Soft skills

Understanding Stakeholder Dynamics and Influencing with Integrity

One day to read how an organisation really works and weigh on decisions without manipulating. Participants map the players in a file, their interests, room for manoeuvre and relationships, then choose legitimate levers of influence: strength of argument, shared interest, reciprocity, alliances, timing. The line between influence and manipulation is worked on explicitly, using real cases brought by the group.

Duration : 1 day

Objectives

1. Explain why the real organisation differs from the organisation chart: interests, zones of uncertainty, alliances
2. Build the stakeholder map of a file: position, influence, interests, relationships
3. Identify the levers of influence available and those that are not acceptable
4. Apply an influence strategy suited to each key player in a file
5. Assess your own practices against criteria of integrity: transparency, loyalty, respect for the rules

Programme

Day 1 — morning

• Organisation chart and real organisation: formal power, informal influence, scarce resources

• What each player seeks to protect or obtain: interests, constraints, room for manoeuvre

• Stakeholder mapping: supporters, opponents, undecided, players able to block

• Exercise: stakeholder map of a file brought by a participant

Day 1 — afternoon (workshop)

• Levers of influence: strength of argument, shared interest, reciprocity, coalition, timing

• Influence or manipulation: criteria to draw the line and hold it under pressure

• Reacting to other people’s games: withholding information, going around, alliance against a project

• Workshop: influence strategy for your own file and a role play with a reluctant player

Teaching methods

• Real cases brought by participants, anonymised where necessary

• Stakeholder mapping on an influence and position matrix

• Role plays with a counterpart who is reluctant or opposed to the project

• Debate on dilemmas: how far to go to get through a file you believe in?

• Self-assessment grid of your influence practices

Assessment and documents

Knowledge test and case analysis at the end of the day, post-training evaluation at D+1. Each participant receives a numbered certificate verifiable online; the company receives the training report.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

This module extends “Moving Your Projects Forward in the Organisation”, which focuses on steering the project. For value dilemmas at work, the half day “Professional Ethics and Values at Work” complements the reflection on integrity.

Practical information

Duration	1 day
Audience	Managers, project leaders and experts who need to win the support of people over whom they have no authority
Prerequisites	No prerequisites; experience of cross-functional files is useful
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Is this about learning to manipulate?

No. The course teaches you to understand stakeholder dynamics so as not to be at their mercy, and to influence by means you can own openly. One criterion runs throughout: could you explain what you are doing to the person concerned?

Who is it mainly for?

Managers and experts who carry cross-functional files, middle managers placed between management and the shop floor, and support functions (quality, human resources, purchasing, management control) who must get rules applied without direct authority.

Do the situations shared stay confidential?

Yes. Cases are anonymised and the training report does not reproduce the situations discussed. For in-company sessions, we recommend not putting a participant and their direct superior in the same group.