

Influence and Persuasion in the Absence of Authority

Session Description

The world of defence, intelligence and security is complex by definition. This complexity arises from many sources: critically urgent issues constantly in play combined with a broadly defined and diverse set of stakeholders at every level. Security and intelligence personnel are involved with this constellation of issues and stakeholders at all stages of their work, from policy research through to implementation of key strategies. In this context, few decisions are made unilaterally and fewer operational situations are resolved with the involvement of only one or two players.

This complex context requires agility. It means you need to use your skills to navigate and influence the system horizontally. You may have little to no authority over the actions of stakeholders and yet flexibility and inclusiveness are key elements of effectiveness. Unfortunately, flexibility and inclusiveness are not always valued in male-dominated work environments.

In this session, you will have the opportunity to explore the dynamics of influencing and persuading others in order to get results and the linkages to masculine/feminine ways of working. You will be introduced to five influence styles and have an opportunity to explore how these styles might apply to a situation in your current work environment.

Session Objectives

1. To appreciate the importance of influence and persuasion to effective leadership;
2. To explore challenges facing women as they work to influence and persuade others;
3. To identify our preferred ways of influencing others; and
4. To explore and apply different approaches to influencing others.

Session Facilitators

James Clemens is an accomplished leadership coach and project consultant specializing in organizational culture change. He has over fifteen years of professional experience in executive leadership development and organizational effectiveness. Prior to becoming a management consultant, James was a manager of executive leadership programs in the Public Service of Canada as well as a Senior Policy Advisor at the Privy Council Office of Canada providing strategic advice to the most senior levels of government on enterprise-wide change initiatives. James has extensive international and multi-cultural experience developing, leading and coaching executives and project teams to produce unprecedented results.

Ingrid Richter PhD is highly respected for her work in the design and facilitation of leadership development, complex change and organization transformation programs. She has 35 years of experience as a management consultant and part-time academic, working across the public, private and non-profit sectors nationally and internationally. She is currently an Executive-in-Residence at the Telfer School of Management and in this capacity acts as Academic Director and lead consultant on several of Telfer's key leadership programs. She enjoys working with inter-disciplinary teams and has a keen focus on creating high-quality learning experiences that are designed to serve the diverse needs of individual learners and their organizations.

As a public servant Ingrid served as an executive in the Ministry of Community Safety and Correctional Services as well as the Ministry of the Solicitor General. She also served as a Senior Fellow with the Canada School of Public Service (International Programs). In the last 10 years Ingrid has designed and delivered in-depth, large-scale (multi-country) programs involving over 1000 senior public and non-profit sector leaders from across Canada, Europe, Asia, Africa and the Caribbean.