# Course : Strengthen your leadership influence in a cross-functional environment

*Practical course - 2d - 14h00 - Ref. LMT*
*Price : 1590 CHF E.T.*

**NEW**

In a context of constant change, the ability to mobilize dispersed teams and move complex projects forward is a decisive factor in performance. This training course aims to develop influential leadership skills capable of uniting players with diverse interests, creating buy-in around strategic priorities and accelerating project completion. Through immediately applicable methods and tools, it enables you to transform cooperation into measurable results and reinforce your managerial impact in a constantly changing environment.

## Teaching objectives

**At the end of the training, the participant will be able to:**

- Understanding the specificities of cross-functional management
- Identify your own operating modes
- Identify stakeholders' needs and expectations
- Adopt a different vision of influence, its sources, effects and limits

## Intended audience
Cross-functional managers, project managers and project leaders

## Prerequisites
No

## Practical details

**Hands-on work**
Self-assessment, individual and sub-group brainstorming workshops, role-playing exercises, case studies, practice-sharing workshops and feedback.

**Teaching methods**
Active teaching

## Course schedule

## 1   **Understanding the specificities of cross-functional management**

- Identify different situations
- Define the advantages and disadvantages of the absence of a hierarchical link
- Identify the different levers and support points: influence of the manager/leader, expectations/needs of stakeholders

### Hands-on work

Réflexion individuelle : description d'une situation réelle de management transversal (projet, coordination, …). Panorama des principales situations de management transverse. Atelier : l'absence de lien hiérarchique est-elle un frein ou une opportunité ? Echanges.

## 2   **Knowing the support points for leaders in cross-functional management situations**

- Adopt two possible visions of relationships: linear vision, circular vision
- Identify preferred operating modes and adapt to context and stakeholders
- Evaluate your ability to adapt and move from one style to another

### Hands-on work

Lecture croisée d'une situation réelle à partir d'une approche linéaire et circulaire: Auto-diagnostique : identifier son style préférentiel de leadership. Réflexion en binômes : adéquation entre les styles de leadership et les situations. Conséquences sur les interactions et son adaptabilité

## 3   **Identify stakeholders' needs and expectations**

- Identify the different sources of motivation: Maslow, Herzberg
- Detect other needs: fairness, usefulness…
- Giving meaning to leadership.

### Hands-on work

Half-group workshop: deciphering the levers of motivation. Mobilizing motivation in cross-functional management. Mapping the needs of key players in a cross-functional management situation.

## 4   **Identify the effects and limits of influence**

- The leader, the situation and the stakeholders: a look at mutual influences
- Exerting influence: adapting your standards, recognizing what you can influence

### Hands-on work

Collective exploration: identifying spheres of influence and non-influence

## 5 Handling delicate relational situations

- Welcoming and regulating the emotions generated by a conflictual relationship
- Identify personal reactions in a conflictual relationship
- Offering and soliciting feedback: a key instrument for regulation and learning

### Hands-on work

Travail en binômes : identification de ses modes de fonctionnement préférentiels en situation de tensions professionnelles. Mises en situation : expérimenter la régulation émotionnelle, préparer et formuler un feed-back constructif; retours structurés des participants et du formateur