COURSE SYLLABUS

# The Power of Influence over Authority Course (Self-Paced)

Learn to lead with influence rather than title by building trust, credibility, and relationships that drive cooperation and results.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/the-power-of-influence-over-authority-course-self-paced




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## Course Outline

**Module 1: Defining Power, Authority, and Influence**

- Define power, authority, and influence and explain their relationship to leadership and results.
- Compare Kipnis & Schmidt's six influence styles (friendliness, bargaining, reason, assertiveness, higher authority, coalition building) and when each is effective.
- Identify four sources of influence—expertise, personal attraction, effort, and legitimacy—and how to develop them.
- Differentiate short-term compliance from long-term commitment and why influence outperforms authority alone.

**Module 2: Communication Skills Essential to Influencing Others**

- Strengthen listening, speaking, writing, and critical thinking as core tools of influence.
- Practice active listening techniques and audience-centered speaking that build commitment.
- Apply writing guidelines (professional tone, plain language, “bottom line up front”) to persuade busy readers.
- Use critical thinking to analyze issues, present both sides, and translate ideas into clear actions.

**Module 3: Influencing Through Responses to Others**

- Distinguish non-assertive, aggressive, and assertive responses and their impact on commitment.
- Use assertiveness skills—eye contact, posture, facial expression, voice, and timing/location—to convey respect and clarity.
- Build habits that increase influence (self-monitoring logs, positive imagery, feedback from role models).
- Apply assertive responses to workplace scenarios to keep proposals moving forward.

**Module 4: Influencing Through Positive Criticism and Feedback**

- Deliver “mission-first” criticism that is thoughtful, tactful, and solution-oriented.
- Follow proven tips: focus on standards and issues (not people), avoid exaggeration/sarcasm, seek feedback, and secure buy-in.
- Respond constructively to criticism by mirroring, acknowledging, clarifying, and linking to points of agreement.
- Provide timely, specific, behavioral feedback using the SBI model (Situation–Behavior–Impact) plus clear requests and consequences.

**Module 5: Case Study**

- Analyze a realistic agency scenario and select appropriate influence strategies to build support across divisions.
- Design and present a plan that applies styles/sources of influence, communication, and assertive responses.
- Translate lessons into career-development actions that expand your influence without formal authority.
- Reflect on outcomes and “what’s next” to sustain momentum after the course.