on direct authority.
- Build stronger credibility with leaders and internal stakeholders.
- Communicate ideas in a way that connects with business needs.
- Reduce resistance by understanding stakeholder concerns early.
- Handle objections without escalating conflict.
- Build alignment across departments with different priorities.
- Lead change conversations with more confidence and structure.
- Strengthen the ability to move initiatives from discussion to action.
- Improve stakeholder engagement during transformation or policy changes.
- Turn resistance into practical input for better implementation.
- Support organizational change through clear communication and follow-up.
- Develop a practical influence plan that can be applied immediately.

Conclusion

This course provides a focused and practical approach to influence without authority and change leadership. It helps participants understand how to build trust, engage stakeholders, communicate with impact, and lead change even when they do not have direct control over the people involved.

Across three days, the program starts with the foundations of influence and credibility, then moves into stakeholder engagement and resistance management, before ending with practical change leadership planning. This structure allows participants to connect influence skills with real organizational challenges and change initiatives.

The course also emphasizes the importance of listening, asking better questions, understanding business priorities, and presenting ideas in a way that creates alignment rather than resistance.

By the end of the course, participants will be better prepared to influence decisions, guide stakeholders, manage resistance, and lead change initiatives with a balanced approach that protects relationships while supporting organizational progress.

